



# **Management Plan 2017**

Directorate General for  
Migration and Home Affairs



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## INTRODUCTION

2017 will be another critical year where Europe will have to demonstrate its capacity to address in a sustainable manner the migration and refugee crisis and to improve EU's security. DG HOME will further develop, implement and review the measures set out in the two Agendas – on Migration and on Security – and contribute in particular to the general objectives: 'Towards a new policy on migration' and 'An area of justice and fundamental rights based on mutual trust' which are two of the 10 key political priorities of this Commission. These priorities are reflected in DG HOME's Strategic Plan 2016-2020 and further developed into the specific objectives that will lie at the core of DG HOME's activities in 2017. The table below summarises the general objectives to which DG HOME contributes most and related specific objectives.

General objectives		Specific objectives	
1	Towards a new policy on migration	1.1	Reduce incentive for irregular migration.
		1.2	Effective border management: Save lives and secure EU external borders.
		1.3	Enhance protection and solidarity.
		1.4	A new policy on legal migration to address skill shortages in the EU and enhance effective integration.
2	An area of justice and fundamental rights based on mutual trust	2.1	A strong EU response to tackling terrorism and preventing radicalisation.
		2.2	Disrupt organised crime.
		2.3	An effective response to cybercrime.
3	A Union of democratic change	3.1	Enhance citizens' understanding of the Union, its history and diversity, foster European citizenship and improve conditions for civic and democratic participation at Union level.
4	A deeper and fairer internal market with a strengthened industrial base		

A particular focus will be put in 2017 on general objectives 1 and 2 :

### 1. Towards a new policy on migration

Concerning the specific objective "**Reduce incentives for irregular migration**", DG HOME's efforts to ensure effective returns will continue, in particular through

- Revising the Action Plan on Return;
- Supporting the European Border and Coast Guard Agency (EBCG) in its return activities;
- Leading negotiations of readmission agreements with designated countries;
- Developing the Integrated Return Management Application (IRMA).

Furthermore, DG HOME will continue to support EUROPOL in its migrant smuggling investigations and it will steer the deployment of European Migration Liaison Officers.

To achieve progress towards the specific objective "**Effective border management: save lives and secure EU external borders**", DG HOME's priority will be to support the full implementation of the new European Border and Coast Guard, and to pursue the hotspots approach. At the same time, work needs to continue with a view to preserving a Schengen area of free movement of persons including through systematic checks at the external borders.

Regarding the specific objective "**Enhance protection and solidarity**", negotiations of the two asylum packages will continue with the objective to reach an agreement by the co-legislators in 2017 (reform of the Dublin rules, reform of the Asylum Procedures, Reception Conditions and Qualification Directives, transformation of the European Asylum Support Office into a full-fledged EU Agency for Asylum, reinforcement of Eurodac and a

Union resettlement framework). Other priorities will be to implement the Council Decisions on Relocation and the Resettlement Scheme of 20 July 2015 and activate the Voluntary Humanitarian Admission Scheme with Turkey in accordance with the EU-Turkey Statement.

The advancement and possible conclusion of the negotiations on the Blue Card proposal, the "fitness check" on legal migration, as well as the implementation of the Action Plan on Integration will help to progress towards the specific objective **"A new policy on legal migration to address skill shortages in the EU and enhance effective integration"**.

## **2. An area of justice and fundamental rights based on mutual trust**

In 2017, DG HOME will continue working to pave the way towards an operational and effective Security Union.

As regards the specific objective **"A strong EU response to tackling terrorism and preventing radicalisation"**, DG HOME will continue delivering on the measures set out in the 2016 Action Plan to step up the fight against the financing of terrorism. Other priorities will be to disrupt the activities of terrorist networks by making it more difficult to attack targets, to access and deploy dangerous substances and to prevent radicalisation that lies at the core of the EU's counter terrorism policies.

Under the specific objective **"Disrupt organised crime"** DG HOME will publish the results of the evaluation of the EU Strategy and Action Plan on Drugs 2013-2016 and propose a new Action Plan on Drugs covering the years 2017-2020. The other priorities will be measures to prevent money laundering and corruption and the adoption of the European Agenda to eradicate trafficking in human beings.

