



# Management Plan 2023

DG MIGRATION AND HOME AFFAIRS

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## Introduction

In 2023, the Directorate-General for Migration and Home Affairs (DG HOME) will continue to work under the political guidance of Commissioner for Home Affairs Ylva Johansson for an **open and secure Europe**, where people can enjoy their rights and freedoms. This includes developing EU-level rules in the fields of Schengen and borders, migration and internal security, monitoring their implementation and providing Member States and other relevant actors with operational and financial support. In all its activities and in line with its mission, DG HOME aims to promote human dignity, freedom, democracy, equality, the rule of law and respect for human rights.

This **Management Plan** defines the most important outputs DG HOME will deliver in 2023 to realise the objectives set in the **2020-2024 Strategic Plan**. The Management Plan follows the structure of the Strategic Plan.

**Part 1** includes the main outputs for the year. These outputs contribute to the General Objective of **Promoting our European Way of Life**, as set by President von der Leyen and translated into the following Specific Objectives for DG HOME:

Promoting our European Way of Life			
<b>Strengthened Internal Security</b>	<b>An effective asylum and migration management policy</b>	<b>A fully functioning area of free movement</b>	<b>Stronger cooperation with partner countries</b>

To **strengthen internal security**, DG HOME will continue to implement the Internal Security part of the 2020-2025 **EU Security Union Strategy**<sup>1</sup>. New initiatives and key actions will be proposed in 2023 to tackle security threats, among others update of the EU legislative framework on **anti-corruption**, as well as an initiative to address new and arising challenges relating to the prevention, investigation and prosecution of **child sexual abuse crimes**; these initiatives are all part of the **2023 Commission Work Programme**<sup>2</sup>.

In the context of working towards **an effective asylum and migration management policy**, DG HOME's top priorities for 2023 include: continue monitoring developments along the main migratory routes; **support people from Ukraine fleeing Russian aggression**; support a successful conclusion of the interinstitutional negotiations on the legislative initiatives set out in the **Pact on Migration and Asylum**<sup>3</sup>; and follow up on the non-legislative initiatives proposed therein - notably the renewed EU Action Plan against migrant smuggling<sup>4</sup>, the EU Strategy on voluntary return and reintegration<sup>5</sup>, the

<sup>1</sup> Communication COM(2020) 605 final of 24.7.2020.

<sup>2</sup> [https://ec.europa.eu/info/publications/2023-commission-work-programme-key-documents\\_en](https://ec.europa.eu/info/publications/2023-commission-work-programme-key-documents_en)

<sup>3</sup> Communication COM(2020) 609 final of 23.9.2020.

<sup>4</sup> Communication COM(2021)591 final of 29.9.2021.

Recommendation on legal pathways to protection in the EU<sup>6</sup> and the Action Plan on integration and inclusion<sup>7</sup>.

Ensuring an **open and fully functioning Schengen area** remains a priority for DG HOME in 2023. In that regard, DG HOME will support the negotiations of the initiatives strengthening the governance of the Schengen area, such as the revision of the Schengen Borders Code<sup>8</sup>, and contribute to the swift implementation of the new IT architecture. Furthermore, to make travelling to and across the Union easier and seamless, DG HOME will support the negotiations on the digitalisation of visas and propose a new initiative – as announced in the **2023 Commission Work Programme** – on the **Digitalisation of travel documents** issued by Member States.

A **stronger cooperation with partner countries** in the area of migration and security is essential, whether they are origin, transit or destination countries, in line with the Commission's General Objective for a stronger Europe in the world. In 2023, DG HOME will continue to develop dialogues on migration with third countries or regions bringing together all interested Member States in a 'Team Europe' approach to jointly address migration challenges; including stemming irregular migration, fighting migrant-smuggling, improving readmission and reintegration, addressing root causes and seizing the benefits of legal migration.

The Management Plan also describes how actions relating to **better regulation** and **external communication** will support these activities as well as possible corporate communication campaigns run by the Directorate-General for Communication.

**Part 2** of the Management Plan describes how DG HOME will work to make the administration more modern and efficient, describing actions relating to human resources, finances, and fraud risks, as well as how DG HOME will contribute to and be part of the twin digital and green transitions.

A set of indicators have been identified to measure progress made in 2023. Relevant performance tables can be found in the [Annex](#).

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<sup>5</sup> Communication COM(2021) 120 final and SWD(2021) 121 final of 27.4.2021.

<sup>6</sup> Recommendation C(2020) 6467 final of 23.9.2020.

<sup>7</sup> Communication COM (2020) 758 final of 24.11.2020.

<sup>8</sup> Regulation (EU) 2017/2225 of 30.11.2017.

## **PART 1. Delivering on the Commission's priorities: main outputs for 2023**

In 2023, DG HOME will continue work on the **Pact on Migration and Asylum**, as well as on the **Internal Security** part of the 2020-2025 EU Security Union Strategy. In addition to the contributions to the General Objective Promoting our European way of life, as described below, DG HOME's activities will contribute to other General Objectives<sup>9</sup> in line with its 2020-2024 Strategic Plan.

### **General Objective: Promoting our European way of life**

#### **Specific objective 1: Strengthened Internal Security**

In today's ever-changing world, the EU is facing increasing geopolitical tensions and global instability. Against this background, DG HOME will in 2023 continue its work based on the **Security Union Strategy** with an aim to increase the resilience of our societies against organised crime, terrorism and radicalisation, and crimes in the digital age.

DG HOME will continue to implement the **Counter-Terrorism Agenda**<sup>10</sup> adopted in 2020, covering the four strands of anticipation, prevention, protection, and response. This includes the further development of the Protective Security Advisors initiative, the continued work on voluntary EU performance requirements and the roll-out of the network of financial investigators. DG HOME also intends to present a **Communication on counter-drones**. Drones (or unmanned aircraft systems - UAS) are highly innovative tools that can be used for all kind of legitimate but also malicious purposes, including organised criminal activities and attacks on public spaces, individuals and critical infrastructures. While the EU has regulated the legitimate use of drones, there are no specific EU rules and guidelines on countering their unauthorised or even criminal use. Therefore, the Commission will put forward a Communication, outlining the EU's policy on countering threats posed by UAS, including taking stock of existing counter-UAS support measures and presenting a strategic vision for further cooperation and action.

Moreover, DG HOME will launch the **EU City Pledge Initiative** aiming at helping cities in their fight against radicalisation and terrorism. Through the **EU Internet Forum**, DG HOME will continue strengthening cooperation between tech industry, Member States, civil society and academia to reduce the availability of illegal content online.

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<sup>9</sup> The European Green Deal; A Europe fit for the digital age; an economy that works for people; a stronger Europe in the world; a new push for European democracy.

<sup>10</sup> Communication COM(2020) 795 final of 9.12.2020.

On **prevention of radicalisation**, in 2023 DG HOME will continue monitoring the implementation of the Terrorist Content Online Regulation<sup>11</sup>, which has been applicable since June 2022. DG HOME is preparing the programming for monitoring the outputs, results and impacts of the Regulation, which will be presented to the co-legislators in June 2023. The monitoring programme shall set out how the data and other necessary evidence are to be collected. It shall specify the actions to be taken in collecting and analysing the data, monitoring progress and evaluating the Regulation.

The two strands of the **Radicalisation Awareness Network** - Practitioners and Policy Support - will continue to be active in supporting actors in their efforts to prevent or counter violent extremism in all forms. With the framework contracts ending in 2024, the Commission has already started the preparations for establishing their successor: the **EU Knowledge Hub on Prevention of Radicalisation**. The core task of the Knowledge Hub will be to develop further the activities of Radicalisation Awareness Network and to streamline EU policies, initiatives and Funds. The aim is to become more efficient in preventing radicalisation by consolidating the knowledge available, improving its quality and availability and disseminate it further. The transition from Network to the Knowledge Hub will take place throughout 2023 and 2024.

DG HOME will continue to work towards limiting the space in which terrorists can operate. In this context, with a view to prevent the misuse of **high-risk chemicals** for malicious purposes, DG HOME will conclude the impact assessment for a proposal regulating the marketing and use of high-risk chemicals and prepare the related legislative proposal.

In the light of the current geopolitical situation in Europe, enhancing the resilience of our **critical entities** is of key importance. The sabotage of the Nord Stream gas pipelines made it clear that the EU's critical infrastructure is under threat. DG HOME will work with the Member States to implement the **Directive on the resilience of critical entities**<sup>12</sup>, which will enter into force in early 2023, as well as the Recommendation to strengthen the resilience of the EU critical infrastructure<sup>13</sup>. Key elements are the adoption of a Delegated Act to establish a list of essential services, based on which Member States will conduct national risk assessments and identify critical entities. DG HOME will work with the new **Critical Entities Resilience Group**, which will be established under the Directive. The work of the Group will build on existing *ad-hoc* cooperation that has been launched in response to the sabotage of gas pipelines. With the help of the group, DG HOME will not only ensure fast and coherent implementation of the Directive, but also coordinate wider efforts of Member States and other Commission services related to the resilience of critical infrastructure and of the entities that operate them.

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<sup>11</sup> Regulation (EU) 2021/784 of 29.4.2021.

<sup>12</sup> Directive COM(2020) 829 final of 16.12.2020.

<sup>13</sup> COM(2022) 551 final of 18.10.2022.

With a war at our doorstep, DG HOME will in 2023 continue working to mitigate the threat of arms trafficking into the EU. To step up the fight against **trafficking of firearms**, the Commission has proposed to update rules on import, export and transit for firearms<sup>14</sup> with the aim to improve the traceability, reduce the administrative burden and ultimately enhance security. Negotiations on this proposal will continue in 2023. In 2023, DG HOME will also continue the implementation of the **EU Action Plan on firearms**<sup>15</sup>. In addition the Commission will study the harmonization of criminal law standards of firearms and the possible need for EU legislative action.

DG HOME will support the co-legislators to successfully advance and possibly conclude the negotiations on the legislative proposal modifying the **Directive on preventing and combating trafficking in human beings**<sup>16</sup>, which was presented in December 2022. DG HOME will also continue to implement and adjust, the **Common Anti-Trafficking Plan**<sup>17</sup> to address the risks of trafficking in human beings and support potential victims among those fleeing the war in Ukraine.

In 2023, the Commission will continue to support and enforce the full implementation of the **Passenger Name Records Directive**<sup>18</sup> in line with the recent Judgment of the Court of Justice<sup>19</sup> in which it has confirmed the validity of this Directive, but also clarified that the powers provided for therein are to be interpreted restrictively by Member States.

The past few years have seen a dramatic and worrying increase in reports of child sexual abuse online in the EU, a trend that was amplified with the COVID-19 crisis. As announced in the **2023 Commission Work Programme**, DG HOME will in 2023 propose a revision of the **Directive on combatting child sexual abuse**<sup>20</sup>. The revision will be based on a back-to-back evaluation and impact assessment of the Directive and will target new challenges brought about by technological change, and the need to step up the prevention, investigation and prosecution of child sexual abuse crimes, as well as supporting and protecting child victims, in both the online and the offline space. The initiative will complement the recent proposal for a Regulation laying down rules to prevent and combat online child sexual abuse<sup>21</sup>.

**Security research and innovation** plays a crucial role in enabling the achievements of the different security policies, as it allows keeping up with the rapidly changing threats to security and societal resilience. To make the results achieved under the Community for

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<sup>14</sup> COM(2022) 480 final of 27.10.2022.

<sup>15</sup> Communication Com(2020) 608 final of 24.7.2020.

<sup>16</sup> Directive 2011/36/EU of 5.4.2011.

<sup>17</sup> [https://home-affairs.ec.europa.eu/system/files/2022-05/Anti-Trafficking%20Plan\\_en.pdf](https://home-affairs.ec.europa.eu/system/files/2022-05/Anti-Trafficking%20Plan_en.pdf)

<sup>18</sup> Directive (EU) 2016/681 of 27.4.2016

<sup>19</sup> Case C-817/19, *Ligue des droits humains*, Judgment delivered on 21 June 2022.

