



European
Commission

Management Plan 2021

DG MIGRATION AND HOME AFFAIRS

Contents

INTRODUCTION 3

PART 1. Delivering on the Commission’s priorities: main outputs for the year 5

PART 2. Modernising the administration: main outputs for the year 22

 A. Human resource management 22

 B. Sound financial management 23

 C. Fraud risk management 27

 D. Digital transformation and information management 27

 E. Sound environmental management 29

 F. Example(s) of initiatives to improve economy and efficiency of financial and non-financial activities 30

ANNEX: Performance tables 31

INTRODUCTION

The Directorate-General for Migration and Home Affairs (DG HOME) will in 2021 continue to work under the political guidance of Commissioner for Home Affairs Johansson for an **open and secure Europe**, where people can enjoy their rights and freedoms. This includes developing EU-level rules in the fields of migration and internal security, monitoring their implementation and providing Member States and other relevant actors with operational and financial support. In all its activities and in line with its mission, DG HOME aims to promote human dignity, freedom, democracy, equality, the rule of law and respect for human rights.

This **Management Plan** defines the most important outputs DG HOME will deliver in 2021 to realise the objectives set in the **2020-2024 Strategic Plan**. The Management Plan follows the structure of the Strategic Plan.

Part 1 reflects the priority actions identified in the **2021 Commission Work Programme** and includes the main outputs for the year. These outputs contribute to the General Objective of **Promoting our European Way of Life**, as set by President von der Leyen and translated into the following Specific Objectives for DG HOME:

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

To **strengthen internal security**, DG HOME's will put into practice the **New Way Forward on Internal Security**, as part of the 2020-2025 **EU Security Union Strategy**. Faced with stark reminders of our fragile security landscape and vulnerabilities¹, DG HOME prepared the new Counter-Terrorism Agenda for the EU², and will in 2021 focus on its implementation. Furthermore, new legislative initiatives and key actions will be proposed to tackle other security threats, such as organised crime, and to improve detection, removal and reporting of child sexual abuse online.

In the context of working towards **an effective asylum and migration management policy**, DG HOME's top priority for 2021 is to support a successful conclusion of the interinstitutional negotiations on the legislative initiatives set out in the **New Pact on Migration and Asylum** adopted by the Commission in September 2020 as well as to follow up on the non-legislative initiatives proposed therein. Moreover, as announced in the

¹ As witnessed in the attacks in Dresden, Paris, Nice and Vienna, on 4, 16, 29 October and 2 November respectively.

² Communication COM(2020) 795 final of 9.12.2020.

Pact, DG HOME will propose a number of new measures in 2021, such as an EU Action Plan against Migrant Smuggling, and a Voluntary Return and Reintegration Strategy, alongside a new Skills and Talent package in the area of legal migration.

DG HOME is strongly committed to achieve a **fully functioning area of freedom, security and justice**, while ensuring the security of people. During the year, DG HOME will continue its work to manage the effects of the Covid-19 pandemic, which initially led Member States to reintroduce internal border controls in an attempt to stop the virus. To build a stronger and more resilient Schengen area where free movement becomes again the norm, where the monitoring and evaluation of Member States' systems is efficient and effective and where any future crisis can be handled in a coordinated and fast manner, DG HOME will in 2021 put forward a Strategy on the Future of Schengen, as announced by President von der Leyen in her **2020 State of the Union address** as well as in the New Pact on Migration and Asylum. As part of that Strategy, it will propose a revision of the Schengen Borders Code as well as of the Schengen Monitoring and Evaluation Mechanism. DG HOME will also continue to push for the full and timely roll-out of the European Border and Coast Guard's (Frontex) new responsibilities.

A **stronger cooperation with partner countries** is a crucial component of the overall migration management in the EU and also for its internal security. The New Pact on Migration and Asylum acknowledges that the internal and external aspects of migration are inextricably linked, and, as announced by the President, the EU will deepen external partnerships to achieve common goals by acting together. In addition, in recognition of the importance of the internal and external security nexus, DG HOME will promote security cooperation with priority partner countries, focusing on the countries in EU's neighbourhood and those with a significant migration dimension.

The Management Plan also describes how actions relating to **better regulation** and **external communication** will support these activities.

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

A set of indicators have been identified to measure progress made in 2021. Relevant performance tables can be found in the Annex.

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

In line with the **2020-2024 Strategic Plan**, the implementation of the **New Pact on Migration and Asylum** and the **New way forward on Internal Security** will be driving DG HOME's activities in 2021. The evolution of the **Covid-19** crisis will need to be taken into account as it could influence the feasibility and timing of all ongoing and planned actions. In addition, DG HOME will remain at the forefront of the EU's response to the pandemic given its mandate and mission.

In addition to the contributions to the General Objective Promoting our European way of life, as described below, DG HOME's activities will touch upon all of the General Objectives³ in line with the Strategic Plan.

General Objective: Promoting our European way of life

Specific objective 1: Strengthened Internal Security

As indicated in its 2020-2024 Strategic Plan, DG HOME put forward a set of new initiatives and strategies in 2020 in the **New way forward on Internal Security**. This is the specific Home Affairs related part of the **Security Union Strategy**⁴. It focuses on three priority areas: organised crime; terrorism and radicalisation; and fighting crimes in a digital age. The Strategy is accompanied by targeted strategic **external communication** actions. 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. DG HOME's priority actions relating to internal security are described below.

At the end of 2020, the Commission presented a new Counter-Terrorism Agenda for the EU⁵, bringing together many new and existing work strands from within DG HOME as well as under the responsibility of other services. The Agenda sets the way forward for actions to counter terrorism at EU level, including measures to tackle terrorism financing and to better protect public spaces and critical entities⁶. By September 2021, DG HOME will finalise an evaluation of the **Directive on combating terrorism**⁷ to assess the added value of the Directive, including its impact on fundamental rights and freedoms, the rule of law, and the level of protection and assistance provided to victims of terrorism.

³ The European Green Deal; A Europe fit for the digital age; An economy that works for people; A stronger Europe in the world; A new push for European democracy.

⁴ Communication COM(2020) 605 final of 24.7.2020.

⁵ Communication COM(2020) 795 final of 9.12.2020.

⁶ Proposal COM(2020) 829 final of 16.12.2020.

⁷ Directive (EU) 2017/541 of 31.3.2017.

On the **prevention of radicalisation**, a new framework contract of up to € 30 million will help to better support policy makers and researchers for a duration of 4 years. This funding comes on top of the € 30 million related to the renewed contract for the Radicalisation Awareness Network. DG HOME will coordinate these resources, contributing to the implementation of the Counter-Terrorism Agenda and the 2021 Strategic Orientations on a Coordinated EU approach to prevention of radicalisation.

As concerns the **online dimension**, DG HOME will set out a renewed approach building on the work of the EU Internet Forum to strengthen cooperation with industry to improve preparedness for evolving and emerging threats and will take steps to support the application of the regulation on Terrorist Content Online, once formally adopted.

DG HOME will also continue its efforts to **counter terrorism financing**, in line with the Action plan for a comprehensive Union policy on preventing money laundering and terrorism financing⁸. The Directive on combating money laundering by criminal law⁹ complements the preventive framework by harmonising the crime and sanctions of money laundering. The deadline for transposing this Directive into national law was 1 December 2020, and DG HOME will carefully monitor the effective implementation by Member States in view of publishing a transposition report by the end of 2022. Furthermore, DG HOME will start preparing the sixth joint review of the implementation of the EU-U.S. Terrorist Finance Tracking Programme Agreement¹⁰ in the course of 2021.

In 2021, DG HOME will launch **EU Protective Security Advisory missions** to support Member States with vulnerability assessments and the security of high-risk events, critical infrastructure and public areas. In addition, DG HOME has set up a technical working group that aims to identify possible common **EU performance requirements for threat-detection equipment** that is used in public spaces outside of aviation. The Commission has ordered **several studies** that will be available in 2021 to support **evidence-based policymaking** in this area. These are studies on preventing terrorist attacks with vehicles, on restricting access to dangerous chemicals, on different metropolitan counter-unmanned aircraft systems strategies, and setting a baseline for the explosives precursors' regulation monitoring programme.

During the year, DG HOME will continue to support the negotiations between the European Parliament and the Council on a number of pending legislative proposals, including the **revision of the Europol Regulation**¹¹; and the **Regulation and Directive on cross-border access to electronic evidence**¹².

⁸ Communication C(2020) 2800 final of 7.5.2020.

⁹ Directive (EU) 2018/1673 of 12.11.2018.

¹⁰ Council Decision 2010/412/EU of 27.7.2010.

¹¹ Proposal COM(2020) 796 final of 9.12.2020.

¹² Proposal COM(2018) 225 final of 17.4.2018.

To remove obstacles and modernise the EU legal framework for cooperation in law enforcement, DG HOME, after a thorough impact assessment process and a public consultation, will propose an **EU police cooperation code**, aimed at streamlining the different EU instruments of operational law enforcement cooperation into one coherent and modern consolidated EU legal text. DG HOME will also carry out an **evaluation of the European Union Agency for Law Enforcement Training (CEPOL)** to assess the impact, effectiveness and efficiency of the Agency and of its working practices.

DG HOME will further advance in the legislative process of acts that will enable the development of the new **large-scale security information systems** and their interoperability. A first major step will be reached at the end of 2021 with the entry into operation of the revised Schengen Information System. Cooperation between national authorities and EU agencies will also be enhanced with the connection of Europol to the SIRENE (Supplementary Information Request at the National Entries) Communication Infrastructure by the end of 2021.

The implementation of the **rapid alert process for monitoring the IT systems (RAP-IT)** will continue in 2021. During the development of this IT architecture, RAP-IT will provide early warning of issues, facilitate rapid response and enable corrective actions so that all systems and components are fully operational in line with agreed deadlines.

DG HOME will **revise the Prüm Decisions**¹³ to strengthen the automated data exchange of DNA, fingerprint and vehicle registration data and to modernise the Prüm framework by adding new data categories and updating the necessary technical, forensic, and data protection requirements.

DG HOME will propose a **revision of the Advance Passenger Information Directive**¹⁴ to improve effectiveness of data use with a view to ensure coherence with other instruments, such as the European Travel Information and Authorisation System, the Entry/Exit System and the Passenger Name Record systems. An Impact Assessment is currently ongoing. In addition, in 2021 DG HOME will conduct a review of the Implementing Decision on data formats and transmission protocols to be used for the transmission of Passenger Name Records data¹⁵.

To implement the actions set out in the EU Strategy for a more effective fight against child sexual abuse¹⁶, DG HOME will carry out an impact assessment followed by a public consultation, with a view to propose a **Regulation on the detection, removal and**

¹³ The Prüm Decisions refer to 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.

¹⁴ Directive 2004/82/EC of 6.8.2004.

¹⁵ Decision (EU) 2017/759 of 29.4.2017.

¹⁶ Communication COM(2020) 607 final of 24.7.2020.

reporting of child sexual abuse online to tackle such abuse more effectively, including by requiring relevant companies to detect and report known material to public authorities. The fight against child sexual abuse online, which is especially relevant in the context of the **Covid-19 pandemic** and is included in the 2021 **Commission Work Programme**, requires clear obligations relating to the detection and reporting of such material to bring more clarity and certainty to the work of both law enforcement and relevant actors in the private sector.