Furthermore, the Commission will re-define its approach towards international agreements on the exchange of passenger (PNR) data and finalise the negotiations of a PNR agreement with Mexico, based on its assessment of the opinion the European Court of Justice will deliver on the compatibility of the PNR agreement between the EU and Canada<sup>1</sup> with the EU Treaties.

The report on a possible EU approach on enforcement jurisdiction in cyberspace, and a proposal for a Directive to combat non-cash payment fraud will contribute to the specific objective **"An effective response to cybercrime"**.

By managing the Europe for Citizens Programme and the Horizon 2020 Secure Societies Challenge Programme, DG HOME will also continue contributing to other priorities of the Commission as regards a **"Union of democratic change"**, and **"A deeper and fairer internal market with a strengthened industrial base"**.

In 2017 DG HOME will continue to place emphasis on the full and correct implementation of the acquis in a partnership approach working with the Member States and by having, where necessary, recourse to the Commission's powers under the Treaty including infringement procedures. This concerns both the "migration" and the "security" strands of the activities of DG HOME.

The EU funding instruments - **Asylum, Migration and Integration Fund (AMIF)** and **Internal Security Fund (ISF)** are important leverage tools to address the acute needs resulting from the migration and security crises and to implement political priorities on migration and security. Increased appropriations of the funds will aim at delivering on various strands of the Agenda on Migration and the Agenda on Security.

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<sup>1</sup> Directive (EU) 2016/681 of the European Parliament and of the Council of 27 April 2016 on the use of passenger name record (PNR) data for the prevention, detection, investigation and prosecution of terrorist offences and serious crime

## PART 1. MAIN OUTPUTS FOR THE YEAR

### 1. TOWARDS A NEW POLICY ON MIGRATION

#### 1.1. REDUCE INCENTIVES FOR IRREGULAR MIGRATION

Reducing the number of irregular migrants in Europe and ensuring their return to their home countries is an essential element of the **return** and **readmission** policy.

DG HOME will prepare a proposal for a revised **Action Plan on Return** to be adopted by the Commission by 1 March 2017. In 2017, DG HOME will also assess the need to propose a **revision of the Return Directive** with a view to enhancing its efficiency and further developing a Union return system.

DG HOME will support the **European Border and Coast Guard Agency** (EBCG - commonly referred to as Frontex) in its **return** activities by **offering expertise** through participating in relevant meetings (Direct Contact Point Return, European Return Liaison Officers network (EURLO), European Integrated Approach on Return towards third countries (EURINT), European Reintegration Network (ERIN) Steering Group, etc.) and organising meetings with Member States' authorities to enhance their support to EBCG activities.

At the same time, DG HOME will make sure EBCG delivers well targeted **Joint Return Operations**. The new EBCG Regulation and the information provided by IRMA database will allow EBCG to better plan these operations, which will lead to a further increase of returns and discourage irregular migration.

2017 will be important for rolling-out the **IRMA database**. As an operational management tool, IRMA will help Member States and EBCG to plan and implement return operations with the objective of further increasing return rates. DG HOME will be responsible for developing the IRMA system. It will encourage Member States and EBCG to join IRMA and to use the system for providing data on returns. This will allow DG HOME to monitor the return rate and the number of EBCG Joint Return Operations.

In IRMA, a single entry point interface with existing and future readmission platforms will be available to Member States' practitioners. Managed by DG HOME as part of the Integrated Return Management Approach and supported with AMIF funding, it will improve readmission cooperation with 3<sup>rd</sup> countries.

Enhanced cooperation with countries of origin, transit and destination of irregular migrants is important in order to tackle the root causes of irregular migration, using a mix of both positive and negative incentives. In 2017, DG HOME will continue focusing on leading recently opened negotiations of **readmission agreements** with designated countries. Financial support will continue to be provided under AMIF in the framework of the Readmission Capacity Building Facility.

The Commission also has a mandate to negotiate readmission agreements with Algeria, Morocco, China and Belarus. DG HOME is likely to start negotiations with China in 2017. It will also seek to conclude the negotiations with Belarus. DG HOME will also continue to engage intensively with Morocco and Algeria to try and identify ways to unblock the negotiations with the former and start negotiations with the latter. Meanwhile it will continue its efforts to further improve practical cooperation on readmission with these countries.

