

# DECISION OF THE COLLEGE OF THE EUROPEAN PUBLIC PROSECUTOR'S OFFICE OF 1 MARCH 2023

## ON THE ADOPTION OF THE SINGLE PROGRAMMING DOCUMENT OF THE EUROPEAN PUBLIC PROSECUTOR'S OFFICE FOR THE PERIOD 2022-2024

The College of the European Public Prosecutor's Office (EPPO),

Having regard the Council Regulation (EU) 2017/1939 of 12 October 2017 implementing enhanced cooperation on the establishment of the European Public Prosecutor's Office ('the EPPO')<sup>1</sup>, and in particular Articles 11, 19 and 114 thereof,

Having regard to Decision 002/2021 of the College of the European Public Prosecutor's Office of 13 January 2021 on the Financial Rules applicable to the European Public Prosecutor's Office, and in particular Article 32 thereof,

Upon proposal by the European Chief Prosecutor, as prepared by the Administrative Director of the EPPO,

Has adopted the following decision:

### Article 1

#### *Adoption of the Single Programming Document*

The Single Programming Document of the European Public Prosecutor's Office for the period 2022-2024, as presented in the Annex which forms integral part of this decision, is hereby adopted.

### Article 2

#### *Entry into force*

This decision shall enter into force on the day following its adoption.

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<sup>1</sup> OJ L 283, 31.10.2017, p. 1–71.



EUROPEAN  
PUBLIC  
PROSECUTOR'S  
OFFICE

COLLEGE DECISION 011/2023

Done at Luxembourg on 1 March 2023.

**On behalf of the College,**

**Laura Codruța KÖVESI**  
**European Chief Prosecutor**



EUROPEAN  
PUBLIC  
PROSECUTORS  
OFFICE

European Public Prosecutor's Office

# **SINGLE PROGRAMMING DOCUMENT**

**2022–2024**



EUROPEAN  
PUBLIC  
PROSECUTOR'S  
OFFICE



## Foreword

The EPPO has been operational since the first of June 2021.

With responsibility for investigating, prosecuting and bringing to judgment the perpetrators of, and accomplices in, offences against the Union's financial interests – such as fraud, corruption or serious cross-border VAT fraud – the EPPO has a key role to play in protecting the EU budget.

Its mission, as stated by its founding regulation, will be, in the context of the development of the EU's long-term budget, coupled with NextGenerationEU – the instrument designed to boost the EU's economic recovery – a front-line job.

A total of €1.8 trillion will help to rebuild a post-Covid-19 Europe. The EU's new long-term budget will increase flexibility mechanisms to guarantee that it has the capacity to address unforeseen needs. More flexibility, however, may also increase the risk for irregular spending.

The EPPO will operate independently as a single entity across all participating Member States, and will combine EU and national law enforcement efforts in a unified, seamless and efficient approach.

1. Its first objective for 2022-2024 is to operate efficiently as a single office. Protecting the EU budget by fighting fraud and corruption will reinforce the rule of law in the EU, and the trust of the citizens in the EU integration process. It will reinforce the EU commitment.
2. The EPPO will continue its efforts to establish strong relationships with the Member States that have chosen not to take part in the EPPO, with which close and effective cooperation is ever more crucial to ensure that there are no gaps in the protection of the Union budget. In addition, the EPPO will negotiate working arrangements with the authorities of third countries – in particular, when their cooperation is anticipated to be critical in the investigation and prosecution of cross-border cases falling within its competence, as well as in damage recovery.
3. The EPPO will do its utmost to enhance the human resources already engaged in its deployment by reinforcing its administrative framework, with a view to ensuring permanence and stability. The administrative objective is crucial, as it will contribute

to guaranteeing the independence of the institution. The important effort, realised by a shift in the Establishment Plan in favour of more statutory functions, should be supported by the budgetary authority.

4. Before 2024, the EPPO will also take the time of first evaluations. On the one side, the evolution in the number of investigations shall be closely monitored to check the adequacy of the resources provided at central and decentralised levels. On the other side, the first lessons taken from experience will feed a continuous reflection of possible legislation improvements to submit to the relevant EU and national institutions.

The achievement of these objectives will need the mobilisation of all the components of the Office and, in particular, implies a strong coordination and communication with our institutional partners.

**Laura Kövesi,**

**European Chief Prosecutor**

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## List of Acronyms

**AAR:** Annual Activity Report

**AWP:** Annual Work Programme

**CA:** Contract Agent

**CAFS:** Commission Anti-Fraud Strategy

**CARIN:** Camden Asset Recovery Inter-Agency Network

**CMS:** Content Management System

**ECA:** European Court of Auditors

**ECR:** EPPO Crime Report

**EIB:** European Investment Bank

**EPPO:** European Public Prosecutor's Office

**EU:** European Union

**FATF:** Financial Action Task Force

**HR:** Human Resources

**IAS:** Internal Audit Service

**IAC:** Internal Audit Capability

**IBOA:** Institutions, bodies, offices and agencies [of the EU]

**ICF:** Internal Control Framework

**ICT:** Information and Communications Technology

**KPI:** Key Performance Indicator

**OLAF:** European Anti-Fraud Office

**PMO:** Paymaster Office

**SFTP:** Secure File Transfer Protocol

**SNE:** Seconded National Expert

**TA:** Temporary Agent

**WA:** Working Arrangement

**WP:** Work Programme

## **Mission Statement**

The EPPO's mission stems from its legal framework and, specifically, Article 86(2) of the Treaty on the Functioning of the European Union:

The European Public Prosecutor's Office investigates, prosecutes and brings to judgment the perpetrators of, and accomplices in, offences against the Union's financial interests, as determined by the EPPO regulation.<sup>1</sup> It exercises the functions of prosecutor in the competent courts of the participating Member States in relation to such offences.

During 2022–2024, the EPPO shall develop to the point of fully performing the mission assigned by the legislator, within the limit of the resources at its disposal.

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<sup>1</sup> Council Regulation (EU) 2017/1939 of 12 October 2017 implementing enhanced cooperation on the establishment of the European Public Prosecutor's Office ('the EPPO').

## **Section I: General context**

The EPPO became fully operational on 1 June 2021. The SPD 2022-2024 is the first longer programming period with a fully operational EPPO.

### **Covid-19 Pandemic**

The European Public Prosecutor's Office (EPPO) is operating in an increasingly challenging enforcement landscape. The global Covid-19 outbreak has heightened risks of fraud and other illicit activities affecting the Union budget due to the unprecedented EU spending mobilised in response to the pandemic, amounting to €1.8 trillion of funding over the years 2021-2027, together with increased flexibility in deploying it.

In this scenario, the workload and the demands placed upon the EPPO over the next years are likely to increase substantially, over-stretching its currently objectively limited capacity to protect the Union's financial interests. The Office will continue to proactively engage with stakeholders to anticipate further risks and safeguard its continued ability to effectively fulfil its mandate, also in terms of adequacy of the budgetary and human resources allocated to it.

### **Rule of law**

Under the new regulation on a general regime of conditionality for the protection of the Union budget, EU budget payments can be withheld from countries in which breaches of the rule of law compromise management of the EU funds. This regulation is in force since January 2021.

The EPPO is called to play an important role in this framework. Notably, several EU funding decisions now incorporate a reference to the Office, which further illustrates the unique institutional role of this new EU body.

## **EU and global anti-fraud architecture**

### *The European Commission's Anti-Fraud Strategy 2019*

The start of the operations of the EPPO should also be an important step forward in bringing new impetus to the overall anti-fraud architecture of the Union.

The EPPO will be involved in the main EU strategic initiatives in this area, notably the revised 2019 European Commission's Anti-Fraud Strategy (CAFS).

### *International level*

In the international arena, the EPPO will seek to support and develop synergies with various networks of practitioners relevant to its activities, including the Financial Action Task Force (FATF) and the Camden Asset Recovery Inter-Agency Network (CARIN). The EPPO will also pursue closer cooperation with Interpol and its Global Focal Point Network on Asset Recovery, as well as with other global initiatives to trace, seize, and return stolen public funds to the country of origin. In the anti-corruption field, the EPPO will benefit from the experience of relevant multi-lateral organisations all over the world within the frameworks of the UN Convention against Corruption (UNCAC) and the OECD Anti-Bribery Convention.

## **EU anti-corruption**

The EPPO will contribute to the development and implementation of an effective EU-wide anti-corruption policy, in which prevention and enforcement complement each other.

## **Cooperation with partners**

### *Member States participating to the EPPO*

The EPPO Regulation provides for a system of shared competence in combating crimes affecting the financial interests of the Union. The national authorities have the main role in detecting and reporting to the EPPO potential offences affecting the financial interests of the EU. Moreover, the Member States have a significant role in the nomination of the European Delegated Prosecutors (EDPs); they are responsible for their general working environment and are providing the resources of the decentralised offices, while the investigations are carried out with the support of the national law enforcement agencies, and their costs are covered by the national budgets.

Effective cooperation in these areas is essential for the EPPO to achieve its objectives.

#### European Anti-Fraud Office, Eurojust and Europol

At the EU level, close cooperation with the European Anti-Fraud Office (OLAF), Eurojust, and Europol in particular, remains essential for ensuring that the scope of investigations into offences affecting the Union's budget is comprehensive, and that the new institutional design for the fight against fraud is fully effective.

The recent revisions of the respective legal frameworks of OLAF, Eurojust and Europol notably include specific rules on cooperation based, inter alia, on exchange of information, complementarity and avoidance of duplication. Thanks to the connections between their respective case management systems, OLAF, Eurojust, Europol and the EPPO will be aware of ongoing investigations and prosecutions.

The proposed creation of a new EU Authority for Anti-Money Laundering and Countering the Financing of Terrorism, aiming to improve the detection of suspicious transactions and activities, and to close loopholes used by criminals to launder illicit proceeds or finance

terrorist activities through the financial system, will provide additional opportunities for cooperation with the common goal of protecting EU citizens.

Based on respective working arrangements, the EPPO will continue to look for further synergies with all its partners, particularly when both bodies may rely upon evidence generated by the other.

#### *Authorities of non-participating Member States and third countries*

Additional challenges for the EPPO's mandate stem from the relationship between the Office and judicial bodies in non-participating Member States, on the one hand, and in third countries, on the other. The fragmentation of applicable legal instruments makes the EPPO's task more complex and more difficult to fulfil for cross-border cases that involve suspects from these countries.

To address this, the EPPO continues its efforts to establish strong, pragmatic relationships with the Member States that have chosen not to take part in the EPPO. In addition, the European Commission initiated the process for concluding working arrangements with third countries, in particular when their cooperation is anticipated to be critical in the investigation and prosecution of cross-border cases falling within the EPPO's competence.