To fight crime in a digital age, DG HOME will propose an **EU Action Plan for enhancing law enforcement capacity in digital investigations**, which will set out mechanisms to identify gaps and needs, to oversee the development of new tools and trainings, and to ensure that core tools, services and trainings are accessible to law enforcement. The Action Plan will take the form of a Staff Working Document linked to the **EU Agenda to tackle Organised Crime**. The Agenda is part of the 2021 Commission Work Programme, and will also address trafficking in human beings.

To improve efficiency in the fight against organised crime, DG HOME will carry out a back-to-back evaluation and impact assessment, including a public consultation, for the revision of the **Directive on the freezing and confiscation of the proceeds of crime**¹⁷ and for the revision of the **Council Decision on Asset Recovery Offices**. DG HOME will also put forward a proposal for conclusions, on behalf of the EU, on the Council of Europe **Convention on Laundering, Search, Seizure and Confiscation of the Proceeds from Crime** and on the **Financing of Terrorism (Warsaw Convention)** which has been signed but not yet ratified by the EU.

2021 will see the start of implementing the EU action plan on firearms trafficking 2020-2025¹⁸. DG HOME will publish a **report on the application of the Firearms Directive**¹⁹. To ensure its full implementation, DG HOME will throughout 2021 conduct a wide-ranging compliance exercise. The first step will be to finalise the completeness assessment of national transposition measures. This will be followed with a compliance assessment of national implementation of the Directive. The exercise may lead to specific enforcement actions, such as infringement procedures.

DG HOME will within the European Multidisciplinary Platform Against Criminal Threats propose an EU-level memorandum of understanding between parcel operators and police and customs authorities, to improve the communication of **data related to firearms and firearm parts** and the way they can support one another, based on best practices already implemented at national level.

¹⁷ Directive 2014/42/EU of 3.4.2014.

¹⁸ Communication COM(2020) 608 final of 24.7.2020.

¹⁹ Directive 2017/853/EU of 17.5.2017.

Building on the EU Agenda and Action Plan on Drugs 2021-2025, DG HOME will propose in 2021, subject to budget availability, a **revised mandate** for the **European Monitoring Centre for Drugs and Drug Addiction**, in order to ensure that the Agency is appropriately equipped to deal with current and future challenges. The proposal will be underpinned by an impact assessment, which will be finalised in the course of 2021.

Ahead of the 2021 United Nations General Assembly Special Session on corruption, DG HOME will prepare the next steps and cooperate with the other concerned EU institutions to ensure that the EU will fulfil its obligations under the **Convention against Corruption** review mechanism. The review will be announced at the United Nations General Assembly in June 2021.

DG HOME is the lead service in the Commission as regards anti-corruption policies. DG HOME is therefore also responsible for the anti-corruption framework within the Commission's annual Rule of law report exercise and will prepare and lead the discussions with Member States on anti-corruption in the preparation of the second **Rule of Law report** due in June 2021. DG HOME contributes to the assessment of the national Recovery and Resilience plans, which will serve as a vehicle to address the needed reforms identified in the Rule of Law report, as an efficient anti-corruption framework in the Member States is essential to **ensuring recovery** in the aftermath of the Covid-19 crisis and achieving an efficient, accountable and transparent allocation and distribution of funds and resources.

Based on results of a study on the technical requirements for data spaces in law enforcement²⁰, a call for proposals relating to research and innovation and for developing **Artificial Intelligence (AI) technologies** in the domain of law enforcement will be financed under the digital Europe programme and the Recovery and Resilience Fund. DG HOME will also launch a project together with the United Nations Interregional Crime and Justice Research Institute to elaborate a responsible AI innovation toolkit for law enforcement.

Research and innovation plays a crucial role when it comes to keeping up with the rapidly changing security environment and technology landscape. In 2021, DG HOME will propose a Communication on a **2021-2025 Action plan to increase the impact and effectiveness of security research and innovation** with the objective to increase the EU's capacity to accomplish strategic policy objectives in security through research and innovation. The action plan aims at removal of barriers that currently prevent optimal uptake of security research results and consequently at maximising the impact of the EU's investment in this domain.

²⁰ Tender n° HOME/2019/AMIF/PR/DATA/0016.

The Community of Users for **secure, safe and resilient societies**, under the lead of DG HOME, has developed into an internationally recognised platform for exchanges among actors and projects in security research, with a potential to become a forum supporting Horizon Europe. To further advance its work, DG HOME will set up an **Expert Group** in 2021 and organise workshops and events relating to the five areas of the Secure Societies Research Programme.

In parallel, a **European Security Research Forum** will be set up as an informal body in which high level representatives from Member States and from EU entities will be overlooking the implementation of the 2021-2025 Action Plan.

The importance of **EU agencies** in the research and innovation cycle is increasing. DG HOME will make the EU Innovation Hub a network for innovation laboratories in Justice and Home Affairs agencies, Member States, the Joint Research Centre, and other relevant entities with a comprehensive approach to internal security.

Building on the positive experience with the European Border and Coast Guard Agency, DG HOME plans to sign **Terms of Reference with eu-LISA** aiming at improving collaboration on research and innovation relevant for the operational management of large-scale IT systems in the area of freedom, security and justice.

In cooperation with the Directorate-General for Mobility and Transport (DG MOVE) and the EU Intelligence and Situation Centre, DG HOME will continue **its risk assessment work relating to transport security**, aiming to further increase the security of travellers. Capacity building activities on aviation were planned for 2020 in selected third countries, but had to be suspended due to the **Covid-19** pandemic. The suspended capacity building work will resume as soon as possible.

Based on the EU-NATO agenda, DG HOME, as the lead service in the Commission, will alongside the European External Action Service and the Council's General Secretariat participate in the implementation of the **Crisis Management Exercise 2021** as a response cell. Moreover, DG HOME will be launching the planning phase of **Parallel and Coordinated Exercises (PACE) 2022**.

In the financial period 2021-2027, the **Internal Security Fund** will continue to support actions at EU and national level for reinforced security. The key priorities of the Fund will be: to increase the **exchange of information** among and within competent authorities, relevant Union bodies as well as with third countries and international organisations; to **intensify cross-border joint operations** among and within competent authorities in relation to serious and organised crime; and to strengthen capabilities in relation to **combatting and preventing crime, including terrorism**. The actions DG HOME will support include, among others, investments in security relevant IT systems; increased use of information exchange tools, systems and databases; more joint law enforcement

operations between Member States; improved use of joint investigation teams; and more law enforcement trainings.

For activities relating to the external dimension of internal security, see Specific Objective 4: Stronger cooperation with partner countries.

The relevant performance table can be found in the [Annex \(page 31\)](#).

Specific objective 2: An effective asylum and migration management policy

In line with the **2020-2024 Strategic Plan**, the Commission adopted in September 2020 the **New Pact on Migration and Asylum**²¹, covering all of the various elements needed for a comprehensive European approach on migration, asylum, integration, return, border management and cooperation with partner countries. The Pact is accompanied by a number of legislative and non-legislative initiatives as well as other key actions, structured in three main pillars: strengthened cooperation and partnership with non-EU countries, more efficient and fast asylum and return, and a system based on the principle of fair sharing of responsibility and solidarity.

In 2021, DG HOME will support a successful conclusion of the negotiations between the European Parliament and the Council on the legislative proposals presented together with the Pact: a **Regulation on asylum and migration management**²², an amended proposal for a **Regulation on establishing a common procedure for international protection in the Union**²³, a proposal for a **Regulation introducing a screening of third country nationals at the external borders**²⁴, a proposal for a **Regulation addressing situations of crisis and force majeure**²⁵ in the field of migration and asylum, as well as the amended proposal for a **Regulation on the establishment of 'Eurodac'**²⁶, for which DG HOME will provide support for a quick adoption.

The New Pact builds on the Commission's proposals from 2016 to reform the Common European Asylum System, and seeks to maintain as much as possible the progress made and the compromises reached between the European Parliament and the Council. In 2021, the Commission will continue to support the conclusion of the interinstitutional negotiations on the **Qualification Regulation**²⁷ and on the recast of the **Reception Conditions**

²¹ https://ec.europa.eu/info/publications/migration-and-asylum-package-new-pact-migration-and-asylum-documents-adopted-23-september-2020_en

²² COM(2020) 610 final of 23.9.2020.

²³ COM(2020) 611 final of 23.9.2020.

²⁴ COM(2020) 612 final of 23.9.2020.

²⁵ COM(2020) 613 final of 23.9.2020.

²⁶ COM(2020) 614 final of 23.9.2020.

²⁷ COM(2016) 466 final of 13.7.2016.

Directive²⁸. In addition, DG HOME will continue to provide support for a quick adoption of the **Regulation on a European Union Agency for Asylum**²⁹.

The New Pact on Migration and Asylum sets the path for establishing a common EU system for returns, which combines stronger structures inside the EU with more effective cooperation with third countries on return and readmission. As indicated in the 2021 **Commission Work Programme**, the Commission will propose a **new strategy on voluntary returns and reintegration** to set out new approaches to the design, promotion and implementation of assisted voluntary return and reintegration schemes in Member States for an increased take-up of voluntary return by irregular migrants. In this framework, DG HOME will also continue to support the interinstitutional negotiations on the **recast of the Return Directive**³⁰ and on the amended **Asylum Procedure Regulation**³¹. Early in 2021, DG HOME will appoint a **Return Coordinator**, supported by a high-level network of national representatives, which will ensure the coordination of national approaches to returns, support the work in readmission and ensure consistency across the EU. DG HOME will also closely follow the European Border and Coast Guard's (**Frontex**) work to ensure the full operationalisation of its mandate on returns.

In the field of **legal migration**, DG HOME will early in 2021 publish the results of the **public consultation on the future of EU legal migration**. This consultation aims to identify additional areas where the EU framework could be improved, including through possible new legislation.

In order to respond to the overall objective of attracting talent needed in the EU, DG HOME will in the autumn of 2021 propose a **Skills and Talent package**, which includes a **revision of the Long-term Residents Directive**³² and a **review of the Single Permit Directive**³³. It will also include options for how to set up an **EU Talent Pool** for third-country skilled workers, which could operate as an EU-wide platform for international recruitment, through which skilled third-country nationals may express their interest in migrating to the EU, and thereafter be identified by EU migration authorities and employers based on their needs.

As noted by President von der Leyen in her **State of the Union** address in September 2020, we need to make sure that people who have the right to stay are integrated and made to feel welcome. To this aim, DG HOME will implement actions included in **the Action Plan on integration and inclusion**, adopted by the Commission on 24 November 2020.

²⁸ COM(2016) 465 final of 13.7.2016.

²⁹ COM(2018) 633 final of 12.9.2018.

³⁰ COM(2018) 634 final of 12.9.2018.

³¹ COM(2020) 611 final of 23.9.2020.

³² Directive 2003/109/EC of 23.1.2004.

³³ Directive 2011/98/EU of 23.12.2011.

