



# Management Plan 2022

## EUROPEAN ANTI-FRAUD OFFICE (OLAF)

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## INTRODUCTION

The European Anti-Fraud Office (OLAF) is the central service of the Commission that according to its mandate and mission is in charge of **protecting EU revenue and expenditure** through independent administrative investigations into instances of suspected fraud, corruption and any other illegal activity involving EU funds. OLAF is also responsible for **investigating serious misconduct** by EU staff and members of the EU Institutions. Besides its investigative work, OLAF coordinates the implementation of the **Commission Anti-Fraud Strategy** and develops **fraud risk analysis and anti-fraud policy measures** to support all Commission services in preventing and fighting fraud and irregularities as well as in building a legal framework for better protection of the EU budget.

**OLAF's mission and political priorities** are guided by the Treaty and further defined by the political framework for the Commission services set out in the President's six headline ambitions and in a seventh horizontal objective: 'A modern, high-performing and sustainable European Commission'.

OLAF's work contributes to EU taxpayers' money being spent in line with Union objectives to support a **sustainable and resilient recovery with green and digital priorities**, to create jobs and to repair the damage caused by the COVID-19 pandemic. It also contributes to upholding the **rule of law in the EU**, and to strengthening citizens' trust in the EU institutions and, ultimately, in the EU project.

This management plan presents the **main priorities and challenges for OLAF in 2022**. The current economic, political and sanitary context as well as a new anti-fraud landscape will continue to affect OLAF's investigative and policy work. In order to be prepared for a possible continuation of the **COVID-19 pandemic** in 2022, OLAF will maintain its business continuity measures to ensure operational resilience and investigative work without interruption.

To protect **the Multiannual Financial Framework (MFF) 2021-2027 and the Recovery and Resilience Facility (RRF)** against irregularities, fraud and corruption, OLAF will cooperate closely with other Commission services as well as EU bodies such as the European Court of Auditors (ECA), the European Public Prosecutor's Office (EPPO), EUROJUST and EUROPOL. OLAF will also pursue working closely with Interpol, Ameripol, the World Customs Organization and other partners.

OLAF will make use of the experience it gained from screening the national Recovery and Resilience Fund (RRF) plans. During the implementation of the plans, OLAF will investigate irregularities and instances of suspected fraud and corruption, as it does in all areas of EU funding. OLAF will support the Member States with prevention activities such as strategic analysis and training as well as with financial support from the new EU Anti-Fraud

Programme. Drawing on 20 years of investigative experience, OLAF will help the Commission design efficient audit strategies of Member States' internal control systems.

In 2022, OLAF will continue to refine its investigative procedures and practices, maintaining ambitious targets. A new unit in OLAF created in 2021 will strengthen the monitoring of and reporting on the follow-up of OLAF's recommendations.

The evaluation of Regulation (EC) No 515/97, concerning mutual administrative assistance in customs matters, has been completed. OLAF will explore how to implement, through practical and non-legislative actions, the suggestions for improvement received during the evaluation. OLAF, in close cooperation with the Directorate-General for Taxation and Customs Union, will also further develop the Customs Information System (CIS) for reporting declarations of cash entering or leaving the EU.

2022 will be an important year for OLAF to further support Member States in enforcing the EU legal framework. In the revision of the Waste Shipment Regulation in 2021, the Commission proposed to strengthen the EU's overall enforcement capacity. This includes strengthening OLAF's investigative and coordination capabilities in the area of illegal waste shipment. The Commission has furthermore adopted several policy communications with action points related to OLAF's activities in other policy areas. The Office aspires to translating these policy actions into legislative proposals in 2022. Within its current mandate, OLAF will continue to step up its operational activities in the areas of food fraud, environmental fraud and intellectual property rights. The aim is to discover fake and unsafe goods and food stuffs and environmentally dangerous products.

OLAF will pursue its efforts in working in the area of combating and preventing **money laundering**. Since September 2021, OLAF has hosted 'FIU.net', the IT system used by the EU Financial Intelligence Units to exchange information and match data on suspicious transactions to combat money laundering and terrorist financing.

OLAF will continue its positive engagement with its **Supervisory Committee** in a new composition in 2022, in accordance with the new working arrangements signed on 21 October 2021.

**Communicating to the public** on how OLAF protects the interests of European citizens serves not only to raise awareness of OLAF but to boost confidence and trust in the EU and its institutions. Given its independent investigative mandate, OLAF has its own Spokesperson's team which liaises directly with media on matters pertaining to the investigative process.

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

OLAF's output is grouped around the following seven specific objectives demonstrating how OLAF intends to contribute to the achievement of the headline ambitions of the von der Leyen Commission:

**1: Efficient and effective management of OLAF's investigations** - investigative work and recommendations

**2: Compliance with legal obligations under Regulation (EU) 2018/1725** - requests for access to personal data

**3: Cooperation between OLAF and the EPPO to ensure better protection of the EU's financial interests**

**4: Strengthening EU framework to combat customs fraud**

**5: Strengthening EU framework to fight illicit tobacco trade**

**6: Implementation of the Commission Anti-Fraud Strategy (CAFS) to protect the EU's financial interests**

**7: Protection of the EU's financial interests through the EU Anti-Fraud Programme**

### **Specific objective 1: Efficient and effective management of OLAF's investigations**

The Office's core business is marked by investigations. They will be impacted by new tasks and challenges in 2022 such as the operational cooperation with the newly established EPPO, the first steps in the implementation of the Recovery and Resilience Facility, illicit trade patterns abusing trade facilitation tools and e-commerce, and fraud in the health and environment sectors.

OLAF will be able to pursue investigations throughout the ongoing COVID-19 pandemic. The operational work will continue to rely on OLAF's extensive cross-agency cooperation with partners at EU level (especially with the EPPO, EUROPOL, EUROJUST) and internationally (such as INTERPOL, AMERIPOL, the World Customs Organization), as well as with the administrative bodies, customs authorities and police and judicial services across the Member States as well as in third countries worldwide.



OLAF activities under this objective cover the selection of cases, conduct of investigations and coordination activities, as well as assisting recipients in the implementation of recommendations issued by OLAF as a result of its investigative and coordination activities and monitoring the extent to which such recommendations have been implemented.