<sup>20</sup> Directive 2011/92/EU of 13 December 2011.

<sup>21</sup> COM/2022/209 final of 11 May 2022.

European Research and Innovation for Security (CERIS) visible and measurable, DG HOME will present the **first annual report on CERIS** at the end of 2023. This will contribute to improving the dialogue between security practitioners and suppliers of innovative security products along the entire capability development cycle. The **2023 Security Research Event**, organised by DG HOME, will gather industry, policy making authorities, and first responders to discuss together the state of play and current challenges for civil security and how research and innovation can contribute towards strengthening internal security.

Decentralised agencies will continue playing a pivotal role in research and innovation. Following the positive experience with Frontex<sup>22</sup> and eu-LISA<sup>23</sup>, DG HOME will integrate Europol further into the current security research landscape. To this end, a research tasks will be included in the renewed mandate of the Agency.

On **encryption**, Commission pledged its commitment to support the implementation of the resolution *Security through encryption, security despite encryption*<sup>24</sup> by identifying technical, operational, and legal solutions to ensure lawful and targeted access to encrypted information, while protecting privacy and security of communications. In line with this, the Commission carried out a thorough mapping of the existing technical and legislative landscape, including the gaps and challenges within the EU Member States. A set of concrete actions that respond to the gaps and challenges identified in the context of encryption in criminal investigations have been elaborated. DG HOME will by end February 2023 share this package with the EU Member States. The proposed measures will start to be implemented late 2023, focusing on upgrading EU and Member States' capacities in the area and enhancing relevant standardisation activities.

President von der Leyen in the **State of the Union Address 2022** announced an **Anti-corruption package** in the coming year, including a **legislative proposal to update the EU legislative framework on anti-corruption** and an **EU Strategy against corruption**. The Commission Work Programme foresees the adoption of the package in the second quarter of 2023. The legislative proposal will incorporate international standards binding on the EU that criminalise all forms of corruption.

In 2023, DG HOME will continue its efforts aimed at promoting the **implementation of the Organised Crime Strategy** and at stimulating discussions for concrete actions and initiatives to pursue. The second meeting with Member States and EU Agencies will be organised on the implementation of the Strategy, following up on the first event of November 2022. In particular work will concern: the setting up national strategies and specialized services to facilitate focusing efforts and resources, the importance of targeting

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<sup>22</sup> [European research & innovation to support secure and efficient EU external borders \(europa.eu\)](https://european-council.europa.eu/media/en/press-summaries/default/13084/1/20-REV-1-24-November-2020.pdf)

<sup>23</sup> [Security and research: the Commission improves collaboration with eu-LISA for secure and efficient IT systems in the area of freedom, security and justice \(europa.eu\)](https://european-council.europa.eu/media/en/press-summaries/default/13084/1/20-REV-1-24-November-2020.pdf)

<sup>24</sup> Council Resolution 13084/1/20 REV 1 of 24 November 2020

criminal assets by making full use of financial intelligence, including through public-private partnerships, to enhance freezing and confiscation. On the preventive side discussions will be held on the key role of the so called “administrative approach” to set out barriers to prevent criminal infiltration in the economy.

DG HOME will also work intensively with co-legislators to reach agreement in 2023 on the proposed Directive on **asset recovery and confiscation**<sup>25</sup> as well as on the proposal on **interconnection of bank account registries**<sup>26</sup>. DG HOME will strengthen efforts to support Member States in disrupting organised crime groups through **criminal investigations, financial investigations and the use of preventive measures**; and increase its involvement in international initiatives on money laundering investigations and asset recovery. DG HOME will deliver a report on the measures Member States have taken to comply with the Directive on combating money laundering by criminal law<sup>27</sup>. Furthermore, DG HOME will work on implementing the actions included of the EU Action Plan against Cultural Goods Trafficking<sup>28</sup>, and will strengthen EU efforts in the European Network on Crime Prevention.

Within the framework of the **‘Freeze and Seize’ Task Force**, DG HOME will support Member States in investigating and – whenever appropriate - confiscating assets in relation to crimes committed by persons and entities under EU restrictive measures.

In the area of **drugs policy**, DG HOME will work intensively with co-legislators to conclude in 2023 the legislative process on the mandate of the **European Union Drugs Agency**<sup>29</sup>, which would allow the Agency to start its operations in mid-2024 and support international cooperation on drugs policy with key partners.

**External communication** will promote the policy narrative on internal security via different communication channels (e.g. website, press, and social media). The communication will support and promote the legislative adoptions, raise awareness on the relevant international days (e.g. EU Anti-Trafficking Day, European Day on the Protection of Children against Sexual Abuse and Sexual Exploitation, EU Remembrance Day for the Victims of Terrorism) and contribute to the European Multidisciplinary Platform Against Criminal Threats.

DG HOME is among the DGs that have the highest infringement and enforcement workload. The **infringement strategy** of DG HOME prioritises the pursuit of cases in accordance with their likely impact, as well as cases which risk to seriously undermine key EU policy objectives, or which have a direct impact on the security and fundamental rights of

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<sup>25</sup> COM/2022/245 final of 25.5.2022.

<sup>26</sup> COM(2019) 372 final of 24.7.2029

<sup>27</sup> Directive (EU) 2018/1673 of 23.10.2018.

<sup>28</sup> COM(2022) 800 final of 13.12.2022.

<sup>29</sup> Proposal COM/2022/18 final of 12.1.2022.

individuals. Key priorities for the coming year include infringements for ongoing cases on incomplete transposition in the policy areas of combating fraud, money laundering, and access to financial information, and on incorrect transposition in the area of child sexual abuse, cyberattacks and combating terrorism. In addition, infringements might be launched for incorrect transposition of Directives for which completeness check has been concluded, e.g. in the areas of freezing and confiscation, firearms etc.

*The relevant performance table can be found in the [Annex \(page 34\)](#).*

## Specific objective 2: An effective asylum and migration management policy

The adoption of the **Pact on Migration and Asylum** remains key for achieving an effective asylum and migration management policy. The Pact offers the comprehensive approach needed to manage migration in a comprehensive, effective and humane way.

While continuing to support people fleeing the Russian aggression in Ukraine and monitor developments along the main migratory routes (see below), in 2023 DG HOME will support the legislative work of the European Parliament and the Council to successfully conclude the negotiations on the remaining proposals of the Pact, i.e.: the amended proposal for a **Regulation on the establishment of 'Eurodac'**<sup>30</sup>, the **Regulation on asylum and migration management**<sup>31</sup>, the amended proposal for a **Regulation on establishing a common procedure for international protection in the Union**<sup>32</sup>, the proposal for a **Regulation introducing a screening of third country nationals at the external borders**<sup>33</sup>, the proposal for a **Regulation addressing situations of crisis and force majeure**<sup>34</sup>, the recast of the **Return Directive**<sup>35</sup>, the **Union Resettlement Framework Regulation**<sup>36</sup>, the proposed recast of the **Reception Conditions Directive**<sup>37</sup> as well as the proposal for a **Qualification Regulation**<sup>38</sup> in the field of migration and asylum. Work will also advance on the Commission proposal for a **Regulation to address situations of instrumentalisation in the field of migration and asylum**<sup>39</sup> that aims at clarifying how Member States should manage such situations in full respect of EU law, fundamental rights and international obligations.

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<sup>30</sup> Proposal COM(2020) 614 final of 23.9.2020.

<sup>31</sup> Proposal COM (2020) 610 final of 23.9.2020.

<sup>32</sup> Proposal COM(2020) 611 final of 23.9.2020.

<sup>33</sup> Proposal COM(2020) 612 final of 23.9.2020.

<sup>34</sup> Proposal COM(2020) 613 final of 23.9.2020.

<sup>35</sup> Proposal COM (2018) 634 final of 12.9.2018.

<sup>36</sup> Proposal COM/2016/0468 final of 13.7.2016.

<sup>37</sup> Proposal COM/2016/0465 final of 13.7.2016.

<sup>38</sup> Proposal COM/2016/0466 final of 13.7.2016.

<sup>39</sup> Proposal COM(2021) 890 final of 14 July 2021.

While a pragmatic and step-by-step approach in the Pact negotiations is necessary, the EU's ability to put in place a sufficiently solid framework for migration and asylum will inevitably depend on tangible progress on the full range of proposals, including the core instruments relating to migration management and asylum. According to the Roadmap agreed between the European Parliament and the rotating Presidencies of the Council, the negotiations on all pending legislative proposals **should be concluded by February 2024** to allow for their adoption before the end of this parliamentary term. DG HOME is committed to this objective and will support the co-legislators in the negotiations. To this end, DG HOME will also participate and provide advice in the regular follow-up meetings on the implementation of the inter-institutional roadmap.

The Pact on Migration and Asylum also sets the path for establishing a **common EU system for returns**, which combines stronger structures in the EU with more effective cooperation with third countries. DG HOME will continue to closely steer Frontex' work to ensure the full operationalisation of its mandate on return and reintegration, and particularly support the Agency in developing the services it provides to Member States. This includes the ongoing work to enable Frontex-led return activities and operations, the roll-out of the Frontex Joint Reintegration Services, as well as helping Member States improve their return case management systems by aligning them to the return model developed by Frontex.

Thanks to the work of the **EU Return Coordinator** and the **High-Level Network for Return**, DG HOME will ensure the coordination of national approaches to returns and ensure consistency across the EU. The work of the Return Coordinator and the High-Level network will be guided by an operational strategy, which will be finalised in close consultation with the High-Level Network members in the first quarter of 2023. DG HOME will also continue working with Member States, the Directorate-General for International Partnerships (INTPA), the Directorate-General for European Neighbourhood Policy and Enlargement Negotiations (NEAR) and Frontex on the implementation of the **EU strategy on voluntary return and reintegration**<sup>40</sup>. The Strategy aims at increasing further the share of **voluntary returns** by providing relevant tools and guidance and stepping up ownership in third countries.

To address illegal employment as one of the drivers for irregular migration, DG HOME will continue to work closely with the Member States, the European Labour Authority and the relevant stakeholders on the implementation of **the Communication on the Employers Sanctions Directive**<sup>41</sup>. The Communication identifies necessary actions to strengthen the Directive's implementation, focusing on the three main strands of action: sanctions against employers, measures to protect the rights of irregular migrants and inspections.

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<sup>40</sup> Communication COM(2021) 120 final and SWD(2021) 121 final of 27.4.2021.

<sup>41</sup> Communication COM(2021)592 final of 29.9.2021.

In 2023, as part of the implementation of the **renewed EU action plan against migrant smuggling (2021-2025)**, DG HOME will report on the implementation of the Facilitators package, including on the 2020 Guidance on the implementation of EU rules on definition and prevention of the facilitation of unauthorised entry, transit and residence<sup>42</sup>.

DG HOME will also continue implementing the **Action Plan on integration and inclusion**<sup>43</sup>, taking into account the action taken to respond to integration needs of displaced people from Ukraine. DG HOME will further pursue its efforts, including in the framework of the cooperation with the Economic and Social Partners, to help integrate third-country nationals in the European labour market at the appropriate level of skills and qualifications. In that regard DG HOME will also contribute to the initiative on **Recognition of qualifications of third-country nationals** that was announced in the **2023 Commission Work Programme** where the Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs (GROW) is in the lead.

