



# Management plan 2022

DG MIGRATION AND HOME AFFAIRS

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## INTRODUCTION

The Directorate-General for Migration and Home Affairs (DG HOME) will in 2022 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 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 2022 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>

Although the **COVID-19** pandemic is still influencing DG HOME's on-going activities, the impact of the crisis can be expected to decrease compared to 2021.

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 legislative initiatives and key actions will be proposed to tackle security threats and to improve information exchange among main actors, such as the proposal on the obligation of air carriers to communicate advance passenger data and the framework for reciprocal access to security related information for front line officers, both initiatives being part of the **2022 Commission Work Programme**<sup>2</sup>.

In the context of working towards **an effective asylum and migration management policy**, DG HOME's top priority for 2022 is to support a successful conclusion of the interinstitutional negotiations on the legislative initiatives set out in the Pact on Migration and Asylum<sup>3</sup> adopted by the Commission in September 2020 as well as to follow up on the non-legislative initiatives proposed therein - notably the renewed EU Action Plan against

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

<sup>2</sup> [https://ec.europa.eu/info/publications/2022-commission-work-programme-key-documents\\_en](https://ec.europa.eu/info/publications/2022-commission-work-programme-key-documents_en)

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

Migrant Smuggling<sup>4</sup>, the EU strategy on voluntary return and reintegration<sup>5</sup>, the Recommendation on legal pathways to protection in the EU<sup>6</sup> and the Action Plan on integration and inclusion<sup>7</sup>.

Efforts to ensure a **fully functioning Schengen area of freedom, security and justice** will continue in 2022, while dealing with prolonged effects of **COVID-19 pandemic**. DG HOME will support the negotiations on the strengthening of the governance of the Schengen area through the reform of the Evaluation and Monitoring Mechanism<sup>8</sup> that is currently under negotiations in the Council, and on the proposal to amend the Schengen Borders Code<sup>9</sup>. The latter draws lessons from the COVID-19 pandemic and builds a mechanism that will protect the full functioning of the Schengen area. After the considerable progress achieved in 2021, DG HOME will also continue to push for the full and timely roll-out of the European Border and Coast Guard's (Frontex) new governance framework and responsibilities.

A **stronger cooperation with partner countries** is a crucial component of the overall migration management in the EU and is important as well for its internal security, in line with the Commission's General Objective for a stronger Europe in the world. As part of the comprehensive **migration partnerships**, which are even more relevant in times when migrants are **instrumentalised** for political purposes, DG HOME will in 2022 continue to develop dedicated and tailor-made Anti-Smuggling Operational Partnerships with third countries or regions along migratory routes towards the EU and in parallel roll out the first operational Talent Partnerships.

The Management Plan also describes how actions relating to **better regulation** and **external communication** will support these activities as well as the corporate communication campaigns, including the Next Generation EU campaign.

**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 it 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 2022. Relevant performance tables can be found in the Annex.

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

<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> Proposal for Council Regulation COM(2021) 278 final of 2.6.2021.

<sup>9</sup> Proposal COM(2021) 891 final of 14.12.2021.

## **PART 1. Delivering on the Commission's priorities: main outputs for 2022**

In 2022, DG HOME will continue work on the implementation of the **Pact on Migration and Asylum** and 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 touch upon all of the General Objectives<sup>10</sup> in line with the Strategic Plan.

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

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

The initiatives proposed by DG HOME under this Specific objective build on the **Security Union Strategy**, and aim to increase the resilience of our societies against organised crime; terrorism and radicalisation; and crimes in the digital age.

As announced in the **2022 Commission Work Programme**, DG HOME will present a legislative proposal on the obligation of carriers to communicate **advance passenger information**. The initiative, which will take the form of a Regulation, will extend its scope to intra-EU flights, improve the effectiveness of the use of such data and the coherence with other instruments (such as the Entry/Exit System, the European Travel Information and Authorisation System, and the Passenger Name Record System); hence it will reduce the workload for national border and law enforcement authorities, while enhancing internal security. An impact assessment is currently being prepared.

In 2022, the Commission will also continue to support and enforce the full implementation of the **Passenger Name Records Directive**<sup>11</sup>. Faced with pressing challenges as regards international data transfers beyond the EU, it will review the current approach for Passenger Name Record data transfers with third countries in order to take stock of the latest developments and define a new strategy, ensuring full compliance with data protection standards.

As one of the key actions of the EU Strategy on combating trafficking in human beings 2021–2025<sup>12</sup>, DG HOME will complete an **evaluation of the Anti-trafficking Directive**<sup>13</sup>. Based on the outcome of the evaluation, a thorough impact assessment process and a public consultation, DG HOME will consider proposing a revision of the

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<sup>10</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>11</sup> Directive (EU) 2016/681 of 27.4.2016.

<sup>12</sup> Communication COM/2021/171 final of 14.4.2021.

<sup>13</sup> Directive 2011/36/EU of 5.4.2011.

Directive. In addition, DG HOME will facilitate the creation of a Focus Group of specialised prosecutors against trafficking in human beings, with a view to intensify judicial cooperation, and will launch a dialogue with the private sector and digital industries to address the online dimension of this crime.

Currently, the sharing of security-related information with third countries is managed mostly by Member States at national level, or within different bilateral or multilateral arrangements between a Member State and a third country. There is a growing demand among Member States to find European solutions to handle situations where third countries hold important information on security threats with potential serious impact on the EU and to make critical security-related information available beyond EU borders to frontline officers. To address this demand, DG HOME will put forward a proposal for a **Framework for reciprocal access to security-related information for front-line officers between the EU and key third countries to counter shared security threats**, based on a public consultation and impact assessment. The proposal is part of the **2022 Commission Work Programme** and once implemented, it will simplify the access to information from third countries, guarantee this access to all Member States and reduce the burden resulting from the need to assess data before using it, as is the case with bilateral exchanges of information, and for creating alerts in the Schengen Information System based on information received from third countries.

The European Court of Justice issued in October 2020 and March 2021 two judgments, which provide guidance on the options and limits when it comes to **data retention legal framework**. Other judgements are pending. The Commission is consulting Member States on possible approaches to data retention. Based on the outcome of those consultations as well as of the pending judgments, DG HOME will reflect on next steps on **data retention measures** to ensure that law enforcement authorities can access the data they need for their investigations and for their critical role in upholding the rule of law, while ensuring the right balance with privacy of communications and protection of personal data.

DG HOME will continue its work to address the issue of lawful and targeted access to **encrypted** information in the context of criminal investigations and prosecutions based on the thorough mapping of how Member States deal with encryption. The next step is engaging in a dialogue with relevant stakeholders to explore and assess the concrete options in view of suggesting a way forward on encryption in 2022.

In 2022, DG HOME will continue to support the European Parliament and the Council for a successful conclusion of the negotiations on the legislative proposals<sup>14</sup> to improve **cross-border access to electronic evidence for criminal investigations**. DG HOME will also facilitate the development of compatible rules at international level on cross-border access to electronic evidence, including by ensuring that Member States can sign and ratify the

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<sup>14</sup> Proposal for Directive COM(2018) 226 final of 17.4.2018 and Proposal for Regulation COM/2018/225 final of 17.4.2018.

## **Second Additional Protocol to the Council of Europe ‘Budapest’ Convention on Cybercrime.**

DG HOME will continue to implement the initiatives of the **EU Strategy for a more effective fight against child sexual abuse**<sup>15</sup>. This includes support to the interinstitutional negotiations for the legislation to prevent and combat the sexual abuse and sexual exploitation of children. Also, as set out in the Strategy, the Commission will assess whether the current Directive on combating the sexual abuse and sexual exploitation of children and child pornography<sup>16</sup> is sufficient to protect children from these crimes. To this end, DG HOME has launched a study supporting the evaluation and an impact assessment of the Directive, which will be completed in 2022, and will conduct an open public consultation. DG HOME will continue to develop the Network on Prevention of Child Sexual Abuse, and it will support international cooperation by hosting the global summit of *WeProtect* Global Alliance, a multi-stakeholder organisation co-founded by the Commission with the aim of bringing about a more effective global response to this matter.

In 2022, DG HOME will continue to implement the **Counter-Terrorism Agenda**<sup>17</sup> adopted in 2020, covering each of the four strands: anticipation, prevention, protection, and response. This will among others include follow-up to the evaluation of the Directive on combating terrorism<sup>18</sup>, implementation of the Counter-Terrorism Action Plans on Afghanistan and Western Balkans, respectively, and an expansion of the programme of the EU Protective Security Advisory missions to support Member States with vulnerability assessments and the security at high-risk events, critical infrastructure and public areas, including the places of worship.

