



Strategic Plan 2020-2024

DG MIGRATION AND HOME AFFAIRS

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INTRODUCTION

The *Strategic Plan* of the Directorate-General for Migration and Home Affairs (DG HOME) is part of the Strategic Planning and Programming cycle. Together with the annual *Management Plans*¹ and the *Annual Activity Reports*², the Strategic Plan serves three broad functions as management, accountability and transparency tool.

The 2020-2024 Strategic Plan is based on the *political agenda of President von der Leyen*, as set out in her political guidelines³ and further developed in the *mission letter*⁴ to Commissioner Johansson. The Strategic Plan translates these political priorities into concrete and operational strategies that will shape DG HOME's work for the full duration of the mandate of this Commission.

The Strategic Plan has two parts:

- Part 1 describes how DG HOME contributes to the general objective *Promoting our European way of life* by working towards the following *specific objectives*:
 1. *Strengthened internal security*
 2. *An effective asylum and migration management policy*
 3. *Stronger cooperation with partner countries*
 4. *A fully functioning area of free movement*

This part explains the intervention logic between the objectives and the DG's activities, mainly based on *A New Way Forward on Internal Security* as a DG HOME's contribution to the EU Security Union Strategy and the *New Pact on Migration and Asylum*. The Plan also describes how actions relating to better regulation and external communication will support these activities.

A set of *impact and result indicators* will measure progress towards the above objectives by tracking direct and indirect effects of the interventions. Performance tables, which give an overview over objectives and indicators, can be found in the Annex.

- Part 2 describes how DG HOME will work to *modernise the administration*, providing an outlook for how the DG in the coming 5 years will manage HR, finances, fraud/risks, information, and how it will contribute to a sound environment and digital transformation. A set of objectives and indicators have been identified to measure progress. The relevant performance tables can be found in the Annex.

¹ A Management Plan details the DG's main yearly outputs. It is based on the multiannual Strategic Plan and linked to the Commission Work Programme.

² The Annual Activity Report describes the progress made each year towards the objectives set.

³ https://ec.europa.eu/commission/sites/beta-political/files/political-guidelines-next-commission_en.pdf
https://ec.europa.eu/commission/sites/beta-political/files/mission-letter-yvva-johansson_en.pdf

PART 1. Delivering on the Commission's priorities

A. Mission statement

DG HOME's **vision** is an open and secure Europe, where people can enjoy their rights and freedoms.

Our **mission** is to support this vision with targeted strategies on migration and security. This includes developing EU-level rules, monitoring their implementation and giving support on the ground.

Our mission is based on the Union values of respect for human dignity, freedom, democracy, equality, the rule of law and respect for human rights, as well respect for the rights and freedoms as guaranteed by the Charter of Fundamental Rights.

Our efforts contribute to a *safer Europe* by strengthening cooperation on law enforcement and border management, fighting terrorism and organised crime. They underpin a responsible and comprehensive *EU migration policy* that includes legal migration and integration, fight against irregular migration, and a common European asylum system which can ensure effective protection for people who need it and return persons who have no right to stay in the EU.

We **value** the diversity of people and ideas, and foster a respectful working environment based on trust, transparency and sharing of knowledge, experiences and information. We are strongly committed to deliver on our mission, and stand ready to adjust our actions to changing needs. We seek to empower our staff to contribute actively to a culture of participation and collaboration.

B. Operating context

Under the political steer and responsibility of the Commissioner for Home Affairs EU policy, DG HOME develops legislation and action in the fields of *migration and home affairs*, which are *shared competences* of the European Union provided for in the Treaty on the Functioning of the European Union (TFEU – Title V of Part three), based on European core values and principles.

DG HOME is the lead service to prepare the Commission's right to *legislative initiative* in the area of migration and home affairs policies. It also ensures that the legislation adopted is *fully and correctly implemented*. Enforcement actions are pursued through contacts with Member States and other stakeholders and by recourse to the Commission's powers under the Treaty to oversee the application of Union law. The DG also provides *financing* to support its policies, and supports Member States *operationally*. To support its policies, DG HOME cooperates with *non-EU countries* and with the EU security industry. Progress made is subject to *regular reporting* allowing close monitoring of policy developments, implementation by Member States of agreed measures, and identification of gaps and necessary future actions to take.

The EU has established *six agencies*⁵ in the area of Home Affairs to support Member States and their citizens. The agencies have a key role in the effective implementation of different policies ranging from migration, asylum, return and border management, to security, law enforcement and drugs monitoring, all done in collaboration with DG HOME. The EU *Anti-Trafficking* Coordinator is based in DG HOME and is responsible for improving coordination and developing existing and new EU policies to address trafficking in human beings.

DG HOME works closely with *other Commission services*, in particular with DGs JUST, TAXUD, CONNECT, MOVE, ECHO, NEAR and DEVCO, as well as with the European External Action Service (EEAS). In addition, DG HOME cooperates with relevant *International Organisations* in its policy areas.

In the period 2014-2020, DG HOME managed two EU Funds: the *Asylum, Migration and Integration Fund* and the *Internal Security Fund*. In the period 2021-2027, it will manage three funds: the *Asylum and Migration Fund*, the *Internal Security Fund*, and the *Border Management and Visa Instrument* of the Integrated Border Management Fund.⁶ The three new Funds are designed to be flexible and responsive to both shared and country-specific challenges and opportunities in relation to security and migration. For the implementation of the allocated budget, DG HOME uses three implementation modes: *shared, direct* and *indirect management*.

C. Strategy

Commission *President von der Leyen* defined in her political guidelines six headline ambitions for Europe, which will be the *general objectives* for the Commission's activities in the period 2020–2024. DG HOME's activities will touch upon all of the general objectives:

1) *The European Green Deal*: As part of the Commission's commitment to tackle climate and environmental-related challenges, the European Green Deal refers to climate-induced 'population displacement and forced migration' and calls to 'step up efforts against environmental crime'. Out of 28 million total new displacements in 2018, 16.1 million were weather related⁷. Climate change is part of intertwined factors that point in the direction of increased migration in the years to come. DG HOME therefore closely follows evidence-based reflections at international level on the impact of climate change as a root cause of migration⁸. This is also part of the reflection on related preparedness, foresight and early-warning dimensions. The EU should lead the way at global level to push for robust commitments on the fight against environmental crime as the fourth most profitable

⁵ The EU Agency for Law Enforcement Cooperation (Europol); the EU Agency for Law Enforcement Training (CEPOL); the European Monitoring Centre for Drugs and Drug Addiction (EMCDDA); the EU Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA); the European Asylum Support Office (EASO) and the European Border and Coast Guard Agency (Frontex).

⁶ It comprises the Border Management and Visa Instrument, and the Customs Control Equipment Instrument, the latter implemented by DG TAXUD.

⁷ Global Report on Internal Displacement 2019, Internal Displacement Monitoring Centre of the Norwegian Refugee Council, 2019, p.6.

⁸ Notably with the support of the Knowledge Centre for Migration and Demography (KCMD).

criminal activity in the world. At the same time the law enforcement cooperation within the EU Policy Cycle (EMPACT) on environmental crime will be further reinforced.

2) *A Europe fit for the digital age*: For the new technologies to earn citizens' trust, they must be safe and secure. Cyberspace should be protected from incidents, malicious activities and misuse. To support this goal DG HOME will work on improving the prevention, investigation and prosecution of cybercrime, especially child sexual exploitation online. By facilitating cooperation and information exchange between law enforcement authorities and by building capacity of the law enforcement in areas of encryption and access to electronic evidence, DG HOME will support Member States in the fight against cybercrime and facilitate prosecution of criminals.

3) *An economy that works for people*: In its work to step up efforts to *integrate migrants* into our societies, in particular by offering them opportunities to use and develop their skills and integrate into the labour market, DG HOME contributes to *An economy that works for people*. Furthermore, DG HOME's work on *corruption* linked to organised crime contributes to this specific objective. President von der Leyen presented the *Union of Equality* as a major priority of her Commission, including the Gender Equality Strategy 2020-2025⁹. One of its most important aspects is that the Commission will integrate a gender perspective in all EU policies and major initiatives. In migration, this relates directly to ongoing initiatives in the field of fight against child and sexual abuse; migrant women in integration and on the labour market; female asylum seekers; and interlinkages with demography in an ageing society. In the field of security, the gender dimension relates to initiatives on prevention of radicalisation, trafficking in human beings and to the EU Drugs Agenda.

4) *A stronger Europe in the world*: Cooperating with countries outside of the EU and with international organisations in the field of migration and security is a core task for DG HOME. In this context, the DG will contribute among others to the comprehensive strategy on Africa and to reaffirm the European perspective of the Western Balkans.

5) Under the headline ambition *Promoting our European way of life*, the President emphasised that the EU should strive for more when it comes to protecting its values and the people in the Union, and indicated that there is a need for Europe to find common

'Asylum and migration are amongst the most significant challenges the EU has faced in recent years. Along with security, they rank high among the priorities and concerns of many Europeans.'

President von der Leyen
Mission letter to Commissioner Johansson

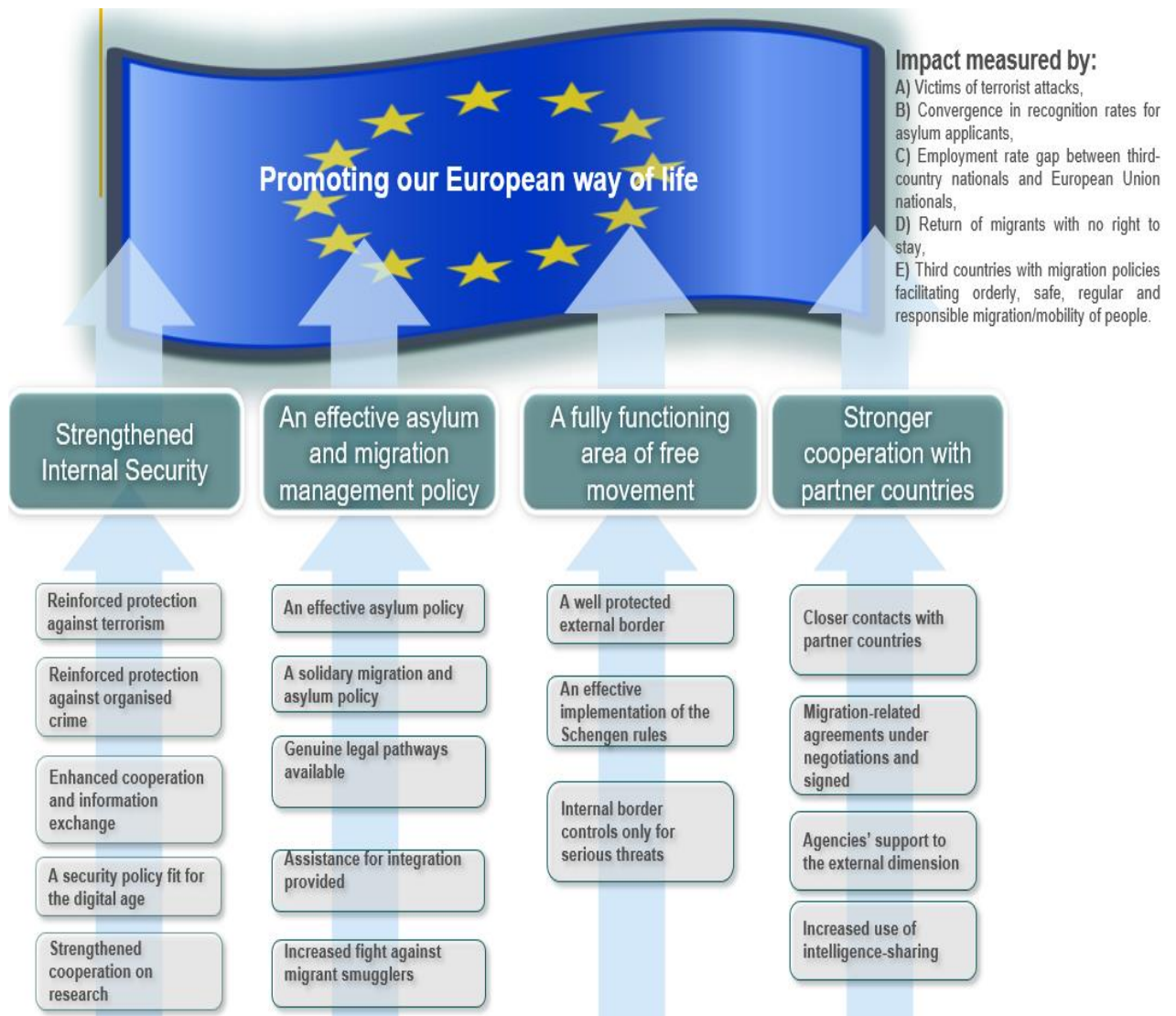
solutions to shared challenges, as well as to build stronger European societies with free movement and solidarity as two of their cornerstones. Strong borders, a fresh start on migration and internal security were identified as main headings under this headline ambition.

Based on this, **DG HOME will in the coming five years contribute mainly to the Commission's General Objective of Promoting our European way of life in the fields of security and migration.**

⁹ <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=COM%3A2020%3A152%3AFIN>

6) *A new push for European democracy*: In order to protect our democracy from external interference, a joint approach and common standards are necessary to tackle issues such as disinformation and online hate messages. In that regard, DG HOME will continue its efforts to reduce the impact of cybercrime incidents that facilitate disinformation efforts by different actors, and to continue the fight against terrorist propaganda online with the voluntary support of the industry.