#### **EU Multi-Annual Financial Framework 2021-2027**

The ability of the Office to deliver on its mandate will largely depend on the resources allocated to it, which need to be commensurate with the actual competence of the EPPO, as well as with the high hopes and heavy demands placed on the EPPO from the outset.

Specifically, the Office will need the means to effectively process the bulk of its caseload, including those complex large-scale transnational cases, for which it was set up in the first place and where national law enforcement efforts remain fragmented or absent.

The capacities of the EPPO remain constrained by the actual resources allocated to the Office and the objective limitations to its ability to deploy them swiftly. While 2022 will see the build-up of the EPPO capacity in terms of staffing in particular, the stable human resources level indicated for 2023 at this stage and the lack of visibility of the resources level likely to be needed for the EPPO to adjust its work capacity to the deployment of the EU Multi-Annual Financial Framework may limit the Office's flexibility and ability to accommodate the increase in operational work resulting from a growing caseload.

### **Digitalisation of criminal justice**

The Covid-19 pandemic has given an extra impetus to the efforts of the digitalisation of justice in the European Union. In December 2020, the European Commission adopted a package of initiatives to modernise the EU justice systems, including a communication on digitalisation. A new initiative aiming at modernising EU cross-border judicial cooperation through digitalisation was launched in December 2021.

In this context, the EPPO will continue to develop and consolidate its in-house capabilities to support the Office's operational and strategic goals. At this stage, this consists primarily of the setup of a well-performing EPPO Case Management System, as well as in improving its inter-operability both at the Member State and at EU level, in spite of highly divergent IT infrastructures – notably in the criminal prosecution systems of participating Member States.

## Section II: Multi-annual programming 2022–2024

### 1. Multi-annual work programme

The EPPO has set seven strategic objectives for the period 2022-2024, organised around three major action areas of the Office, as shown below.

The scope and level of detail of the objectives reflects the fact that this will be the second multi-annual work program in the life cycle of the EPPO. Its implementation will be ensured through the development and application of practical action plans and monitored by corresponding Key Performance Indicators (KPIs). Longer-term strategic goals for the Office, relating to the prevention of crimes and the recovery of misused EU funds, were taken into consideration for inclusion in subsequent cycles, subject to further evaluation.

However, it must be noted that critical success factors depend on external factors, as achieving all stated objectives will be directly influenced by elements such as the volume and quality of information reported to the EPPO, as well as by the investigative resources made available to it.

The EPPO will report to its stakeholders on the progress made during the period 2022-2024 and perform an end-of-cycle evaluation of the objectives as a preparation towards the next strategic plan for the 2025-2027 cycle.

CASEWORK	
Ensure effective analysis of incoming information from competent national authorities, IBOAs and private parties.	<p><b>Indicator:</b> Information on crimes received by the Office in accordance with Article 24 of the Regulation are handled in an effective and timely manner.</p> <p><b>Data source:</b> Annual statistics</p> <p><b>Baseline:</b> n/a</p> <p><b>Target 2022-2024:</b> Decisions on exercising EPPO's competence are adopted within the statutory deadlines</p>



	<p>stipulated in the EPPO Regulation and Internal Rules of Procedure in 90% of the cases.</p> <p><b>Indicator:</b> Notifications are being sent to all persons and organisations who reported to the EPPO information on potential crimes, in accordance with the applicable rules.</p> <p><b>Data source:</b> Annual statistics</p> <p><b>Baseline:</b> n/a</p> <p><b>Target 2022-24:</b> Notifications are sent in application with the applicable rules in 100% of the cases, where legal and regular.</p>
Improve overall investigation rates of offences affecting the EU's financial interests and, consequently, prosecution of those offences, when justified by the results of the investigations.	<p><b>Indicator:</b> Number of investigations and indictments initiated by EPPO in the reporting period.</p> <p><b>Data source:</b> Annual statistics</p> <p><b>Baseline:</b> Statistics on 2022 EPPO cases</p> <p><b>Target 2022-2024:</b> Upward trend</p>
Foster the recovery of illicit assets obtained via offences affecting the EU's financial interests.	<p><b>Indicator:</b> Value of assets frozen in EPPO investigations</p> <p><b>Data source:</b> Annual statistics</p> <p><b>Baseline:</b> Statistics on 2022 EPPO cases</p> <p><b>Target 2022-2024:</b> Upward trend</p>
<b>COOPERATION/POLICY WORK</b>	
Develop close cooperation and effective information exchange with key partners.	<p><b>Indicator:</b> Timely implementation of agreed actions stemming from existing and new working arrangements concluded with EPPO partners.</p> <p><b>Data source:</b> Activity reports</p> <p><b>Baseline:</b> n/a</p> <p><b>Target 2022-2024:</b> At least 90% of the agreed actions are implemented within agreed timelines.</p> <p><b>Indicator:</b> Information required to take financial, administrative, disciplinary and judicial measures for the recovery of funds is being sent to the relevant authorities, without prejudice to the proper conduct and confidentiality requirements of the investigations.</p> <p><b>Data source:</b> Activity reports</p> <p><b>Baseline:</b> n/a</p> <p><b>Target 2022-24:</b> By the end of the programming period 100% of cases, where the reporting has been considered and</p>

	decided.
Contribute to shaping and harmonising the fight against fraud across the EU.	<p><b>Indicator:</b> Number of contributions to policy initiatives.</p> <p><b>Data source:</b> Annual statistics</p> <p><b>Baseline:</b> n/a</p> <p><b>Target 2022-24:</b> Upward trend</p>
<b>MANAGEMENT AND ORGANISATION</b>	
Ensure effective organisational structure and processes, including a professional, transparent and efficient management of the Office.	<p><b>Indicator:</b> Internal Control Framework related, financial and human resources regulations.</p> <p><b>Data source:</b> Internal reports</p> <p><b>Baseline:</b> Best practices from similar EU bodies</p> <p><b>Target 2022-2024:</b></p> <ul style="list-style-type: none"> <li>Processes-based management framework fully deployed by end 2022 and available on intranet. 40% of high level main non-operational functions have policies and processes defined by end 2024. EPPO complies with administrative management obligations of an EU body (including basis for business continuity).</li> <li>A structured Services Management Framework bringing transparency (regularly reported upon) to diverse internal beneficiaries (from central office or decentralised offices) on the expectable and delivered service level deployed by the end of the programming period.</li> <li>The EPPO digital services are driven by own digital strategy by end 2024, defined and operated to deliver independence, information security and support to EU justice digital agenda. EPPO's own operational and administrative digital systems are operating autonomously from EC.</li> <li>The EPPO's risks-based management framework (including risks registers and internal control driven assurance framework) is deployed, fully operated and regularly updated.</li> <li>Staff Regulations Implementing Rules specific to the EPPO 'prosecution and investigative' nature are adopted by the end of programming period.</li> <li>The EPPO is recognised as an employer of choice both for central office and decentralised offices, managing its work force and other collaborators to maintain a high level of engagement.</li> <li>The EPPO central office and decentralised offices deliver</li> </ul>

	safety and security of individuals and information to a proportionate level to threats.
Effectively communicate EPPO's activities and added value to stakeholders and the general public.	<p><b>Indicator:</b> Audience reached via social media (Twitter, LinkedIn and Facebook) with EPPO news publications. There is constant interaction with the accounts of EPPO's partners at national and EU level during joint operations and initiatives and high-level visits. The EPPO evaluates continuously its social media presence and follows and assesses emerging trends.</p> <p><b>Data source:</b> Social media analytics</p> <p><b>Baseline:</b> n/a</p> <p><b>Target 2022-2024:</b> Increase of number of followers by 30% on annual basis.</p>

## **2. Human and financial Resources – outlook for 2022–2024**

### **2.1. Overview of the past and current situation**

The EPPO relies on the human resources that the decision of the budgetary authorities allows it to mobilise. The level of posts and budget considered by the Budgetary Authority is due to take into consideration the complexity of the operating setup (central and decentralised levels), as well as the investment required to deliver a truly independent prosecution office – whether in terms of operations or administration. Considering the unique nature of the mission of the EPPO, the perspective in budgetary and human resources needs to be carefully monitored as the first period of the EPPO's operations unfolds.

### **2.2. Outlook for 2022-2024**

With the launch of its operations, the EPPO entered an initial deployment period, during which its mandate is being performed while its partners at EU level and in the participating Member States are still in an adaptation phase. The budgetary and posts perspective given to the EPPO in 2022 is in line with a number of hypothesis and estimates. The trends observed since the start of operations broadly confirmed them, while operations bring new elements to be considered as they develop. The period of potential inadequacy between the scope of competence of the EPPO, the modalities of its performance and its resources is therefore expected to continue until late in 2023, and should be addressed in due course, combining the factual basis that will be amply documented as regards the EPPO's workload with reasonable anticipation.

### **2.3. Resource programming for the years 2022–2024**

#### Financial resources

Due to the start of operations in the second half of 2021 and an expected inflow of caseload from day one of the EPPO's operations, its revenue and expenditure in 2022 were increased significantly compared to 2021. The assumptions made for caseload by the legislator when adopting the EPPO's Legislative Financial Statement in 2017 were preliminary and based on limited data. As the EPPO is operational for its first full year in 2022, the necessary revenues and expenditure are expected to increase and, both for operational and administrative purposes, an increase of around 61% compared to what was effectively mobilised in 2021 currently seems required. At present, assuming the EPPO would be granted and absorb a revenue and posts increase in 2022, 2023 can be considered as a full-size operations test year, based on which the level of EPPO resources level can be projected for the mid-term. Given the uncertainties as to the level of the EPPO's activities throughout 2022 and beyond at this point in time, the 2022 baseline has been retained throughout 2023, when the EPPO will mainly seek to improve the employer proposition to stabilise its workforce and retain the necessary talent. For 2024, the precise definition of the level of resources required can only be done at a later stage. However, it can already be anticipated that a sizeable upward adjustment in the administrative and operational support fields will be necessary, in line with existing standards, best practices and benchmarks. Moreover, the evolution of the operational workload of the EPPO and challenges encountered throughout 2022 and 2023, including the investment needed for deploying the operating model, and in particular, capacity to operate under a linguistic regime required by each national justice system, will also form the basis for further development of the EPPO's operational capacity.

## Human resources

During the start-up and initial growth phase, the EPPO organised its limited staff resources so as to deal with the most pressing and unavoidable procedural steps with the main objective to lawfully process all the backlog and to start processing the influx of new cases. This led to a situation where people qualified as case analysts or financial investigators would be entrusted primarily with the registration and verification or legal and administrative support tasks. Once most of the backlog has been processed and the workload has stabilised, the organisation will start to focus on delivering added-value to EPPO investigations, and the necessary support to the European Prosecutors and European Delegated Prosecutors.