As part of the 2023 European Year of Skills, DG HOME will continue to work on the deliverables announced in the **Skills and Talent package**<sup>44</sup>, to make the EU more attractive in the global race for talent. It will continue supporting the interinstitutional negotiations on the recast proposals on the **Single Permit Directive**<sup>45</sup> and the **Long-Term Residents Directive**<sup>46</sup>. DG HOME will continue to work closely with all relevant services and Member States to launch an **EU Talent Pool** - building on the online tool for people fleeing the war in Ukraine that was launched in October 2022 - as well as **Talent Partnerships** with key partner countries, based on their effective engagement and cooperation on all aspects of migration management. DG HOME, in cooperation with DG Employment, Social Affairs and Inclusion (EMPL), will also launch a Labour Migration Platform in 2023, with experts in the areas of employment and migration. The Platform will discuss labour migration reforms targeted at attracting the talent that the EU needs.

**Resettlements and humanitarian admissions** for the most vulnerable will continue to be an important part of the EU's migration policy. DG HOME will support Member States in the implementation of their 2023 pledges with a view to ensuring sustained EU efforts. To offer more opportunities for safe and legal pathways to protection in addition to resettlement, DG HOME will promote complementary pathways for refugees linked to higher education and work. Building on the lessons learnt from the response to the war in Ukraine, the work on promoting an EU approach to community sponsorship schemes will also continue.

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<sup>42</sup> 2020/C 323/01, OJ C 323, 1.10.2020, p. 1–6.

<sup>43</sup> Communication COM (2020) 758 final of 24.11.2020.

<sup>44</sup> Communication COM/2022/657 final of 27.4.2022.

<sup>45</sup> Proposal COM/2022/655 final of 27.4.2022.

<sup>46</sup> Proposal COM/2022/650 final of 27.4.2022.

The Solidarity Declaration agreed in June 2022 sets out a temporary **Voluntary Solidarity Mechanism**<sup>47</sup> that includes relocation pledges and proposals for financial contributions for five Member States of first entry (Italy, Malta, Greece, Cyprus and Spain). In 2023, the Commission will continue supporting the relocation transfers for the pledges, matching projects with financial contributions, and drawing lessons for the permanent solidarity scheme proposed under the Pact on Migration and Asylum.

Considering the volatile situation in the world, in 2023 DG HOME will continue monitoring migratory movements at the EU's external borders, providing comprehensive and up-to-date situational picture. The **Blueprint Network**<sup>48</sup> will continue playing a key role in monitoring, assessing and reporting on migratory movements on the main Mediterranean routes, the impact of the war in **Ukraine** on migration to the EU, migratory pressure at the EU borders with **Belarus and the Western Balkans** routes, and developments in **Afghanistan**. In 2023, the Blueprint will continue to develop its monitoring activities, to step up early warning and forecasting, while building more solid preparedness. To further support its operational dimension, DG HOME will continue strengthening this work strand under the overall umbrella of the **Task Force Migration Management**.

The operational dimension will continue to focus on the management of the consequences of the war against Ukraine, through the ongoing work of the **Solidarity Platform 'Ukraine'**. The Platform - which serves as the main discussion forum and operational hub with EU Member States, EU Agencies and Ukrainian authorities - will continue supporting the implementation of the **Temporary Protection Directive**<sup>49</sup> and the delivery of the **'10-Point Plan** on stronger European coordination on welcoming people fleeing the war against Ukraine'<sup>50</sup>. The duration of temporary protection has been extended until March 2024<sup>51</sup>. Following the ongoing bilateral meetings with Member States to monitor the implementation of the Temporary Protection Directive, DG HOME will produce a report with the main elements identified, which should feed into the reflection process for the next steps concerning the Temporary Protection Directive.

Moreover, the **Task Force Migration Management** will continue overseeing the proper implementation of the Memorandum of Understanding<sup>52</sup> **with the Greek government** on a joint pilot for the establishment of a new Multi-Purpose Reception and Identification Centre in Lesbos. The Task Force has been working closely with Greece to improve reception

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<sup>47</sup> [https://ec.europa.eu/commission/presscorner/detail/en/IP\\_22\\_3970](https://ec.europa.eu/commission/presscorner/detail/en/IP_22_3970)

<sup>48</sup> The Blueprint Network includes the Commission, the General Secretariat of the Council, EU Member States, the European External Action Service, and relevant EU Agencies: the EU Agency for Fundamental Rights, Frontex, Europol, eu-LISA and EUAA. Schengen Associated Countries, IOM and UNHCR also participate in the Network with observer status.

<sup>49</sup> Proposal COM/2022/91 final of 2.3.2022. and Council Directive 2001/55/EC

<sup>50</sup> [https://ec.europa.eu/commission/presscorner/api/files/document/print/en/ip\\_22\\_2152/IP\\_22\\_2152\\_EN.pdf](https://ec.europa.eu/commission/presscorner/api/files/document/print/en/ip_22_2152/IP_22_2152_EN.pdf)

<sup>51</sup> [https://ec.europa.eu/commission/presscorner/detail/en/ip\\_22\\_5998](https://ec.europa.eu/commission/presscorner/detail/en/ip_22_5998)

<sup>52</sup> [https://home-affairs.ec.europa.eu/system/files/2020-12/03122020\\_memorandum\\_of\\_understanding\\_en.pdf](https://home-affairs.ec.europa.eu/system/files/2020-12/03122020_memorandum_of_understanding_en.pdf)

conditions across the country, ensuring that they are in line with EU standards. The new Multi-Purpose Reception and Identification Centre of Lesbos is expected to be established by spring 2023. Also, DG HOME will support the implementation of the Memorandum of Understanding with **Cyprus** encompassing a comprehensive Action Plan on migration management composed of measures ranging from the reception of newly arrived migrants to asylum procedures, integration and return.

Finally, the **Task Force and the Blueprint** will continue to provide the EU with information on the **evolution of the migration trends** along the different routes to be able to swiftly react to emerging needs, ensuring timely and cross-cutting operational and policy response.

DG HOME's **infringement strategy** in the field of migration management will focus on the incorrect transposition of the Asylum Directives and possible enforcement action regarding migration, return and asylum.

Promoting a balanced policy narrative on asylum and migration management, targeted **external and internal communication** actions (social media, audio-visual and press material) will support the ongoing roll-out and adoption of the Pact and overall migration policy. Outreach will be stepped up by further engaging with various stakeholders and networks, including civil society organisations, non-governmental organisations and youth representatives as well as the Expert Group on the views of migrants. An example of it can be the European Migration Forum. The emphasis will be on the narrative on migration, aligning our messaging and addressing disinformation on migration. The awareness-raising campaign on migration will be launched in 2023 with the objective of raising awareness about migration and shifting the narrative from a crisis one to a more hope-based communication.

*The relevant performance table can be found in the [Annex \(page 40\)](#).*

### Specific objective 3: A fully functioning area of free movement

Considering geopolitical challenges and the overall security situation in EU's neighbourhood, a strong protection of the EU external borders remains necessary. It will help to return to a fully functioning Schengen area without internal border controls, a key driver for our prosperity, security and freedom.

Smart borders require modern, effective and efficient management of the external borders, which strikes a balance between facilitation for travellers and internal security. 2023 will be a crucial year to finalise the implementation of the **large-scale IT systems**, following the adoption of legislation as regards the establishment of the Entry/Exit System (EES)<sup>53</sup>

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<sup>53</sup> Regulation (EU) 2017/2226 of 30.11.2017.

and the European Travel Information and Authorisation System (ETIAS)<sup>54</sup> including amendment to the Schengen Borders Code<sup>55</sup>. Both systems will enhance management and control of our external borders and thus improve internal security. The **Entry/Exit System (EES)**<sup>56</sup> will register non-EU nationals travelling for a short stay, each time they cross the external borders of European countries using the system. The **European Travel Information and Authorisation System (ETIAS)**<sup>57</sup> will record prior information on travellers from visa-exempt countries. DG HOME will also finalise the legislative work to launch and operate these new systems, monitor the launch and correct implementation of the renewed **Schengen Information System (SIS)**<sup>58</sup> and work to further develop the interoperability between the large-scale IT systems.

**Interoperability** will connect all European systems for borders, migration and security, so that national authorities have access to complete and accurate information on the situation at the border. A first major milestone will be reached in spring 2023 when the Entry/Exit System and the shared Biometric Matching Service become operational. A second major milestone will be reached when the European Travel Information and Authorisation System becomes operational towards the end of 2023, along with the entry into operation of the European Search Portal<sup>59</sup>, the Common Identity Repository<sup>60</sup> and the Common Repository for Reporting and Statistics.

In 2023, the Commission will adopt a **Communication establishing the multiannual strategic policy for European integrated border management**. The strategy will set out how the challenges in external border management and return should be addressed in a coherent, integrated and systematic manner. The Communication will determine the policy priorities and provide strategic guidelines for the next 5 years and it will be a milestone for integrated border management. It will form the basis for the technical and operational strategy to be developed by Frontex in close cooperation with the Member States and the Commission, and of the national strategies of the Member States.

In 2023, DG HOME will also carry out an evaluation of the **Regulation on the European Border and Coast Guard**<sup>61</sup> and a review of the Standing Corps. The evaluation will focus *inter alia* on the results achieved by Frontex; the impact, effectiveness and efficiency of the Agency's performance; as well as on the implementation of European Border Surveillance

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<sup>54</sup> Regulation (EU) 2018/1240 of 12.10.2018.

<sup>55</sup> Regulation (EU) 2017/2225 of 30.11.2017.

<sup>56</sup> Regulation (EU) 2017/2226 of 30.11.2017.

<sup>57</sup> Regulation (EU) 2018/1240 of 12.10.2018.

<sup>58</sup> Regulation (EC) No 1987/2006 of 20.12.2006.

<sup>59</sup> The European search portal will enable authorised users to carry out a single search and receive results from all the systems they are authorised to access.

<sup>60</sup> The common identity repository will enable easy access to biographical information about nonEU citizens, so that they can be more reliably identified.

<sup>61</sup> Regulation (EU) 2019/1896 of 13.11.2019.

system (EUROSUR). The review will cover the overall number, composition and competence of the Standing Corps, as well as the size of the Member States' contributions. As the deadline for the evaluation and the review is in December 2023, the two processes will be conducted together, in accordance with the Commission's Better Regulation guidelines.

In 2023, DG HOME will also evaluate the performance of the eu-LISA Agency in relation to its mandate and tasks.

Once the European Parliament adopts its negotiating mandates with regard to the proposed amendment of the **Schengen Borders Code**<sup>62</sup> and the **Screening Regulation**, the Commission will support negotiations to ensure the timely adoption of these two Regulations, which are of great relevance in preserving the proper functioning of the Schengen area without internal border controls, including by ensuring that **internal border controls** are reintroduced only as a last resort measure and for a limited period of time.

In 2023 DG HOME will continue working closely with the Member States to ensure a high level of security within the Schengen area, without the need of reintroducing internal border controls. These efforts will be continued in the context of the Schengen governance cycle and the Schengen Council, with the help of the **Schengen Coordinator**.

In 2022, DG HOME launched for the first time the **Schengen cycle**, a new governance model for the Schengen area. In the first quarter of 2023, the Commission will adopt the **second State of Schengen Report**, setting out the overall political priorities for the Schengen area. DG HOME will put forward an enhanced **Schengen Barometer** on the basis of data and risk analysis provided by JHA Agencies, providing not only an overall picture of the Schengen area but also a comprehensive overview of the main challenges and threats.

At the same time DG HOME - in cooperation with the Directorate-General for Justice and Consumers (JUST) as regards data protection - will continue carrying out evaluation and monitoring activities in line with the new **Schengen evaluation and monitoring mechanism**. The new Regulation allows for a more targeted and strategic approach based on better prioritisation. This prioritisation is determined in the light of a risk and vulnerability assessment, looking at the challenges faced by the Schengen area as a whole and the Member States individually. This should allow for comprehensive Member State evaluation reports assessing overall performance in the application of the Schengen acquis. In addition, DG HOME will in 2023 implement a novelty under the Regulation, namely a thematic evaluation in the area of drug trafficking.