It will also continue its cooperation with the Economic and Social Partners following the renewal of the European Partnership for Integration³⁴ to offer opportunities for refugees to **integrate into the European labour market**. Depending on the evolution of the Covid-19 pandemic, activities of the European Integration Network requiring physical presence (e.g. study visits) may be resumed. The cooperation with **local and regional authorities** will also be reinforced, in particular with the Committee of the Regions and through the Partnership of the Urban Agenda on the inclusion of migrants and refugees.

Regarding **resettlement activities**, in 2021 DG HOME will support Member States in their implementation of the 2020 pledges as well as of the other aspects of the Commission's recommendation on legal pathways to protection in the EU: promoting resettlement, humanitarian admission and other complementary pathways³⁵ adopted in 2020.

Under the heading **Innovation in Migration**, the European Migration Network will identify and suggest innovative methods and approaches to the Commission and Member States. All outputs would be fully in line with data protection standards and respect for fundamental rights. Innovation in Migration encompasses four areas of interest with the following proposed topics: new technologies (digital, artificial intelligence), explore new legal pathways; new narratives around migration; new governance.

In September 2020, as part of the New Pact, the Commission presented a **Recommendation on an EU Mechanism for Preparedness and Management of Crisis related to Migration**³⁶ (Migration Preparedness and Crisis Blueprint), which will provide an operational framework at EU level for the anticipation and monitoring of migration flows and migration situations, building resilience and preparedness, and organising a coordinated response to a migration crisis. In 2021, the Migration Preparedness and Crisis Blueprint will be implemented, through the creation of a **Blueprint Network**. If the EU integrated political crisis response (IPCR) arrangements remain in place in 2021, DG HOME will continue issuing Integrated Situational Awareness and Analysis reports, which provide the Council with a weekly situational picture of migration and asylum in the EU, along the main migratory routes, and in relevant third countries. In case the IPCR working arrangements are deactivated, this report would be substituted by **Migration Integrated Situational Awareness and Analysis** reports as defined in the Migration Preparedness and Crisis Blueprint.

³⁴ <https://ec.europa.eu/home-affairs/sites/homeaffairs/files/what-we-do/policies/legal-migration-policy/joint-statement-commission-economic-social-partners-renewal-european-partnership-integration.pdf>

³⁵ C(2020) 6467 final of 23.9.2020.

³⁶ C(2020) 6469 final of 23.9.2020.

Targeted **external and internal communication** actions (social media, audio-visual and press material) will support the ongoing roll-out and adoption of the New Pact and overall migration policy.

In line with the Commission's approach to evidence-based policymaking, DG HOME will issue publications on a quarterly and annual basis, on migratory flows and other migration related data. Close cooperation will continue with the Knowledge Centre on Migration and Demography in the Commission's Joint Research Centre to increase anticipation, preparation and foresight and help to prepare EU responses to key trends in this work stream as stated in the New Pact on Migration and Asylum.

The DG HOME Taskforce Migration Management, announced at the time of the adoption of the New Pact on Migration and Asylum, will together with the Greek authorities implement a **joint pilot**: a new multi-purpose reception and identification centre that will in 2021 be established on the island of Lesbos, fully in line with relevant EU standards and Union law. Taking a holistic approach to migration as envisaged by the New Pact, a **strategic framework** will be put in place as regards reception, children and unaccompanied minors, integration, asylum, and effective returns. This will contribute to a more efficient migration management system and decongestion of islands.

Migrant smuggling is a criminal activity that damages both the humanitarian and the migration management objectives of the EU. The new **2021-2025 EU Action Plan against migrant smuggling** – announced within the New Pact on Migration and Asylum and in the 2021 **Commission Work Programme** – will focus on combatting criminal networks involved in the smuggling of people, both within the EU and with partner countries, and will boost cooperation and support the work of law enforcement and judicial authorities. The Action Plan will build on the work of Europol and its European Migrant Smuggling Centre, Frontex, Eurojust and the EU Agency for Law Enforcement Training. New measures and strengthened inter-agency cooperation will address challenges in the areas of financial investigations, asset recovery and document fraud, as well as new phenomena such as digital smuggling.

As for funding, the **Asylum, Migration and Integration Fund** will continue supporting migration management in 2021. Through the programming of the future **Asylum, Migration and Integration Fund**, DG HOME will also provide support for assisted voluntary return and reintegration programmes and for alternatives to detention, and will encourage support that targets the **specific needs of women** in the asylum procedure and in integration, and to step up the **protection of vulnerable persons**. In parallel, DG HOME will work closely with the Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR) and the Directorate-General for International Cooperation and Development (DG DEVCO) to ensure that funding under the Neighbourhood, Development and International Cooperation Instrument and the Instrument for Pre-Accession corresponds to the needs identified in the New Pact on Migration and Asylum, as far as the external dimension is concerned.

Policy and funding initiatives will be accompanied by **targeted external communication actions** to build awareness and present a more positive narrative.

For activities relating to the external dimension of migration management, see Specific Objective 4: Stronger cooperation with partner countries.

The relevant performance table can be found in the [Annex \(page 38\)](#).

Specific objective 3: A fully functioning area of free movement

EU citizens and economic operators expect the Schengen area to be united, efficient and predictable. In 2021 DG HOME will continue working to deliver on this, particularly by lifting the containment measures taken in relation to the Covid-19 pandemic. In her **State of the Union** address in September 2020, President von der Leyen announced that a **Strategy for the future of Schengen** would be adopted. This strategy will enhance Schengen with a view to building a stronger Schengen area that functions smoothly and, at the same time, has the necessary tools to face and overcome future crisis. With this in mind, DG HOME will continue to work on effectively achieving an area of freedom, security and justice without internal frontiers, as set out in Article 3 of the Treaty on European Union.

The strategy will be put forward in May 2021 and it will be composed of several initiatives, mainly under the lead of DG HOME but possibly integrating relevant initiatives also from related areas and services (such as DG MOVE and DG GROW). DG HOME intends to keep the political momentum obtained in December 2020 with the consultation of relevant stakeholders in the **Schengen Forum**. In 2021, this consultation process will take place at both high-political and technical levels. The second Forum should take place in late spring 2021, and its conclusions will contribute to shaping the **Communication on the future of Schengen** and, more generally, to the overall Strategy that will propose concrete steps to improve the functioning and preserve the unity of Schengen.

In particular, the Communication will be drafted following a thorough impact assessment process and a public consultation and accompanied by a proposal for the **revision of the Schengen Borders Code** that should draw lessons learnt over the past years as well as including from the Covid-19 pandemic as well as a **proposed modification of the Schengen evaluation mechanism**.

The free movement within the Schengen area and the protection of the EU external borders, be it the air, land or sea borders, can only be accomplished with the use of state-of-the-art technology. It is for this reason that the overall **Schengen Strategy** will also present innovative ways to speed up passenger flows through border controls at international ports of entry, while at the same time assist border officers to identify and isolate potential threats. Such ways would consist, for example, in no-gate border crossing systems, digital travel credentials replacing conventional passports, and fraud-resistant travel documents.

Based on the amendment³⁷ of the multiannual programme for Schengen evaluations (2020-2024), required to mitigate the impact of **Covid-19**, DG HOME will continue to implement the **Schengen evaluation and monitoring mechanism** to verify how Member States apply the Schengen *acquis* and remedy any deficiencies. Building on the Report³⁸ on the implementation of the previous multi-annual programme (2015-2019) as well as on the outcome of the discussions in the framework of the Schengen Forum and a comprehensive consultation of all relevant stakeholders, DG HOME will – as indicated in the 2021 **Commission Work Programme** – table a proposal **amending the Regulation establishing an evaluation and monitoring mechanism to verify the application of the Schengen *acquis***³⁹. The proposal will address shortcomings that have emerged and enhance the evaluation and monitoring process to make the Schengen Evaluation Mechanism a fully effective tool for evaluating the functioning of Schengen and for ensuring that improvements are effectively implemented.

Protecting the integrity of the Schengen area requires a modern and effective management of the external borders, in full compliance with EU law and fundamental rights. This is a priority for DG HOME. Therefore, DG HOME will in 2021 launch a **multiannual strategic policy cycle** to steer the activities of **the European Border and Coast Guard** in the areas of border management and return. DG HOME will also promote the consistent and integrated use of all relevant legal, financial and operational instruments in these policy areas, both within the EU and in the relation with our external partners with particular attention being paid to the respect of fundamental rights at the borders. The **Communication establishing the multiannual strategic policy for European Integrated Border Management** that is planned for adoption towards the end of 2021 will be the first layer of this cycle, providing political guidance for the components of the **European Integrated Border Management** and laying out the governance of the strategic cycle.

Trust in the Schengen area will be further reinforced by **making the visa procedure fully digitalised** by 2025, with a digital visa and the ability to submit visa applications online. DG HOME will present in 2021 the necessary legislative proposals with the aim to make the visa procedure largely paperless and contactless, and thereby more time-saving and cost-efficient for travellers and consulates, while at the same time ensuring the highest level of security. The proposals will build on the results of a project with eu-LISA launched in September 2020 to develop a prototype of the EU online visa application portal and a pilot project on digital visas, currently under consideration.

DG HOME expects that the effects of the **Covid-19 pandemic** will continue to be felt in 2021. Until the situation is fully under control, DG HOME will keep working, in cooperation

³⁷ C(2020) 8045 final of 14.12.2020.

³⁸ COM(2020) 779 final of 20.11.2020.

³⁹ Council Regulation (EU) 1053/2013 of 6.11.2013.

with other Commission services and with Member States, to ensure that the disruptive effects of the necessary containment measures are limited to the minimum concerning the functioning of the Schengen area and citizens' freedom to move in the area without internal borders. Considering the constant evolution of the epidemiological situation, it is difficult to plan ahead, but DG HOME, like other Commission services, will remain attentive and ready to propose appropriate solutions to overcome the crisis.

External communication actions will continue to address the home affairs dimension of Covid-19, contributing to the corporate recovery campaign addressing also the dimension of freedom, security and justice, and on travel and transportation during the Covid-19 pandemic, ensuring that travellers receive up to date information on how to travel to and from the EU during the pandemic⁴⁰.

In 2021, DG HOME will continue cooperating with Member States and EU Agencies to monitor closely the **implementation of new EU information systems** (Entry/Exit System, European Travel Information and Authorisation System, European Criminal Records Information System for Third-Country Nationals) and their **interoperability** by the end of 2023. Interoperability will connect all European systems for borders, migration and security, including Schengen Information System, Visa Information System and Eurodac, so that national authorities have access to complete, reliable and accurate information. The upgrade of the **Schengen Information System** will enter into operation by the end of 2021. A targeted external communication campaign will ensure awareness of relevant authorities and the general public.

The Internal Security Fund – Borders and Visa will continue supporting actions at EU and national level. At the same time, the new **Instrument for financial support for Border Management and Visa** (BMVI) will start to support actions contributing to a strong and effective European integrated border management at the external borders, thereby helping to ensure a high level of internal security within the EU, while safeguarding the free movement of persons. These instruments will also facilitate the implementation of the recommendations stemming from the quality control mechanisms in place for verifying that the Schengen area functions effectively (Schengen evaluation mechanism and Frontex Vulnerability assessment).