In the selection phase, OLAF establishes whether it is competent to investigate. If this is confirmed, the available information is examined in accordance with Regulation (EU, EURATOM) No 883/2013, to determine whether there is sufficient suspicion of fraud, corruption, any other illegal activity affecting the financial interests of the Union, or serious wrongdoing by EU staff or a member of an Institution. When OLAF selectors have established OLAF's competence and the existence of sufficient suspicion, they proceed to the analysis of the criteria of (i) proportionality, (ii) efficient use of investigative resources and (iii) in particular with regard to internal investigations, the institution, body, office or agency best placed to conduct them. The opening and carrying out of an investigation is done by OLAF in full independence, without instructions from any government, institution, body, office or agency.<sup>1</sup>

The selection process has been revised to comply with the amended OLAF Regulation<sup>2</sup> and the entry into operations of the EPPO. In particular, OLAF consults the EPPO during the selection process to guarantee the 'non duplication' of investigations. This consultation might have an impact on the duration of the selection phase in 2022. Other factor with an

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<sup>1</sup>See Article 17(3) of Regulation (EU, EURATOM) No 883/2013.

<sup>2</sup> Regulation (EU, EURATOM) No 883/2013 as amended by Regulation (EU, Euratom) 2020/2223 of the European Parliament and of the Council of 23 December 2020.

impact on the duration of the selection phase is the reduction in staff. It is difficult to forecast the volume of new incoming information that OLAF will receive as a result of the Recovery and Resilience Fund. Despite this, the Office intends to maintain the target for the average duration of closed selections at 2.1 months.

In 2022, OLAF will continue to work on the more detailed guidelines on investigation procedures (GIPs) by adapting and including the issues, which are currently addressed in other internal instructions, guidelines and established practices. The comprehensive guidelines on investigation procedures will also include further elaborated practices for a seamless and efficient cooperation with the EPPO. It will take into account the recommendations of OLAF's institutional stakeholders.

Performance indicators with regard to the conduct of investigations are the average duration of closed investigations and the percentage of ongoing investigations lasting more than 20 months. The targets regarding the two investigative outputs will remain at the same level as for 2021 (24.3 months and 29% respectively). This is slightly above the interim milestones from the Strategic Plan 2020-2024 (24.0 months and 28% respectively). This prudent approach is due to the potential impact of the EPPO operations on OLAF's work, the COVID-19 pandemic and decreasing OLAF resources.

As a result of its investigations, OLAF issues recommendations to the EU institutions, bodies, offices and agencies as well as the Member States. These recommendations aim at recovering money unduly spent on projects affected by irregularities (financial recommendations), at improving procedures or tightening the follow-up of individual cases of irregularities (administrative recommendations), at sanctioning misconduct inside EU institutions and bodies (disciplinary recommendations) or at prosecuting fraudsters under Member States' criminal law (judicial recommendations for non-EPPO countries). In cooperation with the recipients and with support from the Commission services, OLAF monitors the implementation of the recommendations.

In June 2021, OLAF's previous Task Force Monitoring was transformed into a permanent Monitoring and Reporting unit. This organisational change will strengthen the coordination and monitoring of, and reporting on, the follow-up to OLAF's recommendations. After a stock-taking exercise of OLAF's financial recommendations issued since 2012, OLAF, together with the relevant spending services, evaluates the outcome of this exercise. It will result in suggestions to more efficiently and effectively monitor OLAF recommendations. The follow-up to OLAF's administrative recommendations will also be analysed in 2022.

A performance indicator pertaining simultaneously to the conclusion of investigations, to assistance provided to recipients of OLAF's financial recommendations and to monitoring the implementation of those recommendations is the ratio between, on the one hand, the total of amounts that the recipients of OLAF's financial recommendations claimed back for the EU budget during the two years preceding the programming/reporting year and, on the other hand, OLAF's administrative budget spent during the same period. The indicator was redefined in the Annual Activity Report 2020 compared to the Strategic Plan 2020-2024

and Management Plan 2020. The target ratio was also modified from 3.5 to 2.<sup>3</sup>

On the basis of its investigative and operational function, OLAF can provide advice and support to Commission services on anti-fraud issues. The outcome of this advice are notably administrative recommendations, *ad hoc* notes and replies to inter-service consultations. OLAF's output serves as a performance indicator (number of instances where OLAF provides advice on anti-fraud matters); the target has been set higher for 2022 (80) as compared to 2021.

<b>Specific objective 1: Efficient and effective management of OLAF's investigations</b>		Related to spending programme(s): No
<b>Main outputs in 2022:</b>		
<b>Other important outputs</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Speedy initial assessment of whether a case should be opened	Average duration <sup>4</sup> of closed selections (in months)	2.1 months
Reasonable duration of investigations	Average duration of closed investigations (in months)	24.3 months
Reasonable duration of investigations	Percentage of ongoing investigations lasting more than 20 months	29%
Implementation of OLAF's financial recommendations	Financial impact Average of the amounts established by Commission Authorising Officers and Member State authorities for recovery and prevented from being unduly spent or evaded in year N-1 and year N-2, compared to OLAF's average administrative budget for the same period	Ratio > 2 / 1 <sup>5</sup>
Provision of advice on anti-fraud matters to Commission services through administrative recommendations, <i>ad hoc</i> notes and interservice consultations	Number of instances where OLAF provides advice on anti-fraud matters	80

<sup>3</sup> Methodological explanation in [Annex 2 \(FN 7\) to OLAF's Annual Activity Report 2020](#).

<sup>4</sup> The duration being the time between the decision to open a selection and the decision of the Director-General to either open an investigation or dismiss the case

<sup>5</sup> This indicator was redefined in the Annual Activity Report 2020 compared to the Strategic Plan 2020-2024 and Management Plan 2020. The target ratio was also modified from 3.5 to 2.



## External communication

Protecting the interests of European citizens is at the heart of what OLAF does. Communicating its work to the citizens of Europe raises awareness of OLAF and boosts confidence and trust in the EU and its institutions by:

- explaining OLAF's unique and crucial role in defending both financial and other interests of European citizens, as well as in helping to keep Europe and its citizens safe,
- increasing transparency and visibility of OLAF's activities, whilst maintaining a high level of protection for procedural guarantees.

The main messages that OLAF aims to pass with its communication activities are:

- OLAF is a professional and highly competent body,
- OLAF protects the EU's recovery and growth,
- Fraud with EU funds is not a victimless crime.

In 2022, OLAF's external communication activities will remain targeted towards media and expert stakeholders, with a continued effort to create more synergies with corporate communication campaigns developed by the Directorate-General for Communication around the European Commission's main political priorities.

In addition to the traditional communication mix consisting of increasingly proactive press and media relations, together with the publication and promotion of the annual OLAF Report, the planned OLAF communication activities also include:

- developing more narratives on non-operational results of OLAF's work, in order to create easily quotable content without running into risks of legal claims,
- continuing to increase presence on social media, with the support of appealing and engaging audio-visual content,
- seeking synergies not only with the Directorate-General for Communication, but also EUROJUST, EUROPOL, the European Public Prosecutor's Office (EPPO), and the members of the OLAF Anti-Fraud Communicators' Network (OAFCN).