In 2017, DG HOME will focus on improving practical cooperation with Ghana, Senegal, Ivory Coast, Mali and Ethiopia. Four of these countries (Nigeria, Mali, Senegal and Ethiopia as main sources of irregular migration to the EU with some of the lowest return rates) have been prioritised under the Partnership Framework approach, while the others became recently eligible for the EU Trust Fund.

With other countries – not willing to engage into formal readmission agreement, mainly because of internal political considerations and sensitivity of the subject with public opinion – DG HOME will continue negotiations of informal arrangements aimed at

improving readmission cooperation. Standard Operating Procedures to facilitate readmission processes were proposed to Bangladesh and discussed with Mali. However neither instrument was eventually concluded. Dialogue will continue with both countries. In case of lack of cooperation, the use of negative leverage could be envisaged.

In 2017, migration cooperation will be stepped up with compact<sup>2</sup> countries and a selected set of further third countries. DG HOME will continue being involved in the corresponding political dialogues with these countries and will be in the lead for preparing the third Partnership Framework progress report. Improved readmission cooperation with 3<sup>rd</sup> countries will be monitored through IRMA under the DG HOME management of the Integrated Return Management Approach and supported by related AMIF return funding actions.

To progress in implementing the **EU Action Plan on Migrant Smuggling**, DG HOME will organize expert meetings with Member States on different priority strands in the Action Plan. It will maintain its support to EUROPOL concerning migrant smuggling investigations. In close cooperation with DG HOME, EUROSTAT will launch crime statistics collection on facilitation of unauthorised entry, transit and residence. In cooperation with EU Delegations, DG HOME will strive to launch cooperation platforms on migrant smuggling in priority third countries that are major sources or transit countries for irregular migration, to better coordinate EU and MS activity in priority locations to counter migrant smuggling and reduce irregular migration.

The Evaluation of Council Regulation (EC) 377/2004 on Immigration Liaison Officer (ILO) Networks will be completed. The aim is to use the evaluation process and its findings to develop an improved framework within which to better support activities of Member States' ILOs responsible for tackling irregular migration, as well as to assist the operational direction, tasking and deployment of new EU Liaison officers such as Frontex-EBCG Liaison Officers and European Migration Liaison Officers.

The European Agenda on Migration (Come(2015) 240 foresaw the deployment of **European Migration Liaison Officers** (EMLO's) in key third countries of origin and transit. DG HOME is in charge of EMLOs. In 2017, they should become fully operational.

In November 2017 the Commission is expected to adopt the second report on implementation of the Employers' Sanctions Directive 2009/52/EC. This will outline a way forward on how to step up the fight against employing illegally staying third country nationals and, thus to reduce a pull factor for illegal immigration.

With a strong political and operational dimension, **the Asylum, Migration and Integration Fund** (AMIF) will continue supporting actions to enhance fair and effective return strategies in the Member States with an emphasis on sustainability of return and effective readmission in the countries of origin and transit. In this respect it will support inter alia preparatory return operations, assisted voluntary return measures and assistance, forced removals, incentives for reintegration and targeted support to vulnerable persons.

Since AMIF is mainly implemented through shared management based on the National Programmes, DG HOME will continue carrying out with Member States the monitoring process to ensure the cost-effective implementation, relevance, added value and coherence of actions.

A share of AMIF funding will continue to be managed and monitored directly by DG HOME through Union Actions and emergency assistance. The Annual Work Programme for 2017 will shape their main priorities and modalities of implementation.

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<sup>2</sup> Compact countries : Ethiopia, Jordan, Lebanon, Niger, Nigeria, Senegal and Mali