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

Specific objective 4: Stronger cooperation with partner countries

Cooperating with international organisations in the field of migration and security is a core task for DG HOME and in line with the Commission's ambition for "A stronger Europe in the world". At the same time, DG HOME will continue to engage with strategic partners outside the EU and international organisations on global issues such as migration management.

⁴⁰ https://ec.europa.eu/info/live-work-travel-eu/health/coronavirus-response/travel-during-coronavirus-pandemic_en

Furthermore, the New Pact on Migration and Asylum recognises that a stronger cooperation with key partner countries in the area of migration is essential, whether they be origin, transit or destination countries. DG HOME will thus continue to strengthen its engagement and cooperation with partner countries in 2021, focusing on comprehensive, tailor-made partnerships on all aspects of **migration**, including regular and irregular migration, asylum, border management and return, including through tailor-made funding if providing an added value in these areas.

Dialogues on migration have intensified with a range of key partners in Asia, Africa, and the Western Balkans, and will be expanded so as to further deepen cooperation. A dedicated approach will also continue with partners such as Turkey. Dialogues on migration and/or security are also taking place with the U.S., Canada, India, Australia, Mexico and in international fora. As migration is central to the EU's overall relationships with key partner countries, DG HOME will strive to ensure that migration features in all relevant dialogues of the EU.

Closer contacts with partner countries will also be sought through the network of **European Migration Liaison Officers** and via **Home Affairs agencies** notably by finalising the working arrangements between North African countries and Frontex and Europol, or the signature of Status Agreements with Western Balkan countries.

DG HOME will kick off actions in third countries under the umbrella of the **Regional Development and Protection Programme** in North Africa and the Horn of Africa, funded through the Asylum, Migration and Integration Fund. These actions address the protection and other needs of migrants, refugees and asylum seekers, supporting the efforts of the migrant and refugee hosting communities, and building capacities of the authorities.

In 2021, work will start on **Talent Partnerships**, aiming to enhance support for legal migration and mobility with key partner countries. These initiatives will provide a framework and funding, aiming to better match labour and skills needs in the EU, as well as being part of the EU's toolbox for engaging partner countries strategically on migration.

Other external dimension activities envisaged by the New Pact and the 2021 Commission Work Programme include – as mentioned under Specific Objective 2 - **A new strategy on voluntary returns and reintegration**, with the aim to enhance partner countries' capacity to manage the reintegration of their nationals and their ownership over the process. The Strategy will cover voluntary returns from the EU to countries of origin and from partner countries to countries of origin. Emphasising the link between internal and external aspects of migration, this process will be supported internally by the appointment of a **Return Coordinator** in early 2021, assisted by a High-Level network of national representatives, ensuring the coordination of national approaches to returns and consistency across the EU. In 2021, the Commission will also present **a new EU action plan against migrant smuggling** as referred to above.

Immigration Liaison Officers provide a valuable connection in the fight against irregular migration and migrant smuggling. The full implementation of the Regulation on the creation of a European network of immigration liaison officers⁴¹ will further consolidate this network and enhance the fight against smuggling. In 2021, the 2020-2022 Work Programme for Immigration Liaison Officers will start to be implemented, following its adoption by the Liaison Officers' Steering Board.

An assessment report on **third countries' cooperation on readmission** under the revised new Visa Code is being prepared for adoption in early 2021 and proposals for Council Implementing Decisions may be presented thereafter for visa measures which are more or less restrictive or favourable depending on the level of cooperation on readmission.

Security partnerships between the EU and third countries should be stepped-up in order to counter shared security threats. In this context, DG HOME will launch a new policy initiative on a framework for the exchange of information in relation to borders, security and migration with key third countries.

DG HOME will also further deepen **cooperation on counter-terrorism with the six Western Balkan partners** within the framework of the Joint Action Plan, through the negotiation of updated bilateral implementation agreements.

Since the last update in 2010 of the Commission's global approach on **Passenger Name Record** data transfers, new developments have taken place including the adoption of international standards and recommended practices as regards the processing of passenger name record data by the International Civil Aviation Organization, following a 2017 United Nations Security Council Resolution. The EU has adopted new legislative instruments on data protection and the Court of Justice has developed relevant jurisprudence. Against this background, DG HOME will propose a **revised international strategy for Passenger Name Record data**, which is fit for the current context. As regards related international agreements, besides the **evaluations of the U.S. and Australia agreements**, the ongoing negotiations on an **EU-Canada Agreement** on Passenger Name Record data, the Council adopted in February 2020 a decision authorising the Commission to **launch negotiations with Japan** for an agreement on the transfer and use of such data.

DG HOME will also continue the negotiations with **Turkey and New Zealand** for agreements on the **exchange of personal data with Europol**.

⁴¹ Regulation (EU) 2019/1240 of 25.7.2019.

The bilateral **drug dialogues with China and Iran** will be launched, as agreed by the Council in 2019 and early 2020. In addition, DG HOME will continue supporting the work of the **Commission on Narcotic Drugs** within the UN Office on Drugs and Crime.

As far as the fight against organised crime at the international level is concerned, DG HOME will propose in 2021 an update of the Declaration of competences of the EU for the **United Nations Convention against Transnational Organised Crime** and two of its Protocols: the Protocols on Migrant Smuggling and the Protocol on Trafficking in Human Beings (Palermo Convention). It will also propose, in cooperation with DG JUST, a Union position for the next **UN Congress on Crime Prevention and Criminal Justice** in March 2021 in Kyoto.

DG HOME will also continue its work to have compatible rules at international level on **cross-border access to electronic evidence** for criminal investigations. Negotiations have been launched in the Council of Europe on a Second Additional Protocol to the Budapest Convention on Cybercrime⁴², aiming to enhance existing rules at global level. DG HOME contributes to the participation of the Commission, on behalf of the EU, in these negotiations. Once the negotiations are concluded, the Protocol will need to be ratified by EU Member States. DG HOME will also continue its contribution to the negotiations by the Commission, on behalf of the Union, for a bilateral **EU-U.S. agreement on cross-border access to electronic evidence** for criminal investigations.

DG HOME also continues to work with Member States and like-minded countries to ensure that a future convention on 'Countering the use of information and communications technologies for criminal purposes' pursuant to the United Nations General Assembly Resolution 74/247⁴³ will not undermine the Budapest Cybercrime Convention and that it ensures the principles of transparency, consensus, rule of law and protection of fundamental rights and freedoms. Once the outline and modalities for the functioning of the *ad hoc* Committee responsible to negotiate the future treaty are established (planned for the beginning of 2021) the Commission should propose a recommendation for a Council decision authorising the participation in **negotiations on a UN cybercrime convention**.

DG HOME's actions will remain guided by the United Nations' **2030 Agenda and its Sustainable Development Goals**. Our envisaged migration and internal security initiatives will contribute to the achievement of the Sustainable Development Goals. The New Pact on Migration and Asylum will contribute to goal 10 *Reduced inequality within and among countries*, which calls for the facilitation of orderly and safe migration and mobility

⁴² <https://www.coe.int/en/web/conventions/full-list/-/conventions/treaty/185>

⁴³ <https://undocs.org/en/A/RES/74/247>

of people⁴⁴. The New way forward on Internal Security, on the other hand, contributes to goal 16 *Peace, Justice and Strong Institutions*, which aims to reduce violence; protect children from abuse, exploitation, trafficking and violence; promote the rule of law and reduce corruption and bribery; and combat organised crime and illicit financial and arms flows⁴⁵.

DG HOME's **external communication** activity will support this objective through clear information-sharing via press, online and social media.

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

⁴⁴ United Nations Sustainable Development Target 10.7: Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies.

⁴⁵ United Nations Sustainable Development Target 16.1: Reduce violence everywhere; Target 16.2: Protect children from abuse, exploitation, trafficking and violence; Target 16.3: Promote the rule of law and ensure equal access to justice; Target 16.4: Combat organized crime and illicit financial and arms flows; Target 16.5: Substantially reduce corruption and bribery; Target 16.a: Strengthen national institutions to prevent violence and combat crime and terrorism.

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

To modernise the administration, DG HOME will in 2021 continue to work on efforts to help staff, management and organisation move to a **more balanced and sustainable working environment**. Through sound financial management, DG HOME will make sure that **resources are used with maximum benefit to the organisation**, taking care of the risks by using preventive and corrective mechanisms.

The internal control framework⁴⁶ supports **sound management and decision-making**. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls. DG HOME has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of the service's **internal control system** will be assessed on an ongoing basis throughout the year and be subject to a specific **annual assessment** covering all internal control principles.

Having well-functioning digital solutions in place, has become crucial during the **Covid-19 pandemic**. In 2021, DG HOME will continue to maintain and develop its IT systems for better policy-shaping, information management and administrative processes, ensuring internal and external communication that is fit for purpose.

A. Human resource management

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

In 2021, DG HOME will continue its work in line with its 2020-2024 Strategic Plan.

The objective of the current Commission is to achieve 50% of female managers at all management levels by the end of its mandate. At its meeting of 1 April 2020, the College adopted new quantitative targets for **first female appointments to middle management positions**, to be made by 31 December 2022. DG HOME fulfilled its target to appoint one new female middle manager already on 16 July 2020, which brought its percentage of female managers at middle management level to **56%**. DG HOME will continue supporting female colleagues for middle management careers through the corporate development programmes as well as through an internal DG HOME mentoring programme for all young talented colleagues.

At senior management level, DG HOME will have reached a level of 40% of **female senior managers** in January 2021. We will aim for this to **increase to 50%** during the year 2021.

⁴⁶ [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

In 2021, DG HOME will focus on measures helping the organisation, management and staff to evolve from crisis-working mode into a more balanced, structured and sustainable approach. Regarding **staff engagement and well-being**, DG HOME will continue to put into practice the Development Plan, formulated based on the results of the latest Staff Survey of 2018.

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

- Adoption of a **charter of values** for all DG HOME staff, which sets DG HOME's future working environment;
- Active support for its talents by establishing a targeted **mentoring programme**;
- Continuous encouragement of **female staff** to apply when **management positions** become vacant and to participate in all centrally and locally organised development programmes;
- Organisation of a **management retreat** to discuss working processes and procedures, and identify improvements and possible efficiency gains;
- Organisation of a **DG HOME away day** for all staff to discuss how the DG can further evolve and be made fit for purpose;
- Establishment of a procedure for a continuous monitoring of the **ratio between workload and available resources**;
- Organisation of internal trainings to clarify **working procedures** and responsibilities also with regard to HR management;
- Drafting of a **Learning and Development Strategy** for DG HOME;
- Update of the **local HR Strategy** in line with the Commission's corporate HR Strategy;
- Continuous efforts aimed at enhancing and modernising **internal communication and collaboration** among staff for a more connected and productive working environment and healthy work-life balance.

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

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.

As regards the next programming period 2021-2027, DG HOME will in 2021 **support Member States in the preparation of their future programmes** to be adopted as soon as possible after the adoption of the legal basis for the **financial period 2021-**

2027. DG HOME will also prepare a **2021-2022 Work Programme for the Thematic Facility**, to ensure the programming of the funding for indirect/direct and shared management, on top of the basic allocations for the national programmes.