General objective: Promoting our European way of life



In line with the mission letter to Commissioner Johansson¹⁰, DG HOME will contribute to protecting Europeans by filling-in the gaps in our approach to *security* and the new threats we face. These new and complex security threats highlight the need for a balanced, integrated and forward-looking approach to security. DG HOME has therefore proposed *A New Way Forward on Internal Security*, as the specific Home Affairs related contribution to the EU Security Union Strategy.

¹⁰ https://ec.europa.eu/commission/sites/beta-political/files/mission-letter-ylva-johansson_en.pdf

Organised crime and terrorism, including their online dimensions, are constantly evolving and adapting, as we have seen during the recent COVID-19 pandemic. Under the previous Strategic Plan¹¹, DG HOME helped establish a basis for an effective Security Union, putting

'Every person in our Union has the right to feel safe in their own streets and their own home. We can leave no stone unturned when it comes to protecting our citizens. We must improve cross-border cooperation to tackle gaps in the fight against serious crime and terrorism in Europe.'

President von der Leyen
The Political Guidelines

citizens at the centre and focussing action on instruments and tools, such as cooperation mechanisms and databases. Now these structures and related legislation need to be brought to the next level, among others by creating new partnerships and by closely integrating the various stakeholders within the Security Union.

While the responsibility for internal security lies primarily with Member States, the Commission supports and complements their actions and, in that way, promotes our European way of life. Building on the previous work of the Commission, the European Parliament and the Council, DG HOME will in the coming years focus on three priority areas: 1) organised crime, 2) terrorism and radicalisation and 3) fighting crimes in a digital age.

DG HOME will work to deny terrorists the means and space to plan, finance and carry out attacks against citizens. To measure progress, DG HOME will contribute to the Commission's *impact indicator: Victims of terrorist attacks*.

In line with the mission letter to Commissioner Johansson, DG HOME will help find the common ground and the fresh start needed on migration and asylum, aiming for unity around common values and humanitarian responsibilities, and seeking to make communities and societies more cohesive and integrated.

DG HOME will in the coming five years take action to shape an effective, sustainable and comprehensive migration and asylum policy. The approach will address asylum for those in need, return and readmission of those who do not have the right to stay in the EU, countering irregular migration, and ensuring there are genuine legal pathways to the EU. DG HOME will work with partners outside the EU, strengthen the external borders, and work to reinstate a Schengen area without internal border controls.

'We have to modernise our asylum system. A Common European Asylum System must be exactly that – common'

President von der Leyen
The Political Guidelines

Notwithstanding progress achieved in previous years in the development of the Common European Asylum System, there are still significant disparities between the Member States. These are important drivers of secondary movements and undermine the objective of ensuring that all applicants are equally treated wherever they apply for asylum in the Union. It is essential to increase the convergence between national asylum systems with

¹¹ DG HOME Strategic Plan 2016-2020

<https://myintracomm.ec.europa.eu/dg/home/policy/planning/Documents/management%20plan.pdf>

special regard to differing recognition rates and type of protection status granted in the Member States, bearing in mind the overarching principle that international protection should only be granted to those who need it and for as long as it is needed. To measure progress in this field, DG HOME will contribute to the Commission's *impact indicator: Convergence in recognition rates for asylum applicants.*

To promote our European way of life, the EU needs to step up efforts to integrate migrants into our societies, in particular by offering them opportunities to use or develop their skills and integrate into the labour market. The employment rate is an indicator showing the result of several actions, such as language learning, education and professional-oriented trainings that increase the chances to find a job. To measure progress, DG HOME will contribute to the Commission's *impact indicator: Employment rate gap between third-country nationals and European Union nationals.* DG HOME will also follow the gender aspect of this indicator, as research shows that migrant women face a double disadvantage in comparison with migrant men and native-born women¹², as they have lower employment outcomes compared to either group. It should be underlined that the evolution of such a macro-economic indicator will also be influenced by external factors, such as economic growth evolution (currently impacted by the COVID-19 pandemic) or a sudden sharp increase in arrival of migrants in the EU.

'Updating our rules on return needs to be part of the solution. Everything is linked.'

President von der Leyen
The Political Guidelines

For our migration management to be sustainable, we need well-managed migration systems in which those with no right to stay effectively return in a humane and dignified way. Carrying out returns is first and foremost the responsibility of the Member States, which should use all available instruments to their full potential. At the same

time, the willingness of third countries to accept returning persons is crucial. DG HOME will take action to provide all necessary support to increase the return rate (among others via agreements with third countries and strengthening the role of Frontex), as well as to improve the legal and policy framework. To measure progress, DG HOME will contribute to the Commission's *impact indicator: Return of migrants with no right to stay.*

The EU needs to work with countries of origin, transit and destination towards an encompassing approach to migration and mobility, both in its bilateral relations with third countries and in wider – regional and international – migration processes and dialogues. To measure progress, DG HOME will contribute to the Commission's *impact indicator: Third countries with migration policies to facilitate orderly, safe, regular and responsible migration and mobility of people.*

'A stronger cooperation enablement with third countries is essential, whether they be origin or transit countries.'

President von der Leyen
The Political Guidelines

For an overview of the Commission-level *impact indicators* to which DG HOME contributes and which relate to this general objective, see the performance table in the [Annex](#).

¹² In 2018, only around 55% of women born outside the EU (aged 20–64) were in employment compared to 69% among their natives counterpart, a gap higher than 13 percentage points, larger than among men (around 5 percentage points). This was mostly due to lower rate of participation (economic activity) and only to some extent to higher unemployment rate.

DG HOME activities will be based on the rules of *Better Regulation*, including the use of consultations (either targeted or public consultations) in order to obtain the opinion of specific stakeholders and of the general public during evaluations and impact assessments.

EU policies and laws can only work as intended if they are fully, properly and timely implemented by Member States. To enforce policies/laws under this specific objective, DG HOME will continue *monitoring and assessing the implementation of existing instruments* and, if needed, take action in the framework of infringement procedures.

External communication actions will support DG HOME's policy work, aiming to build a closer relationship with citizens and stakeholders. DG HOME communication and visibility efforts are reinforcing those of Commissioner Johansson. For communication to be effective, it will be integrated within the elaboration of a policy proposal, while remaining flexible to respond to urgent and unforeseeable situations. DG HOME's communication strategy aligns with the corporate Communication strategy defined by DG COMM. The main yearly communication activities will be defined in annual External Communication Plans, which will also identify the relevant communication tools and target audiences.

Engaging with European citizens through *media* requires getting stories and messages through to journalists. DG HOME's Media Team will work closely with the Cabinet of Commissioner Johansson and the Spokesperson responsible to provide media outlets with relevant, accurate and timely information. The aim is to engage with media in Member States, both national and regional/local outlets. Therefore, DG HOME will strengthen collaboration with the Commission's Representations in order to organise more press events involving DG HOME experts in a given policy area. Press materials targeted at a specific country/region will refer, whenever possible, to national data and illustrate the messages with national/regional examples. Efforts will continue to reach out to bloggers/vloggers, micro-influencers and pod-casters, and to engage on social media, mostly via Twitter.

Specific activities for the period 2020-2024 will among others include:

- Participation in DG COMM-led corporate campaigns;
- media engagement, including InfoMigrants information portal, social media campaigns, press briefings;
- COMM@HOME package of 'go local' actions in partnerships with Representations/Europe Direct Information Centres in priority Member States;
- general public events: Citizens Dialogues, Open Days, exhibitions, conferences, etc.;
- on-line communication: website & on-line tools, podcasts, etc.;
- visual communication (factsheets, info-graphics, video spots, etc.); and
- social media – in particular audio-visual content Twitter hashtags and visuals.

Specific objective 1: Strengthened Internal Security

As pointed out in the mission letter to Commissioner Johansson, *terrorist* attacks that have struck at the heart of our Union and the ever evolving nature of organised crime have brought into sharp focus the need to improve cooperation on EU internal security.

By enforcing and implementing *existing legislation*, strengthening EU initiatives and networks, and proposing *new legislation* or EU initiatives where needed, DG HOME will continue its work in fighting terrorism. Preventing and countering *radicalisation* require effective measures against those recruiting and radicalising, including online action; swift removal of *terrorist content online* is an important measure to tackle radicalisation.

The proposed *Regulation on the prevention of the dissemination of terrorist content online (TCO)*¹³ will create a legal framework for EU wide uniform rules in this field whilst putting in place the necessary safeguards to fully protect fundamental rights. Efforts to reduce the impact of terrorist propaganda online also include other measures, such as voluntary cooperation with the industry under the *EU Internet Forum*. To measure progress in this policy area DG HOME will use *result indicator 1.1: Reinforced protection against terrorism, measured by number of companies actively engaged in addressing terrorist content online*.

The European way of life is characterised by a high standard of living and economic development. The smooth functioning of our society and economy depends on the availability of essential services that rely on critical infrastructure. DG HOME will present a proposal in 2020 to ensure that the EU approach to *critical infrastructure protection* and resilience is fit for the modern context. DG HOME will also step up its risk assessment work in cooperation with DG MOVE and the EU Intelligence and Situation Centre, in particular in transport security, by strengthening the exchange of information with Member States, the participation of stakeholders and the association of selected third countries.

In the wake of the COVID-19 pandemic, resilience has become a new compass for EU policies. To test our practical cooperation with NATO in addressing hybrid threats, DG HOME will continue to organise parallel and coordinated exercises with the aim to enhance our preparedness, early warning systems and coordination.

Similarly to terrorism, *organised crime* is a threat to European citizens, businesses, state institutions as well as the economy as a whole. The number of organised crime groups in the EU is growing. The illegal profits of traditional organised crime groups infiltrate the legal economy. In addition, local groups increasingly use violence. DG HOME will in 2021 therefore propose an EU Agenda to tackle organised crime in order to step up the fight against this type of crime. The EU Agenda will announce different future initiatives, including for example initiatives strengthening asset recovery and initiatives to fight trafficking in cultural goods. Furthermore, the Agenda will include strategic priorities towards the eradication of trafficking in human beings and a new policy cycle on serious and organised crime, building on the result of an ongoing external study. As far as prevention is concerned, DG HOME is evaluating the work of the European Crime Prevention Network (EUCPN). *Corruption* is one of the key facilitators of organised crime and has become part of the standard business model of many organised criminal groups. In view of potentially revising the relevant legislation, DG HOME will carry out an evaluation study on the need to modernise the EU anti-corruption criminal law *acquis*. DG HOME will continue providing its assessment and deliver on the 27-anti-corruption related chapters on the fight

¹³ Proposal COM/2018/640 for a Regulation on preventing the dissemination of terrorist content online.

against corruption as one of the core DGs involved in the annual *Rule of Law report*, covering all EU Member States. DG HOME will also continue to contribute on anti-corruption in the framework of the European Semester.

Trafficking in human beings as a highly profitable form of serious crime is of particular concern. The actions towards the eradication of trafficking in human beings will be further developed in the context of the upcoming initiatives to tackle organised crime. DG HOME will measure progress made within the EU in its Progress reports, issued every second year, and measure the persistence of the phenomenon via regular EU wide data collections.

Drug trafficking is the biggest income source for organised crime. Drug consumption in the EU is increasing. DG HOME has a central position in this regard, as it coordinates the EU drugs policy across the European Commission. The drugs policy is not only a security issue, but includes also public health issues. Building on the evidence gathered in the Evaluation on the Drugs Strategy 2013-2020, DG HOME has proposed a new EU 2021-2025 Drugs Agenda in July 2020, accompanied by an EU Action Plan on Drugs. In order to ensure their implementation, possible follow-up actions might have to be adopted in the coming years. Furthermore, an *evaluation of the EU Drugs Agenda*¹⁴ will be launched in 2024 to provide input for a potential future strategic document on drugs.

An Evaluation of the European Monitoring Centre for Drugs and Drug Addiction (EMCDDA) took place in 2018/19. In the beginning of 2021, DG HOME will propose changes to the mandate of the European Monitoring Centre for Drugs and Drug Addiction (EMCDDA) to increase its capacity to react to new challenges and emerging threats, to deepen the monitoring and analysis of the drug threat in Europe and to allow the Agency to launch awareness-raising campaigns. The founding Regulation for the Monitoring Centre requires an external evaluation every six years, which means that the next evaluation will be carried out in 2024. DG HOME will play a crucial role in the mid-term review of the Ministerial Declaration of the UN Commission on Narcotic Drugs¹⁵, which will take place in 2024.

Organised crime groups easily operate across borders, which creates a need for consistent European-level action. Linked to this, DG HOME will bring forward a proposal to *strengthen Europol's mandate*. The overall objective of the initiative will be to reinforce operational police cooperation among Member States, but also with third parties, to face current and new threats to security. While the impact of the revised mandate on operational police cooperation cannot be quantified at this stage, as it will depend on the content of the instrument that will be negotiated with the co-legislators (European Parliament and Council), DG HOME's proposal will aim to ensure that Europol keeps abreast with the developments in crime and terrorism, providing the Agency with the mandate it to continue to support Member States in countering new and changing security challenges. In so doing, the initiative will have an impact on all specific objectives listed in this Strategic Plan.

¹⁴ EU Drugs Strategy (2013-20), OJ C 402 of 29.12.2012.