<b>Relevant general objective 1: Towards a new policy on migration</b>		
<b>Specific objective 1.1. : Reduce incentives for irregular migration</b>		Related to spending programme Asylum, Migration and Integration Fund
<b>Main outputs in 2017: Important items from work programmes/financing decisions/operational programmes</b>		
Output	Indicator	Target
Support and monitoring actions provided to MS to implement the Asylum, Migration and Integration Fund (AMIF)	<ul style="list-style-type: none"> <li>- Number of monitoring visits in MS</li> <li>- Number of events (Committees, informal workshops, conferences... ) with MS to exchange best practices and ensure performance of implementation</li> </ul>	<ul style="list-style-type: none"> <li>- At least one monitoring visit to each MS</li> <li>- At least 5 events a year</li> </ul>
Programming actions and financing decisions related to direct management of the Asylum, Migration and Integration Fund (AMIF) – Union Actions and emergency assistance	Adoption of the Annual Work Programmes 2017 by the Commission	By the end of 2017
- Contracts and grant agreements for Union Actions under AMIF	Completion of the legal commitments to entirely implement the budgetary appropriations	100% of the available budget committed
- Actions funded under emergency assistance AMIF (EMAS AMIF) to cover most pressing emergency needs	Level of actions supported by EMAS AMIF that cover the most pressing emergency needs	100% of actions funded to cover most pressing emergency needs based on the submitted applications
Communication - ex post evaluation of the SOLID funds including the Return Fund building on national evidence-based reports (2016/HOME/080 2016/HOME/081 2016/HOME/082 2016/HOME/055)	Adoption of the Communication by the Commission	Q3 2017

<b>Other important outputs</b>		
Output	Indicator	Target
Revision of the Action Plan on Return	Adoption	March 2017
Monitoring of the implementation of the EU Action Plan on Return – Collection and processing of data on returns and EBCG Joint Return Operations via Member States' inputs into IRMA database	Production of data	100% production of data in response to expressed needs
Roll-out of IRMA and	Collection of return data	Return data collected



improved collection of operational data on return and readmission from Member States.	provided by Member States and EBCG	from all MS via IRMA.
Development of a single readmission case management interface in IRMA	Creation of single entry point interface for all MS	By end of 2017
Continuation of negotiations opened in 2016 with a view to concluding readmission agreement	Number of countries with which negotiations are continued in 2017	3 countries
Improved management and follow-up of cooperation with compact countries - Meetings organised by DG HOME with compact countries	Meetings organised by DG HOME	At least 1 meeting with each of the 7 compact countries
Implementation of Partnership Framework - production of 3rd progress report	Adoption of the report by the Commission	Q4 2017
Implementation of the EU Action Plan on Migrant Smuggling	Number of expert meetings to implement different priority strands in the action plan	5 by end of 2017
	Launch of the Eurostat crime statistics collection on migrant smuggling	By end 2017
	Number of cooperation platforms launched on migrant smuggling in third countries	At least one
	Completion of evaluation on EU Regulation 377/2004 establishing network of immigration liaison officers	Q2 2017
Operational deployment of EMLO's – support through training and monitoring	Training sessions Quality reviews of country reports produced by EMLOs	3-day induction training Q1 13 quality reviews
Second report on implementation of the Employers' Sanctions Directive 2009/52/EC (2016/HOME/392)	Adoption by the Commission	November 2017

## **1.2. EFFECTIVE BORDER MANAGEMENT: SAVE LIVES AND SECURE EU EXTERNAL BORDER**

Work will focus on implementing the new Regulation on the European Border and Coast Guard, the Schengen Evaluation Mechanism, the Eurosur Regulation and the hotspot approach. Another priority will be to strengthen the external borders, including through systematic checks against relevant databases for all persons (including EU citizens), at the external borders.

The **Regulation on the European Border and Coast Guard** introduces a series of new elements some of which have been identified by the Commission as priority areas: implementing the mandatory vulnerability assessment; setting up the rapid reaction pool, the rapid reaction equipment pool and the return pools; adopting a model status agreement for cooperation with third countries; developing a complaints mechanism form. While most of these elements have to be implemented by the European Border and Coast Guard Agency (built from Frontex), DG HOME will regularly follow and oversee the process and assess progress with a view to ensuring a full implementation of the new



Regulation as of Q2 2017. DG HOME will also lead the negotiations with third countries in view of concluding status agreements with them on behalf of the EU which would enable the deployment of EBCG teams and other relevant staff on their territories for operational activities coordinated by the EBCG Agency.

The **European border surveillance system** (EUROSUR) will be evaluated. This will comprise an assessment of

- the results achieved against the set objectives
- the continuing validity of the underlying rationale
- the application of this Regulation in the Member States and the Agency
- the compliance with fundamental rights

It will also include a cost benefit evaluation and be accompanied, where necessary, by appropriate proposals to amend Regulation 1052/2013.