As from 2022 onwards, the EPPO expects its workload to increase (a combination of continuation of work on older cases and increased influx of new cases), which will trigger the need for additional staff (cf. Annex IV) with highly specialised and qualified profiles. This will include Seconded National Experts, but will also have to be approached with the objective to build a strong, stable, own analytical and financial investigative capacity, in line with the objective to improve the level of criminal assets recovery. Accordingly, securing the key resources and administration positions to comply with the assurance EU public administration requires is a must. In addition, the attractiveness of the EPPO's central office for temporary staff appears from 2021 experience limited. The EPPO in 2021 has met an atypically high refusal of its employment offers, especially for jobs offered for some contract types. In this context, the EPPO wishes to focus its Human Capital build-up on Temporary Agents, which offer better career perspectives than Contract Agents. A request for budget 2023 in that sense has been proposed and this will be continued in 2024 to operate a Temporary Agents only work force.

#### **2.4. Strategy for achieving efficiency gains**

The EPPO intends to structure and bring to maturity its operational, administrative and support service frameworks. In doing so, it will engage benchmarking with similar EU and possibly comparable national-level structures, and endeavour to adapt its processes and standards to match top-tier indicators of pertinent peer organisations. In 2022, the build-up of the EPPO's capacity to measure its organisational efficiency (including switch to process- and project-based activity planning and monitoring) will allow fact-based analysis by year-end, which is to enable monitoring on the efficient use of resources.

## **2.5. Negative priorities/decrease of existing tasks**

The budgetary authority's estimation of the number and level of human resources required by the EPPO to operate has been increased compared to the earlier assumption at a stable level for 2022-2023. The EPPO might be affected however, especially in the 2023-2024 perspective, in the effective independence, compliance and operational level, when compared to the desired level of what it should achieve, depending on 2 factors:

- The effective dynamic of the demand and the nature of this demand during 2022-2023.
- The effective capacity to recruit/purchase within minimal time frame to complete the capacity built in 2021.

Would unfavourable conditions on the two above factors in particular, materialise, the EPPO would engage in dialogue with the budgetary authority to seek review of its budgetary mid-term perspective.



## Section III – Annual Work Programme 2022

### Executive summary

The AWP 2022 constitutes the first building block towards the EPPO's strategic objectives for the cycle 2022-2024, and coincides with the initial phase of its operational activities. In line with said objectives, this AWP focuses on three clusters of activities of the Office:

- Process caseloads timely and efficiently, and conduct impartial, independent, high quality investigations and prosecutions, progressively leading to more convictions, improved recovery of fraudulently obtained Union funds and enhanced deterrence of committing offences affecting the EU's financial interests.
- Develop strong and smooth cooperation with key partners with a view to ensure effective exchange of information between the European and national competent authorities, support core EPPO activities, and address existing gaps in the protection of the Union budget.
- Achieve an organisational and management model that can respond to the demands placed upon the Office so that it may perform its functions with the required quality, effectiveness and efficiency. Ensure excellent IT and communication capacities to tackle existing and anticipated challenges arising from the complex environment in which the EPPO operates.

## Activities

### Activity 1.1 - Ensure proper registration and verification of information on crime reports received by the EPPO

EPPO will ensure that crime reports received by the Office are processed and verified timely, efficiently and effectively in accordance with the obligations enshrined in the Regulation, having due regard to rules on personal data and the protection of whistle-blowers and other persons at risk of retaliation.

The EPPO will, in particular, ensure that information submitted by national authorities for the purposes of evocation, including backlog cases, are effectively prioritised and handled in such a way that it enables the Office to take a swift decision on whether to exercise its right to evocation, complying within the strict deadlines foreseen by the Regulation.

The Office will aim for high rate of accuracy, efficiency and increasing rapidity in the registration of information into its case management system (CMS), both at the Central and decentralised level. To this end, it will continue to strengthen operational capabilities via a combination of managerial, training, auditing and organisational measures, as well as to take initiatives to promote further standardisation of data imputing into the CMS.

#### **Objective 1.1.1**

Ensure effective processing of incoming information from competent national authorities and European Institutions, Bodies, Offices and Agencies (IBOAs)

#### **Actions**

- Define reporting channels, tools and procedures;
- Identify competent authorities for reporting information to EPPO;
- Identify relevant IBOAs for reporting information to EPPO;
- Raise awareness among competent authorities and IBOAs regarding EPPO's competence and reporting modalities;
- Provide specific guidance on national authorities and IBOAs on how to use the secure file transfer protocol (SFTP) and the standard EPPO crime report (ECR) form to report criminal conduct through agreed channels;
- Discuss and agree schedule with national authorities for reporting backlog information;

<ul style="list-style-type: none"> <li>• Improve the capacities for translating into the working language information reported to the EPPO.</li> </ul>
<b>Expected results</b>
<ul style="list-style-type: none"> <li>• Better reporting and streamlined flow of information;</li> <li>• Staged reporting for backlog cases from MS, enabling the Office to process them within the short deadlines foreseen for evocation purposes;</li> <li>• Improved automation and efficiency (data from ECR can be imported directly into the CMS);</li> <li>• Improved accuracy, quality and rapidity of registration of information.</li> </ul>
<b>Indicators</b>
<ul style="list-style-type: none"> <li>• Number and frequency of cases reported;</li> <li>• Use of SFTP/ECR vs other channels/means of reporting information;</li> <li>• Backlog clearing progress and pace (vs. cases received);</li> <li>• Compliance with deadlines foreseen by the Internal Rules of Procedure.</li> </ul>

<b>Objective 1.1.2</b>
Ensure effective screening and processing of incoming information from private parties.
<b>Actions</b>
<ul style="list-style-type: none"> <li>• Further enhance the web-form, accessible via the EPPO website, to report information on crimes, including user-friendly guidance on how to use the form;</li> <li>• Develop procedures and capacity to effectively process information from private parties received via other channels;</li> <li>• Achieve an effective system for processing, filtering and storing (or forwarding) crime reports from private parties which fall manifestly outside the competence of the EPPO;</li> <li>• Develop internal rules, including adequate technical means, to ensure the highest level of confidentiality and protection of whistle-blowers and other persons at risk from possible retaliation.</li> </ul>
<b>Expected results</b>
<ul style="list-style-type: none"> <li>• Information manifestly outside the competence of the EPPO or otherwise irrelevant sifted out before entering the system;</li> <li>• More efficient and faster process to register information from private parties;</li> <li>• Information on how to report a crime to the EPPO available and known to target audience;</li> <li>• Whistle-blowers and other persons at risk feel more confident to engage with the EPPO, leading to more sensitive information reaching the Office;</li> <li>• Improved overall reporting rates of offences affecting the EU's financial interests;</li> <li>• Enhanced awareness of the EPPO.</li> </ul>
<b>Indicators</b>
<ul style="list-style-type: none"> <li>• Cases registered based on reports by PPs;</li> <li>• Statistics re. use of channels used by PPs for reporting information.</li> </ul>

<b>Objective 1.1.3</b>
Ensure high level of accuracy in registration and verification of information, including full compliance with data protection rules
<b>Actions</b>

<ul style="list-style-type: none"> <li>• Adopt operational procedures for the sector in charge of registration and verification (RVS);</li> <li>• Train staff extensively in the use of Registration and Verification features in CMS;</li> <li>• Accuracy of personal data in the CMS are subject to controls by the Data Protection Officer (DPO);</li> <li>• Develop Operations risk register as well as fraud risk assessment as part of the EPPO's internal anti-fraud strategy;</li> <li>• All Operations are logged by the CMS and audited periodically;</li> <li>• Ensure effective monitoring by means of supervision, appraisal cycle, and feedback from end-users.</li> </ul>
<b>Expected results</b>
<ul style="list-style-type: none"> <li>• Swift and timely processing of information, freeing up additional capacity to perform analysis and financial investigations;</li> <li>• Increased rate of standardisation of data and text inputting;</li> <li>• Minimised number of audit findings;</li> <li>• Increased staff engagement and satisfaction.</li> </ul>
<b>Indicators</b>
<ul style="list-style-type: none"> <li>• Timeframe for processing reported information;</li> <li>• Level of accuracy of data entry in the CMS;</li> <li>• Observance of internal and statutory deadlines for registration and verification;</li> <li>• Confirmation of decision to reject crime reports by private parties as manifestly outside the EPPO's competence.</li> </ul>

### **Activity 1.2 - Conduct independent, impartial, high quality investigations and prosecutions with high rate of success in court**

Throughout the reporting period, the EPPO will continue to strengthen its capacity to carry out independent, impartial, high quality investigations and prosecutions aiming at achieving high rates of success in court, while respecting all fundamental rights enshrined in the Charter.

For this purpose, the EPPO will further develop investigative and prosecutorial approaches and strategies to effectively address offences against the Union's financial interests, including in particular cross-border offences where national law enforcement efforts remain fragmented. The EPPO will closely assess and take stock of its performance, reviewing relevant policies and making amendments based on lessons learnt, where required.

The EPPO will also work, from the initial phase of operations, to establish a coherent European system for the investigation and prosecution of offences affecting the EU's financial interests, pursuing a uniform approach throughout the 22 participating Member States through the supervision and coordination role exercised by its Central Office.

**Objective 1.2.1**

Effectively investigate and prosecute offences against the EU budget, including in cross-border cases

**Actions**

- Develop solid investigative and prosecutorial strategies, and corresponding review processes;
- Ensure in-house capacity for specialised operational analyses and financial investigations to support investigations and prosecutions;
- Train operations staff in statistical analysis, forensic accounting and asset recovery;
- Ensure strong legal support for issues stemming from lack of relevant case law;
- Perform strategic reviews of ongoing criminality related to PIF offences in order to identify recurrent typologies, but also new trends, risks and vulnerabilities;
- Take initiatives to ensure close cooperation and effective information exchange between the European and national competent authorities;
- Continuously improve the way in which the Office interacts with its key stakeholders;
- Ensure review of EPPO acts within legal obligations and rule of law standards, including personal data protection and human rights acquis.

**Expected results**

- More efficient and effective investigation and prosecution of offences affecting the EU's financial interests;
- Upward trend of the number of investigations initiated;
- Strengthened enforcement regime against PIF offences;
- Enhanced deterrence of committing crimes against the EU budget;
- Have an upward trend of assets frozen.

**Indicators**

- Number of investigations and value of damages involved in EPPO cases;
- Increase in the value of assets frozen in EPPO's investigations;
- Statistics on in-house specialised capacity to support complex, large scale fraud cases.