Depending on the evolution of health and safety measures related to the COVID-19 pandemic, traditional outreach events with physical presence of participants will be held in a hybrid format.

**Objective: OLAF communicates in a clear and engaging way to raise awareness of its operations and mandate, strengthening the reputation of, and trust in, OLAF, the European project and the EU institutions**

**Main outputs in 2022:**

**External communication actions**

Output	Indicator	Target
Popularity of OLAF's external website	Number of visits to OLAF's external website	> 350 000 (333 035 in 2021)
Impact generated by press releases	Number of online views of Media corner section of OLAF website	> 75 000 (73 718 in 2021)
Global reach via social media platforms	Number of impressions [social media metric]	> 650 000 (600 000 in 2021)

## **Specific objective 2: Compliance with legal obligations under Regulation (EU) 2018/1725**

Regulation (EU) 2018/1725<sup>6</sup> requires controllers to respond to a data subject's request for access to his/her own personal data, rectification, erasure thereof, blocking or objection to the processing thereof, without undue delay and in any event within one month of receipt of the request. That period may be extended by two further months where necessary, taking into account the complexity and number of the requests. Within the scope of its investigative function, OLAF acts as a controller independently from the Commission. OLAF's legal advice unit handles these requests in close cooperation with the units directly involved in the investigative activities.

Requests for access to personal data may involve the scrutiny of many and large files, containing sensitive information collected during OLAF investigations. OLAF checks carefully whether any restrictions to the data subjects' rights specified in Decision (EU) 2018/1962<sup>7</sup> apply as it is extremely important to protect the identity of informants and other persons relevant to OLAF investigations, to safeguard the investigation activities of OLAF and related activities of EU institutions, bodies, offices and agencies (IBOAs) and Member

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<sup>6</sup> Regulation (EU) 2018/1725 of the European Parliament and of the Council of 23 October 2018 on the protection of natural persons with regard to the processing of personal data by the Union institutions, bodies, offices and agencies and on the free movement of such data, and repealing Regulation (EC) No 45/2001 and Decision No 1247/2002/EC (OJ L 295, 21.11.2018, p. 39).

<sup>7</sup> Commission Decision (EU) 2018/1962 of 11 December 2018 laying down internal rules concerning the processing of personal data by the European Anti-Fraud Office (OLAF) in relation to the provision of information to data subjects and the restriction of certain of their rights in accordance with Article 25 of Regulation (EU) 2018/1725 of the European Parliament and of the Council (OJ L 315, 12.12.2018, p. 41).

States' authorities, as well as information which could impinge on the integrity and reputation of interested parties. Likewise, OLAF handles incoming consultation requests from Commission services and executive agencies in accordance with Decision (EU) 2018/1962 and from other IBOAs following their own respective internal rules, without undue delay to assist in responding to the time limits equally set to all IBOAs.

OLAF aims to carry out this analysis with due diligence and to involve all relevant stakeholders. Nevertheless, the time-limits set by Regulation (EU) 2018/1725 are tight in practice. This can lead to a small number of requests being responded to after the expiry of the applicable time-limits, due to particular circumstances. In any event, OLAF aims to respond positively to access to personal data requests as promptly as possible, while taking into account any necessary applicable restrictions specified in Decision (EU) 2018/1962.

<b>Specific objective 2: Compliance with legal obligations under Regulation (EU) 2018/1725</b>		<i>Related to spending programme(s):</i> No
<b>Main outputs in 2022:</b>		
<b>Other important outputs</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Timely replies	Percentage of replies to data subjects' requests (access to personal data, rectification, blocking, erasure, objection) within 3 months from registration	85%

### **Specific objective 3: Cooperation between OLAF and the EPPO to ensure that the EU's financial interests are better protected**

In 2022, the EU anti-fraud landscape and response to fight against crimes affecting the EU's financial interests will continue to be reinforced by the EPPO, which became operational on 1 June 2021.

OLAF will pursue a close relation with the EPPO to ensure that all available means will be used to fight fraud and corruption harming the EU's budget. OLAF cooperation with the EPPO will follow the provisions of the working arrangements that both offices concluded on 5 July 2021 as well as the provisions of the EPPO and the amended OLAF Regulation. Three newly established output indicators will measure OLAF's performance as regards the operational cooperation with the EPPO.

OLAF will be a strong partner that supports and complements the EPPO in its investigations for which the EPPO is competent. At the same time, particularly in Member States where the EPPO is not competent, OLAF will continue conducting investigations with the possibility of issuing judicial recommendations. Furthermore, OLAF will be at the forefront of anti-fraud action in cases not taken up by the EPPO but calling for administrative action.

The detailed rules on complementary investigations in the amended OLAF Regulation, further specified in the OLAF-EPPO working arrangements, allow for the continued action of OLAF for financial recovery, or administrative precautionary measures, while ensuring that the EPPO can carry out its own investigations, where applicable in close coordination with OLAF or supported by OLAF.

A well-functioning exchange of information and mutual reporting of cases is essential, with both offices reporting to each other allegations in their respective area of competence. OLAF and EPPO are important sources of cases for each other and complement each other's mission, but should not duplicate their activities. The cooperation between the two offices aims ultimately at ensuring that no case of fraud related to the EU's budget goes uninvestigated.

<b>Specific objective 3: Cooperation between OLAF and the EPPO to ensure that the EU's financial interests are better protected</b>		<i>Related to spending programme(s):</i> No
<b>Main outputs in 2022</b>		
<b>Other important inputs</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Compliance with OLAF's duty to report to the EPPO without undue delay, as established in Article 12c of the OLAF Regulation	Average duration of a preliminary evaluation of an allegation in the framework of a selection process before reporting to the EPPO	2 months
Swift cooperation with the EPPO to ensure hit/no-hit verifications in OLAF's case management system	Average duration of the initial hit/no-hit verification upon request by the EPPO	15 working days
Swift cooperation with the EPPO in handling requests for information	Average duration for all requests of information from the EPPO (except if the WA EPPO – OLAF stipulate a specific timeframe)	20 working days

## Strengthening anti-fraud policy and legislation

In 2022, OLAF will continue to protect the EU's financial interests through anti-fraud policy and legislation as described in the specific objectives below.

OLAF will maintain traditional fraud prevention activities, such as anti-fraud training and fraud-proofing and will contribute to the Commission's Early Detection and Exclusion System. OLAF also builds on analysis performed in 2020 and 2021 on fraud risks related to COVID-19 spending, the health care sector, the Recovery and Resilience Facility as well as on its strategic foresight activity. Finally, the Office will cooperate with Member States and other partners and support them through the new EU anti-fraud programme.