In 2020, DG HOME amended its legal basis⁴⁷ for its financial programmes (2014-2020) to provide **additional flexibility** to Member States in implementing their national programmes in light of the **Covid-19 pandemic**. In 2021, in order to enhance absorption and ensure sound financial management, DG HOME will provide further guidance and support to Member States to **correctly apply these changes** as regards operational on-the-spot controls, the extended deadline for resettlement operations, and the technical aspects of the decommitment rule.

In 2021, DG HOME will continue **implementing assurance-related activities on expenditures** from EU funding under DG HOME's responsibility. The aim is to guarantee the legality of the expenditures and to minimize regularity risks, by prioritizing the use of preventive and corrective mechanisms. **Preventive measures** rely on a thorough yearly risk assessment followed by proactive monitoring and potential mitigating controls:

- **Regular workshops with the stakeholders, internal and external** will be organised to enhance common understanding on sound financial management and obligations, particularly to follow up on past audit recommendations.
- Upfront interpretation of rules will be guaranteed, and translated into **clear guidelines** by building on a continuous **dialogue with beneficiaries** both at bilateral and systemic level, the latter in various forms, such as: kick-off meetings for Union actions, Committee meetings for Member States representatives and making full use of the IT tools available to communicate with beneficiaries. DG HOME will put particular emphasis on the upfront interpretation of the Common Provisions Regulations and the new Funds so that Responsible and Audit Authorities are well acquainted with them from the beginning. In both shared and direct management, IT tools, templates and rules (including simplified costs options) for the next generation of Funds will be further harmonised with other EU Funds and programmes. This simplification will increase efficiency of projects and reduce errors.
- **Monitoring activities according to the risk assessment** will take place to provide additional support on the ground and ensure that guidelines are put in place correctly both by the authorities managing the Funds and the project beneficiaries. In shared management, these activities will consist among others of (online) participation in monitoring committees, exchanges of views with the managing/responsible authorities on implementation, in situ visits (where Covid-19 situation allows) of projects. In direct management, constant communication will be ensured through the dedicated IT tool; deliverables provided regularly by project beneficiaries will be analysed by both the

⁴⁷ Regulation (EU) No 514/2014, Implementing Regulation (EU) No 840/2015 and Implementing Regulation (EU) No 801/2014.

policy units and the operational unit, in order to address any difficulties and to identify good practices that can be promoted.

- The internal structure of DG HOME, combining budgetary, thematic and geographical expertise in funding units, guarantees weekly discussions and sound consultation on implementation issues and replies to frequently asked questions from Member States, and thus facilitate the **delivery of consistent and sound guidance** and support to them and other stakeholders in the implementation of the Funds.
- DG HOME will not only provide a proactive helpdesk function to beneficiaries, but also ensure that i) **funding adequately reflects policy objectives** by actively liaising with policy units and ii) Home Affairs funding **meets the principles of synergies and complementarity** by conducting interservice consultations with other Commission services when changes are made to the multiannual national programmes.
- Through the clearance of accounts procedure and especially the partial clearance procedure DG HOME **reduces the risk of exposure** as DG HOME can decide not to clear fully the accounts due to risks.
- **Corrective measures** will include:
 - o **audits**, both as desk work and on-the-spot, with an increased focus on risks. These activities aim at providing assurance of the legality and regularity of the expenditures declared to the Commission, while keeping an efficient use of limited audit resources;
 - o the application of **financial corrections**, when needed;
 - o the implementation of **audit recommendations** (the European Court of Auditors on the legality and regularity of the underlying transactions and Internal Audit Service).

In 2021, DG HOME will further roll out the **tailored internal training plan** launched in 2020 to contribute to the delivery of the objective and targets relating to the cost effectiveness and efficiency of controls. This plan covers a variety of subjects related to tasks under direct management, shared management and general subjects (budget, MFF 2021-2027, policy aspects, etc.). The aim is to support DG HOME staff in the performance of their daily tasks and help them improve skills and credentials.

As regards the Annual Programmes implemented in the **2007-2013 Multiannual Financial Framework** under the Home Affairs Funds, DG HOME will continue making efforts to substantially progress and, if possible, **finalise the follow-up of the conclusions of the ex post audits** of the programmes. All final reports on the ex post audits have been concluded. In 2021, DG HOME will send the remaining pre-information letters defining the amount of corrections, analyse replies from Member States on these letters and, where appropriate, issue the corresponding recoveries for the remaining files.

As regards the Annual Programmes implemented in the **2014-2020 Multiannual Financial Framework** (in total 58 Asylum, Migration and Integration Fund (AMIF) and Internal Security Fund (ISF) programmes) the **specific audit approach will be continued**,

including the **review of the annual control reports** documenting the audit work of the Member States' Audit Authority to support the audit opinions issued with the request for payment of the final balance (i.e. the annual accounts). Furthermore, **system audits** based on an updated risk assessment will be conducted with a twofold aim: to assess the functioning of the management and control systems put in place by the national authorities and to gain assurance on the work of the national Audit Authorities. DG HOME will support Member States on building their capacity for effective management and control systems for the sound financial management of the EU Funds.

The relevant performance table can be found in the [Annex \(page 48\)](#).

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

In 2021, DG HOME will further invest in improving its internal control system, taking into account the specific challenges and risks of the DG, and regularly assess the effectiveness of the system in accordance with Internal Control Principle 16 (*'The Commission selects, develops, and performs ongoing and/or separate assessments to ascertain whether the components of internal control are present and functioning'*). The legality and regularity of payments are ensured through the controls throughout the management of transactions: negotiations, contracting, payments. These ex ante controls will be complemented with ex post audits. For shared management, controls take place during the implementation of national programmes (verification of the annual accounts and assurance package during the annual clearance of accounts procedures, system audits by DG HOME auditors).

Sound financial management is measured mainly through indicators defined in the Financial Regulation and reported in the Annual Activity Report, such as time-to-inform, time-to-grant and time-to-pay. In addition, DG HOME will continue to pay attention to the effectiveness of the ex ante controls and to the efficiency of the transactions process.

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

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 Strategy⁴⁸ aimed at the prevention, detection and correction⁴⁹ of fraud.

With a view to updating its current Anti-Fraud Strategy endorsed in 2018, DG HOME conducted in 2020 an analysis of the new 2019 Commission Anti-Fraud Strategy as well as an internal Fraud Risk Assessment exercise and contributed to the implementation of the Action Plan.

The results of these exercises, together with adjustments required by the new MFF 2021-2027 and the establishment of the European Public Prosecutor's Office (EPPO) are being taken into consideration in the updated DG HOME Anti-Fraud Strategy. The document is subject to internal consultation as well as interservice review with a target of final approval by March 2021.

In 2021, DG HOME will promote awareness of fraud prevention and detection within the DG through specific training courses, awareness raising campaigns and dissemination of information related to fraud issues, internally and with Member State Authorities. DG HOME will continue contributing to the implementation of the Action Plan for the 2019 Commission Anti-Fraud Strategy; for example by contributing to an evaluation of fraud risks and vulnerabilities with regard to spending in emergency situations, and closely monitoring Member States' follow-up of OLAF's financial recommendations.

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

D. Digital transformation and information management

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

DG HOME will in 2021 continue working towards reaching the above objective set in the 2020-2024 Strategic Plan.

⁴⁸ 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'.

⁴⁹ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

Digital transformation: The degree of implementation of the digital strategy principles by the most important IT solution is one of the indicators for digital transformation set in the Strategic Plan.

The initiatives identified in 2020 as the **DG HOME Modernisation plan** will be promoted, and where feasible, further steps will be taken towards implementation. In particular, the initiative on assessing the degree of transposition of EU Directives in national legislations using artificial intelligence will be prototyped in 2021 in order to enable a further assessment of its opportunity and business case.

In 2021, existing systems and new planned ones will continue to contribute to the achievement of the Commission's **Digital Strategy principles**, in particular on Digital by default, Once Only, User-centric, Cross-border, Data-driven, Interoperability and Security, as they aim at reducing the burden on citizens, increasing efficiency of national and European institutions and bodies, and at their closer cooperation and collaboration in the domain of Home Affairs.

In 2021 the *European Migration Network* system will be moved to a new, independent infrastructure cluster, achieving this way the **status of a critical system**. This will have a positive effect on the cross-border availability of the system.

DG HOME will in 2021 finalise its contribution to the Commission **ColdFusion Transformation programme** by achieving the complete migration of the *European Web Site on Integration* system from ColdFusion to Drupal 8. Likewise, the migration of *Anti-trafficking in human beings* website and of the *EU Immigration Portal* from Drupal 7 to Drupal 8, will be completed in 2021, for an improved user centricity and security. **User centricity will be further improved** on these systems in 2021 and 2022 when the usability and accessibility analysis carried out in 2020 will be gradually implemented.

User centricity of the *Security research community of users* website will be also improved when the website is repatriated to the Commission's hosting services and technology. In the process, the website will be re-built applying the Commission's visual identity, usability and accessibility standards. This action is expected to start in 2021 and to be finalised in 2022.

In areas like Once Only, Cross border cooperation and Interoperability, the *European Travel Information and Authorisation System* portfolio of systems will make significant progress by reaching the **execution phase**, while the *Reintegration Assistance Tool* module of the *European Migration Network* system will be enriched with a set of **interoperability interfaces** for connecting to Members States national systems and possibly to the International Organisation for Migration. This system's user interface is also subject to a user centricity improvement action plan that will start in 2021, when also its future technology will be decided.

Adhering to the corporate initiative on data assets inventory set in the **Digital Strategy**, **six key data assets** held by DG HOME have been identified and are now included in the **Commission's corporate data inventory**. DG HOME will periodically review and, if needed, update the list of the key data assets.

After participating in the corporate pilot phase of Microsoft 365 (M 365) in 2019 and 2020, DG HOME has started using M365 on an extensive scale. **In 2021, Teams – one of the components of M365 – will become the mainstream collaboration tool**. Moreover, following the phase-out of Cisco WebEx in the Commission at the end of 2020, M365 Teams will also become the **mainstream conference tool** in 2021.

Data, information and knowledge management: DG HOME will work on the implementation of the corporate rules for data governance and data policies at local level, putting in place **data governance structures and roles** (e.g. designate data owners and data stewards for key data assets). In addition, DG HOME will investigate how to benefit from the support to be offered by central services in the area of data management, including the 'data governance hub', the 'data advisory service', and relevant trainings.

DG HOME will also continue **ensuring business continuity and operations of its Secured Area** (classified up to EU-Secret) which has demonstrated to be a critical asset during the, still on-going, Covid-related restrictions this year.

Data protection: As regards data protection compliance, DG HOME has achieved **full coverage of its personal data processing operations** in the Data Protection Management System in 2020. This system will be **monitored and updated** throughout the year. To raise **staff's awareness** of data protection and its implications for their daily work, in line with the Strategic Plan, DG HOME will organise activities such as lunchtime seminars and, give information at unit meetings. In 2020, work started to include a data protection module in the introductory **training for newcomers**. This will be finalised in 2021. Staff will also be encouraged to participate in the data protection trainings organised by the office of the Data Protection Officer. The objective would be to ensure that 100-125 DG HOME staff take part in such activities during the year.