**Objective 1.2.2**

Establish a coherent European system for investigation and prosecution of offences affecting the EU's financial interests

**Actions**

- Implement the induction training program for European Delegated Prosecutors;
- Constitute additional internal resources to build and enhance a common EPPO knowledge, including collection of methods, tools and relevant legislation in the field of offences against EU budget;
- Document impact of approximation gaps in the field of criminal matters on EPPO

<p>activities, in particular regarding cross-border investigations;</p> <ul style="list-style-type: none"> <li>• Review the procedure for the operations of the Permanent Chambers incorporating the solutions identified in practice;</li> <li>• Further provide Permanent Chamber with effective administrative, legal and policy support;</li> <li>• Ensure adequate resources for the decentralised level;</li> <li>• Identify national point of contact for administrative support and for communication;</li> <li>• Continue reaching out to defence lawyers and support their initiatives to better explain the EPPO's investigative and prosecutorial activities with a view to allowing full exercise of the defence rights of suspected and accused persons.</li> </ul>
<p><b>Expected results</b></p> <ul style="list-style-type: none"> <li>• Increased EU businesses and citizens' trust in EU Institutions;</li> <li>• More unified and consistent EU actions against PIF offences, including common prosecution priorities;</li> <li>• Progressive definition of a set of minimum standards applicable to investigation and prosecution of PIF offences across Europe.</li> </ul>
<p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>• Publication of guidelines and handbooks on criminal typologies and investigative methodologies;</li> <li>• Development of case law digests and strategic analyses for the crime areas relevant for the competence of the EPPO.</li> </ul>

## **Activity 2.1 – Ensure strong cooperation with Eurojust, European Anti-Fraud Office and Europol and other EU partners**

To fulfil its mandate, the EPPO will continue to work hand-in-hand with competent EU bodies and institutions, including Eurojust, Europol and the European Anti-Fraud Office (OLAF).

To this end, the EPPO will continue its efforts to ensure that strong and smooth cooperation with Eurojust, OLAF and Europol is in place, in compliance with the applicable legislation and the relevant working arrangements.

The EPPO will further explore joint strategic initiatives and operational synergies with its key EU partners, based on a clear division of competencies and responsibilities. It will maintain a cooperative relationship with the European Commission.

### **Objective 2.1.1**

Develop operational cooperation with Eurojust, OLAF and Europol

<b>Actions</b>
<ul style="list-style-type: none"> <li>• Implement the cooperation and information exchange in accordance with the working arrangements (WAs) concluded with the relevant partner;</li> <li>• Make any further technical and operational arrangements needed to implement the WAs;</li> <li>• Define and agree workflows, channels and tools to exchange requests for information and standardised reply/request format as per the relevant WA with partner;</li> <li>• Implement secure communication tools for the exchange of information;</li> <li>• Explore joint initiatives and operational synergies, including shared training initiatives.</li> </ul>
<b>Expected results</b>
<ul style="list-style-type: none"> <li>• Working processes implemented;</li> <li>• Information exchange established with Eurojust, OLAF and Europol;</li> <li>• Hit/no-hit process with OLAF, Europol and Eurojust used for bidirectional exchanges of information and to support EPPO casework;</li> <li>• Improved operational support to the EPPO in transitional cases involving non-participating MS or third countries;</li> <li>• Trust and engagement built with the EPPO's key partners.</li> </ul>
<b>Indicators</b>
<ul style="list-style-type: none"> <li>• Statistics on hit/no hit requests;</li> <li>• Data on implementation of actions stemming from WAs;</li> <li>• Data on key meetings/decisions;</li> <li>• No. of complementary investigations conducted by OLAF;</li> <li>• No. of cases where OLAF provided support;</li> <li>• No. of cases where information was reported to OLAF.</li> </ul>

<b>Objective 2.1.2</b>
Ensure effective cooperation with other institutions, bodies, offices and agencies of the Union
<b>Actions</b>
<ul style="list-style-type: none"> <li>• Maintain the Cooperation Agreement with the Commission, and the WAs with ECA and EIB setting out modalities for continued cooperation;</li> <li>• Ensure that framework is in place to provide concerned IBOAs with sufficient information in accordance with Article 103(2) of the Regulation;</li> <li>• Set up procedures and reporting channels to enable IBOAs to effectively report information on crime;</li> <li>• Take steps to obtain direct and indirect access to relevant databases;</li> <li>• Establish a network of contact points to facilitate access to documents needed during the investigation;</li> <li>• Organise awareness-raising meetings with IBOAs.</li> </ul>
<b>Expected results</b>
<ul style="list-style-type: none"> <li>• Essential cooperation framework with Commission and other IBOAs established;</li> <li>• Ensured access to relevant EU databases.</li> </ul>
<b>Indicators</b>
<ul style="list-style-type: none"> <li>• The number of Crime Reports submitted by IBOAs;</li> <li>• Number of reports leading to a decision to initiate an investigation;</li> <li>• Number and average duration of exchanges of information.</li> </ul>

## Activity 2.2 – Develop cooperation with other key partners

The EPPO will continue to develop operational cooperation with other key partners, including non-participating Member States of the European Union.

Moreover, the EPPO will define a strategy for cooperating with third states and international organisations in line with its operational needs. The EPPO will seek, in particular, to negotiate and conclude working arrangements with the authorities of third countries, whose cooperation is anticipated to be critical in the investigation and prosecution of cross-border cases falling within its competence. The EPPO will also support and pursue strategic cooperation with international taskforces and networks relevant to its activities, such as the

### Objective 2.2.1

Ensure cooperation with EU Member States that do not participate in the establishment of the EPPO, so there are no gaps in the protection of EU financial interests

#### Actions

- Conclude working arrangement on cooperation between the EPPO and the prosecution offices of non-participating Member States (NPMS);
- Identify contact points in the prosecution offices of NPMS;
- Implement the cooperation and information exchange in accordance with the Working Arrangement concluded with the Prosecutor General's Office of Hungary.

#### Expected results

- Increased capacity to carry out its core activities concerning cross-border criminality.

#### Indicators

- Concluded WAs;
- Number of executed judicial cooperation requests in relation to NPMS.

Financial Action Task Force (FATF) and the Camden Asset Recovery Inter-Agency Network (CARIN).

### Objective 2.2.2

Build operational cooperation with the authorities of third countries and international organisations

#### Actions

- Define strategic priorities and provide input to the negotiations initiated by the EU with third countries and international organisations relevant for the activity of the EPPO;
- Develop a strategy on cooperation with third countries and international



<p>organisations;</p> <ul style="list-style-type: none"> <li>• Contribute to the activities of the Financial Action Task Force (FATF);</li> <li>• Develop contacts with other relevant global networks, including the Camden Asset Recovery Inter-Agency Network (CARIN);</li> <li>• Enhance relations with Interpol, UN bodies working in the field of crime, criminal justice and fight against corruption, and other strategic international partners.</li> </ul>
<b>Expected results</b>
<ul style="list-style-type: none"> <li>• Improved ability to investigate and prosecute cases involving a third country;</li> <li>• Improved strategic relations with key third countries;</li> <li>• Establish relations with key international organisations and networks;</li> <li>• EPPO positioned as an important partner in the broader community of regional and international bodies working in the field of crime and criminal justice;</li> <li>• Ensure more comprehensive protection of victims;</li> <li>• EPPO activities benefit from FATF standards, guidance and best practice;</li> <li>• Increased strategic expertise in the field of asset recovery.</li> </ul>
<b>Indicators</b>
<ul style="list-style-type: none"> <li>• Progress in negotiations with third countries;</li> <li>• Outcome of observer application with FATF and CARIN;</li> <li>• Outcome of application for observer status at OECD Working Group on Bribery in international business transactions;</li> <li>• Number of executed judicial cooperation requests in relation to third countries;</li> <li>• Information exchanges and other forms of cooperation progress with international organisations.</li> </ul>

### **Activity 2.3 - Contribute to the shaping of the anti-fraud strategy of the Union**

The EPPO will contribute to the European Commission's anti-fraud strategy and deepen its own knowledge of fraud patterns and trends.

The European Commission Anti-Fraud Strategy will further provide the EPPO with a platform to further enhance cooperation at the EU-level and with Member States and combine efforts more efficiently.

<b>Objective 2.3.1</b>
Enhance the involvement and added value of the EPPO in the EU anti-fraud system
<b>Actions</b>
<ul style="list-style-type: none"> <li>• Build on the European Commission's Anti-Fraud Strategy (CAFS) data &amp; analysis to inform its investigative and prosecutorial strategies, policies and priorities;</li> <li>• Share experience and expertise gathered during its operations, including review of recurrent typologies of ongoing criminality related to PIF offences, new trends, risks and vulnerabilities;</li> <li>• Explore and stimulate opportunities and synergies with other anti-fraud bodies at the EU level;</li> </ul>

<ul style="list-style-type: none"> <li>• Participate in operational projects to raise the awareness of the public and private sector;</li> <li>• Organise and participate in relevant strategic meetings;</li> <li>• Provide training activities, and take part in those organised by EU level or national training institutions, to raise awareness on its unique role.</li> </ul>
<b>Expected results</b>
<ul style="list-style-type: none"> <li>• Efficient sharing and utilisation of EPPO knowledge;</li> <li>• Strengthen the EPPO's position within the EU anti-fraud architecture;</li> <li>• Enhanced added value of the EPPO in the EU anti-fraud strategy;</li> <li>• Contribute to advance EU anti-fraud strategy and related plans;</li> <li>• Deepened EPPO knowledge of fraud patterns and trends;</li> <li>• Further enhanced cooperation among anti-fraud bodies at EU level.</li> </ul>
<b>Indicators</b>
<ul style="list-style-type: none"> <li>• Number of contributions to policy initiatives and meetings aimed at improving the EU anti-fraud system;</li> <li>• Number of EPPO contributions to CAFS;</li> <li>• Meeting with OLAF in relation to CAFS.</li> </ul>

### **Activity 3.1 - Ensure EPPO organisational and managerial efficiency**

The year 2022 corresponds to the continued build-up phase of administrative and services frameworks able to grow from delivering the basics to ensuring compliance and providing services required by the operating model, and are able to evolve as the EPPO's needs mature. In 2021, only a limited team to deliver these frameworks could be established, in a context where the European Commission did provide most of the elements of the services framework of the EPPO. In 2022, a gradual build-up of the EPPO's capacity, through recruitment and services purchase where adequate, is to take place. The specific objectives under that objective being:

- I. Ensure early and as completely as possible the hiring and deployment of central office staff and European Delegated Prosecutors. Given that the intended growth – and stabilisation during 2023 – allowed by the EU budget authority, an end of year use of available positions close to 100% with a yearly average of 80% is targeted for 2022.

- II. Create and maintain the conditions for EPPO staff, from the central office and decentralised offices, to operate with tools and premises delivering conditions adequate to the performance of their duties, delivering the safety and security proportional to the threats to them and the information they handle. This implies a first level of process-mapping and pre-defined service level driven delivery to be completed by end 2022.