¹⁵ [Ministerial declaration on strengthening our actions at the national, regional and international levels to accelerate the implementation of our joint commitments to address and counter the world drug problem.](#)

To remove existing obstacles and modernise the EU legal framework for law enforcement cooperation DG HOME will propose in 2021 creation of an EU '*police cooperation code*', streamlining the different outdated EU instruments of operational law enforcement cooperation into one coherent and modern consolidated EU legal text.

Estimates show that civilians across the EU own more *illegal firearms* than there are legally registered firearms. To pre-empt and suppress illegal use of firearms in the EU, DG HOME will continue to support the establishment of the *National Firearms Focal Points* that gather, analyse, share and improve the information flow regarding the criminal use and illicit trafficking of firearms. This function is providing information to the strategic and operational levels of decision making through the coordinated collection and sharing of information (criminal and ballistic) to enhance the ability of law enforcement to analyse and coordinate direct actions against the threats and risks of firearms misuse and trafficking. *Result indicator 1.2: Reinforced protection against terrorism and organised crime, measured by National Firearms Focal Points established in Member States* will contribute to tracking the performance in the fight against trafficking and misuse of firearms using the EU scoreboard on national firearms focal points. This is also a precondition for the EU to contribute effectively to the *United Nations Sustainable Development Goal 16*¹⁶ (Indicator 16.4.2 'Proportion of seized, found or surrendered arms, whose illicit origin or context has been traced or established by a competent authority in line with international instruments'). Overall, the European Agenda on Security contributes to that Sustainable Development Goal, aiming to tackle terrorism and prevent radicalisation, disrupt organised crime and fight cybercrime, as well as to fight corruption, financial crime, counterfeiting crime and trafficking in human beings and firearms.

The fight against organised crime and terrorism can be significantly improved by ensuring better, quicker and simplified intra *EU cooperation and information exchange*. A number of tools and databases have been established to facilitate the exchange of information:

- *Prüm*: The existing framework of the *Prüm Decisions*¹⁷, that established the automated exchange of DNA, fingerprint and vehicle registration data, has proven to be a valuable tool for preventing and investigating criminal offences. A revision of the Prüm Decisions is planned for 2021 to modernise the Prüm framework. In addition, establishing a *European Police Record Index System* for the purpose of identifying police records in other Member States, and facilitating access to such records, will facilitate the current human resource intense daily exchanges between law enforcement authorities.
- *Passenger Name Records (PNR) mechanism*: While the majority of air travellers have no criminal intentions, criminals are also travelling by air to commit attacks, traffic drugs or firearms, escape sentences, or smuggle people. One of the key objectives of the *PNR*

¹⁶ Sustainable Development Goal 16: PEACE, JUSTICE AND STRONG INSTITUTIONS - Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

¹⁷ Council Decision 2008/615/JHA on the stepping up of cross-border cooperation, particularly in combating terrorism and cross-border crime; and Council Decision 2008/616/JHA on the implementation of Decision 2008/615/JHA.

*Directive*¹⁸ is to lay a foundation for a European PNR mechanism. The 2020 review of the PNR Directive will contribute to inform the next steps to be taken by DG HOME in relation to the EU internal PNR policy, including any (infringement) actions necessary to ensure that all Member States comply with EU law. In this sense, an evaluation of *Advance Passenger Information (API) Directive* is currently being finalised. Based on current indications, DG HOME envisages its revision toward a new proposal that should improve coherence between the use of API and PNR data, with the view of streamlining data processing, facilitating technical solutions and increasing data quality.

- *Schengen Information System (SIS)*: The new provisions of the SIS¹⁹, Europe's largest and most widely used information sharing system for security and border management, are implemented in different phases. The full implementation of the new legal framework needs to be completed by end-2021. The *Automatic Fingerprint Identification System (AFIS)* is expected to be rolled-out in all Member States by the end of 2020. By the end of 2021, the new SIS AFIS should also be able to store latent marks and palm prints. Once AFIS is fully rolled-out, the development of the so-called *Automatic Biometrics Identification System (ABIS)* will start allowing the identification of persons on the basis of their facial image stored in SIS. In addition, during this timeframe, SIS will have to be included in the interoperability network. In this context, from 2021 onwards, the biometric matching systems within SIS will need to be integrated into the shared Biometric Matching Service (shared BMS). The new provisions further extend the use of SIS in the fight against irregular migration and secondary movements within the Schengen Area through the introduction of return decisions and entry bans as alerts in SIS. This change will have a significant impact on procedures in Member States which will need to be closely monitored by DG HOME. An overall evaluation of the SIS framework will take place in 2024.
- Europol's *Secure Information Exchange Network Application (SIENA)* enables authorities to exchange information in a swift, secure and user-friendly way with each other, with Europol, and with a number of third parties. One aspect in which Europol's SIENA is facilitating European level action is cooperation in *confiscation and asset recovery*.
- The *Europol Information System (EIS)* is Europol's central criminal information and intelligence database. It covers all of Europol's mandated crime areas, including terrorism.

As shown in DG HOME's Annual Activity Reports over the past years, both SIENA's and EIS level of activities are increasing and the same trend is expected to continue in the future. All listed mechanisms and databases will develop and evolve in coming years and consequently further facilitate information exchange. By measuring activities in these databases *Result indicator 1.3: Enhanced cooperation and information exchange between law enforcement authorities, measured by the use of EU and decentralised information exchange databases and mechanisms* will monitor the level of information exchange.

¹⁸ Directive (EU) 2016/681 of the European Parliament and of the Council of 27 April 2016 on the use of passenger name record (PNR) data for the prevention, detection, investigation and prosecution of terrorist offences and serious crime.

¹⁹ Regulation (EU) 2018/1860, Regulation (EU) 2018/1861 and Regulation (EU) 2018/1862.

Timely access to information should be supported by user-friendly information systems, and *interoperability* between them is needed to make best use of the information available within various police forces in the EU. The framework for interoperability between EU information systems in the area of Justice and Home Affairs²⁰ was adopted in May 2019²¹. Implementation of interoperability will allow DG HOME to close information gaps by ensuring that these systems are interoperable to help facilitate the correct identification of persons and contribute to fighting identity fraud. This key element has to be fully implemented by 2023. To deliver this new IT architecture, a complex process of implementation has started, involving several types of authorities in the Member States and several EU Agencies, notably eu-LISA. In this context, monitoring under a new Rapid Alert Process specifically designed for the development and use of the IT systems - *RAP-IT* – will ensure efficient monitoring of the implementation, and early detection of problems. Planned as a non-legislative measure, and entirely based on existing means and mechanisms, this approach consists of regular yearly high-level forums on the implementation of interoperability and ad hoc high-level visits to ensure political commitment. In addition, it will include cross-cutting reporting and follow-up on all systems and participating entities through the Rapid Alert Process. Also, an evaluation of eu-LISA is planned for 2023.

While the digital world brings enormous benefits, we have in recent years seen that it is also vulnerable. An important platform in the fight against cybercrime is Europol's European Cybercrime Centre (EC3). It was established to strengthen the law enforcement response to cybercrime in the EU and thus to help protect European citizens, businesses and governments from online crime. DG HOME supports the work of EC3 by providing funding, and a legislative and policy framework for EC3 operations. *Result indicator 1.4: A security policy fit for the digital age, measured by number of operations conducted with the involvement of the European Cybercrime Centre* will show how DG HOME support is contributing in the establishment of security policy that is fit for the digital age.

DG HOME will continue to promote digital transformation and research and development of innovative solutions based on Artificial Intelligence (AI) for law enforcement authorities, maximising the opportunities that the AI White Paper and the European Strategy for Data²² properly recognised in the domain of home affairs. One of DG HOME's initiatives is the creation of a dedicated European Security Data Space in law enforcement, under the first Work Programme of the Digital Europe Programme. Such an initiative is essential to

²⁰ IT systems that are covered by interoperability are Schengen Information System (SIS), the new European Travel Information and Authorisation System (ETIAS), the Entry/Exit System (EES), the expanded Visa Information System (VIS), Eurodac and the European Criminal Records Information System for Third-Country Nationals (ECRIS-TCN).

²¹ Regulation (EU) 2019/817 of the European Parliament and of the Council of 20 May 2019 on establishing a framework for interoperability between EU information systems in the field of borders and visa and amending Regulations (EC) No 767/2008, (EU) 2016/399, (EU) 2017/2226, (EU) 2018/1240, (EU) 2018/1726 and (EU) 2018/1861 of the European Parliament and of the Council and Council Decisions 2004/512/EC and 2008/633/JHA and Regulation (EU) 2019/818 of 20 May 2019 on establishing a framework for interoperability between EU information systems in the field of police and judicial cooperation, asylum and migration and amending Regulations (EU) 2018/1726, (EU) 2018/1862 and (EU) 2019/816.

²² COM(2020) 65 final of 19.2.2020.

strengthen the technical sovereignty of Member States and reduce the dependency on third country vendors.

Research and innovation play a crucial role when it comes to keeping up with the rapid change of the security environment. A strong and competitive EU security industry contributes to meeting the EU's security needs and ensures that Europe does not have to depend on third countries' technologies in highly sensitive domains. Whilst research often produces excellent results, there are important obstacles to their uptake, such as high fragmentation, low market visibility and financial limitations.

Strengthened cooperation with the competent agencies will allow to better tailor the research effort to the needs expressed by the relevant end-users and, consequently, also better enable the uptake of research output in tools and instruments that will be finally made available to the security practitioners. In return, this early adoption will facilitate commercial development and increase market visibility of the newly developed tools, ideally giving them a push needed to overcome obstacles to their uptake.

As such, the Terms of Reference signed between DG HOME and Frontex²³ defines the strategic role of the Agency in identifying research requirements and lays the base for initiatives such as co-operation in monitoring and steering relevant security research projects and in supporting the launching of actions building on research project outcomes. Such model approach is believed to be replicable with other agencies and discussions have been initiated in such direction also with eu-LISA and with Europol taking into consideration their respective establishing regulations. Progress on this level will be measured by *result indicator 1.5: Strengthened cooperation on research between HOME and decentralised agencies*.

All policies in the security area are currently supported by the Police instrument of the Internal Security Fund (ISF) and will continue as Internal Security Fund, throughout the next multiannual financial framework, to contribute to ensuring a high level of security in the Union by tackling terrorism and radicalisation, organised crime and cybercrime and by assisting and protecting victims of crime.

The thematic priorities for DG HOME's *external communication actions* relating to this specific objective will be the following:

- Ensuring that every person in the EU is protected;
- Enhancing intra-EU cooperation and information gathering and exchange;
- Upgrading our internal security policies and capabilities to the digital age.

External communication should *through amplifying messages via HOME social media channels* continue to promote initiatives such as:

²³ Terms of Reference between the Directorate-General for Migration and Home Affairs of the European Commission and the European Border and Coast Guard Agency regarding the role of the European Border and Coast Guard Agency in the parts of the Framework Programme for Research and Innovation which relate to border security, signed on 5 February 2020.

- We Protect Global Alliance, a multi-stakeholder organisation bringing together 97 governments, 25 technology companies, 30 civil society organisations and 8 regional organisations to improve the effectiveness of the fight against Child sexual abuse worldwide.
- INHOPE, the International Association of Internet Hotlines, funded by the EU. It is an active and collaborative network of 45 hotlines in 40 countries worldwide, dealing with illegal content online and committed to stamping out child sexual abuse from the internet.

Specific objective 2: An effective asylum and migration management policy

DG HOME will in 2020 propose its main initiative *A New Pact on Migration and Asylum* based on a whole-of-route approach, acknowledging that the internal and external aspects of migration are inextricably linked.

In the coming five years, DG HOME will work to build a *Common European Asylum System* that comprehensively addresses weaknesses and builds a resilient system, whether at the border or inside Member States. The system will be fair and efficient, and will function in times of migratory pressure and in crisis situations. It should also recognise the specificities of search and rescue situations. Another essential component must be to facilitate fair and efficient returns.

The New Pact will be accompanied by a number of legislative proposals and key actions. The Regulation on asylum and migration management, which will accompany the New Pact, will propose to put in place a common framework based on the principles of integrated policy-making, solidarity and fair sharing of responsibility contributing to the comprehensive approach. The Regulation will set out a new solidarity mechanism able to deal with the realities of migration in a robust manner. The new Asylum Procedures Regulation should streamline the asylum procedure, providing more efficiency and preventing abuse, while giving common guarantees for asylum seekers in areas such as appeal. In addition, a Regulation covering situations of crisis is planned to ensure that tools are available to Member States in such situations. A proposal amending the 2016 proposal for a recast Eurodac Regulation will also be put forward and will contain provisions reflecting the new rules proposed in the Regulation on asylum and migration management. The Commission proposed in 2016 a Regulation to set out a fully-fledged EU Asylum Agency, with limited amendments in 2018, aimed to strengthen the role of the European Asylum Support Office (EASO) and develop it into an agency that facilitates the implementation and improves the functioning of the Common European Asylum System. DG HOME will also present a Recommendation on an **EU Mechanism for Preparedness and Management of Crisis related to Migration** (Migration Preparedness and Crisis Blueprint), to monitor migration flows and build preparedness.

The New Pact on Migration and Asylum will put in place a more resilient and effective migration and asylum system, where people benefit from a quick decision on their asylum request. The *result indicator 2.1: An effective asylum policy, measured by the number of asylum applications pending for more than 6 months in first instance* will be used to measure progress in this area.