DG HOME will organise the **Fourth Schengen Forum** in 2023, chaired by the new Schengen Coordinator, bringing together the European Parliament, Member States and

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<sup>62</sup> Proposal COM(2021)891 final of 14.12.2021.

Agencies to hold a high-level political discussion on the common management of the Schengen area. This will ensure broad European political commitment to continue guaranteeing Schengen's integrity and resilience.

As announced in the Schengen Strategy<sup>63</sup> of June 2021 and in the **2023 Commission Work Programme** the Commission will adopt a legislative proposal on the **Digitalisation of travel documents** after having finalised its impact assessment. The objective is to establish a uniform format for digital travel documents issued by Member States and a legal framework for facilitating cross-border travel. The advantages of digitalisation became even more apparent during the COVID-19 pandemic, as paperless checks will be able to substitute, or reduce significantly, close physical contact. Digitalisation of travel documents may improve identification of travellers, enable better advance checks by the authorities, and allow remote issuance of documents and ultimately a smoother and faster border-crossing experience for the traveller. It can also ensure high standards of security and data protection without putting the integrity of borders at risk.

At the end of 2023, the Commission will as well adopt a **report on the evaluation of the Visa Code**. The Visa Code handbook<sup>64</sup> will be updated, in particular to reflect changes necessitated by the introduction of the Entry Exit System. Work on the harmonisation of lists of supporting documents and rules on multiple entry visas will continue in local Schengen cooperation and through Commission implementing decisions.

Following the full suspension of the visa facilitation agreement between the EU and Russia, in 2022 the Commission has adopted guidelines<sup>65</sup> on general **visa issuance in relation to Russian applicants** and on controls of Russian citizens at the external borders. DG HOME will keep the implementation of these decisions under constant review, to support rapid and coordinated actions at EU level in addressing all emerging challenges.

**External communication** actions of DG HOME will promote the policy work to reach a fully functioning area of free movement. Targeted external actions (e.g. web, social media, audio-visual and press material) will highlight the major milestones of the policy work in the field of borders and Schengen. DG HOME will run Entry/Exit System information and ETIAS information campaigns. Both campaigns will raise awareness and acceptance among non-EU nationals, who will be affected by the changed way to enter EU as well as among EU citizens. The two communication campaigns will be implemented together with the Member States (Ministries of Interior, border police, customs agents), EU agencies (Frontex, eu-LISA) and stakeholders from the travel industry (airlines, airports and airport

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<sup>63</sup> Communication COM(2021) 277 final of 2.6.2021.

<sup>64</sup> C(2020) 395 final, of 28.1.2020.

<sup>65</sup> Communication of the Commission C(2022)6596 of 9 September 2022 updated with Commission Communication C(2022)7112 of 30 September 2022.

infrastructure groups, carriers, ports, travel agents, bus, train, ferry companies, tourist boards, global online travel platforms) as well as media and international events and expos.

In terms of enforcement, in line with the Schengen Strategy, priority will be given to **infringements** in cases where important ‘non-compliant’ findings are identified through the Schengen evaluation and monitoring mechanism that could have a substantial and immediate impact on the proper functioning of Schengen; a Member State does not systematically follow recommendations to remedy ‘non-compliant’ deficiencies; or there are ‘persistent deficiencies’ because the Mechanism has not succeeded in ensuring the Member State’s compliance by the end of the evaluation cycle.

*The relevant performance table can be found in the [Annex \(page 42\)](#).*

#### Specific objective 4: Stronger cooperation with partner countries

Cooperating with international partners in the field of migration and security, both bilaterally and in multilateral fora, is a core task for DG HOME and in line with the Commission’s ambition for ‘A stronger Europe in the world’. Furthermore, the Pact on Migration and Asylum recognises that a stronger cooperation with key partner countries in the area of migration is essential, whether they be origin, transit or destination countries.

DG HOME will thus continue to work on operationalisation and follow-up on the implementation of the priorities enclosed in the **9 Action Plans** already developed for strengthening comprehensive migration partnerships with priority countries of origin and transit (Tunisia, Libya, Morocco, Iraq, Nigeria, Niger, Bosnia and Herzegovina, Egypt and Pakistan). In relation to Türkiye, the work is to continue with a view to a full implementation of the EU-Turkey statement<sup>66</sup>, as the main framework of cooperation. To reinforce the EU’s support to Member States facing increased migratory pressure the Commission presented in 2022 two action plans – **EU action plan for Western Balkans**<sup>67</sup> and **Central Mediterranean** (<sup>68</sup>). In 2023, DG HOME will follow the implementation of both action plans and take appropriate actions when needed.

**Dialogues on migration and security** have intensified with a range of key partners in Asia, Africa and the Western Balkans, and will be expanded so as to further deepen cooperation. These dialogues encompass all the elements of the comprehensive approach. In 2023, comprehensive formal or informal dialogues on migration and/or security (or similar high-level engagements) will continue, non-exhaustively, with Algeria, Morocco, Egypt, Colombia, Silk Route countries, and in international fora. As migration is central to

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<sup>66</sup> <https://www.consilium.europa.eu/en/press/press-releases/2016/03/18/eu-turkey-statement/>

<sup>67</sup> [https://home-affairs.ec.europa.eu/system/files/2022-12/Western%20Balkans\\_en.pdf](https://home-affairs.ec.europa.eu/system/files/2022-12/Western%20Balkans_en.pdf)

<sup>68</sup> [https://home-affairs.ec.europa.eu/system/files/2022-11/EU%20Action%20Plan%20for%20the%20Central%20Mediterranean\\_en.pdf](https://home-affairs.ec.europa.eu/system/files/2022-11/EU%20Action%20Plan%20for%20the%20Central%20Mediterranean_en.pdf)

the EU's overall relationships with key partner countries, DG HOME will strive to ensure that migration features in all relevant dialogues of the EU.

With **North African countries** DG HOME will address the challenges of forced displacement and irregular migration, and seize the benefits of legal migration, in line with the Renewed Partnership with the Southern Neighbourhood<sup>69</sup> and the Pact on Migration and Asylum. Cooperation will be particularly important in view of the increase in irregular arrivals registered over 2021 and 2022. DG HOME will continue engaging third countries in North Africa and the Sahel via specific fora to discuss migration and border management, including the *Cadre de Consultation Migration* in Niger and the revamped *Trilateral Task Force* between the European Union, the African Union and the United Nations on the situation of stranded migrants in Libya.

DG HOME will continue engaging with major migration dialogues on a **regional and inter-regional** level. This includes the **Rabat Process** in West Africa; the **Khartoum Process** in the Horn of Africa; the **Prague Process** among the countries of the European Union, Schengen Area, Eastern Partnership, Western Balkans, Central Asia, Russia and Turkey; and the **Budapest Process** stretching from Europe to the Silk Routes region. These dialogues will ensure exchanges, trainings and thematic meetings of experts in priority areas related to migration management, ensuring better understanding of migration management in the respective regions as well as possible ways of cooperation with the EU and the Member States. As far as **multilateral** cooperation is concerned, DG HOME will take part in the preparations of the second **Global Refugee Forum** to take place in December 2023.

Tailor-made projects between EU Member States and key partner countries will continue to be supported by HOME Funds, for example in the context of the **Regional Development and Protection Programme** (protection pillar) and the **Migration Partnership Facility**. DG HOME will furthermore continue its very close cooperation with the external Directorates General (DG NEAR and DG INTPA) to ensure that migration priorities are addressed adequately, in particular by the Neighbourhood, Development and International Cooperation Instrument-Global Europe (NDICI) and its 10% migration spending target.

DG HOME will continue to steer the development of **Talent Partnerships** (see Strategic Objective 2) to ensure they are prepared in a tailor-made and flexible way and address the labour market and skills needs of Member States and partner countries.

To enhance effective **return** and make **readmission** an indispensable element of international partnerships, policies and tools, DG HOME will continue to work with Member States, EU Agencies and partner countries. DG HOME will continue the ongoing negotiations of **Readmission Agreements** and will consider the most appropriate way forward where mandates exist but negotiations have either stalled or not started. It will also assess the

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<sup>69</sup> JOIN(2021) 2 final of 9.2.2021.

possibility of new negotiations. DG HOME will continue to closely monitor the implementation of the 24 readmission instruments in place with third countries.

Following the third assessment report on third countries' cooperation on readmission under the **revised Visa Code**, DG HOME may consider to submit proposals for Council Implementing Decisions on positive or negative visa measures for third countries. DG HOME will present the **fourth assessment report** on third countries' cooperation on readmission by the end of 2023. As of Western Balkans countries, DG HOME will continue to monitor developments under the **Visa suspension mechanism**, in particular regarding visa policy regimes in the region, with a view to adopting the 6<sup>th</sup> Visa Suspension Mechanism report in the last quarter of 2023.

In April 2022, the Commission put forward a proposal for **visa liberalisation for Qatar and Kuwait** nationals. Shortly afterwards the Council approved its negotiating mandate. In December, after having examined the proposal, the European Parliament decided to postpone adopting its position. DG HOME is closely monitoring situation with co-legislators and may in 2023, depending on the outcome, adopt a proposal for a negotiation mandate.

In the field of **visa reciprocity** with the US, a Court case is ongoing (the Parliament referred the Commission to the Court for alleged 'failure to act'). The decision of the Court of Justice is expected in the beginning of 2023. Subsequent steps may have to be taken by the Commission.

Other external dimension activities envisaged by the Pact include – as mentioned under Specific Objective 2 – the implementation of the renewed EU action plan against migrant smuggling (2021-2025), which foresees the development of **Anti-Smuggling Operational Partnerships** with partner countries along migratory routes towards the EU. Forming part of the EU's migration partnerships, the Anti-Smuggling Operational Partnerships aim at strengthening legal, policy, operational and strategic frameworks in partner countries. The first partnerships were launched in 2022 with Morocco and Niger.

Attached to DG HOME and deployed in EU Delegations, the **European Migration Liaison Officers** will remain valuable assets in operationalising the external dimension of the Pact, contributing to migration governance and management, including the prevention and countering of irregular migration, counter-smuggling and border protection measures, better organising legal migration and mobility, ensuring more effective return and readmission, providing protection and support to host communities and building economic opportunities.

Third country cooperation between EU Member States is strengthened through the **European network of Immigration Liaison Officers**. In 2023, the network will carry out several EU funded projects to promote legal pathways to the EU, on prevention of irregular migration and on the support to return related activities.

Ukraine, Montenegro, and Armenia became Observer Countries in the **European Migration Network** in 2022, with Serbia having applied for Observer status as well. Moreover, the Network will continue to engage with non-EU Countries within the EU enlargement, neighbourhood and eastern partnership policies with the aim to share information and improve mutual understanding on asylum and migration issues in a view to increase capacity and contribute to improved migration management.

After having performed an impact assessment, DG HOME will propose a **Regulation on a framework for reciprocal access to security related information for front-line officers between the EU and key third countries** to better counter shared security threats. The objective is to simplify reciprocal access to information with third countries; guarantee access to third-country information for all Member States. DG HOME will continue to engage with third countries to negotiate international agreements for the exchange of personal data between **Europol** and the law enforcement authorities of Morocco, Algeria, Tunisia, Egypt, Lebanon, Jordan and Turkey and will also explore the possibility to obtain mandate for the authorisation to open the negotiations with certain countries from Latin America (i.e. Brazil).

In addition, DG HOME will continue to ensure the smooth functioning of the EU Support Hub for Internal Security and Border Management in **Moldova** and enable exchanges between the EU Delegation and Moldovan partner authorities on the criminal threats to be tackled.

Furthermore, DG HOME will continue the negotiations or pursue the discussions of **Frontex Status Agreements** with third countries for the deployment of border management teams from the standing corps to perform joint operation with local authorities. In particular, a strong focus will be given to countries in the Western Balkans (e.g. Albania, Serbia, Bosnia and Herzegovina, Montenegro), Eastern Partnership (Ukraine, Georgia), and to West-African partner countries (e.g. Mauritania, Senegal).