In 2020-2021, the Commission adopted several policy communications<sup>8</sup> with action points related to OLAF's activities in different areas. The Office will continue contributing to the legislative proposals related to these policy actions whenever it is relevant, as it did in 2021, in the context of the revision of the Waste Shipment Regulation.

#### **Specific objective 4: Strengthening EU framework to combat customs fraud**

Regulation (EC) No 515/97 is the cornerstone of mutual assistance in customs and agricultural matters, allowing Member States' national authorities to exchange information among themselves and with the Commission to ensure the correct application of the EU legislation. The regulation enhances administrative cooperation between customs and reduces the administrative burden associated with such cooperation. Since its last revision in 2015, new challenges with a potential impact on the regulation have been identified. Therefore, the relevant Commission services have evaluated the regulation to check if it is still fit for purpose.

In this evaluation, stakeholders, in particular the Member States, were generally satisfied with the regulation. It fulfils its objectives and is a good instrument to tackle new challenges arising in the customs anti-fraud area. As there was no request for substantive changes, there is no need to amend the regulation, but OLAF will explore how to implement the received suggestions for improvement through practical and non-legislative actions.

At the international level, as goods imported into the EU must be subject to the applicable taxes and duties, and measures of restriction, prohibition or control, in respect of EU rules, the Commission will continue to negotiate mutual administrative assistance provisions as well as anti-fraud measures in trade agreements with its third country partners.

To support the mutual assistance activities in the anti-fraud area, the regulation establishes several IT systems (CIS – Customs Information System, FIDE – Customs File Identification database, CSM – Container Status Message directory, and IET – Import, Export, Transit directory), which are accessible to competent Member State authorities and designated Commission departments. The Commission is currently developing an automated system for the exchange of mutual assistance requests and replies (Mutual Assistance System, MAS). All these applications are available under the umbrella of the Anti-Fraud Information System (AFIS).

In the field of joint customs operations (JCOs), OLAF plays a key role in coordinating the work of several national customs authorities, exchanging information and acting together to combat fraud and smuggling of sensitive goods. Taking into account past practice, OLAF's target is to initiate two JCOs in 2022 and to do so annually in the future. However,

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<sup>8</sup> The Single Market Enforcement Action Plan, the Farm to Fork Strategy, the Biodiversity Strategy, the Chemicals Strategy for Sustainability and the Intellectual Property Action Plan.

OLAF will, in addition, provide support to the JCOs requested by the Member States and other international organisations as it has done in the past.



Over the period 2021-2023, OLAF and the Commission's Joint Research Centre (JRC) will continue the project 'Customs anti-fraud emerging technologies' (CAFET) to help Member States make best use of the data at their disposal in existing databases and IT systems, and strengthen their analytical capacities in the customs anti-fraud area. The new project, CAFET, replaces the previous INTEL4CUSTAF (Data analysis for customs anti-fraud purposes). Whilst opportunities to associate Member States to CAFET have been limited during 2021, OLAF intends to more closely associate Member States with this work in the coming years.

While OLAF is in the technical lead for some of these activities, the achievement of this objective depends also on the readiness and the capacity of the partners in the Member States, (potential) candidate countries and other non-EU countries, to cooperate to this end.



<b>Specific objective 4: Strengthening EU framework to combat customs fraud</b>		Related to spending programme(s) No
<b>Main outputs in 2022:</b>		
<b>Other important outputs</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Ensure protection of EU budget and citizens through effective anti-fraud provisions in international agreements	Number of additional third countries having negotiators' tentative agreement on bilateral customs anti-fraud provisions	2
Support customs mutual assistance through the provision of secure information exchange tools for Joint Customs Operations	Number of Joint Customs Operations organised or supported by OLAF	6
Support customs mutual assistance through the provision of secure information exchange tools for specific customs anti-fraud information exchange modules and databases (CIS, FIDE, MAS, VOCU)	Number of Mutual Administrative Assistance (MAA) information made available in relevant AFIS applications (CIS, FIDE, MAS, VOCU)	19 500
Support and contribution to the anti-fraud analytical capabilities of OLAF, other Commission Services and Member States	Kick-off of the development of a data analysis platform under AFIS for customs anti-fraud purposes	By end of 2022

## **Specific objective 5: Strengthening the EU framework to fight illicit tobacco trade**

In December 2018, the Commission published a **2<sup>nd</sup> Action Plan to fight the illicit tobacco trade 2018-2022**. This action plan built upon the Commission's 2013 comprehensive strategy to fight the illicit tobacco trade and its subsequent progress report of 2017. The action plan contains 50 specific policy, analytical and operational actions to be undertaken mainly by the Commission, in particular the European Anti-Fraud Office (OLAF), the Directorate-General for Health and Food Safety (SANTE), the Directorate-General for Taxation and Customs Union (TAXUD) and the Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs (GROW), as well as the Member States. The action plan coincided with the entry into force of the first anti-smuggling treaty known as the FCTC Protocol<sup>9</sup> and the roll-out, as of May 2019, of the new EU traceability system. In 2022, OLAF will prepare a report on the implementation of the 2<sup>nd</sup> Action Plan.

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<sup>9</sup> Protocol to Eliminate Illicit Trade in Tobacco Products to the WHO Framework Convention on Tobacco Control.



**Specific objective 5: Strengthening EU framework to fight illicit tobacco trade**

Related to spending programme(s)  
No

**Main outputs in 2022:**

**Other important outputs**

Output	Indicator	Target
Implement the 2 <sup>nd</sup> Action Plan 2018-2022 with 50 items	Progress in implementing the Action Plan : all the action items for which OLAF is responsible completed or on-going	By end 2022
Operation of the laboratory facility for the analysis of seized cigarettes (TOBLAB)	OLAF and the JRC will organise a workshop on TOBLAB facility in 2022 with participation of at least 15 Member States. OLAF will report to Member States on TOBLAB activities and results at least twice in 2022	By end of 2022
FCTC Protocol	Assuming a leading role in the Working Group set up to carry out the international work on implementation of the FCTC Protocol as regards tracking and tracing system and the 'Global Information Sharing Focal Point'	By end of 2022



## **Specific objective 6: Implementation of the Commission Anti-Fraud Strategy (CAFS) to protect the EU's financial interests**

In 2019, the Commission adopted its **Commission Anti-Fraud Strategy (CAFS)**<sup>10</sup>, in preparation for the new Multiannual Financial Framework. The CAFS<sup>11</sup> provides a policy framework for the prevention, detection, investigation and reparation of fraud at the level of the Commission and its executive agencies. It emphasises anti-fraud governance in the Commission and the collection and analysis of fraud-related data. The CAFS was accompanied by an Action Plan, with 63 action points for the Commission.