With respect to the Commission's Proposal for a Regulation on the establishment, operation and use of the **Schengen Information System** in the field of border checks, following its adoption on 21 December 2016, further changes may follow in June 2017, in conjunction with the final report from the high-level expert group on information systems and interoperability.

Furthermore, DG HOME will be involved in inter-institutional negotiation on the proposal for a Regulation establishing

- the **Entry-Exit System** (EES), which is scheduled for adoption by the co-legislators in Q2 2017. The aim is to entrust eu-LISA in 2017 with the development of EES with a view to ensuring its entry into operation by 2020.
- a **European Travel Information and Authorisation System** (ETIAS), which is planned to be adopted by the co-legislators in the last quarter of 2017.

In 2017, DG HOME will continue implementing the '**hotspots**' approach, as identified in the European Agenda on Migration and further defined in the Regulation on the European Coast and Border Guard. In cooperation with the host Member States (Italy and Greece), relevant EU Agencies and Member State experts, it will further develop the detailed cooperation arrangements at the hotspot areas and monitor and coordinate the activities of the migration management teams, including training. A number of analyses and reports on gaps, shortcomings, including operational and legislative recommendations as relevant, will be produced in accordance with policy initiatives to be defined at a higher level and in response to actual needs and emergencies, using a flexible and responsive approach.

DG HOME will also provide migration management support on the ground in all Member States that host hotspots and, where appropriate, in other Member States under migratory pressure. It will do so by working with national and local authorities to assist the Member States concerned in implementing relocation decisions and other distribution mechanisms, ensuring effective return, improving border management, protecting unaccompanied minors and other vulnerable groups and creating sufficient reception capacity.

Furthermore, DG HOME will keep adapting the implementation of the hotspot approach in Greece to the requirements and action plans linked to the implementation of the EU – Turkey Statement, in line with the related European Council's decisions.

With a strong political and operational dimension, the **Internal Security Fund** (ISF) – **borders and visa** will continue supporting actions to ensure an integrated and further harmonised border management system with protection and control measures. In this respect, it will support inter alia the setting up and maintenance of IT systems for the efficient management of migration flows, cooperation actions, training and secondment of staff, reaction capabilities and other equipment.

Since ISF is mainly implemented through shared management based on the National Programmes, DG HOME will continue carrying out with Member States the monitoring process to ensure the cost-effective implementation, relevance, added value and coherence of actions.

A share of the funding will continue to be managed directly by DG HOME through Union Actions and emergency assistance. The Annual Work Programme for 2017 will shape their main priorities and modalities of implementation.

<b>Relevant general objective 1. : Towards a new policy on migration</b>		
<b>Specific objective 1.2. : Border management: Save lives and secure EU external border</b>		Related to spending programme ISF Borders and Visa, Horizon 2020
<b>Main outputs in 2017:</b>		
<b>All new initiatives and REFIT initiatives from the Commission Work Programme</b>		
Output	Indicator	Target
Implementation of the new elements that the Regulation on the European Border and Coast Guard (EBCG) has introduced - Commission Recommendations for Council decisions authorising the opening of negotiations on an agreement between the EU and a neighbouring third country on actions carried out by the EBCG Agency in the territory of the third country concerned (so-called "status agreements")	Adoption of Commission Recommendations	February 2017 (for the first two recommendations concerning Serbia and the former Yugoslav Republic of Macedonia)
Implementation of the new elements that the Regulation on the European Border and Coast Guard (EBCG) has introduced - Commission proposals authorising prolonged internal border controls based on Art. 19(1), i.e. in particular when a Member State does not take the necessary measures further to a vulnerability assessment carried out by the EBCG Agency or does not request sufficient support from the EBCG Agency when facing disproportionate challenges.	Number of adopted Commission proposals	100% (the number of Commission proposals should correspond to the number of cases where the conditions for triggering such proposals are met).
Report on the findings of the High Level Expert Group on Information Systems and Interoperability (HLEG) and Communication / Action Plan on further measures to strengthen data management in the EU for security, border protection and migration management (2017/HOME/004 to be merged with 005)	Adoption of the Report, Communication and Action Plan	June 2017
Interinstitutional negotiation on the proposal for a Regulation establishing an Entry/Exit System (EES) to register entry and exit data and refusal of entry data of third country national crossing the external borders of the Member States of the EU and determining the conditions for access to the EES for law enforcement purposes	Adoption by the co-legislators	June 2017
Interinstitutional negotiation on the proposal for a Regulation establishing an European Travel Information and Authorisation System (ETIAS)	Adoption by the co-legislators	Q4 2017