The new EU asylum and migration management system will pay special attention to *vulnerable groups*, especially to children. *Result indicator 2.2: A migration and asylum policy based on solidarity, measured by the number of vulnerable persons and unaccompanied minors benefiting from specific assistance from the Asylum and Migration Fund (Asylum, Migration and Integration Fund)* will show how DG HOME's support is contributing to achieving a more humane migration and asylum system. DG HOME will monitor the extent to which men and women, respectively, get such assistance. Depending on the outcome of the negotiations on the Multiannual Financial Framework, it may be possible to have a gender perspective on this indicator, as well as on result indicator *1.2.4*. In this respect, DG HOME will contribute further to the work of the Commission to establish a methodology to track gender-related expenditure in the next Multiannual Financial Framework, in order to reflect gender matters in the EU Funds, as announced in the Gender Equality Strategy.

To be credible, a Common European Asylum System needs to go hand in hand with effective and humane *returns* of persons who do not have the right to stay in the EU. The Commission proposed a recast Return Directive in 2018 to address loopholes in the return system, while making EU rules fit for purpose in successfully addressing the risk of absconding, providing assistance to voluntary returns, ensuring proper monitoring of national procedures, and streamlining administrative and judicial procedures. By creating a seamless link between asylum and return procedures, the Commission aims to close loopholes in national systems that allow non-EU nationals to frustrate or prevent their return. A new EU Return Coordinator, supported by a high-level network, would coordinate and better align Member States' practices on returns and ensure that these are aligned with readmission processes, while promoting solidarity in the area of returns. It is expected that Frontex will become EU's operational hub for returns, fully using its renewed mandate.

A well-managed *EU external border* is an essential component of a comprehensive migration policy, and a prerequisite to safeguard the integrity and functioning of a Schengen area without internal border controls. The effectiveness of the external border has been the subject of several key steps agreed over recent years, which now need to be put into practice. DG HOME will work to improve how the Schengen area without internal border controls functions and thereby pave the way for a potential further enlargement of the area. As part of the New Pact, DG HOME will put forward a proposal for a Regulation introducing the *screening* of persons apprehended in connection with irregular crossing of the external borders, so that an informed decision can be taken whether persons entering the EU irregularly should be channelled to asylum or return procedures or refused entry, while reducing the risk of absconding.

While *search and rescue* remains a national competence, DG HOME has since January 2019, at the request of Member States, coordinated the relocation of migrants disembarked following rescue operations by private vessels. A more sustainable European approach to search and rescue will be proposed to be embedded in the proposal for a Regulation on asylum and migration management.

To promote the European way of life, we need well-managed migration systems further opening *pathways for migrants to come to the EU in a safe and legal way*. DG HOME will focus on ensuring well-functioning legal pathways to the European Union, both through the

resettlement of those in need of international protection and through legal migration channels, in particular for skilled workers.

Resettlement or other complementary pathways such as humanitarian corridors are effective and safe legal pathways to the EU for persons in need of international protection. Recent years have seen a major increase in resettlements by Member States. This work should now be further scaled up. The New Pact will be accompanied by a Recommendation on resettlement and other complementary pathways formalising the *ad hoc* scheme of approximately 29.500 places for 2020 and 2021, which Member States are already implementing. The Recommendation will invite Member States to consider other legal pathways to protection, such as humanitarian admission schemes and measures to facilitate the admission of persons in need of protection through study or work-related schemes. The EU's work on resettlement also needs to be put on a more permanent footing to bring more predictability and efficiency in handling cases on the ground. The proposal for a Framework Regulation on Resettlement and Humanitarian Admission was largely supported by the European Parliament and the Council, and swift conclusion should be completed to allow it to be operational as of 2022. To measure progress in this field, the *result indicator 2.3: Genuine legal pathways available, measured by the number of persons resettled* will be used. DG HOME contributes to the target set but is not solely responsible for reaching it, as the ultimate decision to resettle persons in need of international protection is taken by Member States.

The structural pressure Europe's ageing population creates on the labour market is heightened by specific skills shortages in different sectors and localities. While Member States are responsible for deciding on the number of persons they admit for work purposes, an improved framework at EU level would put Member States in the best possible position to effectively manage *legal migration*. The focus therefore will be on completing the reform of the EU Blue Card Directive, to attract the highly skilled talent that EU economies need. To increase the impact of the EU legal migration framework on Europe's demographic and migration challenges, DG HOME in 2020 has launched a public consultation on legal migration, which will aim to identify areas where the existing EU framework could be improved, and invite new ideas to boost the EU's attractiveness and facilitate skills matching. Existing EU legislation in the area of legal migration needs to be implemented fully and effectively, and DG HOME will further prioritise this by intensifying cooperation and dialogue with Member States. A key area for developing legal pathways is cooperation with third countries on schemes to match people, skills and labour market needs through legal migration. This can offer real two-way benefits for the EU and for countries of origin. DG HOME will continue building on positive experiences with initiatives such as the legal migration pilot projects implemented by Member States with EU funding. DG HOME will also work to launch Talent Partnerships proposed by the Commission, in the form of an enhanced commitment from the EU to support mobility and migration schemes with key third countries. With the actions under this specific objective, DG HOME will also contribute to the Commission's General Objective *An economy that works for people*.

A healthy and fair system of migration management includes ensuring that all migrants who are legally in the EU are able to participate in and contribute to the well-being, prosperity and cohesion of European societies, making our societies more united. To provide

more support for *integrating* persons from different cultures who come to Europe for different reasons and with different skills, levels of education and work experience, DG HOME will in 2020 has launched a public consultation to develop a new comprehensive *Action Plan on integration and inclusion for 2021-2024*. The Action Plan will provide strategic guidance and set out concrete actions, bringing together all relevant stakeholders and drawing on all available policies and tools in key areas for integration, such as social inclusion, employment, education, culture and sport. These actions will cover the full range of measures needed to accompany migrants and their families along the path to successful integration. While the migrant integration policy is primarily a Member State responsibility, the *result indicator 2.4: Assistance for integration provided, measured by the number of persons who participated in integration measures supported by the Asylum and Migration Fund (Asylum, Migration and Integration Fund), reporting that the measures were beneficially for their early integration* will show how DG HOME's support is contributing to helping projects aimed at integrating non-EU nationals. DG HOME will also monitor the extent to which men and women, respectively, get such assistance.

Actively involving migrants, asylum applicants and refugees in the design and implementation of migration, asylum and integration policies is essential to make them more effective and better tailored to needs on the ground. To gather the expertise of migrants and refugees in the design and implementation of policies in the area of migration, asylum and integration, DG HOME will set up an *expert group of migrant advisors* to advise the Commission on policies in the field of migration, asylum and integration of migrants.

To build an effective and sustainable migration policy, irregular migration and the risk to life caused by *migrant smuggling* networks must be reduced, ensuring the respect of migrants' rights and the non-criminalisation of humanitarian assistance to migrants in distress. DG HOME will in 2021 propose a new EU Action Plan against migrant smuggling (2021-2025) building on the results of the EU Action Plan 2015-2020, aiming to strengthen effective cooperation within the EU and with third countries. The work of the new EU Action Plan against migrant smuggling inside the EU will focus on combatting criminal networks, working within the EU Security Union Strategy to boost cooperation and supporting the capacities of law enforcement to tackle migrant smuggling. This can build in particular on the work of Europol's European Migrant Smuggling Centre, which supports EU Member States in targeting and dismantling the complex and sophisticated criminal networks involved in migrant smuggling, and the EU Agency for Law Enforcement Training (CEPOL) for training activities. In particular, actions under the new Action Plan will address challenges in the areas of financial investigations, asset recovery and document fraud, and new phenomena such as digital smuggling. To measure progress in this area *result indicator 2.5: Increased fight against migrant smugglers, measured by number of migrant smuggling investigations supported by Europol* will be used.

These effective asylum and migration management policy is currently being supported by the Asylum, Migration and Integration Fund (AMIF) and, as of 2021, the Asylum and Migration Fund (AMF) will contribute to the efficient migration management, through strengthening of the Common European Asylum System, supporting legal migration into Europe and contributing to the effective integration of non-EU nationals, while significantly

enhancing the support to return and readmission policies, and to solidarity and the sharing of responsibility between Member States.

The new Pact on Migration and Asylum will contribute to the United Nations Sustainable Development Goal 10 Reduced inequality within and among countries, which calls for the facilitation of orderly and safe migration and mobility of people²⁴.

As regards *better regulation*, all activities of DG HOME will be based on the rules of Better Regulation, including the use of consultations (either targeted or public consultations) in order to obtain the opinion of specific stakeholders and of the general public during all the evaluations and the impact assessments.

EU policies and laws can only work as intended if they are fully, properly and timely implemented by Member States. To *enforce policies/laws* under this specific objective, DG HOME will continue to monitor the implementation of EU asylum and return rules in the Member States, based on information provided by third parties, complaints, reports from the civil society organisations and international organisations, and periodical visits to the Member States at technical level to discuss the state of the national asylum systems and challenges that the countries are confronted with. DG HOME will, where necessary and appropriate, recommend the pursuit of infringement procedures, in line with the Strategic approach to infringements, which will be put forward in 2020 against the backdrop of the procedural rules set out in the 2016 Commission Communication on infringements. The Strategy stems from the intention to focus on tighter application and enforcement of EU law as stated in the mission letters and follows the Political Guidelines.

DG HOME will publish reports on the implementation of the legal migration *acquis* Directives in accordance with their legal bases. Implementation reports relating to the Directives on the entry and stay of intra-corporate transferees and seasonal workers will be proposed for adoption by the Commission in 2021, and a report on the implementation of the student and researchers' Directive is planned for adoption in 2023.

DG HOME will continue to closely scrutinise the transposition of the legal migration Directives in Member States national legislation through conformity studies, in particular for the most recent Directives (Students and researchers). In addition, DG HOME will continue to gather information and exchange with the relevant national authorities on the implementation of the legal migration *acquis* through the legal migration contact group.

DG HOME will also regularly consult the EU legal migration practitioners' network, which gathers EU migration law specialists from Member States. The network, established in 2019, has proven a very useful tool to exchange information on the concrete issues relating to the legal migration *acquis* implementation in Member States. In a similar vein, DG HOME will adopt a report on the implementation of the Employers Sanctions Directive, which prohibits the employment of illegally staying non-EU nationals in order to fight irregular migration, ensures that their employers are effectively sanctioned, and provides support mechanisms for non-EU nationals who have become victims of illegal employment.

²⁴ U.N. Sustainable Development Goal 10.7 Facilitate orderly, safe, regular and responsible migration and mobility of people, including through implementation of planned and well-managed migration policies.

A dedicated communication campaign on the New Pact on Migration and Asylum will be the most significant *external communication* action under this specific objective. It will be implemented by DG HOME in the lead, with strong support from DG COMM. DG HOME has proposed a three-stage approach, covering targeted actions for the periods before the launch of the New Pact, around the publication day, and after the adoption of the Pact. It will engage Commission Representations in Member States, and include interviews with the Commissioner, as well as social media campaigns and supporting video material.

The external communication actions will also include the European Migration Forum, a platform for discussions and interaction with civil society organisations on issues related to migration, asylum and integration. DG HOME will also organise in 2020 a conference with employers to discuss how to improve integration in the labour market for migrants and refugees in particular. Several events and activities on integration at local level will be organised, in cooperation with the Committee of the Regions, during the 2020-2024 period. DG HOME will also support the organisation of football festivals to promote the inclusion of youth migrants through sport in the context of the EURO 2021.

Specific objective 3: A fully functioning area of free movement

Strong external borders and a harmonised implementation of the common visa policy, together with a genuinely Common European Asylum System, will allow for a return to a fully functioning Schengen area without internal border controls, a key driver of our prosperity, security and freedoms. We can only have stable external borders if we give enough help to the Member States facing most pressure because of their geographical situation at the external borders of the EU.

The management of the EU external borders is a shared responsibility. The core system is the *European Border and Coast Guard*, composed of the Member States' border and coastguard authorities and Frontex (the European Border and Coast Guard Agency). The swift and full implementation of the new European Border and Coast Guard Regulation²⁵ is a critical step towards a strong external border. The new Regulation set up a standing corps of operational staff, bringing together personnel from the Agency, as well as from Member States, and exercising executive powers: a major reinforcement of the EU's ability to respond to intensified pressure. The standing corps, in particular when operating the Agency's own equipment, will allow the EU to react faster to any upcoming crisis at the external borders. The new Regulation also introduces new ways to improve overall reaction capability in the field of border management. Developing common capabilities and linked planning for the whole European Border and Coast Guard in areas like training and procurement will mean more consistency and more effectiveness. Preparations are under way to ensure that the first deployment of the standing corps is ready for 1 January 2021 and that the Agency can implement all its new tasks and functions. A centrepiece in this ambition is a reinforced European Border and Coast Guard, reaching a standing corps of 10 000 operational staff already by 2024 and therefore earlier than the current target date of 2027. By the end of 2020, the Commission will also launch the multiannual strategic policy

²⁵ Regulation (EU) 2019/1896 on the European Border and Coast Guard.

cycle under the European Integrated Border Management, to steer the European Border and Coast Guard's functioning and preparedness for the coming years. An evaluation of the European Border and Coast Guard will take place in 2023. *Result indicator 3.1: A well protected external border, measured by the gradual establishment of the European Border and Coast Guard standing corps* will be used to measure progress.