Of particular criticality is to gain assurance (and eventually propose evolution) that the administrative conditions of deployment of EDPs are adequate to the needs. Networks of national contact points on Security and Administrative issues will be established during the year, as well as a critical analysis of EDPs' remuneration and benefits package.

- III. Reinforce the capacity to deliver on the EPPO's financial autonomy, and in particular, the hiring of its own accountant and reinforce the EPPO's public procurement capacity and standards.

- IV. Prepare to acquire IT autonomy, and reinforce the basis for resilience of operation critical to IT systems.

a. Transition to an interim situation in which the EPPO's own email system is used as the main email identity.

b. Complete the preparation for the deployment of a document management system specific to the EPPO.

- V. Operate the risks-based control environment within which an EU autonomous and independent body is to operate (including adopting Staff Regulations' implementing provisions and policies required by the procurement specificities

of the EPPO), and deploy internal audit activities to reinforce the assurance on EPPO processes-based and projects-based activities' legality and efficiency.

A larger recourse to services (including the Commission's and PMO's, as well as those of market operators) will have, as in 2021, to be relied upon to overcome the limit to resources available to the EPPO.

### **Activity 3.2 - Efficiently use and IT and communication capabilities to support EPPO operational and strategic goals**

Within the same context as for Activity 3.1, it is planned that 19 members of the EPPO's statutory staff should focus on ensuring that the Case Management System (CMS) – and associated systems components part of the CMS Programme – continue to effectively and efficiently support prosecution operations, and that these systems gradually evolve as the EPPO's operational model matures. The major objective for this activity is the resilience, timeliness and adaptability of the CMS programme components during the year.

The specific objectives under that objective being:

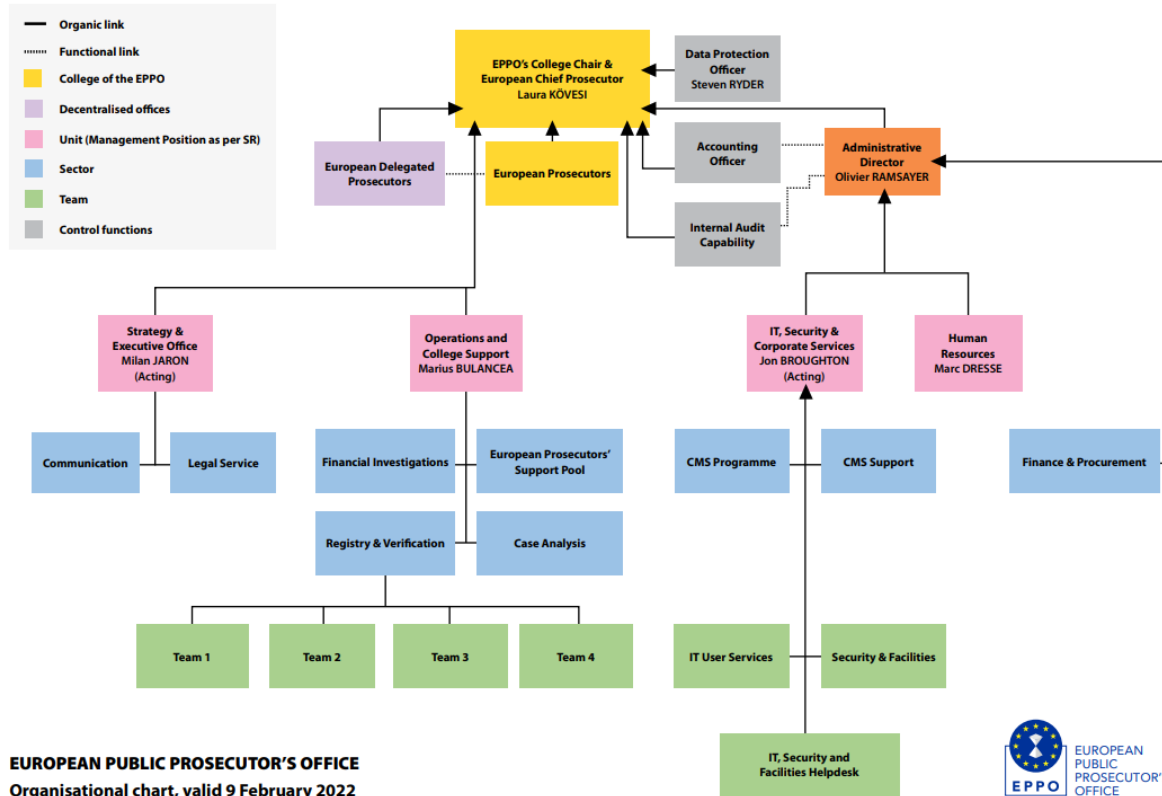
- I. Continuous development and deployment of incremental improvement of the CMS ecosystem, including the initial analytical capabilities, in line with the requirements specified by users and prioritised by the programme steering committee.
- II. Implement a backup data centre as a step to ensure better business continuity basis.
- III. Complete the renewal of the purchase of capacity for the CMS development.

- IV. Establish the EPPO's own framework contract for the purchase of the human resources and competences for the deployment of CMS development projects.

## **ANNEXES**

- Annex I** Organisation Chart
- Annex II** Resource Allocation per Activity
- Annex III** Financial Resources
- Annex IV** Human Resources – Quantitative
- Annex V** Human Resources – Qualitative
- Annex VI** Environmental Management
- Annex VII** Building Policy
- Annex VIII** Privileges and Immunities
- Annex IX** Evaluations
- Annex X** Strategy for the Organisational Management and Internal Control Systems
- Annex XI** Plan for mechanisms, contribution or service-level agreements
- Annex XII** Strategy for Cooperation with Third Countries and/or International Organisations

## Annex I. Organisation Chart



## Annex II. Resource Allocation per Activity 2022–2024

	2021				2022				2023				2024			
	Central Office	EDPs	Total staff (%)	Budget allocated (incl. staff costs)	Central Office	EDPs	Total staff (%)	Budget allocated (incl. staff costs)	Central Office	EDPs	Total staff (%)	Budget allocated (incl. staff costs)	Central Office	EDPs	Total staff (%)	Budget allocated (incl. staff costs)
<b>EPPO Prosecutions/ Investigations</b>	96	100	85.2%	18 752 296	175	140	81.19%	27 551 915	157	140	76.55%	42 180 459	201	160	62.35%	47 058 339
<b>Administration</b>	21	n/a	9.1%	9 930 494	51	N/A	13.14%	16 141 585	53	n/a	13.66%	16 612 550	118	n/a	20.38%	27 364 413
<b>Operations IT (CMS)</b>	13	n/a	5.7%	6 770 000	22	N/A	5.67%	7 551 594	38	n/a	9.79%	6 703 384	100	n/a	17.27%	19 955 248
<b>TOTAL</b>	<b>130</b>	<b>100</b>	<b>100%</b>	<b>35 452 790</b>	<b>248</b>	<b>140</b>	<b>100%</b>	<b>51 245 094</b>	<b>248</b>	<b>140</b>	<b>100%</b>	<b>65 496 394</b>	<b>419</b>	<b>160</b>	<b>100%</b>	<b>94 378 000</b>



### Annex III. Financial Resources 2022–2024

**Table 1 - Revenue**

*General revenues*

REVENUES	2021 <sup>2</sup> Revenues estimated by the EPPO (€)	2022 Budget Forecast (€)
EU contribution	35 452 790	51 245 094
Other revenue	-	-
<b>TOTAL REVENUES</b>	<b>35 452 790</b>	<b>51 245 094</b>

REVENUES	Executed 2020	Budget 2021	2022		VAR 2022/2021 (%)	Envisaged 2023	Envisaged 2024
			Request	Budget forecast			
<b>1 REVENUE FROM FEES AND CHARGES</b>							
<b>2 CONTRIBUTIONS</b>	11 672 000	27 168 229	57 101 846	51 245 094	88.6%	65 497 394	94 378 000
- Of which assigned revenues deriving from previous years ' surpluses							
<b>3 THIRD COUNTRIES' CONTRIBUTION (incl. EEA/EFTA and candidate countries)</b>							
- Of which EEA/EFTA (excl. Switzerland)							
- Of which candidate countries							
<b>4 OTHER CONTRIBUTIONS</b>							
<b>5 ADMINISTRATIVE OPERATIONS</b>		858					
- Of which interest generated by funds paid by the Commission by way of the EU							

<sup>2</sup> Budget 2021 figures from the amending budget no. 3 for the year 2021 adopted by the College on 24.11.2021. This applies for all tables in Annex III.

<i>contribution (FFR Art. 58)</i>							
<b>6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT</b>							
<b>7 CORRECTION OF BUDGETARY IMBALANCES</b>							
<b>TOTAL</b>	<b>11 672 000</b>	<b>27 169 087</b>	<b>57 101 846</b>	<b>51 245 094</b>	<b>88.6%</b>	<b>65 497 394</b>	<b>94 378 000</b>

*Additional EU funding: grant, contribution and service-level agreements*

<b>REVENUES</b>	<b>2021 Revenues estimated by the EPPO (€)</b>	<b>2022 Budget Forecast (€)</b>
<b>Additional EU funding stemming from grant agreements (FFR Art.7)</b>	n/a	n/a
<b>Additional EU funding stemming from contribution agreements (FFR Art.7)</b>	n/a	n/a
<b>Additional EU funding stemming from service level agreements (FFR Art. 43.2)</b>	n/a	n/a
<b>TOTAL REVENUES</b>	n/a	n/a

**Table 2 - Expenditure**

Expenditure	2021		2022	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
<b>Title 1 - Staff expenditure</b>	8 826 331	15 002 471	20 659 297	20 368 169
<b>Title 2 - Infrastructure and operating expenditure</b>	5 366 869	5 366 869	8 911 007	4 122 124
<b>Title 3 - Operational expenditure</b>	15 083 450	15 083 450	20 653 623	14 750 198
<b>TOTAL EXPENDITURE</b>	<b>35 452 790</b>	<b>35 452 790</b>	<b>50 223 927</b>	<b>39 240 491</b>

EXPENDITURE	Commitment appropriations						
	Executed Budget  2020	Budget 2021 <sup>3</sup>	Budget 2022		VAR 2022/2021  (%)	Envisaged 2023	Envisaged 2024
			EPPO request	Budget forecast			
Title 1 - Staff expenditure	5 435 797	8 602 483	25 800 000	20 669 297	140.3%	31 715 958	45 103 000
Salaries and allowances	4 105 471	6 714 009	22 300 000	17 612 623	162.3%	27 746 367	38 901 000

<sup>3</sup> Since EPPO has been financially autonomous since 24.06.2021, the executed budget 2021 amounts reflect the expenditure from the date onwards. For the rest of 2021, the amount of EUR 9 199 005 was consumed under DG JUST.