On the **prevention of radicalisation online**, DG HOME will support Member States and companies through the organisation of workshops to implement the Terrorist Content Online Regulation<sup>19</sup>, which will be fully applicable from 7 June 2022. Through the EU Internet Forum, DG HOME will strengthen cooperation between tech industry, Member States, civil society and academia to reduce the availability of terrorist and extremist content online as well as to improve preparedness for evolving technological developments and to ensure efficient cooperation in crisis response.

Following the adoption of the proposal for a Regulation on **Automated Data Exchange for Police Cooperation (Prüm II)**<sup>20</sup> and the **Police cooperation package**<sup>21</sup> in December 2021, the Commission will in 2022 support interinstitutional negotiations, under the French Presidency of the Council, with a view to adopt them as soon as possible.

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<sup>15</sup> Communication COM(2020) 607 final of 24.7.2020.

<sup>16</sup> Directive 2011/93/EU of 13.12.2011.

<sup>17</sup> Communication COM(2020) 795 final of 9.12.2020.

<sup>18</sup> Directive (EU) 2017/541 of 15.3.2017.

<sup>19</sup> Regulation (EU) 2021/784 of 29.4.2021.

<sup>20</sup> Proposal COM(2021) 784 final of 8.12.2021.

<sup>21</sup> Directive COM(2021) 782 final of 8.12.2021, and Proposal for Council Recommendation COM(2021) 780 final of 8.12.2021.

As announced in the **EU Strategy to tackle Organised Crime (2021-2025)**<sup>22</sup>, DG HOME will prepare legislative initiatives to reinforce the asset recovery framework, notably through revision of the 2014 Confiscation Directive<sup>23</sup> and the 2007 Council Decision on Asset Recovery Offices<sup>24</sup>. The objective of the review is to reinforce the capacity of Asset Recovery Offices to trace and identify assets, to provide Member States with tools that allow them to effectively confiscate illicit assets adapted to the complex nature of organised crime including through non conviction based confiscation, and to promote victim compensation and social reuse of confiscated assets. An impact assessment is currently being prepared on the revision of both the Directive and the Decision and a public consultation has taken place.

In order to step up the fight against **trafficking of firearms**, DG HOME will continue with the implementation of the EU Action Plan on firearms<sup>25</sup> and prepare a legislative proposal to revise the Regulation on export authorisation of firearms and ammunition<sup>26</sup>. An impact assessment is currently being prepared on the revision. The new Regulation will clarify provisions related to import of firearms, in order to improve their traceability, better coordinate controls and risk assessments conducted by customs and other law enforcement authorities, and reduce the administrative burden on economic operators by ensuring a more uniform implementation of EU law.

DG HOME will continue participating and contributing as a core DG on **anti-corruption** to the annual **Rule of law report**, which as of 2022 will include country specific recommendations. The European Semester will also include country specific recommendations on anti-corruption. Equally, in the framework of the Recovery and Resilience Plans, DG HOME is contributing to the design of anti-corruption indicators and the monitoring of newly created milestones.

On the international dimension, DG HOME is contributing to the EU review under the UN Convention against Corruption (UNCAC). DG HOME is currently preparing the self-assessment which is foreseen for adoption in Q2 2022.

In 2022, DG HOME will work on the implementation of the **EU Drugs Strategy and Action Plan 2021-2025**<sup>27</sup>, in particular by adopting the legislative proposal on the European Union Drugs Agency and supporting the subsequent negotiations, and possibly by adopting Recommendations on Alternatives to coercive sanctions for drug using offenders.

On behalf of the EU, DG HOME will review Cyprus and Greece and lead the review of the EU under the United Nations Convention against Transnational Organised Crime (UNTOC) starting in 2022.

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<sup>22</sup> Communication COM/2021/170 final of 14.4.2021.

<sup>23</sup> Directive 2014/42/EU of 3.4.2014.

<sup>24</sup> Council Decision 2007/845/JHA of 6.12.2007

<sup>25</sup> Communication COM(2020) 608 final of 24.7.2020.

<sup>26</sup> Regulation (EU) No 258/2012 of 14.3.2012, OJL 94/1.

<sup>27</sup> Council Decision 2021/C 272/02 of 8.7.2021.



DG HOME will further propose a number of implementing decisions and delegated acts that will enable the development and upgrade of the **large-scale security information systems** and ensure their **interoperability** by 2023. Major milestone will be reached when the renewed Schengen Information System, the Entry/Exit System and the shared Biometric Matching Service become operational in 2022. The Rapid Alert process for monitoring the IT systems (RAP-IT) will continue in 2022. During the development of this IT architecture, RAP-IT provides early warning of issues, facilitates rapid response and enables corrective actions so that all systems and components are fully operational by 2023.

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. In the course of 2022 DG HOME will play an important role in co-leading the process for the drafting of the security research part of the **2023-2024 Horizon Europe Work Programme**.

The new **Community of European Research and Innovation for Security** is integrating stakeholders and work strands related to security research<sup>28</sup> under one umbrella. A high-level **European Forum on Security Research** will also be established with the purpose of addressing at European and national level the main barriers preventing optimal uptake of security research results.

Regulatory Agencies will continue playing a pivotal role in research and innovation. Following the positive experience with Frontex and eu-LISA, DG HOME will further structure the integration of **Europol** into the research landscape. For this purpose, the research dimension will be included in the renewed mandate of the Agency. Furthermore, as of 2022, DG HOME will further consolidate its footprint in the EU Innovation Hub for internal security by becoming also formal member of the Hub's governance Steering Group.

Based on the EU-NATO agreement, the EU as leading organisation will plan and conduct EU **Integrated Resolve 2022 Parallel and Coordinated Exercise (PACE)** in autumn 2022. DG HOME, as the lead service in the Commission, will in cooperation with the Secretariat-General and other Commission services, as well as chosen EU agencies, develop and overall exercise concept including objectives, scenarios and detailed planning, conduct the exercise together with the European External Action Service and the Council's General Secretariat and prepare a report summarising lessons learned and launch the process of the preparation of the lessons learned (to be concluded in 2023).

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 individuals. Key priorities for the coming year include pursuit infringements for ongoing

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<sup>28</sup> Fighting Crime and Terrorism incl. Resilient Infrastructures, Disaster Resilient societies, Border Management and Strengthened Security Research and Innovation.

cases on incomplete transposition in the policy areas of firearms, combating fraud, money laundering, and access to financial information and on incorrect transposition in 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 in area of drugs policy, confiscation, anti-trafficking, passenger name record and intra-corporate transferees.

**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 adoption, 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) and contribute to the European Multidisciplinary Platform Against Criminal Threats.

*The relevant performance table can be found in the [Annex \(page 30\)](#).*

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

With the **Pact on Migration and Asylum**<sup>29</sup>, the Commission proposed a comprehensive European approach on migration and asylum, aiming for the EU to put in place a predictable and reliable migration management system. The Pact was accompanied by a number of legislative and non-legislative initiatives and key actions, structured in three main pillars: strengthened cooperation and partnership with non-EU countries, more efficient and fast asylum and return procedures, and a system based on the principle of fair sharing of responsibility and solidarity.

The **Commission report on migration and asylum**<sup>30</sup> of September 2021, informed on progress made in the negotiations on the Pact proposals, while also outlining the challenges that lie ahead and that will need to be addressed by the EU in 2022 and thereafter. It notes that currently, any Member State regardless of its geographical situation can be confronted with complex migration challenges. The most recent example is the state-sponsored migration movements from Belarus, where migrants are used as a political tool to destabilise the European Union. The crisis in Afghanistan may also further increase the risk of forced displacements, migratory flows in the region and migrant smuggling towards the EU.

In this challenging environment, DG HOME will in 2022 continue to support the European Parliament and the Council to successfully conclude the negotiations on the remaining legislative proposals of the Pact: the amended proposal for a **Regulation on the establishment of 'Eurodac'**<sup>31</sup>, the **Regulation on asylum and migration**

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<sup>29</sup> [https://ec.europa.eu/info/publications/migration-and-asylum-package-new-pact-migration-and-asylumdocuments-adopted-23-september-2020\\_en](https://ec.europa.eu/info/publications/migration-and-asylum-package-new-pact-migration-and-asylumdocuments-adopted-23-september-2020_en)

<sup>30</sup> Communication COM (2021) 590 final of 29.9.2021.