DG HOME will continue to promote the **EU drug policy** model at international level, notably through preparation of the Commission on Narcotic Drugs within the UN Office on Drugs and Crime, and through dialogues on drugs with partner countries and regions. DG HOME will equally work on the follow-up at operational level of the first ever **EU-Colombia dialogue** on Drugs held in 2022. Furthermore, it will organise the second dialogue with Colombia and China, and will contribute to the dialogues with the US, Western Balkans and Central and Latin American countries.

In 2023, DG HOME will conclude an **international agreement between the EU and INTERPOL** that will establish or enhance the operational cooperation between JHA

Agencies (Europol, Eurojust, the EPPO and Frontex) and INTERPOL and enable the access by ETIAS to INTERPOL databases<sup>70</sup> via the European Search Portal (ESP).

**External communication** actions will support the cooperation with third countries. Targeted external actions (e.g. web, social media, audio-visual and press material) will highlight the major milestones and achievements, promoting DG HOME's role in the evolving policy. This will include promotion of the international engagement of the Anti-trafficking Coordinator, Returns Coordinator and Counter-Terrorism Coordinator.

*The relevant performance table can be found in the [Annex \(page 46\)](#).*

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<sup>70</sup> Stolen Lost Travel Documents (SLTD) and Travel documents Associated With Notices (TDAWN)

## Part 2. Modernising the administration: main outputs for 2023

In 2023, DG HOME will continue with efforts to **modernise the administration**, with a view of achieving a more balanced and sustainable working environment. Through sound financial management, DG HOME will make sure that **resources are used with maximum benefit to the organisation**, taking care of the risks by using preventive and corrective mechanisms. DG HOME will continue to maintain and develop its IT systems for better policy-shaping, information management and administrative processes, ensuring internal and external communication that is fit for purpose, while at the same time keeping an eye on its environmental footprint.

The **internal control framework**<sup>71</sup> supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

DG HOME has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of the service's internal control system will be assessed on an ongoing basis throughout the year and be subject to a specific annual assessment covering all internal control principles.

### A. Human resource management

**Objective: DG HOME employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission's priorities and core business**

In 2023, DG HOME will continue its work in line with its 2020-2024 Strategic Plan.

DG HOME has fulfilled the target for female middle managers: The percentage of female managers at middle management level reaches 61.5% in DG HOME. DG HOME continues supporting female colleagues for middle management careers through the corporate development programmes as well as through an internal DG HOME mentoring programme for all young talented colleagues. So far, 15 female colleagues have been appointed deputy Head of Unit in DG HOME (with 26 units in total), which represents 57.7% of female representation at deputy Head of Unit level. DG HOME will continue to focus on identifying additional actions related to equality, diversity and inclusion also in broader terms. In 2023, DG HOME will focus on measures helping the organisation, management and staff to evolve from crisis-working mode into a more balanced, structured and sustainable approach.

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<sup>71</sup> Communication C(2017)2373 - Revision of the Internal Control Framework.

DG HOME intends to implement the following priority actions during 2023:

- Active support for young talents by pursuing the targeted mentoring programme.
- Continuous encouragement of female staff to apply for management positions and to participate in all organised development programmes such as Female Talent Development Programmes, dedicated trainings offered by HR centrally and coaching opportunities.
- Organisation of a DG HOME away-day for all staff to further discuss how the DG can enhance its performance and be more fit for purpose, within the flexible working environment context. In 2022, priority was given to unit-level team and extended management team events given the strong need to bring colleagues back together and encourage networking and getting to know each other after the long pandemic period (ongoing, at least 14 events organised).
- Continue monitoring the ratio between workload and available resources through *inter alia* the analysis of the unit management plans and the examination of any proposals on redeployment resulting from the analysis.
- Organisation of internal trainings to clarify working procedures and responsibilities also with regard to HR management.
- Organisation of a fixed calendar of recurrent / ad hoc training sessions for 2023 for newcomers and all HOME staff members on the DG's procedures, approach to briefings and speeches, communication, and policies to enhance awareness of working methods, political goals and stimulate involvement and collaboration (collaboration HRC – Units A1 and A2).
- Implementation of the actions/measures spelt out in the local HR Strategy.

On staff engagement, DG HOME will continue its efforts to address the areas that were identified via the Staff Survey 2021 and implement follow-up actions.

**Internal communication:** with colleagues' return to the offices, internal communications actions will continue to support staff in the flexible working environment. The internal communication and HRC teams will adapt implemented actions as needed to enhance productivity and contribute to a healthy work-life balance.

*The relevant performance table can be found in the [Annex \(page 49\)](#).*

## B. Sound financial management

**Objective:** The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions.

Concerning the completion of the 2014-2020 Home Affairs Funds, DG HOME will in 2023 continue to support both Member States and individual beneficiaries in ensuring optimal implementation of Home Affairs Funds. For shared management this is an important year, as the eligibility period of expenditure for projects under the **national programmes** is approaching the end. All efforts must be made to ensure the absorption of the appropriations in accordance with the rules in all Member States even though the amended regulation<sup>72</sup> provided additional flexibility by extending the eligibility period to 30 June 2024 due to the Ukrainian crisis. As regards direct and indirect management, the implementation will continue even beyond 2023, with the last payments from the work programmes up until 2020 foreseen for 2025.

Concerning the 2021-2027 Home Affairs Funds, DG HOME will in 2023 continue to support Member States to ensure a smooth start of implementation of their **new programmes** in full respect of novelties in the legal framework, for instance, the management and control framework. DG HOME will do its best to ensure that any Member State programme not adopted in 2022 is in a position, both in terms of quality and procedure, to still be adopted as quickly as possible in 2023. It will also take active part in the Monitoring committee(s) of each Member States programme, including for the monitoring of Horizontal Enabling Conditions. DG HOME will also continue implementing the Work Programmes for the Thematic Facilities of each Fund<sup>73</sup>, which is funding for indirect/direct and shared management, on top of the basic allocations for the Member States programmes. Moreover, the sizeable allocation for the AMIF Integration call for proposals and the political importance of this call in the context of the Ukrainian crisis will require extremely efficient cooperation between various actors in DG HOME. An involvement of multiple external experts will be crucial, to support the upcoming evaluation, which will require close supervision and monitoring to limit any risk inherent to cooperation with external partners.

In 2023, DG HOME will continue to implement **assurance-related activities** on EU-funded expenditure under its responsibility. The aim is to guarantee the legality of the expenditure and to minimise regularity risks, by prioritising the use of preventive and corrective mechanisms. Preventive measures rely on a thorough yearly risk assessment followed by proactive monitoring and potential mitigating controls:

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<sup>72</sup> Regulation (EU) 2022/585 of 6.4.2022.

<sup>73</sup> The Work Programme 2023-2025 following the Work Programme 2021-2022.

- Regular workshops with the stakeholders, internal and external will be organised to enhance common understanding of sound financial management and obligations, particularly to follow up on past audit recommendations.
- Upfront interpretation of rules will be translated into clear guidelines by building on a continuous dialogue with beneficiaries both at bilateral and systemic level, the latter in various forms, such as: kick-off meetings for Union actions, Committee meetings for Member States' representatives and making full use of the IT tools available to communicate with beneficiaries. DG HOME is putting particular emphasis on the upfront interpretation of its new regulatory framework.
- Monitoring activities according to the risk assessment will take place to provide additional support on the ground and ensure that guidelines are put in place correctly both by the authorities managing the Funds and the project beneficiaries. In shared management, these activities will consist, among others, of participation in monitoring committees, exchanges of views with the managing/responsible authorities on implementation of the Funds, on site visits of projects where possible and preparedness for the actual start of implementation of the new programming period. In direct management, constant communication will be ensured through the dedicated IT tool; deliverables provided regularly by project beneficiaries will be analysed by both the policy units and the operational unit, in order to address any difficulties and to identify good practices that can be promoted. A dedicated monitoring strategy is under development with a pilot already started in the beginning of 2022.
- The internal structure of DG HOME, combining budgetary, thematic and geographical expertise in funding units, guarantees weekly discussions and consultation on implementation issues and replies to frequently asked questions, and thus facilitates the delivery of consistent and sound guidance and support to Member States and other stakeholders in the implementation of the Funds.
- DG HOME will not only provide a proactive helpdesk function to stakeholders implementing the HOME Funds, but also ensure that i) funding adequately reflects policy objectives by actively liaising with policy units, and, where appropriate, the DG HOME EU agencies and other DGs, and ii) Home Affairs funding meets the principles of synergies and complementarity by conducting interservice consultations with other Commission services notably when changes are made to the multiannual national programmes.

Through the **clearance of accounts** procedure and especially the partial clearance procedure, DG HOME reduces the risk of exposure as it can decide not to clear fully the accounts in the event of doubts on legality and regularity of expenditure.

**Corrective measures** will include:

- **audits**, both at desk review and on-the-spot will be carried out based on an annual risk assessment; these audit activities aim to address gaps in the assurance of the legality and regularity of the expenditures declared to the Commission, whilst keeping an efficient use of limited audit resources, conformity clearance procedures and the application of financial corrections, when needed;
- the implementation of **audit recommendations** (the European Court of Auditors on the legality and regularity of the underlying transactions and Internal Audit Service).

As regards the Annual Programmes implemented in the **2014-2020 Multiannual Financial Framework** the specific audit approach will be continued, including the review of the annual control reports documenting the audit work of the Member States' Audit Authority to support the audit opinions issued with the request for payment of the final balance (i.e. the annual accounts). Furthermore, system audits based on an updated risk assessment will be conducted with a twofold aim: to assess the functioning of the management and control systems put in place by the national authorities and to gain assurance on the work of the national Audit Authorities.

For the programming period 2021-2027, the implementation will start in 2023 following the adoption of national programmes. In this early stage of implementation, DG HOME will provide clarification to Member States on the management and control systems for the sound financial management of the EU Funds under the new regulatory framework (2021-2027)

In addition to the above ex post audits, DG HOME will perform ex ante controls for ensuring the legality and regularity of payments throughout the management of transactions: negotiations, contracting, payments. Moreover, DG HOME will continue to pay attention to the effectiveness of ex ante controls and to the efficiency of the transactions process via regular assessment.

*The relevant performance table can be found in the [Annex \(page 51\)](#).*

### **C. Fraud risk management**

**Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS)<sup>74</sup> aimed at the prevention, detection and correction<sup>75</sup> of fraud.**

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<sup>74</sup> Communication COM(2019) 196 of 29.4.2019. and the accompanying action plan, SWD(2019) 170.

<sup>75</sup> Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

DG HOME is currently implementing its 2021 Anti-Fraud Strategy, which sets out the following three key objectives:

- Objective 1: Effective fraud prevention and promotion of fraud awareness
- Objective 2: Enhancement of cooperation with other DGs and Services
- Objective 3: Improvement of cooperation with Member States

In 2023, DG HOME will continue working on achieving the above-mentioned objectives and implementing the actions of the 2021 DG HOME Anti-Fraud Strategy Action Plan. More specifically, DG HOME will focus on the promotion of fraud awareness in the DG, maintaining at the same time close relationships with European Anti-fraud Office (OLAF), European Public Prosecutor's Office and the Member States.

As regards the 2019 Commission Anti-Fraud Strategy and its Action Plan, the actions for which DG HOME is in the lead have already been completed and their implementation is continuous. Thus, having already worked on the establishment of all relevant procedures, DG HOME will continue implementing the relevant actions in the course of 2023.

*The relevant performance table can be found in the [Annex \(page 52\)](#).*

## **D. Digital transformation and information management**

**Objective: DG HOME is using innovative, trusted digital solutions for better policy-shaping, information management and administrative processes to forge a truly digitally transformed, user-focused and data-driven Commission**

DG HOME will in 2023 continue working towards reaching the above objective set in the 2020-2024 Strategic Plan.