EXPENDITURE	Commitment appropriations						
	Executed Budget 2020	Budget 2021 <sup>3</sup>	Budget 2022		VAR 2022/2021 (%)	Envisaged 2023	Envisaged 2024
			EPPO request	Budget forecast			
- Of which establishment plan posts	3 925 776	5 612 937	18 000 000	15 160 298	170.1%	23 381 180	35 700 000
- Of which external personnel	179 695	1 101 072	4 300 000	2 452 326	122.7%	4 365 187	3 201 000
<b>Expenditure relating to staff recruitment</b>	692 054	311 939	1 000 000	611 435	96.4%	972 939	2 530 000
<b>Employer's pension contributions</b>							
<b>Mission expenses</b>	65 000	8 915	50 000	40 000	348.6%	48 647	40 000
<b>Socio-medical infrastructure</b>	162 285	356 928	650 000	782 571	119.6%	1 196 175	1 760 000
<b>Training</b>	1 342	66 975	150 000	193 283	192.4%	145 941	82 000
<b>External services</b>	159 645	923 798	1 430 000	1 322 119	43.2%	1 391 302	1 605 000
<b>Receptions, events and representation</b>		2 919	20 000	14 000	378.3%	19 459	20 000
<b>Social welfare</b>							
<b>Other staff-related expenditure</b>	250 000	217 000	200 000	93 265	-57.1%	194 588	165 000
<b>Title 2 - Infrastructure and operating expenditure</b>	<b>2 592 562</b>	<b>3 961 052</b>	<b>6 280 000</b>	<b>8 911 007</b>	124.9%	<b>6 937 053</b>	<b>10 207 000</b>
<b>Rental of buildings and associated costs</b>	353 826	2 094 690	2 950 000	2 951 382	40.9%	2 675 581	3 755 000

EXPENDITURE	Commitment appropriations						
	Executed Budget 2020	Budget 2021 <sup>3</sup>	Budget 2022		VAR 2022/2021 (%)	Envisaged 2023	Envisaged 2024
			EPPO request	Budget forecast			
Information, communication technology and data processing	1 065 442	873 161	2 550 000	5 454 916	524.7%	2 821 523	5 624 000
Movable property and associated costs	1 156 194	912 549	630 000	433 874	-52.5%	1 294 008	677 000
Current administrative expenditure	17 100	30 652	100 000	70 835	133.3%	97 294	101 000
Postage / Telecommunications							
Meeting expenses							
Running costs in connection with operational activities							
Information and publishing							
Studies							
Other infrastructure and operating expenditure		50 000	50 000	0	-	48 647	50 000
Title 3 - Operational expenditure	3 643 641	12 781 410	25 021 846	20 653 623	61.6%	26 844 383	39 068 000
TOTAL	11 672 000	25 344 945	57 101 846	50 223 927	98.1%	65 497 394	94 378 000

EXPENDITURE	Payment appropriations						
	Executed Budget 2020	Budget 2021 <sup>4</sup>	Budget 2022		VAR 2022/2021 (%)	Envisaged 2023	Envisaged 2024
			EPPO request	Budget forecast			
<b>Title 1 - Staff expenditure</b>	<b>5 435 797</b>	<b>7 896 361</b>	<b>25 800 000</b>	<b>20 368 169</b>	<b>157.9%</b>	<b>31 715 958</b>	<b>45 103 000</b>
<b>Salaries and allowances</b>	4 105 471	6 714 009	22 300 000	17 588 868	161.9%	27 746 367	38 901 000
- <i>Of which establishment plan posts</i>	3 925 776	5 612 937	18 000 000	15 160 298	170.1%	23 381 180	35 700 000
- <i>Of which external personnel</i>	179 695	1 101 072	4 300 000	2 428 571	120.5%	4 365 187	3 201 000
<b>Expenditure relating to staff recruitment</b>	692 054	287 836	1 000 000	607 400	111.5%	972 939	2 530 000
<b>Employer's pension contributions</b>							
<b>Mission expenses</b>	65 000	7 092	50 000	19 494	174.8%	48 647	40 000
<b>Socio-medical infrastructure</b>	162 285	18 928	650 000	690 269	373.3%	1 196 715	1 760 000
<b>Training</b>	1 342		150 000	142 926	-	145 941	82 000
<b>External services</b>	159 645	748 409	1 430 000	1 216 596	62.5%	1 391 302	1 605 000
<b>Receptions, events and representation</b>		702	20 000	11 731	1571.1%	19 459	20 000

<sup>4</sup> Since EPPO has been financially autonomous since 24.06.2021, the executed budget 2021 amounts reflect the expenditure from the date onwards. For the rest of 2021, the amount of EUR 9 199 005 was consumed under DG JUST.

EXPENDITURE	Payment appropriations						
	Executed Budget 2020	Budget 2021 <sup>4</sup>	Budget 2022		VAR 2022/2021 (%)	Envisaged 2023	Envisaged 2024
			EPPO request	Budget forecast			
Social welfare							
Other staff-related expenditure	250 000	119 385	200 000	90 883	-24.3%	194 588	165 000
<b>Title 2 - Infrastructure and operating expenditure</b>	<b>1 634 881</b>	<b>1 386 181</b>	<b>6 280 000</b>	<b>4 122 124</b>	197.4%	<b>6 937 053</b>	<b>10 207 000</b>
Rental of buildings and associated costs	353 826	595 354	2 950 000	2 004 370	236.8%	2 675 581	3 755 000
Information, communication technology and data processing	1 065 442	424 710	2 550 000	1 683 028	296.9%	2 821 523	5 624 000
Movable property and associated costs	198 513	359 354	63 000	375 711	4.4%	1 294 008	677 000
Current administrative expenditure	17 100	4 697	100 000	59 014	1156.4%	97 294	101 000
Postage / Telecommunications							
Meeting expenses							
Running costs in connection with operational activities							
Information and publishing							
Studies							
Other infrastructure and operating expenditure		1 597	50 000	0	-	48 648	50 000

EXPENDITURE	Payment appropriations						
	Executed Budget 2020	Budget 2021 <sup>4</sup>	Budget 2022		VAR 2022/2021 (%)	Envisaged 2023	Envisaged 2024
			EPPO request	Budget forecast			
Title 3 - Operational expenditure	2 643 641	9 259 592	25 021 846	14 750 198	59.3%	26 844 383	39 068 000
TOTAL	9 714 319	18 542 134	57 101 846	39 240 491	111.6%	65 497 394	94 378 000

**Table 3 - Budget outturn and cancellation of appropriations**

Budget outturn	2018	2019	2020
Revenue actually received (+)			
Payments made (-)			
Carryover of appropriations (-)			
Cancellation of appropriations carried over (+)			
Adjustment for carryover of assigned revenue appropriation from previous year (+)			
Exchange rate differences (+/-)			
Adjustment for negative balance from previous year (-)			
TOTAL	n/a	n/a	n/a





## Annex IV. Human Resources – Quantitative

**Table 1 - Staff population and its evolution; Overview of all categories of staff**

### A. Statutory staff and SNE

Staff	Year 2021			Year 2022	Year 2023	Year 2024
ESTABLISHMENT PLAN POSTS	Authorised Budget	Actually filled as of 31/12/2021	Occupancy rate %	Authorised staff	Envisaged staff	Envisaged staff
Administrators (AD)	68	64	94.12%	127	141	206
Assistants (AST)	23	23	100.00%	40	46	173
Assistants/Secretaries (AST/SC)	4	4	100.00%	4	4	0
TOTAL ESTABLISHMENT PLAN POSTS	95	91	95.79%	171	191	379
EXTERNAL STAFF	FTE corresponding to the authorised budget	Executed FTE as of 31/12/2021	Execution rate %	FTE corresponding to the authorised budget	Envisaged FTE	Envisaged FTE
Contract Agents (CA)	35	31	88.57%	48	28	0
Seconded National Experts (SNE)	0	0	0%	29	29	40
TOTAL EXTERNAL STAFF	35	31	88.57%	77	57	40
TOTAL STAFF	130	122	93.85%	248	248	419

**B. Additional external staff expected to be financed from grant, contribution or service-level agreements**

Human Resources	Year 2022	Year 2023	Year 2024
	Envisaged FTE	Envisaged FTE	Envisaged FTE
Contract Agents (CA)			
Seconded National Experts (SNE)			
<b>TOTAL</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>

**C. Other Human Resources**

- Structural service providers<sup>5</sup>

	Actually in place as of 31/12/2021
Security	1
IT	11

- Interim workers

	Total FTEs in year 2021
Number	18

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<sup>5</sup> Service providers are contracted by a private company and carry out specialised outsourced tasks of a horizontal/support nature. As per the Commission practices, for comparability of information, EPPO reports following the same general criteria: 1) no individual contract with the EPPO 2) on the EPPO central office premises, usually with a PC and desk 3) administratively followed by the EPPO (badge, etc) and 4) contributing to the added value of the EPPO.

**Table 2 – Multi-annual staff policy plan 2022–2024**

Function group and grade	Year 2021				Year 2022		Year 2023		Year 2024	
	Authorised budget		Actually filled as of 31/12		Authorised budget		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts
AD 16		0		0		0		0		0
AD 15		1		1		1		1		1
AD 14		1		1		1		1		1
AD 13		22		22		22		23		26
AD 12		0		0		2		3		2
AD 11		1		1		3		2		6
AD 10		5		4		7		9		7
AD 9		5		5		7		7		9
AD 8		2		2		7		17		28
AD 7		12		11		42		40		57
AD 6		14		13		32		29		44
AD 5		5		4		3		9		25
AD TOTAL		68		64		127		141		206

Function group and grade	Year 2021				Year 2022		Year 2023		Year 2024	
	Authorised budget		Actually filled as of 31/12		Authorised budget		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts
AST 11		0		0		0		0		0
AST 10		0		0		0		0		0
AST 9		1		1		1		1		1
AST 8		1		1		1		1		1
AST 7		0		0		0		0		0
AST 6		0		0		2		3		5
AST 5		4		4		8		13		21
AST 4		5		5		15		22		73
AST 3		12		12		13		6		72
AST 2		0		0		0		0		0
AST 1		0		0		0		0		0
AST TOTAL		23		23		40		46		173
AST/SC 6		0		0		0		0		0
AST/SC 5		0		0		0		0		0

AST/SC 4		0		0		0		0		0
AST/SC 3		0		0		1		1		0
AST/SC 2		4		4		3		3		0
AST/SC 1		0		0		0		0		0
AST/SC TOTAL		4		4		4		4		0
TOTAL		95		91		171		191		379
GRAND TOTAL	95		91		171		191		379	