<sup>31</sup> Proposal COM(2020) 614 final of 23.9.2020.

**management**<sup>32</sup>, the amended proposal for a **Regulation on establishing a common procedure for international protection in the Union**<sup>33</sup>, the proposal for a **Regulation introducing a screening of third country nationals at the external borders**<sup>34</sup>, the proposal for a **Regulation addressing situations of crisis and force majeure**<sup>35</sup>, recast of the **Return Directive**<sup>36</sup>, **Resettlement Framework Regulation**<sup>37</sup>, the proposed recast of the **Reception Conditions Directive**<sup>38</sup> as well as the proposal for a **Qualification Regulation**<sup>39</sup> in the field of migration and asylum.

In that respect, while a pragmatic and step by step approach in the 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 of migration management and asylum. Following the adoption of the negotiation mandates in the European Parliament, the Commission will strongly support the negotiations in the trilogues toward a swift agreement of the co-legislators on the remaining proposals.

In addition, DG HOME will continue supporting the **European Union Agency for Asylum** to operationalise its new mandate, on which political agreement was reached in June 2021 and which is expected to enter into force in January 2022. The Commission will among others support the Agency in setting up the pool of 500 Member States' experts that should be available for rapid deployment where operational and technical assistance is required in a situation of disproportionate migratory pressure. DG HOME will also follow closely the work of the Agency to ensure that it continues to produce high-quality country of origin information, by coordinating the work of Member States in this field. The Agency will also have an important role in developing standards, indicators and guidelines related to the implementation of Union law on asylum and its role in providing support to Member States in resettlement is also likely to grow.

The **Commission recommendation on an EU mechanism for preparedness and management of crises related to migration**<sup>40</sup> was put forward as part of the Pact and started being implemented in 2020. Since then, the **Blueprint Network**<sup>41</sup> was established and now provides a permanent operational framework for monitoring migration flows, giving situational pictures and organising a coordinated response when needed. The Blueprint has also shown its potential as a dynamic tool to address emerging challenges,

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<sup>32</sup> Proposal COM (2020) 610 final of 23.9.2020.

<sup>33</sup> Proposal COM(2020) 611 final of 23.9.2020.

<sup>34</sup> Proposal COM(2020) 612 final of 23.9.2020.

<sup>35</sup> Proposal COM(2020) 613 final of 23.9.2020.

<sup>36</sup> Proposal COM (2018) 634 final of 12.9.2018.

<sup>37</sup> Proposal COM/2016/0468 final of 13.7.2016.

<sup>38</sup> Proposal COM/2016/0465 final of 13.7.2016.

<sup>39</sup> Proposal COM/2016/0466 final of 13.7.2016.

<sup>40</sup> Recommendation COM (2020) 1366 of 23.9.2020.

<sup>41</sup> The Blueprint Network includes the Commission, 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 EASO).

such as the tensions at the EU's Eastern border as well as the developments in Afghanistan. In 2022, the situational awareness and response coordination components of the mechanism will be further consolidated, while aiming at further improved forecasting and resilience building.

The Pact on Migration and Asylum sets the path for establishing a common EU system for **returns**, which combines stronger structures inside the EU with more effective cooperation with third countries on return and readmission. In addition to supporting the inter-institutional negotiations on the mentioned recast of the Return Directive, DG HOME will closely follow the **European Border and Coast Guard's (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 in this field. This includes the ongoing work to enable the Agency to carry out Frontex-led return activities and operations, the roll-out of the Frontex Joint Reintegration Services as well as the ongoing work of the Agency to help Member States improve their return case management systems by aligning them to the return model developed by Frontex.

With the appointment of a **Return Coordinator** to be based in DG HOME and supported by a High-Level Network of national representatives that is expected to become operational in 2022, DG HOME will ensure the coordination of national approaches to returns, support the work in readmission and ensure consistency across the EU. DG HOME will also work 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**, including by means of a new thematic facility under the Asylum, Migration and Integration Fund. The Strategy aims at increasing further the share of voluntary returns by providing relevant tools and guidance, and stepping up ownership in third countries. As announced in the Strategy, the implementation will be monitored through the European Migration Network Return Expert Group.

The European Migration Network (EMN) will support DG HOME with the Employer's Sanctions Directive Reporting, development of a DG HOME Relocation Tool and support DG HOME policy units in their legislative work process in regard to the required data and information collection as well as the ensuing analysis needed.

In order to respond to the overall objective of attracting talent needed in the EU, DG HOME will in the beginning of 2022 propose a **Skills and Talent package**, which includes a revision of the Long-term Residents Directive and a review of the Single Permit Directive, based on an impact assessment carried out in 2021. It will present options for how to set up an **EU Talent Pool** for skilled workers from third countries, which could operate as an EU-wide platform for international recruitment, through which skilled third-country nationals may express their interest in migrating to the EU, and thereafter be identified by EU migration authorities and employers based on their needs. A Communication will set out a vision and next steps on legal migration in the medium-term perspective.

To make sure that people who have the right to stay in the EU are effectively integrated, DG HOME will implement actions included in the **Action Plan on integration and inclusion 2021-2027**, adopted by the Commission on 24 November 2020. To follow up on the commitment in the Action Plan, a subgroup in the European Integration Network was set-up in 2021, in view to explore options and to develop a Joint Scoreboard for comparing integration and inclusion trends across countries. Further exploratory work will continue in 2022. DG HOME will also continue its cooperation with the Economic and Social Partners following the renewal of the European Partnership for Integration to offer opportunities for refugees to integrate into the European labour market. Depending on the evolution of the COVID-19 pandemic, activities of the **European Integration Network** requiring physical presence (e.g. study visits) may be resumed. The **cooperation with local and regional authorities** will also be reinforced, in particular with the Committee of the Regions and through the Partnership of the Urban Agenda on the inclusion of migrants and refugees.

Regarding **resettlement** activities, DG HOME will in 2022 support Member States in their implementation of their 2021-2022 pledges. Resettlement and humanitarian admission will be an important component of the **Support Scheme for Afghans at Risk** launched in October 2021 that DG HOME will continue rolling out in 2022 in cooperation with other Commission services and the European External Action Service. With this Scheme, the Commission will support Member States that wish to offer safe legal pathways to Afghans at risk in the short term (evacuations, safe passages) or medium term (resettlement, humanitarian admission, complementary pathways) and integrating them in their societies.

In line with the more structured and coordinated EU approach to **search and rescue** proposed in the Pact on Migration and Asylum, the Commission will in 2022 continue to work to strengthen coordination and cooperation among Member States and other relevant stakeholders in this field. The Contact Group on Search and Rescue, chaired by DG HOME, will in 2022 issue its first annual report to the Commission.

DG HOME will also work in 2022, together with Member States, other Commission Services and EU agencies (Europol, Frontex and Eurojust in particular) on the implementation of the **renewed EU Action Plan against migrant smuggling (2021-2025)**.

In order to address **illegal employment** as one of the drivers of irregular migration, the Commission will 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>42</sup>. The Communication identifies the 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.

The DG HOME **Taskforce Migration Management**, established in September 2020 after the fires that destroyed Moria camp, will continue to implement the joint pilot for the establishment and operation of a new Multi-Purpose Reception and Identification Centre

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<sup>42</sup> Communication COM(2021) 592 final of 29.9.2021.

(MPRIC) on Lesbos<sup>43</sup> and the development of a strategic framework on reception, asylum, integration, returns and the protection of children and unaccompanied minors in migration together with the Greek authorities and the EU Agencies active in Greece. The first of a new generation of MPRIC on the Greek islands was established in Samos in September 2021 while the Centres on Kos and Leros were established in November 2021. The MPRIC of Lesbos is expected to be completed in 2022. The Taskforce is also coordinating the operational response to the emerging new migration challenges at the EU external border, mainly Poland/Lithuania/Latvia and Cyprus.

As of **infringement strategy**, focus will be on a follow-up to the EU Pilots on the incorrect transposition of the Asylum Directives and possible enforcement action regarding migration and asylum, including push-backs and return.

**External communication** will promote 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. The emphasis will be on the narrative on migration, aligning our messaging and addressing disinformation on migration.