### **Digital transformation**

The degree of implementation of the digital strategy principles by the most important IT solution is one of the indicators for digital transformation set in the Strategic Plan. Following the adoption of the new **Digital Corporate Strategy**, DG HOME aims at addressing digital transformation opportunities. In this context, a continuous process is dedicated to improve the capacity and maturity of the staff in a digital-first mind-set and digital fluency, following corporate trends and by means of corporate learning material. Policy staff will be encouraged to improve their awareness and proficiency on digital-ready

policy development, applying tool #28<sup>76</sup> of Better Regulation and using the specialised Hub made available within the Secretariat General.

In 2023, existing systems and new planned ones will continue to contribute to the achievement of the Digital Corporate Strategy principles, in particular on Digital by default, Once Only, User-centric, Cross-border, Data-driven and Security, as they aim at reducing the burden on citizens, increasing efficiency of national and European institutions and bodies, and in their closer cooperation and collaboration in the domain of Home Affairs. Events in Ukraine triggered the creation in June 2022 of the Temporary Protection Information Sharing Platform to allow Member States competent authorities to exchange cross-border information on people enjoying temporary protection under Temporary Protection Directive or equivalent adequate protection under national law. The platform allows also for an overview of registrations at EU level so that these people can effectively benefit from their rights in all Member States, while limiting possible abuse.

The work on the platform will continue in 2023 based on feedback received directly from Member States competent authorities in order to improve its user centricity and further facilitate cross-border collaboration between Member States in this policy area.

The European Migration Network system was improved from the security point of view in 2022 by enforcing security standards and multifactor authentication. This in turn had a positive effect on the cross-border availability of the system and created the baseline for the migration of the system to Drupal 9 in 2023, contributing this way to the attainment of the strategic objective of Green secure and resilient infrastructure, on the cloud offering brokered by DIGIT.

User centricity improvement is also at the origin of the ongoing migration of contents from the Anti-trafficking in human beings website to the DG HOME integrated website, which is set to be finalised early 2023.

In areas like Once Only, Cross border cooperation and Interoperability<sup>77</sup>, the European Migration Network system will be enriched with a set of interfaces for connecting to Members States national systems and possibly to the International Organisation for Migration. This will be done in the spirit of the Interoperable Europa Act proposal for a regulation and will be referenced in the *Joinup* portal. In particular, the Transfer Tool will be implemented to facilitate transfers of refugees to pledging Member States/regions. The new (sub) systems' design will conform to the principles and goals of the new EC Digital Strategy like Dual Pillar Approach, and sound architecture principles, using the new architectural canvas of the Commission.

## **Information and IT security rules**

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<sup>76</sup> TOOL #28. Digital-ready policymaking.

<sup>77</sup> The term Interoperability used here is not linked to DG HOME's interoperability of large-scale IT systems.

On cybersecurity, staff will continue to be encouraged to attend corporate cybersecurity awareness initiatives, while IT security knowledge and expertise will be maintained and further improved by embedding cybersecurity elements into the IT specific working methods. Upcoming releases of IT systems will benefit from improved EC central security services and compliance benchmarks.

As confirmed at the end of the Internal Audit Service (DG IAS) audit on DG HOME IT Governance, IT Project Management and IT Software development, DG HOME adequately designed and effectively and efficiently implemented governance and management arrangements for Communication and Information Systems under its responsibility. In this context, a continuous process is dedicated to improve the capacity and maturity of the staff to managing IT security, risk, compliance and cybersecurity in accordance with the requirements indicated by corporate guidelines.

In addition, DG HOME has been piloting the deployment of Governance Risk and Compliance (GRC) system, and will attest all its systems' security controls within the deadline. The review of **Security Plans** for updates is also a planned activity.

In 2023, DG HOME will further improve its website in terms of layout and content. DG HOME will continue working on the accessibility of the website (for people with disabilities) with DG COMM and Publications Office of the EU, as well as on achieving an improved level of rationalisation of contents.

## **Data, information and knowledge management**

DG HOME will continue providing the services of the Secure Zone to other DGs, including the support for the organisation of classified meetings and briefings.

DG HOME will continue working on the implementation of the corporate rules for data governance and data policies at local level, putting in place data governance structures and roles. In addition, DG HOME will consider how to make use of the support to be offered by central services in the area of data, information and knowledge management, including the Data Advisory service, the EC Data Platform, the planned country knowledge portal and the future service for better regulation evidence transparency.

Once the data-related learning paths will be launched by HR, staff in the relevant job profiles will be encouraged to take advantage of the proposed training offer, thereby improving data literacy and providing a better general understanding and knowledge of the available tools and best practices in the areas of data management, data analysis and visualisation.

Six key data assets held by DG HOME have been identified and are now included in the Commission's corporate data catalogue. DG HOME will periodically review and, if needed, update the list of the key data assets.

## Data protection

As regards data protection compliance, DG HOME will continue to monitor and update the information regarding its processing operations in records in the *Data Protection Management System* throughout 2023. DG HOME will continue to maintain a full inventory of its external data processing agreements, which will include the standard contractual clauses developed by DG BUDG. With regard to data subjects' rights, DG HOME will continue to apply established administrative practices in particular on identification of data subjects and the responsible operational controller. Adequate resources (0.8 FTE) have been allocated to support compliance in the form of a Data Protection Coordinator (DPC) and a deputy DPC. In terms of awareness raising, DG HOME will organise activities such as lunchtime seminars, information at unit meetings and include a data protection module in the introductory training for newcomers. Awareness raising activities will focus on practical issues of relevance to the DG, such as handling data breaches, data subject requests, and organisation of meetings and events. Staff will also be encouraged to participate in the data protection trainings organised by the office of the Data Protection Officer. The objective would be to ensure that 100 DG HOME staff take part in such activities during the year.

*The relevant performance table can be found in the [Annex \(page 53\)](#).*

## E. Sound environmental management

**Objective: DG HOME takes account of its environmental impact in their actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work, with the support their respective EMAS Correspondents/EMAS Site Coordinators.**

The European Green Deal is one of the headline ambitions of the Von der Leyen Commission. In its Communication, the Commission committed itself to lead by example also in this field. Through EMAS - The Eco-Management and Audit Scheme - the Commission wishes to "lead by example" through the reduction of the direct environmental impact of its own activities. DG HOME aims to contribute to that objective through the following actions in 2023:

- Inform staff about the need for everyone to contribute to reducing energy consumption in the context of the current energy crisis.
- Regarding missions, assess in each case whether physical presence is really needed, or whether an online meeting could be possible instead.
- Encourage staff to use their digital devices rather than print documents for meetings, thereby reducing waste.

- Encourage staff to turn off their computers at the end of the working day and to take the stairs, in order to reduce electricity consumption.

The relevant performance table can be found in the [Annex \(page 54\)](#).

## **F. Initiatives to improve economy and efficiency of financial and non-financial activities**


There are currently six decentralised Union Agencies in charge of implementing different Union policies in the area of migration and home affairs (HOME Agencies). The Agencies concerned are the European Union Agency for Law Enforcement Training (CEPOL), the European Asylum Agency (EUAA), the European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA), the European Monitoring Centre for Drugs and Drug Addiction (EMCDDA), the European Union Agency for Law Enforcement Cooperation, (Europol) and the European Border and Coast Guard Agency (Frontex).

By virtue of the underlying legal and policy framework, DG HOME plays an increasing role in addressing the multi-faceted challenges related to migration (including asylum, management of the external borders and return) and to internal security, as well as in the provision of coordinated support to Member States and to third countries (with emphasis on cooperation with third countries neighbouring the EU). Most of the HOME Agencies are directly or indirectly contribute to those EU-level efforts within their respective mandates.

Due to the diversity of their respective mandates and functioning, *de facto* every Directorate of DG HOME has either specific policy-related or horizontal (e.g. budget planning and implementation, internal and external audits, international relations) interest in the functioning of one or more HOME Agencies.


In 2023, DG HOME will **enhance horizontal coordination**, cooperation with and strategic oversight of the HOME Agencies through regular meetings and sharing of information among all policy and horizontal units concerned, more frequent contacts with the HOME Agencies at strategic/senior management as well as at technical level; pro-active follow-up of inter-agency cooperation among themselves and in the framework of the Justice and Home Affairs Agencies' Network. DG HOME will also strive for **strategic partnership** with and **more assertive oversight** by the Management Boards of the respective HOME Agencies. In due respect of the relevant Union law provisions applicable to the governance of all decentralised Union Agencies, DG HOME will also **explore in cooperation with other Commission services** possible ways and means of timely detection and mitigation of emerging risks related to the functioning of the HOME Agencies.

## ANNEX 1: Performance tables

Performance tables for Part 1: Delivering on the Commission’s priorities – main outputs for the year. All Commission Work Programme items are flagged with this icon: 

Output indicators for Specific objective 1: Strengthened Internal Security [[link to Part 1, SO1](#)].

<b>General objective: Promoting our European Way of Life</b>			
<b>Specific objective: Strengthened Internal Security</b>			
<i>Related to spending programme: Internal Security Fund</i>			
<b>Main outputs in 2023:</b>			
<b>New policy initiatives</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
 <sup>78</sup> Proposal for a of Directive on combating the sexual abuse and sexual exploitation of children (recast) (PLAN/2021/10693)	Adoption by the Commission	Q2	D4
 Proposal for a Directive of the European Parliament and of the Council on the fight against corruption by criminal law <sup>79</sup> (PLAN/2022/2377)	Adoption by the Commission	Q3	A4
Proposal for a Regulation of the European Parliament and of the Council regulating the marketing and use of high-risk chemicals PLAN/2022/55	Adoption by the Commission	Q3	D2
The Commission’s Communication on counter-drones PLAN/2022/2777	Adoption by the Commission	Q2	D2
Proposal on scheduling of substances under the International Drug Control Conventions of 1961 and 1971 ahead of the 67th Session of the Commission on Narcotic Drugs (CND) (new psychoactive substances) PLAN/2022/2263	Adoption by the Commission	Q4	D5

<sup>78</sup> All Commission Work Programme items are flagged with this icon: 

<sup>79</sup> In 2023 Commission Work Programme this initiative is featured under headline ambition 6 - A New Push for European Democracy.

<b>Evaluations and fitness checks</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
Evaluation of Directive 2011/93/EU on combating the sexual abuse and sexual exploitation of children	Adoption by the Commission	Q1	D4
<b>Public consultations</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
Public consultations for the Proposal for a Regulation of the European Parliament and of the Council regulating the marketing and use of high-risk chemicals PLAN/2022/55	Publication of factual summary report	Q2 2023	D2
<b>External communication actions</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
DG HOME website: static web pages and newsroom	Number of visits to the website	At least 100 000 page visits	A2
DG HOME social media accounts (Twitter and YouTube)	Reach and engagement on social media (social media analytics) Number of new followers (Twitter) Number of video views (YouTube)	At least 1.5% engagement rate <sup>80</sup> 1 250 new followers (Twitter) 20 000 views (YouTube)	A2
Increase the visibility of Horizon Europe research outputs in the area of civil security.	Communicate on DG HOME website and DG HOME external newsletter	At least 6 news items	F2

<sup>80</sup> Engagement rate is metrics that track how actively involved is targeted audience with content.