In line with the objectives of the CAFS, knowledge about fraud affecting the EU's financial interests will continuously be strengthened through targeted strategic analysis bringing together the investigative experience of the Office and data and information provided by Member States and Commission services. This analysis will be defined jointly with OLAF's stakeholders on the basis of their expressed needs. In 2022, OLAF will notably build on analysis performed in 2020 and 2021 on fraud risks related to COVID-19 spending, the health care sector, the Recovery and Resilience Facility (RRF), as well as on its strategic foresight activity.

The CAFS has also improved coordination and cooperation between Commission departments and Executive Agencies in the fight against fraud, and reinforced the Commission's corporate oversight of fraud issues, by giving OLAF a stronger advisory and supervisory role. Actions related to this role will continue also in 2022.

To optimise cooperation in line with the CAFS, the Commission's Fraud Prevention and Detection Network (FPDNet), a forum of anti-fraud experts from all Commission departments and Executive Agencies, was enhanced in 2019 with subgroups of DGs to facilitate targeted exchanges of views in smaller circles. In 2022, the FPDNet subgroups will continue to meet. To support and guide the services in their departmental anti-fraud strategies, OLAF will continue the systematic review of anti-fraud strategy updates put forward by Commission departments and Executive Agencies. OLAF will monitor the implementation of both the CAFS Action Plan and departmental anti-fraud strategies, thus contributing to corporate oversight of the CAFS.

As two thirds of the 63 actions of the CAFS were implemented by May 2021, and the remaining actions ongoing, OLAF foresees a near-full implementation by early 2022. OLAF will reflect together with other Commission's services and stakeholders on the next steps to be taken to further reinforce EU anti-fraud governance.

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<sup>10</sup> Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee, the Committee of the Regions and the Court of Auditors of 29 April 2019, Commission Anti-Fraud Strategy: enhanced action to protect the EU budget, COM(2019)196.

<sup>11</sup> COM(2011)376 of 24.06.2011.

Another priority for closer coordination and cooperation concerns the follow-up to recommendations issued by OLAF to other services after closing an investigation in their field of work (see also under a specific objective 1). To improve the implementation of OLAF's financial recommendations, in view of the recovery of amounts affected by fraud and other irregularities, OLAF continues to work with the Directorate-General for Budget (DG BUDG) and the Commission's spending services. OLAF is supporting DG BUDG in putting in place new guidelines on fraud-related recoveries. It will revise its own procedures for the monitoring of financial recommendations to optimise cooperation with its stakeholders for the protection of the EU budget. It will also continue its regular exchange of views on the follow-up of OLAF's administrative and disciplinary recommendations with other horizontal services, pursuant to the Administrative Arrangements between the Commission and OLAF.

In parallel, OLAF will maintain, and bolster where appropriate, traditional fraud prevention activities, such as anti-fraud training, fraud-proofing<sup>12</sup> and contribute to the Commission's Early Detection and Exclusion System<sup>13</sup>. Through this wide range of activities, OLAF plays an important role in the fight against fraud, not only as an investigative but equally as a policy-making body.

In 2022, OLAF intends notably to work more closely with those anti-fraud coordination services (AFCOS) interested in reinforcing cooperation and exchange of best practices on the topic of preventing fraud to the RRF.

The Irregularity Management System (IMS) is the system through which data from Member States and candidate countries are reported. In 2022, OLAF will launch a study to better understand the needs and preferences of IMS users and other stakeholders in order to improve data quality and usage, and contribute to the digitalisation and reinforcement of the fight against fraud.

OLAF is also a lead service for drafting the Commission's annual report on the Protection of the EU's financial interests, adopted under Article 325 TFEU ('PIF Report'). The report is prepared in cooperation with the Member States in the framework of the Advisory Committee for the Coordination of Fraud Prevention (COCOLAF) and offers an overview of the measures adopted and the results achieved in the fight against fraud and irregularities in the EU. For the 2020 PIF report, OLAF introduced a section on new and emerging risks,

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<sup>12</sup> Optimising the legal framework for the implementation of the budget to make it more resilient to any attempts at fraud, for instance by replying to consultations from other Commission services.

<sup>13</sup> The Early Detection and Exclusion System (EDES) database is run by the Directorate-General for Budget with important input from OLAF. Results of OLAF investigations (as well as audit findings established by EU institutions and bodies) feed into action taken by Authorising Officers to exclude unreliable tenderers and grant applicants from EU funding and to flag suspicions in this respect. Such exclusion or flagging is recorded in the EDES.

and improved reader friendliness. For next year's report, OLAF intends to continue on the path taken.

<b>Specific objective 6: Implementation of the CAFS</b>		<i>Related to spending programme(s)</i> No
<b>Main outputs in 2022:</b>		
<b>Stakeholder communication</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Organise COCOLAF plenary and sub-group meetings (AFCOS <sup>14</sup> , OAFCN <sup>15</sup> , Fraud prevention, Reporting and analysis of fraudulent and other irregularities)	Number of COCOLAF meetings	Six
	Number of attendees	At least 60 attendees in plenary and 40 attendees in sub-group meetings
	Attendees' satisfaction rate	At least 80%
Organise FPDNet meetings	Number of FPDNet plenary meetings	Two
	Number of FPDNet subgroup meetings	Six
	Number of attendees in plenary	At least 60 attendees
	Attendees' satisfaction rate in plenary	At least 80%
Organise AFCOS seminar with Candidate Countries and Potential Candidates	Number of AFCOS seminars	One
<b>Other important outputs</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Reply to inter-service consultations through DECIDE, the Commission's all-in-one IT system to handle its decision-making processes	Percentage of consultations for which deadlines were met	90%
Actions in the CAFS Action Plan for which OLAF is in the lead that have been implemented	Percentage of actions implemented	95%
Annual Report (under Article 325(5) of TFEU) by the Commission to the EP and Council on the Protection of the EU's financial interests	Adoption of the report	3rd quarter 2022
Support Member States and Candidate Countries' users of IMS	IMS user satisfaction rate	At least 70%
Fraud awareness trainings for	Participant satisfaction rate	75%

<sup>14</sup> anti-fraud coordination services

<sup>15</sup> OLAF Anti-Fraud Communicators' Network

internal and external stakeholders		
Review of OLAF's financial monitoring guidelines in consultation with the Directorate-General for Budget and the Commission's FPDNet	Revised guidelines adopted	Second semester of 2022

### **Specific objective 7: Support to national authorities and other partners in the protection of the European Union's financial interests through the EU Anti-Fraud Programme**

Implementation of the new Union Anti-Fraud Programme (UAFP) will in 2022 build on the decisive progress made in 2021.

As part of the Multi-Annual Financial Framework (MFF) 2021-2027, the Union adopted a successor programme to the previous Hercule III programme managed by OLAF. To this effect, Regulation (EU) 2021/785 establishing the UAFP was adopted on 29 April 2021. The general objectives of the Programme are (1) to support the protection of the EU's financial interests and (2) to support mutual administrative assistance, including operational activities, between Member States' customs authorities and cooperation with the Commission.