*The relevant performance table can be found in the [Annex \(page 35\)](#).*

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

Lifting internal border controls is a priority for the Commission. In 2021, DG HOME put forward tools needed to build a stronger Schengen area of freedom, security and justice that functions smoothly and has the capacity to overcome future crises: the **Strategy for the future of Schengen**<sup>44</sup> and the proposal to strengthen **the governance of Schengen area through the reform of the Evaluation and Monitoring Mechanism**<sup>45</sup> were adopted by the Commission in June, and the proposal for the revision of the **Schengen Borders Code**<sup>46</sup> was adopted in December. Together, they provide a combination of legislative and operational initiatives to make the Schengen area stronger and more resilient. The envisaged measures should provide solutions to ensure that persons and goods can move freely without unjustified or disproportionate hurdles within the Schengen area, with the least possible use of internal border controls, and that extraordinary measures related to threats to public health are uniformly applied at all external borders. In 2022, DG HOME will facilitate the negotiations to adopt these proposals.

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<sup>43</sup> Annex to the Commission Decision C(2020) 8657 final of 2.12.2020.

<sup>44</sup> Communication COM/2021/277 final of 2.6.2021.

<sup>45</sup> Proposal COM/2021/278 final of 2.6.2021.

<sup>46</sup> Proposal COM(2021) 891 final of 14.12.2021.

As announced in the Schengen Strategy and in the conclusions of the Second Schengen Forum of 17 May 2021, in 2022 the Commission will also adopt the first **State of Schengen Report** bringing together the Commission's responsibility under Article 20 of the current Regulation on the Schengen Evaluation and Monitoring Mechanism<sup>47</sup> and Article 33 of the Schengen Borders Code<sup>48</sup>.

Protecting the integrity of the Schengen area requires a modern and effective management of the **external borders**, in full compliance with EU law and fundamental rights. To achieve this, DG HOME will launch a **multiannual strategic policy cycle** to steer the activities of the European Border and Coast Guard in the areas of border management and return. DG HOME will also **promote the consistent and integrated use of relevant legal, financial and operational instruments** in these policy areas, both within the EU and in the relation with our external partners with particular attention being paid to the respect of fundamental rights at the borders. The Commission will early-2022 table a Policy document developing the multiannual strategic policy for European Integrated Border Management. As required by the European Border and Coast Guard Regulation<sup>49</sup>, the policy document will be discussed in the European Parliament and in the Council. Following this discussion, in the second half of 2022, the Commission will adopt the **Communication establishing the first multiannual strategic policy for European Integrated Border Management** that will be the first layer of this cycle, providing political guidance for the components of the European Integrated Border Management and laying out the governance of the strategic cycle.

DG HOME will organise the **Third Schengen Forum** in the second quarter of 2022, bringing together Member States' Ministers for Justice and Home affairs and possibly Members of the European Parliament to hold a high level political discussion on the future of the Schengen area ensuring political commitment of all actors to guarantee Schengen's integrity.

DG HOME in cooperation with the Directorate-General for Justice and Consumers (on data protection) will continue carrying out **evaluation and monitoring activities** in line with the Schengen evaluation and monitoring mechanism. The on-site visits have been heavily affected by the COVID-19 pandemic and as a consequence, certain visits had to be postponed from 2020 to 2021 and 2022. DG HOME will now prepare the annual evaluation programme for evaluations to take place in 2023. Depending on the outcome of the negotiations on the proposal for a reformed mechanism, the procedure may follow the revised rules in line with the proposal if adopted by the Council.

In 2022, DG HOME will put forward for adoption by the Commission a proposal on the **digitalisation of visa procedures**, following consultations and an impact assessment

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<sup>47</sup> Council Regulation (EU) No 1053/2013 of 7.10.2013.

<sup>48</sup> Regulation (EU) 2016/399 of 9.3.2016.

<sup>49</sup> Regulation (EU) 2019/1896 of 13.11.2019.

carried out in 2021. The initiative will reduce the administrative burden for Member States and applicants, and reinforce the security of the Schengen area.

DG HOME will also continue cooperating with Member States and EU Agencies to monitor closely the implementation of new and upgraded **EU information systems** (Entry/Exit System, European Travel and Authorisation System, European Criminal Records Information System for Third-Country Nationals, the renewed Schengen Information System and Visa Information System), as well as the four interoperability components.

**Interoperability** will connect all European systems for borders, migration and security, including the Schengen Information System, the Visa Information System and Eurodac, so that national authorities have access to complete and accurate information. Major milestone will be reached when the renewed Schengen Information System, the Entry/Exit System and the shared Biometric Matching Service become operational in 2022. Additionally, the Commission Implementing Decision to transfer from the General Secretariat of the Council to Frontex and to modernise the False and Authentic Document Online (FADO) will contribute to better informed decisions at borders when checking travel documents presented by third country nationals.

Targeted **external communication** campaigns will ensure awareness of relevant authorities and the general public, both within and outside the EU, of the launch of the renewed Schengen Information System, the Entry/Exit System and European Travel and Authorisation System.

*The relevant performance table can be found in the [Annex \(page 37\)](#).*

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

Cooperating with international organisations and strategic partners outside the EU in the fields of security and migration is a core task for DG HOME and in line with the Commission's ambition for "A stronger Europe in the world".

In line with the Pact on Migration and Asylum, DG HOME will in 2022 continue to **strengthen its engagement and cooperation with key partner countries** of origin, transit and destination, focusing on comprehensive, tailor-made partnerships on all aspects of migration including regular and irregular migration, migration management and governance. Focus will be on capacity building in all migration management areas, such as asylum, border management, return and reintegration.

Following the June 2021 European Council conclusions, and in order to prevent loss of life and to reduce pressure on European borders in accordance with EU and international law, eight **Action Plans for countries of origin and transit** (Tunisia, Libya, Morocco, Iraq, Nigeria, Niger, Bosnia and Herzegovina and Turkey) have been presented. These Action Plans now need to be **operationalised with engagement and adequate financial support**.



**Dialogues on migration** 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**. In 2022, comprehensive **formal or informal dialogues on migration and/or security** (or similar high-level engagements) will take place, non-exhaustively, with Morocco, Algeria, Tunisia, India, Iraq, Pakistan, Australia, USA and Canada, and in international fora. As migration is central to 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.

The EU has a visa-free regime with five **Western Balkan** partners (all except Kosovo). DG HOME will continue to monitor through the **Visa Suspension Mechanism Report** that they all meet the visa liberalisation requirements. The fifth Report is to be issued in the second half of 2022. DG HOME will also work with the Western Balkans to progress towards the objectives in the Joint Action Plan on Counter Terrorism for the Western Balkans and the bilateral implementing arrangements.

DG HOME will continue its close cooperation with the **Eastern Partnership countries**<sup>50</sup> with annual discussions on strengthening the cooperation on migration and security in the framework of Justice, Freedom and Security Subcommittees, as well as Association Committees. A panel discussion on migration and mobility in the Eastern Partnership is also foreseen in 2022.

Cooperation on migration and security will be enhanced with the countries in the **Silk Route and Central Asia regions**, also in view of the evolving situation in Afghanistan.

DG HOME will pursue the engagement with **North African countries** to jointly 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 and the Pact on Migration and Asylum. Cooperation will be particularly important in view of the increase in irregular arrivals seen in 2021.

Besides the bilateral cooperation with partner countries, DG HOME will continue to support addressing migration and security issues in **Africa** in regional and continental fora (Rabat and Khartoum processes, Continent-to-Continent Migration and Mobility Dialogue).

**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 Migration Partnership Facility and the Regional Development and Protection Programme (protection pillar).

**Talent Partnerships** aiming to enhance support for legal migration and mobility with key partner countries are part of the external dimension of the Pact, and were formally launched in June 2021. **The first operational Talent Partnerships are expected to be rolled out in 2022.** These initiatives will provide a framework and funding, aiming to

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<sup>50</sup> With regard to the participation of Belarus, and in line with the Council Conclusions of 12 October 2020, the EU will focus on intensifying cooperation with non-state stakeholders, including notably civil society, independent media and youth.

better match labour and skills needs in the EU, as well as being part of the EU's toolbox for engaging partner countries strategically on migration.