### *External personnel*

#### *Contract Agents*

Contract agents	FTE corresponding to the authorised budget 2021	Executed FTE as of 31/12/2021	Headcount as of 31/12/2021	FTE corresponding to the authorised budget 2022	FTE envisaged 2023	FTE envisaged 2024
Function Group IV	20	17	17	27	14	0
Function Group III	12	11	11	18	14	0
Function Group II	3	3	3	3	0	0
Function Group I	0	0	0	0	0	0
TOTAL	35	31	31	48	28	0

*Seconded National Experts*

Seconded National Experts	FTE corresponding to the authorised budget 2021	Executed FTE as of 31/12/2021	Headcount as of 31/12/2021	FTE corresponding to the authorised budget 2022	FTE envisaged 2023	FTE envisaged 2024	FTE envisaged 2025
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>29</b>	<b>29</b>	<b>40</b>	<b>52</b>

**Table 3 - Recruitment forecasts 2024 following retirement/mobility or new requested posts**

(Information on the entry level for each type of posts: indicative table)

Job title in the EPPO	Type of contract (Official, TA or CA)		TA/Official Function group/grade of recruitment internal (brackets) and external (single grade) foreseen for publication*		CA Recruitment Function Group (I, II, III or IV)
	Due to foreseen retirement/mobility	New post requested due to additional tasks	Internal (brackets)	External (brackets)	
Allocation of new posts / replacement of staff members due to resignation / contract expiry and definition of profiles	Number of anticipated retirements, if any	0	n/a	n/a	n/a

## **Annex V. Human Resources – Qualitative**

### **A. Recruitment policy**

The selection procedures in the EPPO comply with the relevant EU regulations and implementing rules on the recruitment and use of temporary and contract agents adopted by the EPPO in accordance with Article 110 of the Staff Regulations.

The EPPO launches external as well as inter-agency selection procedures and, depending on the need, makes use of EPSO CAST lists.

As a general rule, the EPPO selection procedures include the following stages:

- A vacancy notice is published on the EPPO website, on the EPSO website, and relevant information is sent to all the other EU agencies.
- The vacancy notice includes information on the eligibility and selection criteria, types of duties, duration of contract and recruitment grade.
- A Selection Committee is appointed, taking into consideration gender balance and broad geographical representation as well as eliminating risks of bias. External members are invited in cases where specific expertise is required.
- Applicants are first screened on the basis of their applications in order to identify the candidates who best match the published requirements.
- The best candidates are invited for an interview and a written test. The questions are established by the members of the Selection Committee before the screening of the applications, and as a general rule, are presented to all the candidates interviewed.



- The Selection Committee may draft a list of the most suitable candidates and present it to the Appointing Authority of the EPPO, who makes the final decision.
- The result of the selection procedure is communicated to all the candidates.

Especially for Contract Agents, the EPPO makes use of the EPSO reserve lists, when required.

### **Seconded National Experts (SNEs)**

The EPPO intends to recruit SNEs in order to benefit from their high level of professional knowledge and expertise. The procedure for their recruitment will be similar to the one used for the recruitment of contract staff.

### **European Delegated Prosecutors (EDPs)**

The EPPO staff includes the European Delegated Prosecutors, who are highly specialised experts in the participating Member States. The EDPs carry out their tasks under the supervision of the European Prosecutors and under the direction and instruction of the competent Permanent Chambers. They are located in the participating Member States.

Their recruitment follows a specific procedure, as it is defined by the Council Regulation (EU) 2017/1939 of 12 October 2017, implementing enhanced cooperation on the establishment of the EPPO.

### **Grades and function groups**

In accordance with the Staff Regulations and CEOS and the relevant implementing rules, and within the limits set by the EPPO's Establishment Plan, the EPPO recruits Temporary Agents at grades ranging from AD 5 to AD 8 for function group AD, AST 1 to AST 4 for function group AST and AST/SC 1 to AST/SC 2 for function group AST/SC. The recruitment at higher

grades (i.e. AD 9 to AD 11, and in exceptional cases at AD 12), is limited to filling middle management positions, or where specific expertise is required.

### **Profile of staff and duration of employment**

For the majority of its activities, the EPPO requires experts who can handle criminal cases. These tasks are related to the implementation of the EPPO's core activities. Additional tasks involve the management and functioning of the EPPO, in order to provide technical and administrative support to its core business.

The contract for Temporary Agents is for three years. In line with Article 8 of the CEOS, this contract may be renewed for three more years. In case of second renewal, the contract will be for an indefinite period.

The contract for Contract Agents is for two years. In line with Article 85 of the CEOS, this contract may be renewed for three years. In case of second renewal, the contract will be for an indefinite period.

### **B. Appraisal of performance and reclassification/promotions**

The annual objective setting and appraisal exercise focuses on staff performance and steering their contribution toward the achievements of the institutional objectives. This includes a dialogue between the actors involved and the possibility for appeal. The general principles and provisions for this exercise for non-prosecutor statutory staff is defined in a standardised Implementing Rule of the Staff Regulation adopted during 2021. Specific provisions are being developed for the Prosecution-related posts.

In 2022, a first set of staff eligible became, in application of the terms of the Staff Regulations and its pertinent Implementing Rule, eligible to be considered for reclassification in 2022 (i.e.

having served a minimum of two years of service in the current grade – including the period previous to the EPPO employment for staff having joined the EPPO, taking benefit of the continuity of contractual conditions as allowed by the EPPO Regulation).

As the standard staff regulations' implementing rules were notified formally by the European Commission to the EPPO in the first quarter of 2021, they were considered and gradually adopted by the College of the EPPO later that year. The specific implementing rule creating the framework to establish an EPPO Staff Committee now adopted allows the election of that body. It is set to take place during the first part of 2022. As this Committee is a compulsory partner to the reclassification process to be run, such processes will be run during 2022 and consider staff eligible in 2021 and 2022. The EPPO estimates a reclassification rate coherent with Annex IB and Annex XIII of the Staff Regulations, if the budgetary allocation it is awarded allows.

### **C. Gender representation**

The gender balance among the EPPO's overall staff in 2021 was positive towards men (Table 1). The aim of the EPPO is to recruit more women in 2022 and in the following years.

All of the EPPO's vacancy notices make clear that the EPPO accepts applications without any discrimination on sex.

**Table 1 - Data on 31/12/2021 /statutory staff (only officials, AT and AC)**

		Official		Temporary		Contract Agents		Grand Total	
		Staff	%	Staff	%	Staff	%	Staff	%
<b>Female</b>	Administrator level			19*	20.88%*	5	16.12%**	24	19.67%
	Assistant level (AST & AST/SC)			18	19.78%	8	25.81%	26	21.31%

	Total			37	40.66%	13	41.93%	50	40.98%
<b>Male</b>	Administrator level			45	49.45%	10	32.26%	55	45.08%
	Assistant level (AST & AST/SC)			9	9.89%	7	22.58%	16	13.11%
	Total			54	59.34%	18	58.07%	72	59.02%
<b>Grand Total</b>				91	100%	31	100%	122	100%

**Table 1b - Data on 31/12/2021 - European Delegated Prosecutors (EDPs)**

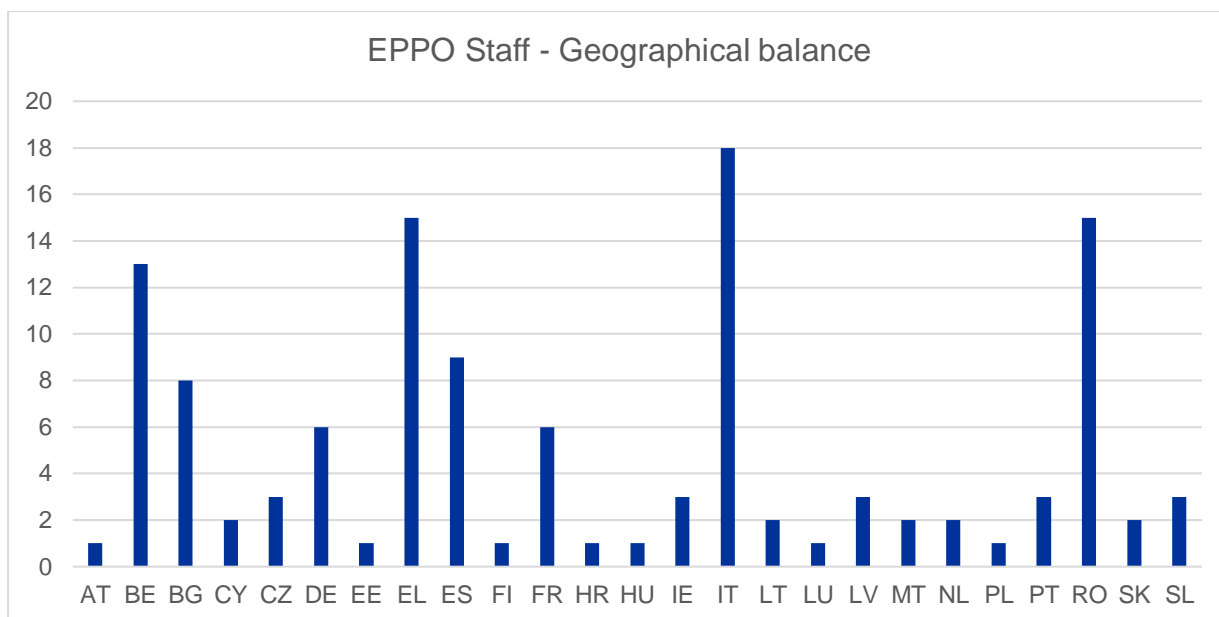
<b>EDPs</b>	<b>Number</b>	<b>%</b>
<b>Female</b>	45	<b>47.3%</b>
<b>Male</b>	50	<b>52.7%</b>
<b>Total</b>	95	100%

#### D. Geographical balance

As of 31 December 2021, the EPPO had staff representing 25 EU nationalities.

**Table 1 – Data on 31/12/2021**

<b>Nationality</b>	<b>EPPO Staff</b>	<b>%</b>
AT	1	0.8
BE	13	10.7
BG	8	6.6
CZ	3	2.5
CY	2	1.6
DE	6	4.9
EE	1	0.8
EL	15	12.3
ES	9	7.4
FI	1	0.8
FR	6	4.9
HU	1	0.8
HR	1	0.8
IE	3	2.5
IT	18	14.8
LT	2	1.6
LU	1	0.8
LV	3	2.5
MT	2	1.6
NL	2	1.6
PL	1	0.8
PT	3	2.5
RO	15	12.3
SK	2	1.6
SL	3	2.5
<b>TOTAL</b>	<b>122</b>	<b>100%</b>



## E. Schooling

There are two European Schools in Luxembourg; one is located in Kirchberg and the other in Mamer. They are Type 1 European Schools, which means that they are free of charge for the children of EPPO staff members.