The relevant performance table can be found in the [Annex \(page 50\)](#).

E. Sound environmental management

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

The **European Green Deal** is one of the headline ambitions of the von der Leyen Commission, in which the Commission committed itself to lead by example also in this field: *'The Commission is also keen to reduce its environmental impact as an institution and as an*

employer. It will present a comprehensive action plan in 2020 to implement itself the objectives of the Green Deal and to become climate neutral by 2030.'

Through **EMAS** - The Eco-Management and Audit Scheme - the Commission wishes to reduce the direct environmental impact of its own activities. In 2021, DG HOME aims to contribute to that objective by continuing the **digital transformation** as an enabler of a more sustainable workplace. Drawing on the experience from the **Covid-19** pandemic, increased use of distance communication and teleworking tools will further reduce the need for transport to and from the office and meeting points, and thus reduces the carbon footprint of DG HOME.

Campaigns encouraging staff to turn off their computers at the end of the working day and to take the stairs will continue, aiming to reduce electricity consumption.

DG HOME is listing the actions it has taken to promote a sound environmental management, proposing that they could be implemented also at corporate level. It will include measures aiming to make buildings greener; and reduce the carbon footprint.

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


F. Example(s) of initiatives to improve economy and efficiency of financial and non-financial activities

In relation to shared management: DG HOME aims in 2021 to engage Member States in the discussion in view of identifying areas where simplified cost can bring the most added value.






To render the management of projects for beneficiaries and programme authorities more efficient while maintaining a high level of assurance of legality and regularity of transactions, DG HOME intends to encourage Member States to increase the use of simplified costs options in the next Multiannual Financial Framework. To this end, in addition to options included in the legislative proposal (Common Provisions Regulation), DG HOME launched in July 2020 a **study on simplified cost options** covering the three future HOME affairs funds: the Asylum, Migration and Integration Fund (AMIF), the Instrument for Financial Support for Border Management and Visa (BMVI) and the Internal Security Fund (ISF). The study will be carried out during 12 months. Its objective is to develop simplified cost options applicable across Member States. More specifically, it aims i) to develop simplified cost options for 10 areas of activity of the Funds, ii) a feasibility study to develop simplified cost options for two additional areas of activity, and iii) to develop proposals of five other areas for potential development of simplified cost options.

In relation to direct management: DG HOME will make full use of the simplified cost options established by DG BUDG in relation to costs of SME owners as well as travel and accommodation.

ANNEX: Performance tables

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

- **Output indicators for Specific objective 1: Strengthened Internal Security**

General objective: Promoting our European Way of Life			
<i>Specific objective: Strengthened Internal Security</i> [link to Part 1]		<i>Related to spending programme: Internal Security Fund</i>	
Main outputs in 2021:			
New policy initiatives			
Output	Indicator	Target	Unit
 EU Agenda to tackle organised crime (2021-2025) (PLAN/2020/7613)	Adoption by the Commission	Q1	D5
 Regulation on the detection, removal and reporting of child sexual abuse online, and establishing the EU centre to prevent and counter child sexual abuse (PLAN/2020/8915)	Adoption by the Commission	Q2	D4
 EU police cooperation code (PLAN/2020/8314)	Adoption by the Commission	Q4	D1
 Revision of the Directive on the freezing and confiscation of the proceeds of crime (PLAN/2020/8718)	Adoption by the Commission	Q4	D5
 Revision of the Council Decision on Asset Recovery Offices (PLAN/2020/8719 ⁵⁰)	Adoption by the Commission	Q4	D5
Regulation on information exchange and cross-border cooperation between law enforcement authorities, particularly in combating terrorism and cross-border crime (Prüm) and related Impact Assessment and public consultation (PLAN/2020/6629)	Adoption by the Commission	Q4	D1
Revision of the Directive on API data (PLAN/2019/5452) and related Impact Assessment	Adoption by the Commission	Q4	D1

⁵⁰ Initiative is still awaiting final validation but it is part of the 2021 Commission Work Program, and as such politically validated by College.

Communication on a PNR international strategy (PLAN/2020/7589)	Adoption by the Commission	Q2	D1
Report on the review of the Implementing Decision 2017/759 on the common protocols and data formats to be used by air carriers when transferring PNR data to Passenger Information Units (PLAN/2020/9879)	Adoption by the Commission	Q2	D1
Proposal for a Council Decision on conclusion, on behalf of the Union, of the Council of Europa Convention on Laundering, Search, Seizure and Confiscation of the Proceeds from Crime and on the Financing of Terrorism (PLAN/2020/8731)	Adoption by the Commission	Q4	D5
Communication announcing updated Declarations of competence for the UN Convention against Transnational Organized Crime and two of its Protocols, the Protocol on Migrant Smuggling, and the Protocol on Trafficking in Human Beings (PLAN/2020/9291)	Adoption by the Commission	Q3	D5
Commission proposal for the Union position for the UN Congress on Crime Prevention and Criminal Justice (PLAN/2020/6290)	Adoption by the Commission	Q1	D5
Regulation on the European Union Drugs Agency (PLAN/2019/5417)	Adoption by the Commission	Q4	D5
Proposal for a Council Decision on the position to be adopted on behalf of the European Union on scheduling of substances under the International Drug Control Conventions of 1961 and 1971 ahead of the 65th Session of the Commission on Narcotic Drugs (CND) (new psychoactive substances) (PLAN/2020/8739)	Adoption by the Commission	Q4	D5
Proposal on the Internal Security Fund	Adoption by the European Parliament and the Council	Q2	E1
Communication on Action plan to increase the impact and effectiveness of security research and innovation 2021-2025 (PLAN/2020/10043)	Adoption by the Commission	Q2	B4
Evaluations and fitness checks			
Output	Indicator	Target	Unit
Evaluation of Directive (EU) 2017/541 on combating terrorism (PLAN/2020/8726)	Adoption by the Commission	Q3	D2
Evaluation of the European Union Agency for Law Enforcement Training (CEPOL) (PLAN/2020/8322)	Adoption by the Commission	Q2	D1
Evaluation of the Directive on the freezing	Adoption by the Commission	Q4	D5

and confiscation of the proceeds of crime and impact assessment on the revision of the Directive (PLAN/2020/8718)			
Evaluation of Council Decision on Asset Recovery Offices and impact assessment on the revision of the Council Decision (PLAN/2020/8719)	Adoption by the Commission	Q4	D5
Evaluation of the Regulation on information exchange and cross-border cooperation between law enforcement authorities, particularly in combating terrorism and cross-border crime (Prüm) as part of the back-to-back exercise (evaluation and impact assessment) (PLAN/2020/6629)	Adoption by the Commission	Q4	D1
Public consultations			
Output	Indicator	Target	Unit
Public consultation on the revision of the Directive on freezing and confiscation of the proceeds of crime	Report published	Q2	D5
Public consultation on the revision of the Council Decision on Asset Recovery Offices	Report published	Q2	D5
Public consultation on the Regulation on the detection, removal and reporting of child sexual abuse online	Report published	Q1	D4
Public consultation on the proposal for an EU police cooperation code	Report published	Q2	D1
Public consultation for the evaluation of the European Union Agency for Law Enforcement Training (CEPOL)	Report published	Q2	D1
Public consultation for the evaluation of Directive (EU) 2017/541 on combating terrorism	Report published	Q3	D2
Public consultation for the evaluation of Directive 2011/93/EU on combating the sexual abuse and sexual exploitation of children and child pornography	Report published	Q3	D4
Public consultation on the Regulation on information exchange and cross-border cooperation between law enforcement authorities, particularly in combating terrorism and cross-border crime (Prüm - PLAN/2020/6629)	Report published	Q4	D1
Enforcement actions			
Output	Indicator	Target	Unit
Completeness assessment of the Firearms Directive	Infringement proceedings launched	Q1	D5
Compliance assessment of the Firearms Directive	Infringement proceedings launched	Q4	D5



External communication actions			
Output/ Result	Indicator	Target	Unit
Eurobarometer on drugs	OP downloads	500	D5
Eurobarometer on SMEs facing cybercrime	OP downloads	500	D4
Active Radicalisation Awareness Network social media channels (Twitter, Facebook, LinkedIn)	Number of followers, engagement, reach (social media metrics)	+10% compared to 2020 Facebook: Followers: 8.972 Engagement rate: 10.9% Reach: 225.826 Twitter: Followers: 10.362 Engagement rate: 3.7% LinkedIn Followers: 6.402 Engagement rate: 3.3%	D3
Information campaign on the revision of the Schengen Information System	Number of visits to the website Reach and engagement on social media (social media analytics) Number of contacts with journalists	At least 5,000 hits on the website At least 50,000 twitter impressions At least 100 media correspondents contacted in Brussels At least 20 journalists having engaged on Borders and Security	B3
Campaigns to support policy initiatives (TBD)	Twitter Impressions: >10% of 2020 (4.8 million per year compared to 5.28 million per year for 2021)	5.28 million impressions	A2



	>10% of 2020 Twitter Followers of DG HOME account: Currently 28.6k	32.5k	
Other important outputs			
Output	Indicator	Target	Unit
Contribution on corruption to the Second Rule of Law Report	Adoption of the Report by the Commission	Q3	D5
Report on the application of the Firearms Directive (PLAN/2020/8244)	Adoption by the Commission	Q1	D5
Memorandum of understanding between parcel operators and police and customs authorities against firearms trafficking	Signature of the MoU by private operators	Q3	D5
EU review under the United Nations Convention against Corruption	Announcement of the review	Q2	D5
Regulation on the prevention of dissemination of terrorist content online	Adoption by the European Parliament and the Council	Q1	D3
Strengthening collaboration within the EU Internet Forum	Number of multi-stakeholder events	5	D3
Enhanced collaboration on priority topics on prevention of radicalisation between policy makers, practitioners and researchers	Number of multi-stakeholders events	5	D3
Risk Assessments on transport security made together with DG MOVE, the Member States and EASA	Number of risk assessments completed	30	F2
Participation in the NATO Crisis Management Exercise 2021	Number of classified meetings to take place in the Secure Area	10	F2
Deployment of the common European Security data space allowing research, development, testing, training and validation of algorithms for AI-based systems	Launch of the call	Q4	F2
Implementing decisions and delegated acts necessary for the development of interoperability	Number of acts adopted.	10 Implementing Decisions and 3 Delegated Acts	B3
Implementing Decisions and Delegated Acts necessary for the development of the Entry/Exit System	Number of Implementing Decisions adopted	3 Implementing Decisions	B3
Implementing Decisions and Delegated Acts necessary for the development of the European Travel Information and Authorisation System	Number of Implementing Decisions and Delegated Acts adopted	8 Implementing Decisions and 5 Delegated Acts	B3
Implementing Decisions and Commission Decisions necessary for the implementation of the SIS Recast (border control and police cooperation)	Number of Implementing Decisions and Commission Decisions	4 Implementing Decisions and 2 Commission Decisions	B3