DG HOME will continue to work with Member States, Agencies and partner countries to enhance effective **return and readmission**, including through linkages with other policies and tools. DG HOME will continue ongoing negotiations of Readmission Agreements and consider the most appropriate way forward for those where mandates exist but negotiations have either stalled or not started. Depending on the needs and changing circumstances, DG HOME will ensure that where needed, new negotiations (including of non-binding arrangements on readmission) are being considered. DG HOME will continue to closely **monitor the effective implementation of the 24 readmission instruments in place** with third countries, including through regular formalised Joint Readmission Committees or Joint Working Groups. Furthermore, DG HOME will continue to facilitate readmission cooperation through steady exchanges at operational, technical and political levels with Member States and engagement with third countries. DG HOME will implement the Court of Auditor's recommendations on readmission cooperation. The Readmission Capacity Facility will continue to support the implementation of readmission agreements and non-binding arrangements with concrete projects on cooperation with the third countries concerned.

Following the second **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 depending on the level of cooperation on readmission. Following the first assessment report on readmission cooperation in 2019, the Commission put forward proposals for temporary more restrictive visa measures for nationals of The Gambia, Iraq and Bangladesh. As of November 2021, following a Council decision on the matter, certain provisions for short-stay visa for nationals of The Gambia started applying in a more restrictive way. DG HOME will continuously assess the cooperation on readmission with The Gambia and may submit to the Council a proposal to repeal or amend the implementing decisions on the visa measures. DG HOME will present the third assessment report on third countries' cooperation on readmission by the end of 2022.

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. As part of the overall comprehensive partnerships, Anti-Smuggling Operational Partnerships would also envisage concrete actions in key priority countries, such as common operational partnership projects, joint operations, information and awareness raising campaigns.

The **European Migration Network** will continue to engage with third 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. This engagement is in particular focused in 2022 on Ukraine, Serbia, Armenia and Montenegro becoming Observer Countries in the Network.

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. The Officers will also continue contributing to the implementation of the bilateral and regional cooperation frameworks on migration.

**Immigration Liaison Officers** provide a valuable connection in the fight against irregular migration and migrant smuggling. The full implementation of the Regulation on the creation of a European network of immigration liaison officers<sup>51</sup> will further consolidate this network and enhance the fight against irregular migration and migrant smuggling, as well as enhance cooperation on readmission. In 2022, the Immigration Liaison Officers Network will continue the implementation of its biannual work programme 2021-2022, including the start of several Member State-led projects approved by the Steering Board of the Network, with financial support through the Internal Security Fund – Borders and Visa and its successor instrument, the Border Management and Visa Instrument.

As far as **security** is concerned, as already mentioned, DG HOME will put forward a proposal for a Framework for reciprocal access to security-related information for front-line officers between the EU and key third countries to counter shared security threats.

The Commission 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, Israel, New Zealand and Turkey. The Commission will also finalise the assessment of the existing cooperation agreements between Europol and third countries.

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. In particular, DG HOME will launch the dialogue on drugs with Iran, agreed by the Council in 2019 and early 2020 and delayed because of the COVID-19 pandemic, as well as a new dialogue on drugs with Colombia, agreed by the Council end of 2021.

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<sup>51</sup> Regulation (EU) 2019/1240 of 25.7.2019.

DG HOME will continue to support the process leading to launch of negotiations for a **new UN Convention on cybercrime** in the framework of the Ad Hoc Committee that has been created by United Nations General Assembly Resolution on countering the use of information and communication technologies for criminal purposes<sup>52</sup>. The negotiations on the modalities of the process launched by the Resolution were concluded in May 2021 leading to adoption of a UN Resolution outlining the modalities of work of the Ad Hoc Committee that is responsible to negotiate the future treaty. The results are satisfying and the EU will take part in negotiations on substance, which are scheduled to start formally in January 2022.

**External communication** will promote the policy narrative on stronger cooperation with partner countries. DG HOME's external communication activity will support this objective through clear information-sharing via press, online and social media.

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

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<sup>52</sup> Resolution A/RES/74/247 Countering the use of information and communications technologies for criminal purposes : resolution / adopted by the General Assembly.

## **PART 2. Modernising the administration: main outputs for 2022**

To modernise the administration, DG HOME will in 2022 continue to work on efforts to help staff, management and organisation move to 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

Having well-functioning digital solutions in place has become crucial during the **COVID-19 pandemic**. In 2022, 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.

### **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 2022, DG HOME will continue its work in line with its 2020-2024 Strategic Plan.

DG HOME has already fulfilled its target to appoint one new female middle manager on 16 July 2020, which brought its percentage of female managers at middle management level to 64%. DG HOME will continue 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 and, where possible, by appointing female Deputy Heads of Unit. DG HOME will continue to focus on identifying additional actions related to equality, diversity and inclusion also in broader terms.

In 2022, 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. The DG HOME **Charter of Values** will be a guiding document when carrying out the measures.

DG HOME intends to implement the following priority actions during 2022:

- Active support for its young talents by establishing a targeted mentoring programme;
- Continuous encouragement of female staff to apply when management positions become vacant and to participate in all centrally and locally organised development programmes;
- Organisation of a DG HOME away-day for all staff to further discuss how the DG can be made fit for purpose and to reconnect after the pandemic;

- Continue monitoring the ratio between workload and available resources through 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;
- Drafting of a Learning and Development Strategy for DG HOME for the period 2022-2024;
- Drafting of the local HR Strategy in line with the Commission's corporate HR Strategy.

On staff engagement, DG HOME will continue its efforts to address the areas that were identified in the Development Plan following the Staff Survey 2018 and adapt the actions to the upcoming results from the Staff Survey 2021.

**Internal communication** actions will aim at further enhancing a more connected and productive working environment and healthy work-life balance. The actions will continue to support staff during the hybrid ways of working, while new initiatives will be designed to encourage colleagues' gradual return to the offices. The internal communication actions will support the internal corporate campaigns.

*The relevant performance table can be found in the [Annex \(page 44\)](#).*

## **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 programming period 2014-2020, DG HOME will in 2022 continue to support both Member States and individual beneficiaries in ensuring optimal implementation of Home Affairs Funds in indirect/direct and shared management. For shared management this is in particular an important year, as it is the last year for the eligibility of expenditure for projects under the **national programmes** and all efforts must be made to ensure the absorption of the appropriations in accordance with the rules in all Member States.

Concerning the programming period 2021-2027, DG HOME will in 2022 continue to support Member States in the preparation of their **future programmes**, since following the late adoption (July 2021) of the legal bases it is likely that most Member States' programmes will not now be adopted in 2021. Priority will be given to a timely quality assessment of Member States' programmes, including the horizontal enabling conditions applicable under the Common Provisions Regulation. DG HOME will also start to implement the 2021-2022

Work Programmes for the Thematic Facilities of each Fund, which is funding for indirect/direct and shared management, on top of the basic allocations for the national programmes. A governance structure has been set up to ensure that funding decisions are taken at the appropriate level.

In 2022, 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:

- 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, i.e. the Common Provisions Regulation and the basic acts establishing the Asylum, Migration and Integration Fund, the Borders Management and Visa Instrument and the Internal Security Fund, so that Managing and Audit Authorities are sufficiently acquainted with them from the beginning. In both shared and direct management, IT tools, templates and rules (including simplified cost options) for this next generation of Funds will be further developed, in alignment with other EU Funds and programmes. This simplification will, in the longer term, increase project efficiency and reduce errors.
- 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 (online) participation in monitoring committees, exchanges of views with the managing/responsible authorities on implementation of the 2014-2020 Funds, in situ visits of projects where possible and on the preparedness for 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.
- 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 from Member States, 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 beneficiaries, 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 DG HOME 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.

Moreover, DG HOME will support Member States on building their capacity for effective management and control systems for the sound financial management of the EU Funds for the new regulatory framework (2021-2027)

**Objective: Effective and reliable internal control system in line with sound financial management**

The internal control framework<sup>53</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

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<sup>53</sup> [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)



assessed on an ongoing basis throughout the year and be subject to a specific annual assessment covering all internal control principles.

In 2022, DG HOME will further invest in improving its internal control system, taking into account the specific challenges and risks of the DG, and regularly assess the effectiveness of the system in accordance with **Internal Control Principle 16** ('The Commission selects, develops, and performs ongoing and/or separate assessments to ascertain whether the components of internal control are present and functioning'). The legality and regularity of payments are ensured through the controls throughout the management of transactions: negotiations, contracting, payments. These ex ante controls will be complemented with ex post audits. For shared management, controls take place during the implementation of national programmes (verification of the annual accounts and assurance package during the annual clearance of accounts procedures, system audits by DG HOME auditors). Sound financial management is measured mainly through indicators defined in the Financial Regulation and reported in the Annual Activity Report, such as time-to-inform, time-to-grant and time-to-pay. In addition, DG HOME will continue to pay attention to the effectiveness of ex ante controls and to the efficiency of the transactions process.