EPPO staff members are able to provide their children with an education in their mother tongue. These two European Schools offer the European Baccalaureate, which is recognised in all Member States.

## Annex VI. Environmental management

The EPPO occupies part of a building provided rent-free by the host state. This means that many of the environmental management parameters are managed by the host state, in full compliance with local environmental requirements. The IT infrastructure is currently provided by DIGIT, and the EPPO benefits from the same standard of environmental considerations that are applied at the European Commission.

## Annex VII. Building Policy

The EPPO occupies part of a building provided rent-free by the host state. This is being delivered in phases during 2021 and 2022 and will comprise eight office floors in the Tower and four floors in the Annex. Once fully delivered, there will be 288 office spaces and 16 meeting rooms of varying capacity from 10 to 68 persons.

The lease agreement between the host state and the EPPO has been actively negotiated during 2021 but could not be concluded, it is anticipated to be signed in first quarter of 2022, and will contain the conditions for payment of service costs by the EPPO.

## Annex VIII. Privileges and Immunities

EPPO privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education/day care
	The Luxembourgish government granted diplomatic status to the European Chief Prosecutor, the European Prosecutors and the Administrative Director.	The children of the staff of EPPO have access to the European schools in Luxembourg. More information can be found in Annex V, under section 'Schooling'.

## Annex IX. Evaluations

### External Evaluations

Given the fact that the EPPO became operational on 1 June 2021, the College did not yet consider there was a need to commission an independent external evaluation of the implementation of its mission. The timeline for such external evaluations, based on similar organisation practice and the gradual deployment plan of the EPPO's novel mission and

operating modalities, would make such an evaluation most pertinent in the 2024-2026 period.

As the EPPO acquired its financial autonomy in 2021, it is since 2021 subject to an assessment by the European Court of Auditors (ECA) in its capacity of External Auditor as part of the assurance they are to establish to contribute to the discharge procedure the EU Budgetary Authority is to conclude on.

With the support of an outsourced audit company, the ECA auditors initiated in 2021 its assessment in view of the 2021 discharge procedure and monitored during the year developments with a view to prepare for assessment of the 2022 budget implementation. The ECA concluded that the EPPO's revenue and payments underlying the accounts for the year ending 31 December 2021 are legal and regular in all material respects, and the budget discharge is expected to be concluded on in May 2023. Considering this, no recommendations from past external audits are yet to be followed-up.

### **Internal Monitoring and Evaluation**

In 2021, the EPPO launched the recruitment procedure for an Internal Control Coordinator Officer and an internal Audit Capability Officer.

The procedure for the Internal Audit Capability Officer has been successfully concluded while the initial procedure for Internal Control and Reporting Officer was not successful and two new selection procedures were launched to respond to the updated EPPO needs in the area of internal control, monitoring and reporting. The EPPO plans to adapt to changed circumstances, learning from experience and relaunch a second procedure in 2022 for the internal control position.



The EPPO has signed with the Internal Audit Service its internal audit charter in 2021 opening the way for the IAS to operate as the EPPO's internal auditor on administrative matters. When hired, the EPPO's own internal audit capability (IAC) will provide both assurance and consulting services and establish the EPPO's own internal audit capability. The varied Internal Audit activities will be gradually deployed from 2022 onward, based on a risk assessment and multi-annual internal auditing plan aiming to deliver reasonable assurances on areas considered as the ones associated with more risks for the realisation of the EPPO's objectives.

The internal control coordinator is to ensure the deployment and regular update of the different components and policies required by the EPPO's internal control framework and associated risk management and mitigation practices. This is to include organising the update and follow-up of management and fraud risk inventories, and the follow-up of their mitigation actions as well as deployment of ex-post controls foreseen by the EPPO's financial regulation. It is planned as well to monitor the organisation performance through a process-based management framework associated with processes performance Indicators. The inception of such a framework adapted to the EPPO is to be established at the earliest in 2022 and gradually deployed over 2023-2025. Those of these indicators of more organisational pertinence shall be regularly updated to allow an active steering toward annual work program objectives and the yearly work plans of the different units.

The EPPO has established as well the Data Protection Officer and plans a reinforcement of its capacity to protect Personal Data over 2022.

## **Annex X. Strategy for organisational management and internal control systems**

### **Internal Control Framework**

The EPPO adopted its internal control framework (ICF) on 24 March 2021, based on the Commission's ICF of April 2017. The ICF enables the EPPO to achieve its objectives through a consistent performance management approach and provides reasonable assurance of:

- effectiveness, efficiency and economy of operations;
- reliability of reporting;
- safeguarding of assets and information;
- prevention, detection, correction and follow-up of fraud and irregularities; and
- adequate management of the risks relating to the legality and regularity of the underlying transactions, taking into account the multiannual character of programmes as well as the nature of the payments concerned.

One fundamental component of the ICF is the a strong ethical framework as it helps to establish a culture of integrity and accountability, promote ethical decision-making, and manage potential conflicts of interest.

The ICF consists of five components and seventeen principles, and guarantees flexibility for management and the organisational entities to adapt them to their specific context, while ensuring a consistent implementation and assessment reporting thereof.

The ICF's components are interrelated and must be present and functioning at all levels of the organisation. The principles underpinning each component are further specified through baseline requirements, which provide guidance on actions to be implemented in order for the internal controls to be considered effective. These constitute the minimum standards referred to in Article 45 of the EPPO's Financial Rules.

The implementation of the ICF is continuously monitored and reported upon at least once per year through the Annual Activity Report foreseen by the EPPO's financial regulation.

### **Anti-fraud Strategy**

In accordance with Article 19(4)(g) of the EPPO Regulation, the Administrative Director shall be responsible for preparing an internal anti-fraud strategy for the EPPO, and for presenting it to the College for approval. Moreover, in accordance with Article 114(b) of the EPPO Regulation, the College, on the proposal of the European Chief Prosecutor, shall adopt an anti-fraud strategy, which is proportionate to the fraud risks having regard to the cost-benefit of the measures to be implemented. Therefore, the EPPO adopted its anti-fraud strategy on 7 April 2021.

The EPPO has developed and implemented its anti-fraud strategy in 2021, based on the methodology provided by OLAF and the Commission's anti-fraud strategy. It is setting out an action plan covering the period 2021–2022. Afterwards, the EPPO will update and review this strategy as appropriate every two to three years. Its implementation will continue to be monitored annually with reporting to management.

To minimise the risk of fraud, as identified following the initial fraud risk assessment, specific anti-fraud related actions will be carried out by the EPPO during 2021-2022, including:

- Setting-up a system for internal reporting of suspected fraud and irregularities;
- Increasing fraud awareness among staff members through dedicated training sessions;
- Discussions at management level on how to further strengthen the culture of trust and zero tolerance to fraud in the EPPO, as well as the professional integrity of its staff members; and
- Ensuring that the EPPO's rules and ethical values are properly and regularly communicated from the highest levels to its entire staff and that appropriate training is provided.

### **Risk Management**

The EPPO's Risk Management Policy, adopted by the Administrative Director on 12 May 2021, foresees the annual preparation of a risk management register and plan, taking into consideration the risks identified by the organisational entities in the respective units.

### **Annex XI. Plan for mechanisms, contribution or service-level agreements**

Possible options to provide resources to implement the provisions under Articles 31, 91(5) and 91(6) of the EPPO's basic regulation will be analysed. It might call on the use of grant mechanisms from the EPPO to participating Member States.

### **Annex XII. Strategy for cooperation with third countries and/or international organisations**

In accordance with Article 99(3) and Article 104(1) and (2) of the EPPO Regulation, the EPPO may conclude working arrangements with the authorities of third countries and international

organisations. Such working arrangements may concern, in particular, the exchange of strategic information and the secondment of liaison officers to the EPPO, and the designation of EPPO contact points in third countries, in order to facilitate cooperation in line with the operational needs of the EPPO.

For the purpose of judicial cooperation in criminal matters with third countries, according to Article 104(3), the EPPO is bound by agreements concluded by the Union in the areas that fall within the competence of the EPPO. Furthermore, according to Article 104(4) other international agreements on legal assistance to participating Member States are party may apply to the EPPO, subject to notification by the participating Member States of the EPPO as a competent authority and acceptance by other contracting parties concerned.

### **Third countries**

While in the setting-up phase, the EPPO focused on negotiations with EU agencies and bodies, and with authorities of EU Member States that do not participate in the enhanced cooperation; in the coming years, the EPPO aims to conclude working arrangements with authorities of third countries, as well. The EPPO will prioritise the third countries with which it may apply for judicial cooperation existing multilateral conventions and other international agreements, and with which it is necessary to establish working arrangements, e.g. the United Kingdom (in the application of the EU-UK Trade and Cooperation Agreement); the United States (in the application of the EU-US MLA and extradition agreements); Japan (in the application of the EU-Japan MLA Agreement); Norway (in the application of the Agreement between the EU and Iceland and Norway on the application of certain provisions of the Convention of 29 May 2000 on Mutual Assistance in Criminal Matters between the Member States of the EU and the 2001 Protocol thereto).

Nevertheless, as these working arrangements are limited in scope, the EPPO supports negotiations by the Union of new agreements with third countries on cooperation in criminal matters with the EPPO, in accordance with Article 104(3) of the EPPO Regulation. To this end, consulted by the Commission in preparation of a Recommendation for a Council Decision opening negotiations for such agreements, the EPPO has identified as priorities for short/medium-term the following countries: Andorra, Liechtenstein, Monaco, Panama, San Marino, Switzerland, United Arab Emirates. Based on future operational needs, these priorities take into account the lack, or limited availability, of the agreements and multilateral conventions mentioned in Article 104(3) and (4) of the EPPO Regulation for judicial cooperation with these countries.

### **International organisations**

Within its mandate, the EPPO will promote a close cooperation with the United Nations Office on Drugs and Crime (UNODC), taking into account that the EU is party to the United Nations Convention against Corruption (UNCAC) and the United Nations Convention against Transnational Organised Crime (UNTOC). In this context, the EPPO shall participate, along with the Commission and other relevant EU institutions, bodies and agencies, in the Implementation Review Mechanism of UNCAC. Moreover, the EPPO shall actively contribute to any activities promoted by the UNODC in areas that fall within the EPPO's mandate (such as the project of a Global Operational Anti-Corruption Network).

The EPPO supports possible negotiations between the EU and INTERPOL, and envisages negotiating a working arrangement with this organisation in order to set up a framework for exchanging information, ensuring access to Interpol's databases and liaising with law

enforcement authorities where the EPPO may not have its own communication mechanisms or secure channels.

Establishing cooperation with the World Bank, in areas that fall within the EPPO mandate, is also envisaged.