In the field of *visa policy*, DG HOME will continue working on the full digitalisation of the visa procedure, by replacing the physical visa sticker with a digital visa and by creating an EU portal for online submission of visa applications. In addition to the numerous logistical, financial and implementation gains, there is political benefit in bringing the visa process under a Schengen-wide online platform, as this will put the EU face to the visa process and will create a unique entry point for visa applicants worldwide. DG HOME will in 2020/2021 conduct an internal review of consistency to identify potential gaps in the visa *acquis*.

Free movement is intrinsic to the European Way of Life and to preserve it, we need Member States to apply correctly and fully the *Schengen acquis*²⁶. The importance of this achievement for the daily life of many EU citizens and the EU economy has been demonstrated during the crisis related to the spread of COVID-19, when a number of Member States decided to temporarily reintroduce border controls in order to reinforce travel restrictions and other measures adopted at national level to contain the spread of the virus. The effective implementation needs to be accompanied by robust, independent and effective monitoring. To achieve this, the Schengen evaluation and monitoring mechanism²⁷, implemented by DG HOME together with the Schengen States, ensures that deficiencies in the application of the Schengen *acquis*, and especially those of a serious nature, are detected and reported. In addition, the mechanism gives a key role to DG HOME in monitoring the Member States in order for them to take adequate corrective actions to remedy these deficiencies in due course, supporting them in doing so in particular when allocating EU funds²⁸. The new five-year cycle for the Schengen evaluation and monitoring mechanism will start to be implemented in 2020. DG HOME will propose a new legislative initiative in order to enhance the mechanism. To measure DG HOME's contribution to this specific objective, *result indicator 3.2: An effective implementation of the Schengen rules, measured by deficiencies identified by the Schengen evaluation mechanism pending to be remedied at the end of year N* will be used.

Strong external borders also require up-to-date and interoperable IT systems to keep track of arrivals and asylum applications. These systems and their interoperability will close loopholes that would otherwise create security risks, combat identity and document fraud

²⁶ At present six specific policy fields of the *acquis* are subject to evaluations: data protection, external borders, police cooperation, returns, SIS-Sirene and visas. While the latter five are in the remit of DG HOME, data protection is in the remit of DG JUST.

²⁷ Council Regulation (EU) 1053/2013 of 7 October 2013 establishing an evaluation, monitoring mechanism to verify the application of the Schengen *acquis*, and repealing the Decision of the Executive Committee of 16 September 1998 setting up a Standing Committee on the evaluation and implementation of Schengen.

²⁸ Article 12 of Regulation (EU) 515/2014 of the European Parliament and of the Council of 16 April 2014 establishing, as part of the Internal Security Fund, the instrument for financial support for external borders and visa. See also - Article 12 of the Commission Proposal COM (2018) 473 final for a Regulation of the European Parliament and of the Council establishing as part of the integrated Border Management Fund, the instrument for financial support for border management and visa (BMVI).

and increase the efficiency of identity checks in the Schengen area. It is therefore essential that the upgraded Schengen Information System, the new European Travel Information and Authorisation System, the Entry/Exit System, the European Criminal Records Information System for Third-Country Nationals (ECRIS-TCN), the expanded Visa Information System, and Eurodac are operational and fully interoperable by the end of 2023. Targeted amendments to the proposed Eurodac Regulation will ensure its interoperability with the other IT systems. The New Justice and Home Affairs Large-Scale IT systems interoperability and the RAP-IT multimodal approach - described under Specific objective 1.1. Strengthened Internal Security - will also serve this Specific objective.

Whilst the absence of internal border controls is the essence of Schengen, the rules governing the Schengen area (Schengen Borders Code) nevertheless provide Member States with the possibility, as a last resort, to temporarily introduce internal border controls when there is a threat to their public policy or internal security, or to contain public health threats. DG HOME will continue its efforts to address the challenges facing the Schengen area, particularly temporary reintroduction of border controls. In that regard DG HOME will promote alternative measures, such as proportionate police checks and police cooperation, as well as strengthening our external borders. To measure progress, *result indicator 3.3: Number of Member States with temporary internal border controls* will be used.

These policies are currently supported by the Internal Security Fund (Borders and Visa strand) and, starting 2021, the new Border Management and Visa Instrument will continue to support European Integrated Border Management and the common visa policy, in view of combatting irregular migration and facilitating legitimate travel.

EU policies and laws can only work as intended if they are fully, properly and timely implemented by Member States. To *enforce policies/laws* under this specific objective, DG HOME will continue to monitor the harmonised implementation of the core legislation underpinning the Schengen area and may where necessary and appropriate consider to recommend the pursuit of infringement procedures.

The most significant *external communication* action relating to this specific objective had been the planned celebrations of the anniversary of Schengen in 2020, with a social media campaign, the May 9 Open Day and a specific gala event focusing on the theme. These have however been put on hold due to the COVID-19 pandemic, which has changed the narrative and required new messages to be promoted.

Specific objective 4: Stronger cooperation with partner countries

The New Pact on Migration and Asylum acknowledges that the internal and external aspects of migration are inextricably linked. A stronger cooperation with partner countries is essential, whether they be origin, transit or destination countries. Migration is central to the EU's overall relationships with third countries, as a matter in which both the EU and its partners have interests, and tools to act. This work with partner countries can help to understand the drivers of migration and mitigate the root causes of irregular migration. It can reduce irregular migration and the risk to life caused by migrant smuggling networks, make returns possible, and help make legal pathways to the EU quicker and more effective.

The dialogue on migration has deepened with a range of *key partners* in recent years. Migration is a core part of the approach under the EU strategy with Africa and the number of irregular arrivals originating in Asia has underlined the need to act along all routes. The EU's neighbours are a particular priority, especially those where recent migration routes have been centred, such as Morocco or Libya. The Western Balkans follow a tailor-made approach, both due to their geographical location and to their future as an integral part of the EU. The relations with Turkey on migration remain central. DG HOME will work closely with Member States to continue to develop with partner countries tailor made partnerships and dialogues to address the root causes of irregular migration, provide support to refugees and curb irregular migration, as well as fight migrant smuggling and enhance legal pathways to the EU. We will support our partners in developing their own border, asylum and migration system, and aim to enhance their cooperation on readmission and provide reintegration support.

To measure DG HOME's contribution to achieving a stronger cooperation with partner countries through consistent dialogue and cooperation on migration with key third countries of origin and transit of migrants and of applicants for international protection, the *result indicator 4.1: Closer contacts with partner countries, measured by the extension of the network of European Migration Liaison Officers (EMLO) and Immigration Liaison Officers (ILO) in partner countries* will be used.

Readmission must be an indispensable element of international partnerships, in line with third countries' obligation to readmit their nationals. With only 29% of foreign nationals ordered to leave the EU actually departing, improved cooperation with third countries on the return and readmission of those who have no right to stay in the EU is particularly important. The EU has taken steps to help Member States increase the effectiveness of returns and has agreed with a number of third countries on clear procedures for readmitting nationals, in particular through formal readmission agreements and legally non-binding readmission arrangements. DG HOME will continue to work with third countries and Member States for a full implementation of the 24 existing readmission agreements and arrangements, and towards agreeing on new such instruments with additional third countries. Ongoing and future negotiations should be seen in the context of the EU's broader relationship with these partners, including the full range of EU and Member States policies, tools and instruments. A first step was made by introducing a link between cooperation on readmission and visa issuance in the Visa Code. This needs to be taken a step further. In this context, visa policy can be used as a tool to stimulate cooperation on readmission, to foster wider security cooperation or to achieve foreign policy alignment. Visa leverage can be exercised through Visa Facilitation Agreements, visa waivers and the link between cooperation on readmission and visa measures enshrined in Article 25a of the Visa Code. Visa Facilitation Agreements are negotiated together with readmission agreements. The Commission will explore new approaches to reintegration actions in third countries, better linkages with other development initiatives and national strategies, aiming to build third countries' capacity and ownership through a Sustainable Return and Reintegration Strategy. To measure progress in enhancing cooperation with partner countries on migration management, including readmission, the *result indicator 4.2: Migration-related agreements under negotiations and signed* will be used.

Recent years have seen a deepening of EU cooperation against *migrant smuggling*, with international partners (see result indicator 2.5). With a new EU Action Plan against migrant smuggling to build on progress achieved and identify priority actions for 2021-2025, the EU, Member States and EU agencies can together work on tailor-made Counter Migrant Smuggling Partnerships with key partners. This will help countries of origin and transit to set up the right legal framework and operational capacity for effective action by police and judicial authorities, as well as improving information exchange and working on the ground in joint investigative teams and information campaigns on the risks of irregular migration.

Much has been achieved since 2015 in the cooperation on *security* with priority partner countries with a particular focus on the countries in the immediate neighbourhood. This has taken the form of more regular targeted and upgraded security, cybersecurity, and counter-terrorism dialogues and capacity-building activities in recognition of the importance of the internal and external security nexus. These efforts have supported the stability in our neighbourhood and globally, and also improved the level of security in the EU.

The Commission will continue to tighten the bond with key regions, such as the Western Balkans. DG HOME has evaluated the Council's 2015-2019 Action Plan on Firearms trafficking between the EU and the south-east Europe region.²⁹ As part of the new EU action plan on *firearms trafficking*, DG HOME will propose a new set of actions between the EU and South-East Europe, integrating the 2018 Roadmap for a sustainable solution to the illegal possession, misuse and trafficking of small arms and light weapons and their ammunition. DG HOME will also propose a new action plan in the field of *organised crime*, including drugs trafficking, in order to step up the level of commitments and joint endeavours in this strategic area.

The *drug* situation is worsening in most parts of the world, including in the EU. DG HOME will take action to further strengthen dialogue and cooperation between the EU and third countries, regions and international organisations on drug issues in a comprehensive and balanced manner. In doing so, DG HOME will also take into account the drugs-related objectives of the 2030 Agenda for Sustainable Development.

DG HOME will continue to fully support the implementation of key *UN instruments* such as the Drug Control Conventions, the Convention against Corruption (UNCAC), and the Convention against Transnational organised crime, including its three Protocols on Migrant Smuggling, Trafficking in Persons and Firearms.

DG HOME continues to work on an effective response to the threat of *child sexual abuse*. To tackle this global problem, cooperation with partner countries is critical. DG HOME will propose in 2020 an EU Strategy for a more effective fight against child sexual abuse. The strategy will present legislative and non-legislative measures to improve global cooperation against child sexual abuse, including the formal participation of the Commission in the board of the WeProtect Global Alliance to End Child Sexual Exploitation Online, a global

²⁹ COM(2019) 293 final, 27.06.2019.

organisation aiming to create the right legal frameworks, facilitate exchanges of best practices and build capacity.

Law enforcement authorities in the EU rely upon key partner countries, such as the G7 partner countries and those from the Western Balkans, to detect and investigate criminals and terrorists. A new Security Partnership between the EU and trusted third countries will step up cooperation to counter shared threats, addressing all relevant areas and forms of security cooperation, including terrorism, organised crime, cybercrime, child sexual exploitation and trafficking in human beings. It will ensure that information from key third countries is systematically made available to Member States, based on reciprocity and with the necessary safeguards. Common security interests and needs will drive this ambitious and comprehensive partnership, which will respect and promote Fundamental Rights.

EU external action and the Justice and Home Affairs agencies' external engagement should mutually strengthen each other and be closely aligned, while at the same time respecting the Justice and Home Affairs agencies' mandate and procedures. Supporting the EU's partners in developing effective migration management capacity and governance is an example of the mutually-beneficial international partnerships the EU seeks to develop. The expertise of the Agencies can be particularly valuable. The scope of action of *Frontex* has been extended to strengthen cooperation with partners on border management and capacity building. EU status agreements with five Western Balkan countries will enable deployments of border management teams with executive powers on their territory. The approach to give practical support to partners to assist in how to make border controls or returns effective. This approach can be further extended in the future. *Result indicator 4.3: Agencies' support to the external dimension, measured by the number of arrangements and agreements Europol and Frontex have with partner countries* will measure how the Agencies support DG HOME in implementing its strategic objectives in partner countries.

Information on international travellers should be used in an effective way to support prosecutions, investigations and analysis, while ensuring compliance with data protection legislation and facilitating the flow of legitimate passengers. The processing of *Passenger Name Records* (PNR) and Advance Passenger Information (API) have been shown to deliver tangible outcomes in the fight against terrorism and organised crime, both in the EU and internationally.

The Commission last updated its global approach on PNR data transfers in 2010. In the meantime, new trends have emerged in the global use of PNR data, the EU has adopted new legislative instruments on data protection and PNR and the Court of Justice has issued relevant jurisprudence. Building on these developments, DG HOME will propose a revised PNR international strategy, which is fit for the current context. To monitor progress in this policy area DG HOME will use *result indicator 4.4: Increased intelligence-sharing with third countries, measured by the number of third countries to which airlines can transfer Passenger Name Record (PNR) data from the EU.*

With the actions under this specific objective, DG HOME will also contribute to the Commission's General Objective *A stronger Europe in the world.*

Relating to *Better regulation*, DG HOME is tasked with periodically assessing the lists of visa-required and visa-free third countries. Once there have been tangible progress in other aspects of the New Pact on Migration and Asylum, launching a comprehensive assessment of the current lists will be considered, which could lead to proposing additional visa waivers. DG HOME will argue for clear conditionalities in this process, not only limited to cooperation on readmission, but also on other strategic EU interests, in particular security cooperation.