*The relevant performance table can be found in the [Annex \(page 45\)](#).*

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

**Objective: The risk of fraud is minimised through the application of effective antifraud measures and the implementation of the Commission Anti-Fraud Strategy<sup>54</sup> aimed at the prevention, detection and correction<sup>55</sup> of fraud.**

In October 2021, DG HOME formally adopted its updated Anti-Fraud Strategy and its accompanying Action Plan. The new Strategy takes into account the novelties introduced by the 2019 Commission Anti-Fraud Strategy and the adjustments required by the MFF 2021-2027. In the Strategy, DG HOME has set out the following three key objectives:

**01** Objective 1: Effective fraud prevention and promotion of fraud awareness

**02** Objective 2: Enhancement of cooperation with other DGs and services

**03** Objective 3: Improvement of cooperation with Member States

In 2022, DG HOME will focus 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,

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<sup>54</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>55</sup> Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

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 -together with other DGs- 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 2022.

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

## **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 2022 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. In 2022, existing systems and new planned ones will continue to contribute to the achievement of the **Commission's Digital Strategy** principles, in particular on Digital by default, Once Only, User-centric, Cross-border, Data-driven, Interoperability 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.

Following the security assessment performed during 2020 and 2021, and the identification of appropriate security measures, the *European Migration Network* system will be **improved from the security point** of view in 2022. This will in turn will have a positive effect on the cross-border availability of the system.

After the complete migration of the *European Web Site on Integration* system from ColdFusion to Drupal 8, and of *Anti-trafficking in human beings* website and of the *EU Immigration* Portal from Drupal 7 to Drupal 8 in 2021, these systems will be **optimised** in 2022 for an **improved user centricity and security** in line with the User experience findings. Also, the user centricity of the website on *Security research community of users* will be further improved in 2022 with the integration of the necessary features for the CERIS<sup>56</sup> expert group. In areas like Once Only, Cross border cooperation and Interoperability, the Reintegration Assistance Tool module of the *European Migration Network* system will be

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<sup>56</sup> Community of European Research and Innovation for Security.

enriched with a set of interoperability interfaces for connecting to Members States national systems and possibly to the International Organisation for Migration. This system's user interface is also subject to a user centricity improvement action plan that started in 2021 and will continue in 2022. Finally, the newly initiated project for *Information on IT systems Schengen Area*, aimed at improving the user centricity of the Schengen Area IT systems, will enter its execution phase in 2022.

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.

In 2022, DG HOME will further improve its website in terms of layout and content. DG HOME will work on the accessibility of the website (for people with disabilities) with DG COMM and Publications Office of the EU as well as explore the repatriation of the 3 websites (*Anti-trafficking in human beings*, *EU Immigration Portal* and *European Web Site on Integration*) under DG HOME site.

**Data, information and knowledge management:** 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** (e.g. designate data owners and data stewards for key data assets). In addition, DG HOME will make use of the support to be offered by central services in the area of data management, including the '*data governance hub*', the '*data advisory service*', the work on country knowledge and relevant trainings. DG HOME will also continue ensuring business continuity and operations of its **Secured Area** (classified up to EU-Secret) which has demonstrated to be a critical asset during COVID-19 pandemic.

Adhering to the corporate initiative on **data assets inventory** set in the Digital Strategy, 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 2022 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 \(page 47\)](#).*

## **E. Sound environmental management**

**Objective: DG HOME will take full account of its environmental impact in all its actions, and will actively promote measures to reduce the day-to-day environmental impact of the administration and its work.**

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 2022:

- Use digital transformation as an enabler of more a more sustainable workplace. Draw on the experience from the COVID-19 pandemic, increase the use of distance communication and teleworking tools to reduce the need for transport to and from meeting points, and thus reduce the carbon footprint of the DG.
- Provide video conference equipment in meeting rooms in order to make remote participation possible.
- 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 \(page 48\)](#).*

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



As regards **direct and indirect management** of the Home Affairs Funds, in view of the late adoption of the new legal bases and the other high priorities linked to the implementation of actions resulting from policy initiatives such as the Pact on Migration and Asylum, the new Counter-Terrorism Agenda, and the EU Strategy to tackle Organised Crime, DG HOME will strive to further simplify its internal functioning and implement local measures leading to synergies and efficiency gains. Notably, far-reaching alignment of the documents used in the grant and contribution agreements management workflows, with the corporate templates, will simplify the implementation for beneficiaries and DG HOME staff. Increased integration with the *eGrants* management system, which should soon cover also audit and related result implementation workflows, continuously streamlines the efficiency of financial management, whereas the use of simplified cost options in grants will lead to less administrative burden and help further curb the error rate.


Linked to the **COVID-19 lockdown**, the DG continued paperless workflows for document management, including financial transactions that do not need blue ink as well as videoconferencing and other forms of online meetings. These measures have not only successfully enabled business continuity in confinement but will also, among other things, allow for monitoring of the funding implementation, without the need to travel so much. This will have an impact on efficiency and economy, and will promote new forms of cooperation also among the beneficiaries, in turn increasing the contribution to the European Green Deal.

## ANNEX: 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]

<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 2022:</b>			
<b>New policy initiatives</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
 <sup>57</sup> Commission proposal for a Framework for reciprocal access to security-related information for front-line officers between the EU and key third countries to counter shared security threats	Adoption by the Commission	Q4	B3
 Regulation on the obligation of carriers to communicate advance passenger information (API)	Adoption by the Commission	Q4	D1
Regulation of the European Parliament and of the Council on preventing and combatting the sexual abuse and sexual exploitation of children	Adoption by the Commission	Q1	D4
Revision of Directive 2011/36/EU on preventing and combating trafficking in human beings and protecting its victims	Adoption by the Commission	Q4	THB team/D5
Review of rules of export authorisation, and import and transit measures for firearms	Adoption by the Commission	Q3	D5
Revision of Directive 2014/42/EU of the European Parliament and of the Council of 3 April 2014 on the freezing and confiscation of instrumentalities and proceeds of crime in the European Union	Adoption by the Commission	Q2	D5
Commission Proposal for a Directive on the cooperation between Asset Recovery Offices	Adoption by the Commission	Q2	D5

<sup>57</sup> All Commission Work Programme items are flagged with this icon: 

<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
Proposal for a Council Decision on the position to be adopted on behalf of the European Union on scheduling of substances under the International Drug Control Conventions of 1961 and 1971 ahead of the 66th Session of the Commission on Narcotic Drugs (CND) (new psychoactive substances)	Adoption by the Commission	Q4	D5
Commission recommendation on the implementation of alternatives to coercive sanctions as response to drug law offences and drug-related crimes	Adoption by the Commission	Q4	D5
Communication from the Commission – The External dimension of the EU policy on Passenger Name Records	Adoption by the Commission	Q4	D1
Recommendation for a Council Decision authorising the participation in negotiations on a United Nations Convention, on ‘countering the use information and communication technologies for criminal purposes’ pursuant to UNGA Resolution 74/247	Adoption by the Commission	Q3	D4
Proposal to Council for conclusion and signature of an international agreement enabling exchange of personal data between Europol and New Zealand	Adoption by the Commission	Q2	D1
<b>Evaluations and fitness checks</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
Evaluation of Directive 2011/36/EU on preventing and combating trafficking in human beings and protecting its victims and an impact assessment for a new legislative proposal	Adoption of the staff working document by the Commission	Q4	THB team/D5
Final report concerning the evaluation of the European Union Agency for Law Enforcement Training (CEPOL)	Adoption by the Commission	Q1	D1
<b>Public consultations</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
Public consultation supporting the evaluation and impact assessment of the current Child Sexual Abuse Directive from 2011	Report published	Q3	D4
Public consultation supporting the evaluation and impact assessment of Directive 2011/36/EU on preventing and combating trafficking in human beings and protecting its victims	Report published	Q2	THB team/D5