Revised Schengen Information System	Entry into operation	Q4	B3
Revised SIRENE Manual, including explanatory handbook, as well as training material and training activities in cooperation with CEPOL (PLAN/2018/3655 and PLAN/2018/3656)	Adoption of Implementing Decision by the Commission	Q2	B3
Action Plan for enhancing law enforcement capacity in digital investigations (in the form of Staff Working Document linked to (PLAN/2020/7613)	Adoption by the Commission	Q2	D4
EEA/ETIAS Handbook	Handbook finalised	Q4	B3
Terms of Reference with eu-LISA aiming at improving collaboration on research and innovation relevant for the operational management of large-scale IT systems in the area of freedom, security and justice	Conclusion of the signed Terms of Reference.	Q1	B4
Creation of an Expert Group for the Community of Users for safe, secure and resilient societies	Expert group in place	Q2	B4
Establishment of a European Security Research Forum	First meeting held	Q2	B4
New implementation agreements for the Joint Action Plan on Counter Terrorism for the Western Balkans (PLAN/2020/8826, PLAN/2020/8827, PLAN/2020/8828, PLAN/2020/8829, PLAN/2020/8830, PLAN/2020/8831)	Adoption by the Commission	Q2	D2/D3
EU Protective Security Advisory missions	Number of missions to EU Member States	15	D2
EU performance requirements for threat-detection equipment	Adoption by the technical working group of a report identifying possible common requirements	Q4	D2
Study on preventing terrorist attacks with vehicles	Publication of the study	Q2	D2
Study on restricting access to dangerous chemicals	Publication of the study	Q2	D2
Study of different metropolitan counter-UAS strategies	Publication of the study	Q2	D2
Study setting a baseline for the monitoring programme for the explosives precursors regulation	Publication of the study	Q3	D2
Study on evaluation of the EU Directive 2011/93 of 13 December 2011 on combating the sexual abuse and sexual exploitation of children and child pornography and the impact assessment of the possible options for its amendment	Publication of the study	Q4	D4

Impact assessment on the Revision of the Directive on API data (PLAN/2019/5452)	Adoption by the Commission	Q4	D1
Impact assessment on the revision of the Directive on the freezing and confiscation of the proceeds of crime (PLAN/2020/8718)	Adoption by the Commission	Q4	D5
Impact assessment on the revision of the Council Decision on Asset Recovery Offices (PLAN/2020/8719)	Adoption by the Commission	Q4	D5
Impact assessment of the revision of the Regulation on information exchange and cross-border cooperation between law enforcement authorities, particularly in combating terrorism and cross-border crime (Prüm) as part of the back-to-back exercise (PLAN/2020/6629)	Adoption by the Commission	Q4	D1
Impact assessment for the Regulation on the European Union Drugs Agency (PLAN/2019/5417)	Adoption by the Commission	Q4	D5
2021 Strategic Orientations on a Coordinated EU approach to prevention of radicalisation	Prepared and shared with Member States	Q4	D3





- **Output indicators for Specific objective 2: An effective asylum and migration management policy**

General objective: Promoting our European Way of Life			
Specific objective 2: <i>An effective asylum and migration management policy</i> [link to Part 1]		<i>Related to spending programme: Asylum, Migration and Integration Fund</i>	
Main outputs in 2021:			
New policy initiatives			
Output	Indicator	Target	Unit
 Strategy on Voluntary Returns and Reintegration (PLAN/2020/8733)	Adoption by the Commission	Q2	C1
 A new EU Action Plan against migrant smuggling (2021-2025) (PLAN/2020/8732)	Adoption by the Commission	Q2	C1
Appointment of a Return Coordinator, supported by a new High Level Network for Returns and a new operational strategy	Appointment by DG HOME	Q1	C1
Creation of the Blueprint Network as part of the implementation of the Migration Preparedness and Crisis Blueprint	Network in place	Q1	F2

Proposal on the Asylum, Migration and Integration Fund	Adoption by the European Parliament and the Council	Q2	E1
Initiatives linked to regulatory simplification and burden reduction			
Output	Indicator	Target	Unit
 Proposal for a revision of Directive 2003/109/EC on long-term residents (PLAN/2020/8683)	Adoption by the Commission	Q4	C2
 Proposal for a revision of Directive 2011/98/EU on the Single permit (PLAN/2020/8688)	Adoption by the Commission	Q4	C2
Evaluations and fitness checks			
Output	Indicator	Target	Unit
Impact assessment for the revision of Directive 2003/109/EC on long-term residents (PLAN/2020/8683)	Adoption by the Commission	Q4	C2
Impact assessment for a revision of Directive 2011/98/EU on the Single permit (PLAN/2020/8688)	Adoption by the Commission	Q4	C2
Public consultations			
Output	Indicator	Target	Unit
Public consultation on the future of EU legal migration	Publication of the report	Q1	C2
Enforcement actions			
Output	Indicator	Target	Unit
Infringement procedures for the incorrect transposition of the Directives relating to the Common European Asylum System and finalisation of remaining non-communication procedures	Infringement procedures launched	Q2	C3
External communication actions			
Output/ Result	Indicator	Target	Unit
Continued campaign to promote the New Pact on migration and support roadmap deliverables	Number of visits to the website	5,000 hits on website news items page updates	Dir C/A2
	Reach and engagement on social media (social media analytics)	50,000 twitter impressions	
Launch information and awareness raising campaigns on irregular migration and legal pathways	Website reach	5,000 hits on the website	C1/A2
	Engagement on social media	50,000 twitter impressions	

		for each campaign	
Support to Infomigrants media consortium	Website page views	5 million	A2
Creation and dissemination of social media content (including video) explaining migration policy	Number of impressions	4 million impressions	A2
	New followers	4,000 new followers	
Other important outputs			
Output	Indicator	Target	Unit
Asylum and Migration Management Regulation	Adoption by the European Parliament and the Council	Q2	C3/C1
Regulation introducing the screening of third country nationals at the external borders	Adoption by the European Parliament and the Council	Q2	B1/C1/C3
Asylum Procedures Regulation	Adoption by the European Parliament and the Council	Q2	C3/C1
EURODAC Regulation	Adoption by the European Parliament and the Council	Q1	C3
Regulation on the EU Asylum Agency	Adoption by the European Parliament and the Council	Q1	C3
Reception Conditions Directive	Adoption by the European Parliament and the Council	Q2	C3
Qualification Regulation	Adoption by the European Parliament and the Council	Q2	C3
Regulation addressing situations of crisis and force majeure in the field of migration and asylum	Adoption by the European Parliament and the Council	Q2	C1/C3
Recast of the Return Directive 2008/115/EC	Adoption by the European Parliament and the Council	Q2	C1
New up-to-standard multi-purpose reception and identification centre (MPRIC) on Lesbos	New centre in operation	Q3	TFMM
Study setting out options for an EU talent pool	Publication of the study	Q4	C2
European Contact Group on search and rescue	Establishment and first meeting of the group	Q1	C4
Feasibility study on a forecasting and early warning tool for migration based on artificial intelligence technology	Publication	Q1	F2

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



General objective: Promoting our European Way of Life			
<i>Specific objective: A fully functioning area of free movement</i> [link to Part 1]		<i>Related to spending programmes: Internal Security Fund/Border Management and Visa Instrument</i>	
Main outputs in 2021:			
New policy initiatives			
Output	Indicator	Target	Unit
 Proposal on the digitalisation of visa procedures (PLAN/2020/8747)	Adoption by the Commission	Q4	C5
 Proposal for an amendment of Regulation 1053/2013 establishing an evaluation and monitoring mechanism to verify the application of the Schengen acquis (PLAN/2020/8679)	Adoption by the Commission	Q2	B2
 Proposal to revise the Schengen Borders Code (PLAN/2020/8753)	Adoption by the Commission	Q2	B1
 Strategy on the future of Schengen	Adoption by the Commission	Q2	B1/B2
Policy Document setting out a multiannual strategic policy cycle for European integrated border management (PLAN/2020/8840)	Adoption by the Commission	Q2	B1
Communication establishing the multiannual strategic policy for European Integrated Border Management (PLAN/2020/8840)	Adoption by the Commission	Q4	B1
Proposal on the Integrated Border Management Fund	Adoption by the European Parliament and the Council	Q2	E1
Public consultations			
Output	Indicator	Target	Unit
Public consultation on the Digitalisation of visa procedures	Report published	Q4	C5
Enforcement actions			
Output	Indicator	Target	Unit
Schengen evaluation reports (Commission Implementing Decisions) and proposals for recommendations (Commission proposal for a Council Implementing Decision) concerning announced and unannounced on-site visits to the Member States and	Number of reports, and number of proposals for recommendations adopted by the Commission	20 20	B2

Schengen Associated Countries			
External communication actions			
Output/ Result	Indicator	Target	Unit
Information campaign on the revision of the Schengen Information System	Number of visits to the website	At least 5,000 hits on the website	B3
	Reach and engagement on social media (social media analytics)	At least 50,000 twitter impressions	
	Number of contacts with journalists	At least 100 media correspondents contacted in Brussels At least 20 journalists having engaged on Borders and Security	
Campaign to support Schengen package	Number of visits to the website	At least 5,000 hits on the website	Dir B/A2
	Reach and engagement on social media (social media analytics)	At least 50,000 twitter impressions	
	Number of contacts with journalists	At least 100 media correspondents contacted in Brussels At least 20 journalists having engaged on Borders and Security	
Campaign on Schengen visa policy	Number of visits to the website	At least 5,000 hits on the website	Dir B/A2
	Reach and engagement on social	At least	

	media (social media analytics)	50,000 twitter impressions	
	Number of contacts with journalists	At least 100 media correspondents contacted in Brussels At least 20 journalists having engaged on Borders and Security	
Creation and dissemination of social media content (including video) explaining borders policy	Number of impressions (social media metrics)	50,000	A2
Contribution to the Recovery/NextGenerationEU campaign, as mentioned in the narrative	HOME projects included in the campaign	1	A2
Other important outputs			
Output	Indicator	Target	Unit
State of Schengen Report (incl. yearly reporting on implementation of the Schengen evaluation mechanism –Reg. 1053/2013 art. 20 and Reg. 2016/399 art. 33)	Adoption by the Commission	Q4	B1/B2
Implementing decisions and delegated acts necessary for the development of interoperability	Number of acts adopted.	10 Implementing Decisions and 3 Delegated Acts	B3
Implementing Decisions and Delegated Acts necessary for the development of the Entry/Exit System	Number of Implementing Decisions adopted	3 Implementing Decisions	B3
Implementing Decisions and Delegated Acts necessary for the development of the European Travel Information and Authorisation System	Number of Implementing Decisions and Delegated Acts adopted	8 Implementing Decisions and 5 Delegated Acts	B3
Implementing Decisions and Commission Decisions necessary for the implementation of the SIS Recast (border control and police cooperation)	Number of Implementing Decisions and Commission Decisions	4 Implementing Decisions and 2 Commission Decisions	B3
Revised Schengen Information System	Entry into operation	Q4	B3
Revised SIRENE Manual, including explanatory handbook, as well as	Adoption of Implementing Decision by the Commission	Q2	B3

training material and training activities in cooperation with CEPOL			
EEA/ETIAS Handbook	Handbook finalised	Q4	B3
2 nd and 3 rd High-political Schengen Forum	Number of represented governments from Schengen Member States (EU and Schengen Associated Countries) and candidate Schengen Member States	25	B1/B2
EUROSUR situational pictures (Reg 2019/1896) (PLAN/2020/9149)	Adoption by the Commission	Q1	B1
Communication on progress made towards achieving full visa reciprocity with the United States	Adoption by the Commission	Q4	C5
Report assessing the situation of non-reciprocity with certain third countries (Japan, South Korea) in the area of visa policy	Adoption by the Commission	Q2	C5
Revised VIS Regulation	Adoption by the European Parliament and the Council	Q1	C5