The first objective is addressed through a spending programme similar to Hercule III. The second one refers to the Anti-Fraud Information System (AFIS) on mutual administrative assistance between customs authorities and cooperation with the Commission, as well as to the Irregularity Management System (IMS), in which Member States and candidate countries report irregularities to the EU budget in shared management and pre-accession funds.

Support is provided to Member States, via the programme with a focus on the expenditure side. The technical assistance component continues the financing of specialised equipment and tools via grants, while working in close cooperation with the new EU instruments supporting the purchase of technical equipment.

The first Financing Decision under the UAFP was adopted on 23 July 2021. Two calls for proposals 'Technical Assistance' and 'Training, Conferences, Staff Exchanges and Studies' were launched and 55 applications were received from Member States authorities, research and educational institutes and non-profit making entities. The selection and implementation of these applications will continue throughout 2022. OLAF will also continue to implement a number of on-going Hercule III grant projects from previous years, some of which were delayed due to COVID-19 restrictions.

Based on a proposal from OLAF, the Commission is also set to adopt a second Financing Decision and Work Programme under the UAFP during Q1 2022. The Decision will be implemented by two new calls for proposals during the year.

Secondly, important lessons for future implementation of the UAFP could be drawn from the evaluation of the Hercule III Programme, which was finalised at the end of 2021. To carry out this final evaluation, the Commission relied primarily on a study prepared by an external contractor. The evaluation found that the Hercule III Programme successfully delivered on its general, specific and operational objectives. Echoing the views of many beneficiaries, the evaluation also concluded on the necessity to maintain a funding programme supporting them in their activities to protect the financial interests of the Union, which contributes also to the protection of the national financial interests. The beneficiaries considered that the obtained results and overall output of the programme largely outweigh the required investment in time, effort and cost to participate in the programme. The participants considered the recognition and reputation linked to the participation in the programme as a valuable asset.

In a forward-looking perspective the evaluation identified a number of current and foreseeable challenges, which the UAFP is in fact for the most part already addressing. The Commission should continue to consult especially Member States during the preparation of new UAFP work programmes to ensure a maximum relevance of the support offered. In addition, the evaluation found that the different administrative capacities of the Member States pose a challenge that could be better addressed by more guidance to the applicants and, to the extent possible, simplified procedures. The programme showed clear EU added value. However, despite the good evidentiary base available to the external consultant, it remains a challenge to assess the impact of the programme especially in quantitative terms under the monitoring and evaluation framework applicable to Hercule III. Therefore, beginning in 2022, and in addition to a horizontal evaluation and monitoring framework that will be put in place under the new MFF, a centralised database of actions implemented under the UAFP will be set up. This would facilitate the collection and storage of data related to the implementation of the UAFP and would help its future evaluation.

<b>Specific objective 7: Support to national authorities and other partners in the protection of the Union's financial interests through the EU Anti-Fraud Programme<sup>16</sup></b>		<i>Related to spending programme(s): EU Anti-Fraud Programme</i>
<b>Main outputs in 2022:</b>		
<b>Other important outputs</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
2nd Financing Decision and Work Programme	Adoption via a Commission Implementing Decision	1st quarter 2022
Annual overview of the results of the Union Anti-Fraud Programme in 2021	Commission Staff Working Document accompanying the PIF report 2021	3rd quarter 2022

<sup>16</sup> For the result indicator related to the AFIS part of the programme, namely on the 'Number of mutual assistance information made available and number of supported mutual-assistance related activities', see indicator 4.4 above mentioned.

High stakeholder satisfaction with the Programme	Satisfaction rate of activities (co-) financed by the Programme	80%
Sufficient geographical spread of programme activities	Percentage of Member States receiving support from the programme	65%

## **PART 2. Modernising the administration: main outputs for the year**

In 2022, the Office will further modernise its ways of working, and notably in areas such as human resources, fraud risk management, and digital transformation and information management. In particular, as a response to COVID-19, active support to OLAF staff and managers will continue through various tools, also in view of keeping the Office fully operational. In the same vein, OLAF Case Management System (OCM) will be fully developed and the Office will pursue other IT projects for a better access to data from different sources, of which the Directorate-General for Informatics (DIGIT) is fully aware.

The internal control framework<sup>17</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.

OLAF has established an internal control system tailored to its particular characteristics and circumstances with special attention for safeguarding the sensitive information it handles. 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**

OLAF continuously streamlines its working methods, optimises allocation of its workforce and improves its efficiency by clearly establishing measurable targets and demonstrating results. The Office does so in a context of post reduction due to the transfer of 26 posts to the EPPO (10 in 2021 and 16 in 2022).

Following OLAF's reorganisation in 2021, and the consequent adaptation of the Office to the entering into operations of the EPPO, OLAF will continue to provide specialised training to colleagues who are changing tasks and will provide support to them to help them cope with change effectively while maintaining their well-being. Depending on the evolution of health and safety measures related to the COVID-19 pandemic, OLAF will set up a progressive plan to implement hybrid working in line with the Commission policies

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<sup>17</sup> [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

whenever compatible with its investigative activities. OLAF will arrange physical training programmes to reinforce the expertise of OLAF colleagues and build up team spirit and soft skills, where possible given the sanitary situation. In the same vein, virtual trainings specifically targeted for newly recruited staff will be delivered in 2022. Moreover, recognising the difficulties in the pursuit of diversity and inclusion in OLAF, the Office will set up a dedicated Female Talent Development programme targeting junior female colleagues (either pre managers or high potential ones).

Managers and their deputies will benefit from tailored training to adapt to trust based management and obtaining the best collective results in the interest of OLAF. In particular, coaching will be privileged for newly appointed managers and pre managers, with special focus on management of remote teams and taking into account diversity and inclusion.

Throughout the COVID-19 crisis and the progressive return to the office, and the context of posts reduction in 2022, active support will be provided to OLAF staff and managers through guidance on learning and professional development, internal communication actions, participatory events and flexible solutions to *ad hoc* needs. The Directorate-General will continue supporting external training for managers in 2022. Raising awareness of career development and career guidance will be pursued in 2022.

To facilitate the return to the office and the collaboration amongst its staff, in accordance with the European Commission health and safety measures, OLAF will plan team building, lunch time conferences and activities aiming at re-connecting colleagues to each other and to their professional objectives. By the end of 2022, all organisational units will have been involved at least once in such an event. Embracing change and hybrid working will be central during such events.