External communication actions			
Output	Indicator	Target	Unit
Creation and dissemination of social media content (including explanatory video) on internal security	<p>Number of visits to the website</p> <p>Reach and engagement on social media (social media analytics)</p> <p>Number of new followers (Twitter)</p> <p>Number of video views (YouTube)</p>	<p>At least 30 000 page views</p> <p>At least 1.5% engagement rate</p> <p>1 250 new followers (Twitter)</p> <p>20 000 views (YouTube)</p>	A2
Campaigns to support policy initiatives	Twitter Impressions: approximately >10% of 2021	1.5 million impressions	A2
Active Radicalisation Awareness Network – Practitioners social media channels (Twitter, Facebook, LinkedIn)	Number of followers, engagement, reach (social media metrics)	<p>+10% compared to 2021 state of play 20/10/2021:</p> <p><u>Facebook</u></p> <p>followers: 9 753 (+7.55% in comparison with 2020)</p> <p>engagement rate: 37.97%</p> <p>reach: 410 008</p> <p><u>Twitter</u></p> <p>Followers 11 928 (+14.33%)</p> <p>Engagement rate 6.98%</p> <p><u>LinkedIn</u></p> <p>Followers 7 953 (+20.96%)</p> <p>Engagement rate 2.80%</p>	D3
EU Handbook - Securing urban areas from non-cooperative unmanned aircraft systems (UAS)	Publication of a handbook	Q1	D2
EU Pledge on Urban Security and Resilience and EU Cities against Radicalisation and Terrorism Initiative	Launch of the initiative	Q4	D2 and D3
Eurobarometer Survey on ability of small and medium-sized enterprises (SMEs) to counter cybercrime	Publication of the report Publication Office downloads	Q2 500	D4
Eurobarometer Survey on drugs	Publication Office downloads	500	D5



Other important outputs			
Output	Indicator	Target	Unit
Entry/Exit Handbook <sup>58</sup>	Adoption by the Commission	Q1	B3
ETIAS Handbook <sup>59</sup>	Adoption by the Commission	Q4	B3
Revised Schengen Information System <sup>60</sup>	Entry into operation	Q2	B3
Entry/Exit System <sup>61</sup>	Entry into operation	Q3	B3
Shared Biometric Matching Service (sBMS) <sup>62</sup>	Entry into operation	Q3	B3
Study supporting the evaluation and impact assessment of the Child Sexual Abuse Directive (PLAN/2021/10693)	Publication of the study	Q4	D4
Expert group on CERIS (Community for European Research and Innovation for Security)	Launching of expert group	Q2	B4
Security Research Forum	First meeting	Q2	B4
EU IR22 PACE	Conduct of the exercise	Q4	F2

<sup>58</sup> This output also contributes to the Specific Objective 3: A fully functioning area of free movement

<sup>59</sup> This output also contributes to the Specific Objective 3: A fully functioning area of free movement

<sup>60</sup> This output also contributes to the Specific Objective 3: A fully functioning area of free movement

<sup>61</sup> This output also contributes to the Specific Objective 3: A fully functioning area of free movement

<sup>62</sup> This output also contributes to the Specific Objective 3: A fully functioning area of free movement

- **Output indicators for Specific objective 2: An effective asylum and migration management policy**  
[link to Part 1]

<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 2022:</b>			
<b>New policy initiatives</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
Communication from the Commission to the European Parliament and to the Council: Attracting skills and talent to the EU	Adoption by the Commission	Q2	C2
Proposal for a revision of Directive 2003/109/EC on long-term residents	Adoption by the Commission	Q2	C2
Proposal for a revision of Directive 2011/98/EU on the Single permit	Adoption by the Commission	Q2	C2
<b>Enforcement actions</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
Monitor compliance with EU asylum rules – transposition of CEAS Directives and compliance with EU rules in practice	Number of infringement procedures launched	Continuous	C3
Monitor compliance with EU return rules – transposition of Return Directive and practise	Number of infringement procedures launched	4	C1
<b>External communication actions</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
Creation and dissemination of social media content (including explanatory video) on migration policy	Number of visits to the website	At least 80 000 page visits	A2
	Reach and engagement on social media (social media analytics)	At least 1.5% engagement rate	
	Number of new followers (Twitter)	1 250 new followers (Twitter)	
	Number of video views (YouTube)	20 000 views (YouTube)	
Eurobarometer Survey on perception of migrants integration	Publication Office downloads	500	C2

Output	Indicator	Target	Unit
Continued campaign to promote the Pact on Migration and Asylum and support roadmap deliverables	Number of visits to the website	5 000 visits on website	Dir C/A2
	Reach and engagement on social media (social media analytics)	100 000 twitter impressions	
Support to Infomigrants media consortium	Website page views	5 million	A2
<b>Other important outputs</b>			
Output	Indicator	Target	Unit
European Contact Group on search and rescue	2 plenary meetings; first annual report	Q4	C4
Implementation of the European Network of Immigration Liaison Officers	Number of meetings of the Steering Board	At least 2	C1
	Number of projects implemented	At least 2 projects led by Member States per year	
High Level Network for Return	Number of meetings	Up to 2, depending on when it will be set up	C1 Return Coordinator

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

[\[link to Part 1\]](#)

**General objective: Promoting our European Way of Life**

**Specific objective: A fully functioning area of free movement**

*Related to spending programmes: Internal Security Fund /Border Management and Visa Instrument*

**Main outputs in 2022:**

**New policy initiatives**

Output	Indicator	Target	Unit
Proposal on the digitalisation of visa procedures	Adoption by the Commission	Q2	C5
Commission implementing Decision on the establishment of the technical architecture of the False and Authentic Documents Online (FADO) system	Adoption by the Commission	Q2	B1
Policy Document setting out a multiannual strategic policy cycle for European integrated border management	Adoption by the Commission	Q1	B1

<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
Communication establishing the multiannual strategic policy for European Integrated Border Management	Adoption by the Commission following consultation of EP and Council on policy document	Q3	B1
<b>Evaluations and fitness checks</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
Evaluation of the Visa Code in accordance with Article 2 of the regulation EU 2019/1155 amending the Visa Code	Adoption by the Commission	Q3	C5
<b>External communication actions</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
Creation and dissemination of social media content (including explanatory video) on the fully functioning area of free movement	Number of visits to the website	At least 100 000 page visits	A2
	Reach and engagement on social media (social media analytics)	At least 1.5% engagement rate	
	Number of new followers (Twitter)	1 250 new followers (Twitter)	
	Number of video views (YouTube)	20 000 views (YouTube)	
Information campaign on the revision of the Schengen Information System <sup>63</sup>	Number of visits to the website	At least 5 000 visits on the website	B3 (content) A2 (design)
	Reach and engagement on social media (social media analytics)	At least 100 000 twitter impressions	
	Number of contacts with journalists	At least 100 media correspondents contacted in Brussels	
		At least 20 journalists having engaged on Borders and Security	

<sup>63</sup> This output also contributes to the Specific Objective 1: Strengthened Internal Security

<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
Information campaign on the Entry/Exit System	<p>Number of visits to the website</p> <p>Number of distributed printed material</p> <p>Number of QR code scans</p> <p>Number of hits on repository of communication material; number of downloads from the repository of communication material</p> <p>Number of views of AV products (2 videos)</p> <p>Reach and engagement on social media (social media analytics)</p> <p>Number of contacts with journalists</p> <p>Stakeholders engagement (mailing information packs, webinars)</p>	<p>At least 1 000 website views per month</p> <p>Minimum of 492 posters and 3 000 leaflets produced and distributed to EU information centre in Brussels and Member States/EC Representations. Estimated views for all material over 1 million.</p> <p>At least 1 000 QR code scanned</p> <p>At least 150 hits on the repository per campaign phase; at least 30 downloads per communication material per campaign phase.</p> <p>At least 2 000 views of videos per member state and other target countries</p> <p>At least 100 000 twitter impressions</p> <p>At least 100 media correspondents contacted in Brussels. At least 100 press pack downloads.</p> <p>At least 5 stakeholders per member state and 5 per other third countries engaged. 80% opening rate of the mailing; at least 2 stakeholders per member states and 5 per other third country using and disseminating the toolkit/communication material.</p>	<p>B3 (content)</p> <p>A2 (design)</p>