EU policies and laws can only work as intended if they are fully, properly and timely implemented by Member States. This is also relevant in the external dimension of policies in migration and home affairs, where the Commission will work to safeguard the Union's exclusive external competence, established by the Treaties or secondary Union legislation.

The most significant *external communication* actions in the period 2020-2024 relating to cooperation with partner countries will include the work of Frontex at the borders and outside the EU, e.g. in Albania, possibly Serbia and Montenegro; EU internal security - detecting drugs, weapons, forged documents and migrant smugglers requires international cooperation; and the fight against child sexual abuse.

D. Key performance indicators

The following key performance indicators have been chosen to measure the most critical aspects of DG HOME's performance and give insight into the DG's achievements:

A: Enhanced cooperation and information exchange between law enforcement authorities, measured by the use of EU and decentralised information exchange databases and mechanisms by law enforcement authorities (result indicator 1.3).

B: An effective asylum policy, measured by number of asylum applications pending for more than 6 months in first instance (result indicator 2.1).

C: Genuine legal pathways available, measured by number of persons resettled (result indicator 2.3).

D: A well-protected external border, measured by the gradual establishment of the European Border and Coast Guard standing corps (result indicator 3.1).

E: Overall risk at closure (indicator 1 for 'sound financial management').

PART 2. Modernising the administration

The political guidelines of President von der Leyen refer not only to *what* the Commission will do during this mandate but also to *how* it will deliver and in particular the steps that will be taken to modernise its way of working. This part of the Strategic Plan describes the efforts that DG HOME will make to modernise its way of working and to make the most efficient and effective use of resources. The Commission has corporate strategies to guide the work at local level, and DG HOME will contribute to bringing these strategies to life.

As a modern public administration, the Commission implements an internal control framework inspired by the highest international standards. The Commission's system covers all the principles of internal control identified in the *Committee of Sponsoring Organizations of the Treadway Commission 2013 Internal Control framework*, including financial control, risk management, human resource management, communication and the safeguarding and protection of information. DG HOME has established an internal control system tailored to its particular characteristics and circumstances and regularly assesses its implementation and overall functioning. This assessment is based on indicators, the most strategic of which are listed in this section of the Strategic Plan.

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.

The performance of an organisation depends on its staff. The Commission attaches great importance to human resource management and puts the engagement and development of its staff at the core of its management objectives. An effective human resources management should support a competent and engaged workforce, contribute to gender equality at all levels of management, and foster supportive and healthy working conditions. Sustaining staff's contribution to DG HOME's performance requires consistent action on all aspects that contribute to the motivation of staff.

DG HOME has been and continues to be at the forefront of the political agenda since the migration crisis in 2015 and the terrorist attacks. It has remained in a continuous crisis mode since. The adequate adaptation of working processes and procedures to increasing responsibilities and the rapid growth of the DG shall be in the centre of the DG's efforts. The current significant gap between the DG's workload and available resources must be addressed with high priority. This may contribute to motivate our highly qualified and committed staff and reduce the number of burnout related absences. The following measures need to be taken to close this gap:

1. Continuous *monitoring and matching of workload and resources*, following an audit on human resources in 2017.
2. Definition of *responsibilities for personnel management* and assurance that the different actors are aware of their roles.
3. Adaptation of *work processes* within the DG. Reduction of bureaucracy, where possible.

4. Drafting of a new *Learning and Development Strategy* for the professional development of staff and management.
5. Update of the existing DG HOME HR Strategy in line with the corporate Commission HR Strategy.

The results of the 2018 Staff Survey reflect the DG's ongoing difficulties. The main concerns were linked to stress in relation to the heavy workload. Despite an increase in staffing levels, the well-being of DG HOME staff continues to be impacted by the situation following the 2015 migration crisis and the ongoing strong political interest in security and migration. The COVID-19 pandemic has further reinforced this situation.

In the reference period, DG HOME will continue implementing the actions listed in the *Development Plan* from 2019. The actions therein were identified by staff members and respond to the concerns raised in the 2018 Staff Survey.

The objective is the increase of *indicator 2: DG HOME staff engagement index*. The indicator measures staff's emotional, cognitive and physical connection to their work, management and organisation. In order to ensure the effective management of human resources and to optimise the capacity to deliver on priorities in this strategic plan, DG HOME will update its local HR strategy with a medium to long-term outlook (3–5 years) consistent with the overall corporate HR strategy.

To monitor *gender equality* in leadership, *indicator 1: Number and percentage of first female appointments to middle management positions* will be used. It measures the number and rate of first female appointments to middle management positions (i.e. women who were not in a management position before).

Internal communication in DG HOME will support all staff in their tasks and help them maintain a healthy work-life balance. It aims to contribute to a more connected and productive working environment, where staff have the necessary information and professional interaction in order to carry out and enjoy work at DG HOME.

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.

The Commission strives to achieve the highest standards of financial management. DG HOME has in place rigorous controls and clear chains of accountability, allowing the Director-General in her capacity as authorising officer by delegation to give reasonable assurance that resources have been used in accordance with the principles of sound financial management, and that the cost-effective controls in place give the necessary guarantees on the legality and regularity of underlying transactions.

To demonstrate its commitment to the *best use of financial resources*, the Commission sets a very low error rate as one of its strategic goals. To meet this goal, DG HOME will in the

reference period ensure sound financial management throughout the management of transactions: in negotiations, contracting, payments, etc.

To measure 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, the *indicator Estimated risk at closure* will be used.

DG HOME monitors *legality and regularity* via appropriate preventive (ex ante) and corrective (ex post) mechanisms both for shared and direct management. The cornerstone of preventive measures is the upfront interpretation of rules and proactive guidance to beneficiaries, and active cooperation with stakeholders. As concerns corrective measures, ex post audits in line with the approved audit strategies provide further reasonable assurance. Throughout the period, the efforts will continue to ensure that payments are made on time and the number of exceptions is minimal.

Following the 2017 revision of the Commission's Internal Control Framework, the DG continues to invest in improving its *internal control system* and regularly assesses its implementation and overall functioning against criteria which are established in the context of the annual management plans and taking into account other sources of information, such as audit observations.

DG HOME is also partner to six decentralised agencies – independent Union bodies that operate under the control of Management Boards, composed of Member States and Commission representatives. Decentralised agencies function under the same legal framework (Financial Regulation), which provides for a level of assurance and protection of Union's financial interest similar to that of the Commission. They report separately and directly to and are held politically accountable by the European Parliament and the Council, while the Commission monitors their overall performance. In particular, DG HOME exercises its supervisory role through participation on agencies' Management Boards, facilitating the annual budgetary procedure, reviewing their programming documents against the Commission's policy objectives, following up on audit recommendations.

C. Fraud risk management

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy³⁰ aimed at the prevention, detection and correction³¹ of fraud.

The risk of fraud in DG HOME will be minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy³² aimed at the prevention, detection and correction of fraud.

³⁰ 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'.

³¹ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

DG HOME's revised anti-fraud strategy³³ was endorsed in 2018. The strategy establishes objectives and a corresponding action plan aiming at enhancing the ability of the current control architecture to prevent and detect fraud, namely as regards: awareness raising both internally and with external actors; reinforcing risk-based controls; enhancing cooperation with partners; and building capacity through training and guidance. The implementation of the action plan and its monitoring are integrated in the Programming cycle. *Indicator 1: implementation of the actions included in DG HOME's anti-fraud strategy over the whole strategic plan lifecycle (2020-2024)* will be used to measure progress.

DG HOME's Anti-Fraud Strategy will be updated in 2020. The revisions aim at aligning it with the Commission's updated Anti-Fraud Strategy, while better tailor anti-fraud controls to the DG's policy areas and operations, and thereby increasing their effectiveness and efficiency. During the planning period, the strategy will be regularly updated.

DG HOME will also focus on promoting awareness of fraud prevention and detection within the DG through specific training courses/awareness raising activities.

Follow-up and implementation of OLAF recommendations will also be assured, and monitored through *indicator 2: Implementation of OLAF recommendations*.

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.

In the political guidelines, President von der Leyen sets out a vision of a Commission that leads by example and is fully *digital, agile, flexible and transparent*. The mission letters call for the Commission to adopt an '*open, inclusive and cooperative way of working*'. In this context, DG HOME will take decisive action to contribute to the corporate objective and bring about lasting changes in its way of working.

Digital transformation: In November 2018, the Commission adopted a digital strategy³⁴ to steer its digital transformation. As for other Commission Services, DG HOME's major IT challenge is responding to the political priority goals and related user needs, by contributing to the modernisation of the existing DG owned and corporate systems, and to the development of a new generation of mission-critical digital solutions. To measure progress, *indicator 1: Degree of implementation of the digital strategy principles by the most important IT solutions* will be used.

The main features of DG HOME's digital strategy are the following:

- i. IT-tool for Agency and Network Coordination (COPEAN)

³² https://ec.europa.eu/anti-fraud/sites/antifraud/files/2019_commission_anti_fraud_strategy_en.pdf

³³ <https://myintracomm.ec.europa.eu/dg/home/budget-finance/audit-control/Documents/DGHOMEAntiFraudStrategy.pdf>

³⁴ https://ec.europa.eu/info/sites/info/files/file_import/digitally-transformed-user-focused-data-driven-commission_en.pdf

DG HOME represents the Commission on the management board of six agencies and more than 18 EU wide Networks in the area of security and migration. To ensure *efficient coordination*, DG HOME will consider putting in place a coordination tool acting as an interface between the policy desks, agencies, networks and horizontal functions in DG HOME. The objectives of such a tool would be to enable a better overview of agencies and networks in relation to events planning and follow up, collaboration on common files, and better joint external communication.

With a few adaptations and a distinct deployed instance, the *European Migration Network Information Exchange System*, EMN-IES, 2008/381/EC, could be used for this purpose. It has been developed during more than 4 years to specifically support the way of working of the Commission/DG HOME, Member States, International Organisations and Networks, and Agencies. Using an already existing tool would allow DG HOME to save cost by using the same code base, and benefit from already developed functionalities (including the encrypted transmission of data) and implemented constraints like data protection and security. If the decision is taken in 2021 to develop such a tool, the system could be up and running in 2022.

ii. Automatic handling of complaints

DG HOME, in collaboration with DG JUST, will explore further the use of IT tools, including AI components for handling of complaints. Such tools could perform automatic grouping (e.g. by author) and attribution (e.g. agencies' letters).

iii. Modernisation of EC Digital workplace

A number of processes and tools at corporate level are dependent of the DGs. DG HOME aims to participate in particular in the following areas:

- Identifying the optimal set of *collaboration and videoconference tools* and encouraging users to use them over more time-consuming practices, like sending documents via email for review or organising face-to-face meetings. A solution could be Office 365, extended to users outside the Commission.
- Complementing *business continuity measures*, including those related to electric power and network loss, with automatic switch of critical tools to emergency state on portable devices, and a richer set of their functionalities related to delegations of tasks and responsibilities.
- Streamlining, simplifying and adapting the tools in the domains of *inter-service consultation, briefing and speeches, and financial management processes*.
- Supporting *paperless initiatives* while balancing the approach to prevent eye and vision conditions, and promote sustainable electronic waste.
- Promoting *training* by specific roles or processes rather than by tools, and where possible via eLearning tools.
- Enriching IT tools with on-demand, and where possible automatic, *translation* functionalities.
- Exploring *new technologies potential* (e.g. AI) and the underlying regulatory needs.

Data, information and knowledge management: The 2016 Communication on Data, Information and Knowledge Management³⁵, recognises that these are key corporate assets and sets out a strategy to improve how the Commission manages them. The strategy covers four broad areas: improving information retrieval and delivery; working together and sharing information and knowledge; maximising use of data for better policymaking; and creating a culture of knowledge sharing and learning.

In 2019, six key data assets held by DG HOME were identified; these are now included in the Commission's corporate data inventory. For each data asset, a contact person was identified. DG HOME will periodically review and, if needed, update the list of the key data assets. The data assets introduced by other DGs will regularly be browsed in order to see if there are some that could potentially be used in DG HOME. DG HOME has appointed a local data correspondent, who is the single point of contact for data management in the DG.

In 2019, corporate rules were adopted for data governance and data policies. In 2020, DG HOME will start to implement them, putting in place data governance structures and roles (e.g. designate data owners and data stewards for each data asset).

After the dismantling of the Shared Resources Directorate (SRD) of HOME and JUST in 2017, in line with a Memorandum of Understanding between the two DGs, many of the data-related functions (document management, IT resources, IT security, data protection etc.) are currently fulfilled by DG JUST. Consequently, there is limited data-specific expertise in DG HOME. Possibilities to join forces with DG JUST will be explored for the implementation of the data governance and data policies at local level.

To fully exploit the potential of data management, the necessary resources need to be devoted to this area, possibly by recruiting a laureate from the dedicated competitions for data, information and knowledge management profiles. DG HOME also intends to benefit from the support that will be offered by central services (DIGIT, JRC, SG), including the 'data governance hub' and the 'data advisory service', once these become operational. HOME will also take part in the trainings planned in this domain.

Result indicator 2 will showcase how DG HOME advances on the implementation of the Data Strategy@EC action plan. To measure progress in this field, *indicator 2: Percentage of DG HOME's key data assets³⁶ for which corporate principles for data governance³⁷ have been implemented* will be used.

³⁵ <https://ec.europa.eu/transparency/regdoc/rep/3/2016/EN/C-2016-6626-F1-EN-MAIN.PDF>

³⁶ A key data asset is defined as any entity that comprises a source of data based on projects or administrative processes, structured or semi-structured in an information system, a database or a repository of data or corpora of text. A data asset can include multiple datasets or files somehow linked, e.g. by common codes or metadata. Commission key data assets have been documented in the data inventory.