Proposal for a revised Regulation establishing a European Agency for the operational management of large-scale IT systems in the area of freedom, security and justice repealing Regulation (EU) 1077/2011 and Commission Decision 2010/261/EU and amending Regulation (EC) 1987/2006, Council Decision 2007/533/JHA, Regulation (EC) 767/2008, Regulation (EU) 603/2013 and Commission Decision C(2014)3486 HLEG (2016/HOME/003)	Adoption of the proposal	June 2017
Revised proposal for a Regulation on the establishment, operation and use of the Schengen Information System in the field of police cooperation, and judicial cooperation in criminal matters	Adoption of the revised proposal	June 2017
Communication from the Commission to the European Parliament and the Council on the assessment of Council Directive 2004/82/EC of 29 April 2004 on the obligation of carriers to communicate passenger data (2017/HOME/002)	Adoption of the Communication	June 2017
Overall evaluation of the European border surveillance system (EUROSUR)-	Adoption of evaluation	May 2017

<b>Important items from work programmes/financing decisions/operational programmes</b>		
Output	Indicator	Target
Horizon 2020 Secure Societies Work Programme: - Launch of projects	Number of projects Signature of the Grant Agreements Total amount of EU contribution	5 By end March 2017. EUR 35 000 000
Horizon 2020 Secure Societies Work Programme: - Publication of the 2018-2020 Secure Societies Work Programme	Adoption by the Commission of the Work Programme	Q4 2017
Support and monitoring actions provided to MS to implement the Internal Security Fund (ISF) – borders and visa	- Number of monitoring visits in MS - Number of events (Committees, informal workshops, conferences... ) with MS to exchange best practice and ensure performance of implementation	- At least one  - At least 5 events a year
Financing decisions 2017 under direct management	Adoption of all relevant Annual Work Programmes 2017 under ISF Borders and Visa (Union Actions and emergency assistance)	Adopted for the full coverage of direct management budget by the end of 2017
Contracts and grant agreements under direct management	Completion of the legal commitments to implement actions of the 2016 Work Programs for ISF Borders and	100% of the available appropriations

	Visa	
Actions funded under emergency assistance (EMAS) for ISF Borders covering most pressing emergency needs	Level of actions funded under EMAS ISF Borders that cover the most pressing emergency needs	100% of actions funded covering most pressing emergency needs based on the submitted applications
Communication - ex post evaluation of the SOLID funds including the External Borders Fund building on national evidence-based reports (2016/HOME/080 2016/HOME/081 2016/HOME/082 2016/HOME/055)	Adoption of the Communication by the Commission	Q3 2017

### Other important outputs

Output	Indicator	Target
Regular monitoring and reporting on the implementation of the hotspot approach and migration management support	Release of reports	Daily reports (IT/EL)
	Contributions to reports or ad hoc publications	5 progress reports by Q4 2017
	Contributions to Reports on the implementation of the EU-Turkey Statement	
Strengthening and further developing the Commission coordination and facilitation role in hotspot areas, in close cooperation with EU agencies and taking into account the European Border and Coast Guard (EBCG) regulation	Coordination of the meetings of the EU Regional Task Force involving EU Agencies chaired by DG HOME	Weekly (IT) Bi-monthly (EL)
	Participation, where relevant, in coordination mechanisms between EU agencies, national authorities and other stakeholders (e.g. UNHCR, IOM, NGOs) at central or local hotspot levels	100% participation, where relevant
	Commission deployment in the host Member States at central and local hotspot levels	4 staff members in IT 4 staff members in EL
	Number of analyses and reports on gaps and shortcomings, including operational and legislative recommendations	100 % production in response to pending higher level decision on policy initiatives, evolving situation on the ground and actual needs/emergencies

### 1.3. ENHANCED PROTECTION AND SOLIDARITY

DG HOME will continue working closely with the **European Asylum Support Office (EASO)** on the implementation of the EU asylum policies.