<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
Active Radicalisation Awareness Network – Practitioners social media channels (Twitter, Facebook, LinkedIn)	Number of followers, engagement, reach (social media metrics)	2022 report duration 01/01/2022 – 12/10/2021  Facebook followers: 11 628 (+19.2%) Engagement rate: 41.90% (+10.4%) Reach: 294 124 (-28.3%) Twitter Followers 13 978 (+17.2%) Engagement rate 11.57% (+65.8%) LinkedIn Followers: 9 404 (+18.2%) Engagement rate 3.36% (+20.0%)	D3
Eurobarometer on child sexual abuse	Office of Publications downloads	500	D4
Campaign to support policy initiatives by creating and disseminating information on legislation countering child sexual abuse	Ongoing communications on DG HOME website and external newsletter. Reach and engagement on social media	In line with overall web and social media targets	D4
Awareness raising campaign on the risks of trafficking in human beings, together with Member States and civil society	Launch of the campaign	Q4	EU ATC/THB team

<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
Two information campaigns: on the Entry/Exit System and on ETIAS	Number of visits to the website	At least 5 000 website visits per campaign	B3
	Number of distributed printed material	At least 1 000 business cards printed per member state and visa exempt third country per campaign. At least 4 000 posters printed and distributed per campaign.	
	Number of QR code scans	At least 150 hits on the repository per campaign phase per campaign	
	Number of hits on repository of communication material; number of downloads from the repository of communication material	At least 30 downloads per communication material per campaign phase and campaign.	
	Number of views of AV products (2 videos) Reach and engagement on social media (social media analytics)	At least 20 billboards per target visa exempt third country for each phase of the campaign per campaign. At least 100 000 twitter impressions per campaign	
	Number of contacts with journalists	At least 100 media correspondents contacted in Brussels per campaign.	
	Stakeholders' engagement (mailing information packs, webinars)	At least 5 stakeholders per member state and 5 per visa exempt third countries engaged; 80% opening rate of the mailing; at least 2 stakeholders per member states and 5 per visa exempt third country using and disseminating the toolkit/communication material	
<b>Other important outputs</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>

Renewed Schengen Information System II (SIS II)	Entry into operation	Q1	B3
Entry/Exit System (EES) <sup>81</sup> and Shared Biometric Matching Service(sBMS) <sup>82</sup>	Entry into operation	Q2	B3
European Travel Information and Authorisation System (ETIAS), European Search Portal (ESP), the Common Identity Repository (CIR) and the Common Repository for Reporting and Statistics (CRRS)	Entry into operation	Q4	B3
EES Handbook <sup>83</sup> PLAN/2021/13181	Adoption by the Commission	Q1	B3
ETIAS Handbook <sup>84</sup> PLAN/2021/13180	Adoption by the Commission	Q4	B3
Targeted Study on the Assessment of the Radicalisation Awareness Network	Approval by the Commission of the external contractor's final report	Q1	D3
Study supporting the implementation of Regulation (EU) 2021/784 addressing the dissemination of terrorist content online	Programme for the monitoring of the impact of the Regulation to present to Council and EP	Q2	D3
EU Cities against Radicalisation and Terrorism Initiative	Launch of the procurement procedure and open call  Implementation of the initiative	Q1  Q4	D2 and D3
Report assessing the extent to which the Member States have taken the necessary measures to comply with Directive on combating money laundering by criminal law	Adoption by the Commission	Q4	D5
Interoperability Handbook <sup>85</sup> PLAN/2022/2395	Adoption by the Commission	Q2	B3
Implementation report to the EP and the Council regarding Directive (EU) 2019/713	Adoption by the Commission and submission of the report	Q2	D4

<sup>81</sup> This output also contributes to the Specific Objective 3: A fully functioning area of free movement.

<sup>82</sup> This output also contributes to the Specific Objective 3: A fully functioning area of free movement.

<sup>83</sup> This output also contributes to the Specific Objective 3: A fully functioning area of free movement.

<sup>84</sup> This output also contributes to the Specific Objective 3: A fully functioning area of free movement.

<sup>85</sup> This output also contributes to the Specific Objective 3: A fully functioning area of free movement.

Study on dataspace for increasing availability of Artificial Intelligence technology for law enforcement.	Finalised by the Commission	Q2	F2
Community for European Research and Innovation for Security (CERIS) report	Adoption and dissemination of Report	Q4	F2
Security Research Event 2023	Meeting taken place	Q4	F2
Terms of reference DG HOME-Europol to improve collaboration on research and innovation activities in the area of HOME affairs.	Adoption of the Terms of Reference	Q4	F2
Delegated Act, supplementing the Directive on the resilience of critical entities establishing a list of essential services at EU level	Adoption by the Commission	Within 10 months after entry into force of the directive	D2
Support study for the evaluation of the EU Drugs Strategy and Action Plan 2021-2025	Specific contract signed with external contractor	Q4	D5

**Output indicators for Specific objective 2: An effective asylum and migration management policy** [\[Link to Part 1, SO 2\]](#).


<b>General objective: Promoting our European Way of Life</b>			
<b>Specific objective: An effective asylum and migration management policy</b>			
<i>Related to spending programme: Asylum, Migration and Integration Fund</i>			
<b>Main outputs in 2023:</b>			
<b>New policy initiatives</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
Legislative proposal for a regulation establishing an EU Talent Pool PLAN/2022/2652	Adoption by the Commission	Q4	C2
<b>Evaluations and fitness checks</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
Impact assessment on the feasibility of an EU Talent Pool	Adoption	Q3	C2
<b>Enforcement actions</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
Implementation Report on the Seasonal Workers Directive	Adoption by the Commission	Q4	C2
Implementation report on the Facilitators Package	Submission to EP and Council	Q4	C1
<b>External communication actions</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
DG HOME website: static web pages and newsroom	Number of visits to the website	At least 300 000 page visits	A2
DG HOME social media accounts (Twitter and YouTube)	Reach and engagement on social media (social media analytics) Number of new followers (Twitter) Number of video views (YouTube)	At least 1.5% engagement rate 1 250 new followers (Twitter) 20 000 views (YouTube)	A2
Awareness-raising campaign on migration	Reach via traditional media Number of followers, engagement, reach (social media metrics)	To be defined in close collaboration with the contractor (once known)	A2 / Dir C

<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
The European Migration Forum	Outreach to civil society organisations  Reach and engagement on social media (social media analytics)	Outreach to more than 100 civil society organisations  > 10 000 impressions	A2/C2 (co-organised with the EESC)

### Other important outputs

<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
Implementation of the European Network of Immigration Liaison Officers	Number of meetings of the Steering Board Number of new projects implemented	At least 2 At least 2 projects led by Member States per year	C1
Study on the feasibility of developing an EU Youth Mobility Scheme	Published by the external contractor	Q4	C2
Feasibility study on long-term care and role of legal migration	Published by external contractor	Q3	C2
Targeted study on the effectiveness of the protection regime of the Seasonal Workers Directive	Published by the external contractor	Q4	C2

**Output indicators for Specific objective 3: A fully functioning area of free movement** [\[link to the Part 1, SO3\]](#).

<b>General objective: Promoting our European Way of Life</b>			
<b>Specific objective: A fully functioning area of free movement</b>			
<i>Related to spending programme: Internal Security Fund /Border Management and Visa Instrument</i>			
<b>Main outputs in 2023:</b>			
<b>New policy initiatives</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
 Legislative proposal on Digitalisation of travel documents and facilitation of travel PLAN/2022/860	Adoption by the Commission	Q3	B1
<b>Initiatives linked to regulatory simplification and burden reduction</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
Commission Communication establishing the multiannual strategic policy for European integrated border management PLAN/2020/8839	Adoption by the Commission	Q1	B1
<b>Evaluations and fitness checks</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
Report on the Evaluation of the Visa Code in accordance with Article 2 of the regulation EU 2019/1155 amending the Visa Code PLAN/2021/12656	Adoption by the Commission	Q4	B4
Evaluation of the EBCG Regulation and review of the Standing Corps PLAN/2022/1328	Adoption of Staff Working Document by the Commission	Q4	B1
Evaluation of eu-LISA <sup>86</sup>	Report to the European Parliament and to the Council.	Q4	B3
<b>Public consultations</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
Public consultation on the Legislative proposal on Digitalisation of travel documents and facilitation of travel (PLAN/2022/860).	Conclusion of the public consultation and publication of Factual summary report	Q1	B1

<sup>86</sup> This output also contributes to the Specific Objective 1: Strengthened Internal Security.

External communication actions			
Output	Indicator	Target	Unit
DG HOME website: static web pages and newsroom	Number of visits to the website	At least 2.3 million page visits	A2
DG HOME social media accounts (Twitter and YouTube)	Reach and engagement on social media (social media analytics) Number of new followers (Twitter) Number of video views (YouTube)	At least 1.5% engagement rate 1 250 new followers (Twitter) 20 000 views (YouTube)	A2
EES and ETIAS communication campaign	Number of visits to the website Number of distributed printed material Number of QR code scans Number of hits on repository of communication material; number of downloads from the repository of communication material Number of views of AV products (2 videos) Reach and engagement on social media (social media analytics) Number of contacts with journalists Stakeholders' engagement (mailing information packs, webinars)	At least 5 000 website visits per campaign At least 1 000 business cards printed per member state and visa exempt third country per campaign. At least 4 000 posters printed and distributed per campaign. At least 150 hits on the repository per campaign phase for each campaign; At least 30 downloads per communication material per campaign phase for each campaign. At least 20 billboards per target visa exempt third country for each phase of the campaign for each campaign. At least 100 000 twitter impressions per campaign At least 100 media correspondents contacted in Brussels per campaign. At least 5 stakeholders per member state and 5 per visa exempt third countries engaged per campaign; 80% opening rate of the mailing; at least 2 stakeholders per member states and 5 per visa exempt third country using and disseminating the toolkit/communication material per each campaign	B3 & A2

## Other important outputs

Output	Indicator	Target	Unit
Report from the Commission to the European Parliament and the Council on the delegation of power to the Commission to revise the amount of the visa fees, in accordance with Article 51a(2) of the Visa Code PLAN/2022/2312	Adoption by the Commission	Q4	B4
Revision of the amount of the visa fees in accordance with Article 16(9) of the Visa Code PLAN/2022/2306	Adoption by the Commission	Q4	B4
Commission implementing decision revising the Visa Code Handbook PLAN/2021/10801	Adoption by the Commission	Q4	B4
Commission implementing decisions on local adaptation of list of supporting documents PLAN/2021/10458	Adoption by the Commission	All year long, depending on work carried out by Local Schengen Cooperation	B4
Commission implementing decisions on harmonisation rules on Multiple Entry visas PLAN/2021/10459	Adoption by the Commission	All year long, depending on work carried out by Local Schengen Cooperation	B4

Commission implementing Decision on the establishment of the technical architecture of the False and Authentic Documents Online (FADO) system (PLAN/2021/13203)	Adoption by the Commission	Q4	B1
State of Schengen Report	Adoption by the Commission	Q1	B2
Schengen evaluation reports (Commission Implementing Decisions), and proposals for recommendations (Commission proposals for Council Implementing Decision) related to all types of evaluation activities in the Member States and Schengen Associated Countries	Number of reports, and  number of proposals for recommendations adopted by the Commission	30  25	B2

Feasibility study on options to innovate the exchange of supplementary information on alerts processed in the Schengen Information System (SIS) <sup>87</sup>	Final Report	Q3	B3
Delegated and implementing acts adopted/ revised/ updated in 2023 linked to security and borders IT systems: <sup>88</sup>			B3
EES acts	Number of acts adopted	1	
ETIAS acts	Number of acts adopted	7	
VIS Recast Acts	Number of acts adopted	6	
SIS-Europol acts	Number of acts revised	6	
Interoperability acts	Number of delegated and implementing acts adopted or updates of existing acts	14	

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<sup>87</sup> This output also contributes to the Specific Objective 1: Strengthened Internal Security.

<sup>88</sup> This output also contributes to the Specific Objective 1: Strengthened Internal Security.