³⁷ This indicator follows up on the progress of services in implementing corporate data governance and data policies for their key data assets included in the EC data inventory. In summary, this means that for each key data asset, services should assess if the following principles have been respected:

- Identify and designate the data owner and the data steward(s).

Data protection: Protection of personal data is a fundamental right guaranteed by Article 8 of the Charter of Fundamental Rights as well as by Article 16 of the Treaty on the Functioning of the European Union. Regulation 2018/1725 on the protection of personal data aligned the obligations of the European institutions with those applicable in the Member States. In line with the Commission Data Protection Action Plan, DG HOME will focus on raising staff's awareness of data protection and its implications for their daily work. The objective would be that all staff have attended awareness raising by 2024. To reach this objective, 100-125 DG HOME colleagues should take part in such activities each year. The awareness raising activities could include a data protection module in the introductory training for newcomers and regular awareness raising for other staff, in particular in the form of lunchtime seminars. Information on data protection could also be provided directly to units, e.g. through participation of the DPO at unit meetings. Staff will be encouraged to participate in the data protection trainings organised by the office of the Data Protection Officer. To measure progress, *indicator 3: Percentage of staff attending awareness raising activities on data protection compliance* will be used.

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.

Through the European Green Deal³⁸, the Commission commits itself to lead by example in the field of environmental management. DG HOME has for many years been contributing to the Commission becoming a more environmental friendly administration, by implementing the Commission's Eco-Management and Audit scheme.

DG HOME will take active measures to reduce the environmental impact of its daily operations, through implementation of among others the following actions:

- Encourage increased use of *distance communication* to reduce the need for transport to and from meeting points, and thus reduce the carbon footprint of the DG, drawing on recent experience from the COVID-19 pandemic.
- Encourage staff to further *limit printing* of documents and instead use their digital devices at meetings.
- Take measures to *limit the waste* produced in the buildings, for example by replacing vending machines with water fountains.

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- Instruct their data stewards to share the metadata of their data assets in the Commission's data catalogue and to keep them up to date.
 - Design and document processes for data collection/creation, acquisition, access, sharing, use, processing preservation, deletion, quality, protection and security. Information concerning these processes should be made available to anyone interested, as long as any confidentiality restrictions are respected.
 - Make any necessary changes and updates to the IT systems used for storing, managing and disseminating these data assets to implement the aforementioned requirements and processes.

A data governance hub will shortly offer a single point of access on the intranet for related guidance and information. It will be complemented by further practical guidance in the course of 2020.

³⁸ C(2019) 640 final.

As regards Public Procurement, DG HOME in line with the Directive 2014/24/EU, requires that the services provided by the contractors contribute to the Commission commitment to consider, among others, the environmental impact of its everyday work. Consequently, DG HOME inserted some “eco-friendly” elements in the contracts for the organisation of the events: as far as possible giving priority to local, organic, seasonal, sustainable and ethically produced products, opting for environment friendly materials and describing how leftovers would be disposed of in a sustainable way. The contractors will also have to comply with the requirements laid down in the Directive on the ban of single-use plastics. Last, for environmental purposes, priority is to be given to digital documentation.

ANNEX: Performance tables

Performance tables for Part 1: Strategy

Impact indicators for the General Objective Promoting our European way of life

General objective: Promoting our European way of life		
Impact indicator A: Victims of terrorist attacks Explanation: This indicator measures the number of victims of terrorist attacks in the EU. Citizens consider security as one of their top concerns and terrorism continues to be a major threat to the security of Europeans and to their way of life. Data becomes available at year N+0.5. Source of the data: The Europol Te-Sat report		
Baseline (2017)	Interim milestone (2022)	Target (2024)
32 people died as a result of terrorist attacks 157 people were injured	Decrease	Decrease
Impact indicator B: Convergence in recognition rates for asylum applicants Explanation: This indicator measures the convergence of national asylum systems based on the recognition rate for international protection in first instance decisions for asylum seekers from Afghanistan (one of the top third countries of origin). The indicator is the standard deviation calculated among a pre-defined group of ten Member States that received the highest number of asylum applications from Afghan nationals in the period from 2016-2019. To get the recognition rate, the number of positive decisions (refugee status and subsidiary protection, not including humanitarian status) granted in first instance for Afghan nationals are divided by the total number of decisions in first instance relating to this nationality. Source of the data: DG HOME based on Eurostat data (Eurostat online data code: migr_asydcfsta)		
Baseline (2019)	Interim milestone (2022)	Target (2024)
28%	Decrease	Decrease
Impact indicator C: Employment rate gap between third-country nationals and European Union nationals Explanation: This indicator measures the gap in percentage points between the employment rate of citizens aged 20 to 64 from EU countries to the employment rate of citizens from non-EU countries within the European Union. Source of the data: Eurostat (Eurostat online data code: lfsa_ergan), based on the EU Labour Force Survey		
Baseline (2019)	Interim milestone (2022)	Target (2024)
13.8%	Decrease	Decrease
Impact indicator D: Return of migrants with no right to stay Explanation: This indicator shows the percentage of effected returns to third countries compared to return decisions issued by the Member States ¹ .		

¹ Eurostat collects both the numerator and the denominator annually from the Ministries of Interior / Border Guards / Police of the Member States. The data heavily depend on national circumstances and policies. In addition, the time lag

Source of the data: Eurostat (Eurostat online data code: migr_eiord / migr_eirtn)		
Baseline (2019)	Interim milestone (2022)	Target (2024)
28.97%	Increase	Increase
Impact indicator E: Third countries with migration policies to facilitate orderly, safe, regular and responsible migration and mobility of people		
Explanation: The indicator describes the state of national migration policies. It is based on six policy domains: migrant rights, whole-of-government / evidence-based policies, cooperation and partnerships, socioeconomic well-being, mobility dimensions of crises, as well as safe, orderly and regular migration. The indicator gives the percentage share of governments in the EU's proximity that meet or fully meet the requirements.		
Source of the data: International Organization for Migration and United Nations Department of Economic and Social Affairs as custodian agencies; Organisation for Economic Cooperation and Development as partner agency		
Methodology for calculating the indicator: Explained in the UN metadata file . Data will be available every two years as of 2019. 111 countries have provided data, which will be released before the end of 2019.		
Baseline (2018)	Interim milestone (2022)	Target (2024)
Western Balkan: 2.75	Increase	Increase
Turkey: 2		
Eastern neighbourhood: 2.7		
Southern neighbourhood: 2.3		

Result indicators for the specific objective 1: Strengthened Internal Security

General objective: Promoting our European way of life		
Specific objective 1: Strengthened Internal Security <i>(Also measured by the impact indicator 'Victims of terrorist attacks')</i>		Related to spending programme: Internal Security Fund
Result indicator 1.1: Reinforced protection against terrorism, measured by number of companies actively engaged in addressing terrorist content online		
Explanation: Industry's engagement with the EU's policies to remove terrorist content constitutes an indication of the direct effect of EU action in this area. Currently industry engages voluntarily in the framework of the EU Internet Forum and with the EU Internet Referral Unit at Europol. In the future, engagement can be measured through the implementation of EU legislation (the future Regulation on the prevention of dissemination of terrorist content online currently under negotiations).		
Source of data: Europol and Member States' reports (under the envisaged Regulation)		
Baseline (2019)	Milestone (2022)	Target (2024)
Number of companies actively engaging: 19	29	39

between the return decision and its execution means that the reference population of the numerator and denominator are not the same.

Result indicator 1.2: Reinforced protection against organised crime, measured by National Firearms Focal Points established in Member States

Explanation: The establishment of national Firearms Focal points is considered by DG HOME and by Europol as a key enabler for better intelligence gathering, better internal inter-departmental coordination and international coordination (including tracing and ballistics) against trafficking of firearms. This indicator measures the number of established national Firearms Focal points.

Source of data: EMPACT Firearms, European Firearms Expert Group under the Law Enforcement Working Party, Analysis Project Weapons & Explosives within Europol

Baseline (2019)	Interim milestone (2022)	Target (2024)
19 Member States	27 Member States (formal establishment, without all necessary powers)	27 Member States (fully operational)

Result indicator 1.3: Enhanced cooperation and information exchange between law enforcement authorities, measured by the use of EU and decentralised information exchange databases and mechanisms

Explanation: This indicator measures the activities in existing databases, showing the level of information exchange between law enforcement authorities:

SIS²: the ratio between the number of hits on discreet or specific check alerts and the total number of such alerts issued;

Prüm: the total number of matches following searches using Prüm;

SIENA³: the number of messages exchanged;

ARO⁴ exchanges: exchanges between Member States' Asset Recovery Offices (ARO) via SIENA

EIS⁵: the number of searches performed;

PNR⁶: Total number of cases where PNR data have been transmitted to the Passenger Information Units of other Member States (spontaneous transfer); and total number of requests for PNR data received from the competent authorities of other Member States (emergency requests).

Source of data: eu-LISA (SIS); Europol (EIS and SIENA); Council/Member States (Prüm and PNR)

Baseline (2019)	Interim milestone (2021)	Target (2024)
SIS: Number of hits: 283,713 Total number of alerts: 91,069,599 Ratio: 0,31 Prüm: total matches 3,500,000 SIENA: messages exchanged 1,100,000	SIS: increase of ratio Prüm: increase SIENA: increase	SIS: increase of ratio Prüm: increase SIENA: increase

² Schengen Information System (SIS).

³ Secure Information Exchange Network Application (SIENA).

⁴ Asset Recovery Offices (ARO).

⁵ Europol Information System (EIS).

⁶ Passenger Name Record (PNR).

ARO: 6,966 SIENA exchanges	ARO: increase	ARO: increase
EIS: searches performed in the system 4,000,000	EIS: increase	EIS: increase
PNR: i) Total number of spontaneous transfers: 91	PNR i) Increase	PNR i) Increase
ii) Total number of emergency requests: 61	PNR ii) Increase	PNR ii) Increase
iii) total number of case-by-case requests: 1,827	PNR iii) Increase	PNR iii) Increase

Result indicator 1.4: A security policy fit for the digital age, measured by number of operations conducted with the involvement of the European Cybercrime Centre

Explanation: This indicator demonstrates the improving capacity of law enforcement agencies to cooperate across borders. While the number of cybercrimes is expected to grow, international cooperation is key to combatting them. There are no 'national' cybercrimes; therefore coordination of complex cybercrime investigations done by the Cybercrime Centre is crucial.

Source of data: Europol

Baseline (2019)	Interim milestone (2022)	Target (2024)
397 high-profile operations	Increase (bearing in mind natural limit imposed by resources of EC3)	Increase (bearing in mind natural limit imposed by resources of EC3)

Result indicator 1.5: Strengthened cooperation on research between HOME and decentralised agencies; number of initiatives launched with Frontex, eu-Lisa and Europol on the basis of the Terms of Reference (in force for Frontex, in negotiation with Europol and eu-Lisa).

Explanation: Research should be integrated into the Agency's mandate, or Terms of Reference should be concluded with them. This is an indicator for increasing synergies between the different programmes and should lead to a number of initiatives streamlining research and further taking up research output.

Source of data: DG HOME

Baseline (2019)	Interim milestone (2022)	Target (2024)
0 (Terms of Reference with FRONTEX signed in February 2020)	Increase	3

Result indicator 1.6: Proportion of proposed legislative revisions that include burden reduction measures.

Explanation: The indicator measures how the Commission upholds its commitment to ensure that proposals for legislative revisions incorporate burden reduction measures, in the broader context of REFIT programme and One-In, One-Out approach. The indicator shows how many proposed legislative revisions out of the total, for each relevant specific objective, include measures that concretely reduce burden.

Source of data: DG HOME

Baseline (N/A)	Interim milestone (2022)	Target (2024)
	Positive trend	Positive trend

Result indicators for the specific objective 2: An effective asylum and migration management policy

General objective: Promoting our European way of life

Specific objective 2: An effective asylum and migration management policy
(Also measured by the impact indicators 'Convergence in recognition rate of asylum applicants'; 'Employment rate gap between third-country nationals and European Union nationals'; and 'Return of migrants with no right to stay')

Related to spending programme: Asylum, Migration and Integration Fund/Asylum and Migration Fund

Result indicator 2.1: An effective asylum policy, measured by the number of asylum applications pending for more than 6 months in first instance

Explanation: This indicator measures how many asylum applications are pending for more than 6 months in the EU at the end of each year.

Source of data: EASO (www.easo.europa.eu/asylum-trends-annual-overview)

Baseline (December 2019 – including EU+ countries)	Interim milestone (2022)	Target (2024)
273,340	Decrease	Decrease

Result indicator 2.2: A migration and asylum policy based on solidarity, measured by the number of vulnerable persons and unaccompanied minors benefiting from specific assistance from the Asylum, Migration and Integration Fund/Asylum and Migration Fund

Explanation: This indicator shows how many vulnerable persons and unaccompanied minors benefit from the assistance from the Asylum, Migration and Integration Fund/Asylum and Migration Fund.

Source of data: DG HOME/Member States

Baseline (2019)	Interim milestone (2022)	Target (2024)
26,770	Increase	Increase

Result indicator 2.3: Genuine legal pathways available, measured by number of persons resettled

Explanation: This indicator measures the number of persons who via resettlement under EU schemes arrive yearly in the Member States.