A new HR strategy will be developed following the HR Corporate Strategy focusing on talent, diversity and inclusion, leadership and management, workplace and well-being, technology, culture and organisation on ensuring that OLAF core business is supported by an appropriate local HR strategy.

To facilitate the adoption of a flexibility tool bringing resources to where they are needed in the Office, a skills gap analysis will be based on the first experiences that OLAF will have gained in cooperating with the EPPO while taking into account other changes in OLAF's operating environment, such as OLAF's investigative activities in emerging areas of fraud and additional tasks in the implementation of the Commission Anti-Fraud Strategy.

OLAF will pay particular attention to talent, diversity and inclusion, leadership and management, workplace and well-being, technology, culture and organisation. Concerning diversity and inclusion, OLAF will adopt a charter establishing the guiding principles to be followed in the Office. Compulsory training for managers and pre managers will be organised to ensure that the Commission inclusion and diversity policies are duly implemented in daily business.

OLAF will further implement the right to disconnect by adopting Guidelines on the use of the information and communication technologies while teleworking to ensure well being of its staff.

<b>Objective:</b> OLAF employs a competent and engaged workforce and contributes to gender equality		
<b>Main outputs in 2022:</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Encouragement of underrepresented candidates by adoption of an Equal Opportunities Charter in OLAF, proper communication about the underrepresented groups and adequate reporting to the senior management. For the underrepresented group of women, parity should be the objective	Percentage of underrepresented groups	Elderly - 5% of staff above 60 in OLAF Women - 50% of junior and middle management positions
Within diversity and inclusion policies and priority groups, encourage female candidates by endorsing the Commission Female Talent Development Programme	First female appointments to middle management positions	1 additional first female appointment to MM between 2020 and the end of 2022
Adopt a learning and development strategy ensuring adequate acquisition of skills per kind of job	Adopt a learning and development strategy	Q3
Launch an internal staff survey or contribute to the conception of the Commission wide staff survey to measure the impact of the new working conditions and working methods on staff satisfaction and well-being	Staff survey. Summary of the staff survey results and submission of a list of proposals to the senior management	Q2
Adopt a local HR Strategy focusing on the core business of OLAF	Adoption	Q1

## **B. Sound financial management**

In relation to the control effectiveness as regards legality and regularity, OLAF has set up the internal control processes with the purpose of ensuring adequate management of the risks relating to underlying transactions. The control objective is to ensure that the cumulative budgetary impact of any residual error rate does not exceed 2%. The capacity to detect and correct the errors having a financial impact is also a key element in the control strategy that is carefully monitored in OLAF. The indicators regarding the estimated overall amount at risk for the year for the entire budget under the DGs responsibility and



the estimated future corrections are not key management indicators for OLAF but rather corporate ones. Therefore, OLAF is maintaining corporate targets for these indicators.

The atypical position of OLAF as the Office in charge of the fight against fraud pleads for a strong control environment. As the corresponding costs of control have been assessed as adequate over the past years, the same level is to be maintained for 2022.

**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 2022:**

Output	Indicator	Target
Effective controls: Legal and regular transactions	Risk at payment	Remains < 2 % of relevant expenditure
	Estimated risk at closure	Remains < 2 % of relevant expenditure
Efficient controls	Time-to-pay	Remains > 90 % of payments (in value) on time
Economical controls	Overall estimated cost of controls	Remains < 4 % of funds managed
Safeguarded assets Safeguarded information	Reputational events during the reporting year linked to issues of data protection and/or sensitive information	Remains close to 0

## C. Fraud risk management

The new OLAF Anti-Fraud Strategy (AFS) was adopted in October 2021. The review was done on the basis of the methodology provided by OLAF at corporate level.

The review took into account the fraud risk screening conducted internally and an evaluation of the 2018 OLAF AFS. The two strategic objectives identified remained the same as in the 2018 AFS:

- Promote the highest standards of professional ethics
- Maintain a high level of control for funds managed by OLAF

In the AFS the means and resources (actors involved and their responsibilities, IT tools, specific networks, procedures and guidelines) are identified. An action plan, designed to put into effect OLAF's AFS, covering the period 2021 to 2024, will be implemented throughout this period. The action plan identifies 15 actions under the objectives mentioned. They concern training and awareness raising, conflict of interest, mission expenses, protection of sensitive information and the control of funds managed by OLAF.

**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>18</sup> aimed at the prevention, detection and correction<sup>19</sup> of fraud

**Main outputs in 2022:**

Output	Indicator	Target
Implementation of the action plan	Implemented actions	80%

## D. Digital transformation and information management

OLAF develops, operates and hosts on premises all information systems and IT services pertaining to the execution of its independent investigative function in a secure, OLAF-managed IT environment, while ensuring that Commission's relevant methodologies and standards are followed and are also in line with the OLAF information security policy. Whenever possible, OLAF uses the common building blocks available in the European Commission.

In 2022, the **OLAF Case Management System (OCM)** project will finalise the implementation of the remaining features, i.e. improvements to e-Domec compliance and monitoring of disciplinary and administrative recommendations. These two major developments had to be shifted in time due to the implementation of the amended OLAF Regulation and OLAF's reorganisation of June 2021. After the project's end, foreseen for June 2022, the system will enter in maintenance mode.

During the maintenance phase, the system will continue integrating technical upgrades and user improvements. As regards financial recommendations in particular, OLAF has extended its monitoring approach to cover the entire process, not only from the OLAF recommendation to the establishment of an amount to be recovered but also from the established amount to actual recovery. The adaptation of the financial monitoring module in the OCM to the above approach is included on the list of improvements.

Over the medium term OLAF will, in cooperation with the Directorate-General for Budget and other Commission services, set up innovative, performing and secure IT solutions for an efficient real-time exchange of information among services on the follow-up given to OLAF's financial and administrative recommendations. OLAF will continue to contribute to the corporate solution Case@EC.

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<sup>18</sup> Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

<sup>19</sup> Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

In parallel, OLAF will continue exploring with the EPPO the possibility of implementing a fully automated hit/no-hit interface.

The **AFIS** (Antifraud Information System) will extend the interoperability of the platform in 2022. In addition to the web services for the Customs Information System (CIS+) for the transfer of tobacco cases to the World Customs Organization, which went live in 2020, and for the transfer of cash declarations and related infringements from the Member States' customs administrations, it will develop further web services that will allow connection of relevant systems of partner administrations and exchange of additional case types. This will facilitate the automated exchange of relevant cases and would contribute to the once-only principle by avoiding that a situation in which the same information has to be entered multiple times in different systems by Member States' authorities. AFIS' security will be strengthened in 2022 and 2023 by implementing additional measures that have been agreed with the AFIS System Owners in the review and update of the AFIS security risks and plans in 2021. Agility will also be increased, and consequentially the 'time to market' for new features reduced, by implementing Continuous Integration and Continuous Deployment (CI/CD) in the software development process.