DG HOME will remain committed to supporting and accelerating the implementation of the **relocation and resettlement schemes**, including in accordance with the EU-Turkey Statement. EASO will continue playing a crucial part by providing information to asylum seekers, developing guidance and ensuring joint processing to support Greece and Italy in the management of the asylum crisis. Cooperation with other international

organisations, particularly the United Nations High Commissioner for the Refugees (UNHCR) and the International Organization for Migration (IOM) will also be essential.

A permanent capacity to manage migration in a credible and sustainable manner requires a full range of migration instruments to be in place, including those mentioned in previous sections. All the necessary building blocks are now on the table of the European Parliament and the Council. Rapid adoption by the co-legislators of key proposals for the **reform of the Common European Asylum System** is essential to provide the comprehensive and coherent approach the European Union needs to manage the challenge of migration. DG HOME will continue to fully support the negotiation process. It is also foreseen to perform a **mid-term review of the implementation of the European Agenda on Migration**.

With a strong political and operational dimension, the **Asylum, Migration and Integration Fund (AMIF)** will continue supporting actions to implement, strengthen and develop the common policy on asylum. In this respect, it will support inter alia capacity building measures in Member States, reception conditions for asylum seekers, support services, relocation and resettlement operations and the Humanitarian Legal Admission from Turkey.

Since AMIF is mainly implemented through shared management based on the National Programmes, DG HOME will continue carrying out with Member States the monitoring process to ensure the cost-effective implementation, relevance, added value and coherence of actions.

A share of AMIF funding will continue to be managed and monitored directly by DG HOME through Union Actions and emergency assistance. The Annual Work Programme for 2017 will shape their main priorities and modalities of implementation.

Relevant general objective 1. : Towards a new policy on migration		
Specific objective 1.3. : Enhanced protection and solidarity		Related to spending programme Asylum, Migration and Integration Fund
Main outputs in 2017:		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target
Support provided to MS and monitoring actions to implement the Asylum, Migration and Integration Fund	- Number of monitoring visits in MS - Number of events (Committees, informal workshops, conferences... ) with MS to exchange best practices and ensure performance of implementation	- At least one monitoring visit to each MS - At least 5 events a year
Financing decisions 2017 under direct management	Adoption of all relevant Annual Work Programs 2017 under AMIF (Union Actions and emergency assistance)	Adopted for the full coverage of direct management budget
Contracts and grant agreements under direct management	Completion of the legal commitments to implement actions of the 2016 Work Programs for AMIF	100% of the available appropriations
Actions funded under emergency assistance (EMAS) AMIF to cover most pressing emergency needs	Level of actions funded under EMAS AMIF that cover the most pressing emergency needs	100% of actions funded cover most pressing emergency needs based on the submitted applications

Communication - ex post evaluation of the SOLID funds including the European Refugee Fund building on national evidence-based reports (2016/HOME/080 2016/HOME/081 2016/HOME/082 2016/HOME/055)	Adoption of the Communication by the Commission	Q3 2017
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#### Other important outputs

Output	Indicator	Target
Implementation of the Council Decision on Relocation	Progress reports adopted	At least 2 reports in 2017
Significant progress in the negotiations of the CEAS reform packages	Proposals agreed by co-legislators	Adoption of Dublin reform, Asylum procedures, Reception Conditions and Qualification instruments, EASO, Eurodac reform and Union resettlement framework proposals Q2 2017

#### 1.4. A NEW POLICY ON LEGAL MIGRATION TO ADDRESS SKILL SHORTAGES IN THE EU AND ENHANCE EFFECTIVE INTEGRATION

In the field of legal migration and integration, 2017 will be an important year of implementation. A political agreement on the **revision of the Blue Card directive** is expected by end 2017. It will pave the way for the improvement of the legal framework for the entry and stay of highly qualified third-country nationals, helping to reduce the shortages of highly qualified workers and boosting the EU economy. The **fitness check of the legal migration acquis** will be carried out throughout 2017 and completed in 2018.