Source of data: DG HOME, based on Member State reporting

Baseline (2019)	Interim milestone (2022)	Target (2024)
19,000	25,000	25,000

Result indicator 2.4: Assistance for integration provided, measured by number of persons (men, women and children, respectively) who participated in integration measures supported by the Asylum, Migration and Integration Fund/Asylum and Migration Fund, reporting that the measures were beneficial for their early integration

Explanation: In addition to measuring how many people get useful integration support from the Fund, this indicator includes a gender perspective. It is calculated on the basis of data reported by Member States within the framework of the clearance of accounts.

Source of data: DG HOME/Member States

Baseline (2019)	Interim milestone (2022)	Target (2024)
954,496	Increase	Increase
<p>Result indicator 2.5: Increased fight against migrant smugglers, measured by number of migrant smuggling investigations supported by Europol</p> <p>Explanation: This indicator measures the support provided by Europol in combatting migrant smuggling. This work is facilitated by the European Migrant Smuggling Centre and the resources committed to it.</p> <p>Source of data: Europol</p>		
Baseline (2019)	Interim milestone (2022)	Target (2024)
<p>19,109 contributions from Member States⁷.</p> <p>525 operational reports forwarded to EU Member States providing information on i.e. several hits with telephone numbers, addresses, persons as well as means of transportation and payment⁸.</p> <p>56 action days related to migrant smuggling coordinated and supported by Europol⁹.</p> <p>Europol continuing support in 104 priority investigations on migrant smuggling in 2019.</p>	Increase	Significant increase
<p>Result indicator 2.6: Proportion of proposed legislative revisions that include burden reduction measures</p> <p>Explanation: The indicator measures how the Commission upholds its commitment to ensure that proposals for legislative revisions incorporate burden reduction measures, in the broader context of REFIT programme and One-In, One-Out approach. The indicator shows how many proposed legislative revisions out of the total, for each relevant specific objective, include measures that concretely reduce burden.</p> <p>Source of data: DG HOME</p>		
Baseline (N/A)	Interim milestone (2022)	Target (2024)
	Positive trend	Positive trend

⁷ The Member States have ownership of the data. Data may change depending on the date of extraction, be affected by new insertions or deletions and especially due to re-categorisation of contributions that can occur at a later stage. Launching and strengthening the European Migrant Smuggling Centre facilitates the processing of this information. The total number for 2019 is 20,525 contributions, with the UK providing 6.9% (or 1,416 contributions) of the total of received SIENA messages in the crime area Facilitated Illegal Immigration.

⁸ AP Migrant Smuggling; Cross Match Reports, Operational Analysis Reports and SIENA Hit Notifications. The figure includes hit notifications and cross-match reports, which usually are based on hits in the database, but also operational analysis reports, which could, in specific cases, include different kinds of intelligence and not necessarily always hint to specific "hits". Moreover, hits may refer to several kinds of data-"entities", including means of transportation, means of payment and others – and not only means of communication, locations and persons.

⁹ Joint Action Days, Common Action Days, Joint Investigation Team-related, Operational Task Force-related or other Action Days.

Result indicators for the specific objective 3: A fully functioning area of free movement

General objective: Promoting our European way of life			
Specific objective 3: A fully functioning area of free movement		Related to spending programmes: Border Management and Visa Instrument/Internal Security Fund	
<p>Result indicator 3.1: A well protected external border, measured by the gradual establishment of the European Border and Coast Guard standing corps</p> <p>Explanation: This indicator measures the gradual establishment of a European Border and Coast Guard (EBCG) standing corps by Frontex and the Member States, as required by Regulation (EU) 2019/1896 on the European Border and Coast Guard. DG HOME has, together with Frontex, elaborated a roadmap, detailing which measures have to be taken by whom by when.</p> <p>Source of data: DG HOME and Frontex</p>			
Baseline (2020)	Interim milestones (2022)	Interim milestones (2023)	Target (2024)
Zero members of the standing corps	6,500	7,500	10,000
<p>Result indicator 3.2: An effective implementation of the Schengen rules, measured by deficiencies identified by the Schengen evaluation mechanism pending to be remedied at the end of year N</p> <p>Explanation: This indicator captures the number of deficiencies (most significant ones only, <i>i.e.</i> the ones that correspond to non-compliant findings of Schengen evaluations) pending to be remedied in all the Schengen States at the end of year N. It measures the extent of the 'stock'¹⁰ of deficiencies affecting the functioning of the Schengen area in the policy fields in the remit of DG HOME (management of the external borders, police cooperation, returns, SIS-Sirene, and visa policy). In an ideal end-state, the Schengen evaluations should not detect any new deficiency, and the stock of deficiencies pending to be remedied should decrease to zero.</p> <p>Source of data: The Commission implementing decisions establishing the reports of the evaluations carried out up to the end of year N; the Council implementing decisions setting out recommendations to remedy the deficiencies identified up to the end of e year N; Schengen States: Follow-up action plans reported back to the Commission (DG HOME) and the Council by the evaluated Schengen States.</p>			
Baseline (2019)	Interim milestone (2022)	Target (2024)	
314 deficiencies	157 (50% of the baseline)	79 (50% of the milestone)	
<p>Result indicator 3.3: Number of Member States with temporary internal border controls</p> <p>Explanation: Due to the COVID-19 pandemics, as well as in relation to the situation at the external borders (migration) and security threats, Member States have reintroduced temporary border controls at internal borders. Member States may unilaterally introduce such controls in response to serious threats to internal security/public policy, and should lift them as soon as the underlying threat is addressed. The Commission encourages Member States to consider alternatives to border controls, should the identified threats persist. Such alternatives include in particular proportionate police checks, which in line with the Schengen Borders Code can be carried out in the entire territory, including border areas, as long as they are not border controls in disguise.</p> <p>Source of data: DG HOME, based on notifications received from Member States, reports from Schengen</p>			

¹⁰ The stock is the result of the deficiencies identified by the Schengen Mechanism over the past years not remedied yet, complemented by the deficiencies identified by the Schengen Mechanism during year N and diminished by the number of the deficiencies addressed and remedied by the Schengen States (under the monitoring and with the possible incentive of the Commission) during year N.

evaluations and other fact-finding missions		
Baseline (May 2020)	Interim milestone (2022)	Target (2024)
18 Member States	Decrease	Decrease
Result indicator 3.4: Proportion of proposed legislative revisions that include burden reduction measures		
Explanation: The indicator measures how the Commission upholds its commitment to ensure that proposals for legislative revisions incorporate burden reduction measures, in the broader context of REFIT programme and One-In, One-Out approach. The indicator shows how many proposed legislative revisions out of the total, for each relevant specific objective, include measures that concretely reduce burden.		
Source of data: DG HOME		
Baseline (N/A)	Interim milestone (2022)	Target (2024)
	Positive trend	Positive trend

Result indicators for the specific objective 4: Stronger cooperation with partner countries

General objective: Promoting our European way of life		
Specific objective 4: Stronger cooperation with partner countries <i>(Also measured by the impact indicator 'Return of migrants with no right to stay')</i>		Related to spending programmes: Border Management and Visa Instrument/Internal Security Fund; and Asylum, Migration and Integration Fund/Asylum and Migration Fund
Result indicator 4.1: Closer contacts with partner countries, measured by the extension of the network of European Migration Liaison Officers (EMLO) and Immigration Liaison Officers (ILO) in partner countries		
Explanation: Consistent dialogue and cooperation on migration with key third countries of origin and transit of migrants and of applicants for international protection. Improved cooperation and coordination of Member States, Commission and Agencies' liaison officers deployed in third countries. Such cooperation, in line with the comprehensive approach set out in the New Pact on Migration and Asylum, should provide for a better management of migration, including returns, support capacity to gather and share information, including migratory flows, applicants' access to international protection and, where possible and relevant, on reintegration, and prevent and counter irregular migration, smuggling of migrants and trafficking in human beings (as per Regulation (EU) 2019/1240).		
Source of data: DG HOME		
Baseline (2019)	Interim milestone (2022)	Target (2024)
424 ILOs, including 11 EMLOs	Increase with 2 EMLOs	Maintain
Result indicator 4.2: Migration-related agreements under negotiation and signed		
Explanation: This indicator shows the cooperation with partner countries on migration management, based on the number of agreements between partner countries and the Commission.		

Source of data: DG HOME		
Baseline (2019)	Interim milestones (2022)	Target (2024)
9 Mobility Partnerships; 3 Common Agendas and Migration Joint Declarations; 2 Terms of Reference; 1 Statement; 1 Mobility Dialogue; 5 Visa Facilitation Agreements; with visa-required countries; 18 Readmission Agreements; 6 Readmission Arrangements	Maintain	Increase
<p>Result indicator 4.3: Agencies' support to the external dimension, measured by the number of arrangements and agreements Europol and Frontex have with partner countries</p> <p>Explanation: Europol and Frontex are expected to further support the effective implementation of Home Affairs policies with non-EU countries, taking into account the mandates in the external dimension of each Agency. This indicator measures how Agencies support DG HOME to implements its strategic objectives in partner countries.</p> <p>Source of data: Europol; Frontex</p>		
Baseline (2019)	Interim milestones (2022)	Target (2024)
Europol: 3 Working Arrangements; 5 Strategic Agreements; 17 Operational Agreements Frontex: 18 Working Arrangements; 1 Status Agreement	Maintain	Increase
<p>Result indicator 4.4: Increased intelligence-sharing with third countries, measured by the number of third countries to which airlines can transfer Passenger Name Record (PNR) data from the EU</p> <p>Explanation: This indicator measures progress in relation to the number of third countries to which airlines can transfer Passenger Name Record (PNR) data from the EU.</p> <p>Source of data: DG HOME / Member States</p>		
Baseline (2019)	Interim milestones (2022)	Target (2024)
3 third countries	Increase	Increase
<p>Result indicator 4.5 : Proportion of proposed legislative revisions that include burden reduction measures</p> <p>Explanation: The indicator measures how the Commission upholds its commitment to ensure that proposals for legislative revisions incorporate burden reduction measures, in the broader context of REFIT programme and One-In, One-Out approach. The indicator shows how many proposed legislative revisions out of the total, for each relevant specific objective, include measures that concretely reduce burden.</p> <p>Source of data: DG HOME</p>		
Baseline (N/A)	Interim milestone (2022)	Target (2024)
	Positive trend	Positive trend

Performance tables for Part 2: Modernising the administration

Indicators for 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

Indicator 1: Number and percentage of first female appointments to middle management positions
Source of data: DG HR

Baseline (female representation in middle management) (2019)	Target (2022) ¹¹
50%	+1

Indicator 2: DG HOME staff engagement index
Source of data: Commission staff survey

Baseline (2018)	Target (2024)
61%	70%

Indicator for 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

Indicator 1: Estimated risk at closure
Source of data: DG HOME

Baseline (2019)	Target (2024)
0.99%	< 2% of relevant expenditure

¹¹ The target will be revised and extended by January 2023 for the period 2023-2024.

Indicators for Fraud risk management

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy¹² aimed at the prevention, detection and correction¹³ of fraud

Indicator 1: Implementation of the actions included in DG HOME's anti-fraud strategy over the whole strategic plan lifecycle (2020-2024)

Source of data: DG HOME's annual activity report, DG HOME's anti-fraud strategy, OLAF reporting

Baseline (2018)	Target (2024)
100%	100% of action points implemented in time

Indicator 2: Implementation of OLAF recommendations

Source of data: DG HOME's annual activity report

Baseline (2018)	Target (2024)
100% of recommendations implemented/closed within deadlines	100%

Indicators for 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

Indicator 1: Degree of implementation of the digital strategy principles by the most important IT solutions¹⁴

Source of data: JUST-HOME Information Resources Manager – see below table

Baseline (2018)	Interim milestone (2022)	Target (2024)
45%	59%	73%

Indicator 2: Percentage of DG HOME's key data assets for which corporate principles for data governance have been implemented

Source of data: DG HOME

Baseline (2019)	Interim milestone (2022)	Target (2024)
10%	50%	80%

¹² 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'.

¹³ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

¹⁴ The European Commission Digital Strategy (C(2018)7118) calls on Commission services to digitally transform their business processes by developing new innovative digital solutions or make evolve the existing ones in line with the principles of the strategy. At the beginning of the year N+1, the Solution Owner and IT Investments Team will assess the progress made on the basis of the proposed modernisation plan. For each of the 3 solutions, a table will reflect – per principle – the progress achieved during the last year.

Indicator 3: Percentage of staff attending awareness raising activities on data protection compliance

Source of data: JUST-HOME DPO statistics on attendance at awareness raising events

Baseline (2018)	Interim milestone (2022)	Target (2024)
0%	50% of staff (100% of newcomers)	100% of staff

Calculation of Indicator 1 for DG HOME IT systems: European Migration Network-Information Exchange System, European Website on Integration, Together against anti-trafficking in human beings website and the Immigration portal

ID	Principle	Baseline 2018	Interim milestone 2022	Target 2024
1.1	Digital by default	1	1	2
1.2	Once only	0	0	1
2.1	Security	1	2	2
2.2	Privacy	1	2	2
3.1	Openness	1	1	1
3.2	Transparency	1	1	1
4.1	Interoperability	1	1	1
4.2	Cross border	1	1	1
5.1	User centric	1	1	2
5.2	Data driven	1	1	1
5.3	Agile	1	2	2
	Average	45%	59%	73%