From a data management perspective, both OCM and AFIS contain information that needs corroboration in order to generate intelligence in support of OLAF investigative capacities.

In 2022, OLAF will further pursue its GETI (Get Intelligence) project and tool that aims at allowing fast and easy access to combined datasets collected from different sources (OCM, IMS, EC and commercial databases as well as open sources). As an additional objective, GETI aims at integrating data from direct and indirect management projects across EU, including RRF related data. Moreover, OLAF will develop a clone of the system, called GETI4ALL, which will allow a broader usability of data across OLAF. Both initiatives, GETI and GETI4ALL, will be aligned with the DSMP Data Cluster and the Data Platform as part of the Data@EC Strategy.

OLAF will further focus on data interoperability and standards in alignment with the Data@EC Strategy, with the aim to identify and obtain access to data assets that bring value for OLAF investigations, and can eventually be instrumental for identification of potential irregularities.

All the OLAF managed IT systems are operational in nature and they contain sensitive non classified information and personal data. Related information and IT security risks assessment, requirements and measures are addressed in both their own project and security documentation such as IT security plans based on the corporate ITRMS2 methodology and system-specific security policies. As from 2022, OLAF IT security compliance management and monitoring will rely on the newly introduced corporate Governance, Risk and Compliance tool (GRC). Foreseen benefits include integration with IT security risk management and improved monitoring and reporting on security controls.

OLAF is improving its operational capacity in (cyber)security by hiring security dedicated resources to re-enforce the implementation of its security policy.

For whatever needs are of administrative nature, the typical digital workplace and corporate tools and processes are used.

**Data protection** forms an integral part of the OLAF's business processes whenever these require the processing of personal data. A prerequisite for compliance with data protection is staff awareness of data protection rules applicable to particular areas of their work (e.g. investigative activities at OLAF, anti-fraud policy areas, rules regulating document management or security of information in the Commission). By 2024, as part of a continuous effort, OLAF aims at delivering a dedicated data protection training for all investigative staff and awareness raising activities in this domain for all other staff. For 2022 the cumulative target is 90 % and 80 % of (not yet trained) staff respectively.

**Objective:** OLAF 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 2022:**

Output	Indicator	Target
OCM project completion	Case Management System compatible with OLAF regulatory framework in place	The project phase of OCM is closed by Q3/2022
Improved interoperability of AFIS with partner administrations' systems	Automatic exchange of anti-fraud cases and cash declarations in CIS+ with more partner administrations	Web service for CIS+ extended by the end of 2022 for the exchange of additional case types with partner administrations
Analyse the closed data assets reported in the EC Data Inventory in order to identify OLAF relevant data sources for OLAF anti-fraud activities and obtain access to these specific sources	Access obtained	90%
Close follow up and cooperation on EC Data Inventory, regular analysis of OLAF's data assets and continuous update of OLAF's input in the EC catalogue/inventory	% of OLAF's key data assets for which corporate principles for data governance have been implemented	90%
Explore the existing publicly available data relevant to OLAF in order to corroborate with operational information	Interoperability New resources added	>5 resources added

Implement state-of-the-art software and make use of open sources software to analyse the data	Corporate tools New tools added	>1 tool/technique added
All OLAF staff to attend awareness raising activities or targeted data protection training	Attendance registered via EU Learn	80%
OLAF investigative staff to attend trainings on data protection	Attendance registered via EU learn	90%

## E. Sound environmental management

OLAF has set up in 2018 a Green Team, an open cross-directorate group, aiming at supporting the goals of Eco-Management and Audit Scheme (EMAS) correspondents launching local actions beside the EMAS framework and raising staff's awareness. The activities of the Green Team are coordinated with the EMAS team and hierarchy accordingly.

In 2022, OLAF will continue its active support to EMAS corporate campaigns at local level and launch actions for its own administration and activities, fitting its needs or specificities. OLAF's priority is to give a more visible structure to the EMAS-related actions through a regular reporting to Senior Management to ensure their support and participation. OLAF's actions will consist of inter alia monitoring resource (electricity, gas and water) and paper consumption, combining this with awareness raising campaigns to link the impact of personal behaviours with a reduction of resource consumption. OLAF will also focus on the reduction of CO2 emissions thanks to online events such as external meetings. It will also raise awareness of staff on waste reduction and waste management through the use of recycling bins. For its actions, OLAF intends to organise meetings in person combined with environmental activities, debates, draft articles in OLAF's newsletter, or ad hoc activities concerning greener approach both in the private and professional spheres.

**Objective: OLAF takes full account of its environmental impact in all its actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work**

### Main results and outputs in 2022:

Output	Indicator	Target
Monitor the consumption of resources: electricity and gas	Number of kWh of electricity and gas per person	Reduction of 5%: 7268,74 kWh (baseline 2018: 8054 kWh)
Monitor the consumption of resources: water	Number of cubic meter water per person.	Reduction of 3%: 7,52 m <sup>3</sup> (baseline 2018: 8m <sup>3</sup> )
Promote staff awareness about eco-tips in OLAF's newsletters	Articles with eco-tips in OLAF's newsletters	≥3

Raise staff awareness through events and actions organised by the EMAS correspondents or the OLAF Green Team	Number of conferences, campaigns and activities	2
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## **F. Example(s) of initiatives to improve economy and efficiency of financial and non-financial activities**

In OLAF's new structure, flexibility and adequate prioritising of all activities, by combining some tasks and creating synergies, has progressed remarkably. The centralisation of the procurement related tasks managed by the Office's budget and finance unit should entail a more robust control structure to further reduce the time-to-pay targeting >90%. While in fact OLAF's average payment time of 98% shows that the new initiatives of improved monitoring and sharing responsibilities between the business units and OLAF's budget unit, appear to be effective.

Further to this new structure, file managers working in the budget and finance unit have been granted both the role as Initiating Agent for their own files and Verifying agent for the validation of the transactions of their fellow-colleagues. This new system has many advantages, amongst which the two most important ones are:

- saving time since the transactions are divided between a team of verifying agents instead of one colleague verifying all the transactions;
- while doing the verifications, file managers are getting acquainted with the work of fellow-colleagues, which has a positive impact on the back-up system.

Also, OLAF's budget unit is continuously monitoring the length and duration of the budget processes together with the business units and where needed and feasible, adjustments in the sense of reducing the process time are implemented.

OLAF has centralised IT, previously across four different units, to one single unit. This has resulted already in better backing up of staff being absent and sharing of best practices in relation to IT project management. Next step will be to develop an enterprise approach in IT development and operations and elaborate on a common approach for the management of the data OLAF's information systems contain thus, improving the investigative and reporting capabilities of the Office.