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

General objective: Promoting our European Way of Life			
Specific objective: Stronger cooperation with partner countries [link to Part 1]		<i>Related to spending programmes:</i> Internal Security Fund; Border Management and Visa Instrument; and Asylum, Migration and Integration Fund	
Main outputs in 2021:			
New policy initiatives			
Output	Indicator	Target	Unit
 A new strategy on voluntary returns and reintegration (PLAN/2020/8733)	Adoption by the Commission	Q1	C1
 A new EU Action Plan against migrant smuggling (2021-2025) (PLAN/2020/8732)	Adoption by the Commission	Q2	C1
Commission legislative proposal for a framework for the exchange of information with key third countries	Adoption by the Commission	Q4	B3
Recommendation for a Council Decision authorising EU Member States to ratify the Second Additional Protocol to the Council of Europe Convention on Cybercrime (PLAN/2020/8832)	Adoption by the Commission	Q3	D4

Recommendation for a Council Decision authorising the participation in negotiations on a United Nations Convention, on 'countering the use information and communication technologies for criminal purposes' pursuant to UNGA Resolution 74/247	Adoption by the Commission	Q3	D4
Proposal on Asylum, Migration and Integration Fund	Adoption by the European Parliament and the Council	Q2	E1
Proposal on Integrated Border Management Fund	Adoption by the European Parliament and the Council	Q2	E1
Proposal on Internal Security Fund	Adoption by the European Parliament and the Council	Q2	E1
External communication actions			
Output/ Result	Indicator	Target	Unit
Contribution to the Recovery/NextGenerationEU campaign, as mentioned in the narrative	HOME projects included in the campaign	1	A2
Other important outputs			
Output	Indicator	Target	Unit
Commission Report to the Council on the assessment of the level of cooperation of third countries on readmission	Adoption by the Commission	Q1	C1
Continuation of negotiations with a view to concluding new formal readmission agreements (China, Tunisia, Nigeria, Morocco and Algeria) (Tunisia: PLAN/2018/4918-4919, China: PLAN/2018/4915, 4922)	Number of third countries with which negotiations on formal readmission agreements continue	5	C1
Continuation and strengthening of formal and informal comprehensive migration and mobility dialogues	Number of migration dialogues concluded/held with partner countries	5	A3
Actions under the Regional Development and Protection Programme	Number of new actions whose implementation will start	2	A3
Grants via the Regional Development and Protection Programme	Number of grants assessed according to DG HOME's standard grant assessment criteria and approved	2	A3
Grants via the Migration Partnership Facility involving partner countries with which formal/informal migration dialogues are in place	Number of grants approved (not including legal migration as below)	2	A3
Pilot Projects on legal migration financed under the AMIF Migration Partnership Facility in the context of the talent partnerships	Number of pilots	5	C2/A3

Country reports produced by European Migration Liaison Officers	Number of European Migration Liaison Officers posted in partner countries Number of reports	16 70	A3
Fourth report under the Visa Suspension Mechanism	Adoption by the Commission	Q2	C5
Reports under Articles 9 and 10 of the Visa Regulation	Adoption by the Commission	Q2	C5
Continuous monitoring of investor citizenship schemes in visa-free third countries	Number of countries monitored in 2021	9 countries	C5
Rules of Procedures for the management of the Joint Committee set up for the monitoring of EU-Belarus Visa Facilitation Agreement	Adoption by the Commission	Q4	C5
Resumption of the negotiation of a VFA with Morocco (PLAN/2019/5001)	2 negotiation rounds	Q3	C5
Resumption of the negotiation of a VFA with Tunisia (PLAN/2018/4195-4196)	2 negotiation rounds	Q3	C5
Continuation of negotiations with Canada on an EU Canada PNR Agreement	2 negotiation rounds	Q3	D1
Continuation of negotiations with Japan	3 negotiation rounds	3 round held in 2021	D1
Communication from the Commission to the European Parliament and the Council on the external dimension of the EU policy on Passenger Name Records (PLAN/2020/7589)	Adoption by the Commission	Q1	D1

Performance tables for Part 2: Modernising the administration

- Output 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
[\[link to the related section in Part 2 \]](#)

Main outputs in 2021:

Output	Indicator	Target	
Guidelines on work processes in the human resources field, clear responsibilities of the individual actors, reduced bureaucracy	Guidelines published on DG HOME Intranet; at least 1-2 training sessions on HR related procedures and responsibilities	Q4	HRBC
Activities to improve the integration of newcomers: Newcomers' welcome sessions, Newcomer's training package.	Number of sessions for newcomers.	At least 4	HRBC

A mentoring system for newcomers, young talents and/or new managers	Mentoring system in place	Q4	HRBC
Implementation of Development plan as follow-up to staff opinion survey 2018	Number of actions implemented	Implement a majority of actions before the launch of a new staff survey	HRBC
DG HOME Charter of Values	Charter of Values adopted	Q2	Dedicated working group/HRBC
DG HOME Learning and Development Strategy	Learning and Development Strategy adopted and published	Q4	HRBC
Update of DG HOME's HR Strategy	HR Strategy updated	Q1	HRBC
Activities to encourage female representation in middle and senior management positions	Percentage of female representation in middle management (for first appointment ⁵¹) and in senior management	A balance between male and female representation at the level of middle and senior management.	HRBC
Internal communication			
Lunchtime seminars series: step up in organising policy-related discussions in an interactive format, including external speakers when possible. To be organised approximately 2 times per month, having "inspirational speakers" as well and trying to diversify the topics treated.	Number of events + participation	20 events	A2
Newcomers kit + recurrent event: Release and update regularly a welcome pack for newcomers, organise a welcome session per trimester, with the participation of the Director General or her deputy.	Release of welcome pack Number of welcome sessions	Q1 4	A2 (design) HRBC (content)
Covid-related activities: continue to support staff in telework through a series of initiatives (info page, competitions, lunchtime seminars) aimed at providing useful information, keeping staff engaged and informed during telework	Number of activities	2 weekly updates, 2 monthly bigger initiatives	A2

⁵¹ SEC(2017) 359 final.

Intranet 'facelift' (more content, cleaner, faster, diverse, visually friendly). Providing daily and dynamic content on Intranet. This will make it a more useful communication tool, increase the traffic and will enable DG HOME staff to find relevant information faster.	Update in place	Q2	A2
Support staff upgrading to the new internal communication tools, in line with the Commission's corporate policy (Teams, SharePoint, Yammer, etc.) through internal information campaigns and events.	Info campaign + support	Q4	A2

- **Output indicators 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.
[\[link to the related section in Part 2\]](#)

Main outputs in 2021:

Output	Indicator	Target	Unit
Effective controls: Legal and regular transactions	Risk at payment	Remains < 2% of relevant expenditure for each management mode (Direct Management, Shared Management, Indirect Management)	E1
	Estimated risk at closure	Remains < 2% of relevant expenditure	
Efficient controls	Budget execution	remains 100% of payment appropriations	E1
Efficiency in the transaction processing	Payments done on time	90% Monitor the deadlines in order to comply with the provisions of the Financial Regulation	E1
Economical controls	Overall estimated cost of controls	Remains < 2% of funds managed	E1
Ex post (financial) audits of direct/indirect management grants/contribution agreements	Audit coverage for direct management grants	Min 10%	F1
System audits of the AMIF - ISF	Number of Funds audited in	Audit Work Plan 2021: aims to carry out	F1

funds	Member States	maximum 5 system audits	
Obtain reasonable assurance that the expenditures declared are legal and regular	Number of 2014-2020 programmes for which expenditure has been declared	100%	F1
	Implementation of the audit plan	Full implementation of the audit plan	

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

[\[link to the related section in Part 2 \]](#)

Main outputs in 2021:

Output	Indicator	Target	Unit
Correctness of transactions following ex ante controls	Number of exceptions	< 0.1% of total transactions	Dir E
Internal Control System assessment	Effectiveness of Internal Control Principles (iCAT-survey)	>60% good and above	Dir E
	Participation rate in the iCAT-survey	>65% of staff	

- Output 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 Strategy (CASF)⁵² aimed at the prevention, detection and correction⁵³ of fraud

[\[link to the related section in Part 2 \]](#)

Main outputs in 2021:

Output	Indicator	Target	Unit
Contribute to the strategic monitoring of the Commission's anti-fraud activities through reporting on the follow-up of the recommendations issued by OLAF	% of recommendations issued by OLAF implemented/closed by DG HOME within deadlines in 2021	100%	F1
DG HOME AFS revision	Interservice review and adoption of updated DG HOME AFS	Q1	F1
Increased level of awareness on anti-fraud measures	Number of fraud awareness actions undertaken during 2021	3 awareness raising activities (including trainings, communication)	F1

⁵² 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'.

⁵³ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

* Information Resource Manager.

		campaigns, dissemination of information)	
Close cooperation with OLAF and other Commission services	Percentage of FPDNet plenary and subgroup meetings attended on shared management	100%	F1

- **Output 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

[\[link to the related section in Part 2\]](#)

Main outputs in 2021:

Output	Indicator	Target	Unit
The secure zone and HOME Registry running according to required standards	Number of EU classified documents handled by the Registry	200	F2
Important progress in delivering the ETIAS project to enhance security in Europe.	Concrete requirements list and start of technical implementation	Q4 2021	B3/ A2/ IRM*
Technical migration from ColdFusion and Drupal 7 to Drupal 8	Degree of migration completed	100% of the technical upgrade done (EMN IES is excluded from this indicator, as the future technology is not yet decided)	A2/ IRM
Awareness raising of DG HOME staff of data protection rules	Number of staff participating in awareness raising activities	100-125	IRM
Putting in place data governance structures and roles in line with the corporate rules for data governance and data policies	Designation of data owners and data stewards for each key data asset	Q4 2021	F2

- **Output indicators for Sound environmental management**

Objective: DG HOME takes full account of its environmental impact in all its actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work
[\[link to the related section in Part 2\]](#)

Main results and outputs in 2021:

Output	Indicator	Target	Unit
Staff's contribution to limiting the DG's environmental impact	Awareness raising activities	Organisation of one awareness-raising activity	EMAS correspondent
Use of distance communication and teleworking tools	Number of meetings held using Skype / Teams or similar	50 percent of internal meetings	EMAS correspondent
Consumption of electricity	Number of staff turning off computers and taking the stairs instead of elevators	Computers: all turned off Stairs: 50 percent of staff using them	EMAS correspondent