<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
Information campaign on the European Travel Information and Authorisation System (ETIAS)	<p>Number of visits to the website</p> <p>Number of distributed printed material</p> <p>Number of hits on repository of communication material;</p> <p>Number of downloads from the repository of communication material</p> <p>Out-of-home advertisement (billboards)</p> <p>Reach and engagement on social media (social media analytics)</p> <p>Number of contacts with journalists</p> <p>Stakeholders engagement (mailing information packs, webinars)</p>	<p>At least 5 000 website visits</p> <p>At least 1 000 business cards printed per member state and visa exempt third country. At least 4 000 posters printed and distributed.</p> <p>At least 150 hits on the repository per campaign phase;</p> <p>At least 30 downloads per communication material per campaign phase.</p> <p>At least 20 billboards per target visa exempt third country for each phase of the campaign.</p> <p>At least 100 000 twitter impressions</p> <p>At least 100 media correspondents contacted in Brussels.</p> <p>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.</p>	<p>B3 (content)</p> <p>A2 (design)</p>
<b>Other important outputs</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
Visa suspension mechanism report	Adoption by the Commission	Q2	C5
Third High-Level Schengen Forum	Attendance of at least 25 representatives from Member States and Schengen Associated Countries	Q2	B1
State of Schengen Report	Adoption by the Commission	Q1	B2

<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
Schengen evaluation reports (Commission Implementing Decisions) and proposals for recommendations (Commission proposal for a Council Implementing Decision) concerning announced and unannounced on-site visits to the Member States and Schengen Associated Countries	Number of reports, and number of proposals for recommendations adopted by the Commission	30 24	B2
Update of the Practical Handbook for Border Guards <sup>64</sup>	Adoption by the Commission	Q2	B1
Implementing decisions and delegated acts necessary for the development of EES <sup>65</sup>	Number of implementing decisions and delegated acts adopted	1 act adopted	B3
Implementing decisions and delegated acts necessary for the development of ETIAS <sup>66</sup>	Number of implementing decisions and delegated acts adopted	8 acts adopted.	B3
Implementing decisions and delegated acts necessary for the development of VIS <sup>67</sup>	Number of implementing decisions and delegated acts agreed by the Smart Border Committee	3 implementing decision 2 delegated act agreed by the Smart Border Committee by Q4.	B3
Implementing decisions and delegated acts necessary for the development of interoperability <sup>68</sup>	Number of implementing decisions and delegated acts adopted	8 acts	B3

<sup>64</sup> This output also contributes to the Specific Objective 1: Strengthened Internal Security

<sup>65</sup> This output also contributes to the Specific Objective 1: Strengthened Internal Security

<sup>66</sup> This output also contributes to the Specific Objective 1: Strengthened Internal Security

<sup>67</sup> This output also contributes to the Specific Objective 1: Strengthened Internal Security

<sup>68</sup> This output also contributes to the Specific Objective 1: Strengthened Internal Security

## Output indicators for Specific objective 4: Stronger cooperation with partner countries

[\[link to Part 1\]](#)

<b>General objective: Promoting our European Way of Life</b>			
<b>Specific objective: Stronger cooperation with partner countries</b>			
<i>Related to spending programmes: Internal Security Fund; Border Management and Visa Instrument; and Asylum, Migration and Integration Fund</i>			
<b>Main outputs in 2022:</b>			
<b>New policy initiatives</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
Commission Implementing Decisions approving the national programmes of Member States under the three spending programmes	Adoption by the Commission	Q3	E1
<b>External communication actions</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
Contribution to the NextGenerationEU campaign, as mentioned in the narrative <sup>69</sup>	HOME projects included in the campaign	1	A2
<b>Other important outputs</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
3rd Commission Report to the Council on the assessment of the level of cooperation of third countries on readmission	Adoption by the Commission	Q4	C1
Joint Readmission Committee meetings / Joint Working Group meetings with third countries covered by readmission agreements / arrangements	Number of meetings held	One meeting per each third country covered by a readmission agreement/ arrangement	C1
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	9	A3
Actions under the Regional Development and Protection Programme (RDPP)	Number of grant or contribution agreements signed with an EU Member State entity	1	A3/E4

<sup>69</sup> This output also contributes to the Specific Objective 3: A fully functioning area of free movement



<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Unit</b>
3rd Commission Report to the Council on the assessment of the level of cooperation of third countries on readmission	Adoption by the Commission	Q4	C1
Joint Readmission Committee meetings / Joint Working Group meetings with third countries covered by readmission agreements / arrangements	Number of meetings held	One meeting per each third country covered by a readmission agreement/ arrangement	C1
Grants via the Migration Partnership Facility (MPF) involving partner countries	Number of grants approved (not including legal migration as below)	2	A3
Projects on legal migration financed under the Migration Partnership Facility (MPF) in the context of Talent Partnerships	Number of projects	6	C2/A3
European Migration Liaison Officers	Number of European Migration Liaison Officers posted in partner countries	16	A3
	Number of reports	80	

## 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 2022:

Output	Indicator	Target	Unit
Guidelines on work processes in the human resources field, clear responsibilities of the individual actors, reduced bureaucracy	Fiches published on DG HOME Intranet Training sessions on HR related procedures and responsibilities.	Q2 At least 1-2 training sessions.	HRBC
A mentoring system for newcomers, young talents and/or new managers	Mentoring system in place	Q4	HRBC
Updating DG HOME's local HR Strategy in line with the new Commission's corporate HR Strategy	Local HR Strategy document drafted	Q3	HRBC
DG HOME Learning and Development Strategy for 2022-2024	Learning and Development Strategy adopted and published	Q4	HRBC
Create opportunities for staff to meet HOME Senior Management	Number of session organised with Senior management (Coffee with Senior Management)	20	HRBC
<b>Internal communication</b>			
Lunchtime seminars series: step up organising policy-related discussions in an interactive format, including external speakers when possible. To be organised approximately 2 times per month, having "inspirational speakers" as well and trying to diversify the topics treated	Number of sessions	20 sessions	A2
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, HRBC

Output	Indicator	Target	Unit
COVID-19 related activities: continue to support staff in hybrid way of working through a series of initiatives (lunchtime seminars, newsletter) aimed at providing useful information, keeping staff engaged and informed during telework. Actions to encourage colleagues to return to the office (guided tour of the LX46 building, 'coffee roulette', door signs, book trade, plant swap, corridor/office decorations)	Number of newsletters released  Number of activities	20 newsletter editions	A2
Intranet 'facelift' (more content, cleaner, faster, diverse, visually friendly). 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	Update and completion	Q1	A2
Support staff upgrading to the new internal communication tools, in line with the Commission's corporate policy (Teams, SharePoint, Yammer, etc.) through internal information campaigns and events.	Information campaign and support  Number of intranet promoting corporate information sessions	Q4  At least 10 intranet articles	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 2022:**

Output	Indicator	Target	Unit
Effective controls: Legal and regular transactions	Risk at payment	remains] < 2% of relevant expenditure <sup>(70)</sup>	F1
	Estimated risk at closure	remains < 2% of relevant expenditure	F1

<sup>70</sup> The Research, industry, space, energy and transport family has a different threshold for risk at payment.

Output	Indicator	Target	Unit
Efficient controls	Budget execution and  Time-to-pay	Budget execution becomes 95% for payment appropriations.  Time-to-pay remains at 90% of payments (in value) on time	E5
Economical 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 2022: aims to carry out maximum 3	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>(71)</sup> aimed at the prevention, detection and correction <sup>(72)</sup> of fraud.

**Main outputs in 2022:**

Output	Indicator	Target	Unit
Enhance the dissemination of anti-fraud information and provide guidance to DG HOME staff regarding all OLAF-related procedures	Number of anti-fraud related communication actions undertaken in DG HOME per 2022	3	F1

<sup>71</sup> Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 196 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

<sup>72</sup> Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

Output	Indicator	Target	Unit
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 2022	100%	F1

- **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 2022:**

Output	Indicator	Target	Unit
The Secured Area and HOME Registry running according to required standards	Number of EU classified (EU-Confidential and EU-Secret) documents handled by the Registry	200	F2
DG HOME staff being more aware of data protection rules	Number of staff participating in awareness raising activities	100	IRM
Gradual implementation of corporate data governance and data policies for key data assets	Percentage of implementation of the corporate principles for data governance for DG HOME's key data assets	50% (interim milestone by 2022)	F2

- **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 2022:**

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

Output	Indicator	Target (2019 as baseline)	Unit
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
Gradual increased use (and number of) Videoconference rooms for meetings with stakeholders (avoiding business trips) in the DG, in collaboration with DG SCIC, OIB and OIL.	Number of VC meeting rooms	8 VC meeting rooms	JUST.B3

**III. Reducing and management of waste**

Output	Indicator	Target (2019 as baseline)	Unit
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 (for example, promote and label the waste sorting schemes in place).	Number or % of staff informed/participated	100% of staff informed/participated Reduce waste generation by 5%	JUST.B3