**Output indicators for Specific objective 4: Stronger cooperation with partner countries** [[Link to Part 1, SO4](#)].

<b>General objective: Promoting our European Way of Life</b>			
<b>Specific objective: Stronger cooperation with partner countries</b>			
<i>Related to spending programme: Internal Security Fund /Border Management and Visa Instrument / and Asylum, Migration and Integration Fund</i>			
<b>Main outputs in 2023:</b>			
<b>New policy initiatives</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
Status Agreement with Bosnia and Herzegovina PLAN/2022/1871 (opening of negotiations)	Signature	Q1	B1
Status Agreement with Montenegro PLAN/2022/1877 (opening of negotiations)	Signature	Q1	B1
Status Agreement with Albania PLAN/2022/2136 (opening of negotiations)	Signature	Q1	B1
Status Agreement with Serbia PLAN/2022/2140 (opening of negotiations)	Signature	Q1	B1
Commission Proposal for a Regulation on a framework for reciprocal access to security-related information for front-line officers between the EU and key third countries to better counter shared security threats. PLAN/2021/11021	Adoption by the Commission	Q4	B3
6 <sup>th</sup> Visa suspension mechanism report PLAN/2022/2355	Adoption by the Commission	Q4	B4
Recommendation for a Council decision for authorising the opening of negotiations for Visa Waiver agreements with Qatar and Kuwait <sup>89</sup> PLAN/2022/2413	Adoption by the Commission	Q2	B4
Proposal for a Council decision on the signing and concluding the visa waiver agreement between Qatar and the European Union <sup>90</sup> PLAN/2022/2381 (signing) and PLAN/2022/2380 (conclusion)	Adoption by the Commission	Q4	B4
Proposal for a Council decision on the signing and	Adoption by the	Q4	B4

<sup>89</sup> Presentation of this proposals in 2023 will depend on how the situation evolves with the co-legislators on the proposal the Commission adopted in April 2022.

<sup>90</sup> Presentation of this proposals in 2023 will depend on how the situation evolves with the co-legislators on the proposal the Commission adopted in April 2022.

concluding the visa waiver agreement between Kuwait and the European Union PLAN/2022/2393 (signing) and PLAN/2022/2393 (conclusion)	Commission		
Proposals for implementing decisions on visa measures following the 3rd Commission Report on the assessment of the level of cooperation of third countries on readmission PLAN/2021/11178	Proposals by the Commission for Council implementing decisions	Q4	B4

### Evaluations and fitness checks

Output	Indicator	Target	Unit
Evaluation of the European Migration Network	Publishing the evaluation report and presenting it to the European Parliament, the Council, the European Economic and Social Committee and to the Committee of the Regions	Q4	C5

### Public consultations

Output	Indicator	Target	Unit
Public consultation on the Regulation on a framework for reciprocal access to security-related information for front-line officers between the EU and key third countries to better counter shared security threats. PLAN/2021/11021	Conclusion of the public consultation and publication of Factual summary report	Q3	B3

### External communication actions

Output	Indicator	Target	Unit
DG HOME website: static web pages and newsroom	Number of visits to the website	At least 18 000 page visits	A2
DG HOME social media accounts (Twitter and YouTube)	Reach and engagement on social media (social media analytics) Number of new followers (Twitter) Number of video views (YouTube)	At least 1.5% engagement rate 1 250 new followers (Twitter) 20 000 views (YouTube)	A2

### Other important outputs

Output	Indicator	Target	Unit
Continuation and strengthening of formal and informal comprehensive migration and mobility dialogues (and similar high-level engagements)	Number of migration dialogues concluded/held with partner countries	5	A3

<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
Grants via the Migration Partnership Facility (MPF) involving partner countries	Number of grants approved (not including legal migration as below)	3	A3
Projects on legal migration financed under the Migration Partnership Facility (MPF) in the context of Talent Partnerships	Number of grants approved	4	C2/A3
European Migration Liaison Officers	Number of European Migration Liaison Officers posted in partner countries Number of reports	16 80	A3
EU Support Hub for Internal Security and Border Management	Number of follow-up operational actions	8	D1, A3

## Performance tables for Part 2: Modernising the administration

### Output indicators for Human resource management

[Link to Part 2](#)

**Objective:** DG HOME employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission's priorities and core business.

#### Main outputs in 2023:

Output	Indicator	Target	Unit
Guidelines on work processes in the human resources field, clear responsibilities of the individual actors, reduced bureaucracy	Fiches published and updated on DG HOME Intranet Training sessions on HR related procedures and responsibilities	Q1  2-3 training sessions per year	HRC
Fixed calendar of recurrent and ad hoc training sessions	Launch and implementation	Q1 – Q4	A1, HRC
Internal training regarding HR procedures for staff	Number of training organised	3-4 training session per year	HRC
Mentoring system for newcomers, young talented talents and/or new managers	Mentoring system in place	Q1-Q2	HRC
Create opportunities for staff to meet HOME Senior Management	Number of sessions organised with Senior Management (Friday Talks, Town Hall)	6 – 8 sessions	HRC, A2
Staff Survey 2021 follow-up and HOME HR Strategy 2023-2024	Finalisation and completion of Action Plan and HOME HR Strategy  Number of Actions implemented Communication of implementation progress	Q1 – Q2 2023 5 -10  5 -10 posts on intranet	HRC, A2
Organisation of DG-level away-day	Event organised	Q2-Q3 2023	HRC, A2
Development of the equality work plan	Plan finalised	Q4	HRC, A4
<b>Internal communication</b>			A2

<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
Newcomers welcome kit and newcomers sessions: promote and update regularly a welcome pack for newcomers, organise a welcome session per trimester, with the participation of the Director General or Director General deputies	Number of intranet articles and/or Newsletter mentions  Number of welcome sessions	At least 4 intranet articles  At least 2 newcomers sessions	A2, HRC
Lunchtime seminars series: step up organising policy-related discussions in an interactive format, including external speakers when possible. To be organised approximately twice a month, having “inspirational speakers” as well and trying to diversify the topics treated	Number of sessions	20 sessions	A2
Continued actions to support staff in the flexible working environment through a series of initiatives (lunchtime events, internal newsletter) aimed at providing useful information, keeping staff engaged and informed during the hybrid way of working. Actions to encourage colleagues to work from the office and network (guided tour of the LX46 building, 'coffee roulette', book swap, corridor/office decorations)	Number of newsletter editions	20	A2
Completion of the DG HOME intranet 'facelift' for updated content and easier navigation. Providing daily and dynamic content on Intranet. This will make it a more useful communication tool, increase the traffic and will enable DG HOME staff to find relevant information faster. Transition of the HOME intranet to the new EC intranet (DG Ecosystem)	Update and completion	Q3	A2

## Output indicators for Sound financial management

[Link to Part 2](#)

**Objective:** The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions.

### Main outputs in 2023:

Output	Indicator	Target	Unit
Effective controls: Legal and regular transactions	Risk at payment	Remains < 2 % of relevant expenditure	F1
	Estimated risk at closure	Remains < 2 % of relevant expenditure	F1
Efficient controls	Budget execution	remains above 95% of payment appropriations	E5
	Timely payments	becomes above 95% of payments (in value) made on time	
Economy of controls	Overall estimated cost of controls	Remains < 2% of funds managed	E1
Ex post (financial) audits of direct/indirect management grants/contribution agreements	Audit coverage for direct management grants	Min 10%	F1
Review of Annual control report for annual clearance of accounts	ACR reviewed	58 (max number of Member States and Schengen Associated countries)	F1
System audits and/or audits of expenditure of the AMIF /ISF	AMIF/ISF Number of Funds audited in Member States	Depending on Audit Work Plan 2023: aims to carry out minimum 2	F1

## Output indicators for Fraud risk management

[Link to Part 2](#)

**Objective:** The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS) <sup>91</sup> aimed at the prevention, detection and correction <sup>92</sup> of fraud.

### Main outputs in 2023:

Output	Indicator	Target	Unit
Improve cooperation with Member States	Number of anti-fraud-related initiatives involving Member States	1	F1 in cooperation with responsible DG HOME units
Enhance knowledge on how to tackle public procurement and conflict of interest fraud risks by maintaining close cooperation with other DGs and OLAF through participation to the relevant FPDnet subgroup(s)	Number of FPDnet meetings attended per year/ Total number of relevant FPDNet meetings	100%	F1
Contribute to the strategic monitoring of the Commission's anti-fraud activities through reporting on the follow-up of the recommendations issued by OLAF	% of recommendations issued by OLAF implemented/closed by DG HOME within deadlines in 2023	100%	F1

<sup>91</sup> Communication COM(2019) 196 of 29 April 2019 and the accompanying action plan, SWD(2019) 170

<sup>92</sup> Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

## Output indicators for Digital transformation and information management

[Link to Part 2](#)

**Objective:** DG HOME is using innovative, trusted digital solutions for better policy-shaping, information management and administrative processes to forge a truly digitally transformed, user-focused and data-driven Commission

### Main outputs in 2023:

Output	Indicator	Target	Unit
Secure zone: Classified meetings/briefings for DG HOME and other DGs	Number of meetings/briefings	At least 30 meetings	F2
HOME Registry running according to required standards	Number of EU classified (EU Confidential and EU-Secret) documents handled by the Registry	200	
Implementation of the corporate principles for data governance for DG HOME key data assets	Percentage of implementation of the corporate principles for data governance for DG HOME key data assets	Interim milestone by 2023: 60%	C5
DG HOME staff being more aware of data protection rules	Number of staff participating in data protection trainings organised by the office of the Data Protection Officer	100	IRM
DG HOME contributes to the attainment of corporate Seamless digital environment strategic objective	Number of new DG HOME IT systems complying with the <a href="#">Solution design guidelines</a> .	100%	IRM
DG HOME contributes to the attainment of corporate Green, secure and resilient infrastructure strategic objective	Number of DG HOME IT systems moved to the cloud brokered by DIGIT	75%	IRM
In case of new data-related projects/deployments, DG HOME takes into account the EC Data Platform recommended portfolio	Percentage of new projects and deployments aligned with the EC Data Platform recommended portfolio	100%	C5/IRM
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## Output indicators for Sound environmental management

[Link to Part 2](#)

**Objective:** DG HOME takes account of its environmental impact in their actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work, with the support their respective EMAS Correspondents/EMAS Site Coordinators.

### Main outputs in 2023:

#### I. More efficient use of resources (energy, water, paper):

Output	Indicator	Target (2019 as baseline, as appropriate)	Unit
<b>Priority action to support the Greening the Commission Communication and action plan</b>			
Participation in the end of the year energy saving action, by closing down DG's buildings during the Christmas and New Year's holiday period.	Number of buildings participating	100% of DG buildings participating	JUST.B3

#### II. Reducing CO<sub>2</sub>, equivalent CO<sub>2</sub> and other atmospheric emissions

Output	Indicator	Target (2019 as baseline)	Unit
<b>Priority action to support the Greening the Commission Communication and action plan</b>			
Keep yearly overall CO <sub>2</sub> emissions from DG HOME's missions <sup>93</sup> bellow Commission average by reducing the number of participants in the same mission, promoting more sustainable travelling options, promoting videoconferencing/ virtual events as an alternative.	Yearly overall CO <sub>2</sub> (kg) emissions for all transport types	Bellow Commission average for the year 2019 (963.148,79 kg)	E5
<b>Other recommended actions</b>			
Gradual increased use (and number of) Videoconference rooms for meetings with stakeholders (avoiding business trips) in the DG,	Number of VC meeting rooms	8 VC meeting rooms	JUST.B3

<sup>93</sup> Data provided by PMO/MiPs.

in collaboration with DG SCIC, OIB and OIL.			
III. Reducing and management of waste			
Output	Indicator	Target (2019 as baseline)	Unit
<b>Other recommended actions</b>			
Staff awareness actions about waste reduction and sorting in the framework of EMAS corporate campaigns and/or staff awareness actions about DG's waste generation in collaboration with OIB/OIL where appropriate.	Number or % of staff informed/participated  Reduce waste by %	100% of staff informed/participated  Reduce waste generation by 5%	JUST.B3