In the field of integration, actions announced in the **Action Plan on the Integration of third-country nationals** will be implemented in order to foster the integration of third country nationals in the labour market and in EU societies in general. In particular, in 2017, mutual learning activities for Member States on integration-related issues will be organised for the first time in the context of the European Integration Network. Within the framework of the European semester, DG HOME will continue to provide analytical input and policy suggestions regarding the integration of third-country nationals for the Member States where this issue is relevant. The second edition of the European Dialogue on Skills and Migration will focus on the engagement of business for the integration of third-country national into the labour market. Integration will also be discussed in the context of the European Migration Forum. These activities, together with the financial support provided under AMIF, will aim at supporting the main actors working on the integration of third-country nationals: national authorities, civil society organisations, local and regional authorities, employers. These efforts should also help to decrease the gap in employment between third-country nationals and natives throughout the EU. The Fundamental Rights Agency (FRA) will monitor social inclusion and the participation of third country nationals migrants in society from a fundamental rights perspective, thereby implementing one action of the action plan on integration.

In 2017, DG HOME will continue promoting a comprehensive approach on migration and mobility with third countries in line with the new Partnership Framework. In particular, through the **Mobility Partnership Facility** (MPF), DG HOME will provide assistance to EU Member States for practical actions on asylum, legal migration and irregular migration supporting the implementation of the Mobility Partnerships (MPs) and Common Agenda on Migration and Mobility (CAMMs). The MPF will cover only those areas which are not directly funded by the EU Trust Funds or other EU instruments such as the European Neighbourhood Facility, Foreign Policy Instruments (FPI) and Humanitarian Aid and Civil

Protection managed by DG ECHO. In addition DG HOME will regularly share information with EU Member States on progress with the Global Approach to Mobility and Migration (GAMM).

As to the common visa policy, in 2017, a number of countries will likely be transferred to Annex 2 (visa exempt countries) of Regulation 539/2001 (Georgia, Ukraine) and, linked to that, new rules regarding the possible suspension of a visa waiver in case of abuse will start being implemented. As regards visa liberalisation with Turkey and Kosovo<sup>3</sup>, DG HOME will continue to monitor progress on the remaining open benchmarks. Negotiations on visa facilitation agreements (in parallel with readmission negotiations) should continue in 2017 with Tunisia, Jordan and Morocco and will be launched with China. New policy proposals will be made concerning the **Visa Information System** and the **Visa Code**, to take into account policy developments in the field of migration and border control (EES, ETIAS, interoperability with other information systems) and the necessary technical developments of the system. As to the proposals currently on the table of the co-legislators for the Visa Code Recast and the Touring Visa, the Commission will have to decide in 2017, in light of the progress made in the interinstitutional negotiations, on the way forward.

Furthermore, DG HOME will aim at informing migrants and asylum seekers about the main rules and procedures on asylum and migration in the EU as described in more detail in the section on external communication.

With a strong political and operational dimension, the **Asylum, Migration and Integration Fund** (AMIF) will continue supporting actions to develop legal migration to the Member States in accordance with their economic and social needs and to promote the effective integration of third-country nationals. In this respect, it will support inter alia integration actions involving regional and local actors, education and training, including language classes, civic orientation courses, cooperation with third countries, capacity building actions and other self-empowerment initiatives to enable third-country nationals to provide for themselves.

Since AMIF is mainly implemented through shared management based on the National Programmes, DG HOME will continue carrying out the monitoring process with Member States to ensure the cost-effective implementation, relevance, added value and coherence of actions.

A share of AMIF funding, including to support i.a. the regional protection and development programmes, will continue to be managed and monitored directly by DG HOME through Union Actions and emergency assistance. The Annual Work Programme for 2017 will shape their main priorities and modalities of implementation.

Relevant general objective 1.: Towards a new policy on migration		
<b>Specific objective 1.4. : A new policy on legal migration and integration</b>		Related to spending programme Asylum, Migration and Integration Fund
<b>Main outputs in 2017:</b>		
<b>All new initiatives and REFIT initiatives from the Commission Work Programme</b>		
Output	Indicator	Target
Proposal to amend	Adoption of the Proposal	Q4 2017

<sup>3</sup> Kosovo: This designation is without prejudice to positions on status, and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo Declaration of Independence.



Regulation 767/2008 concerning the Visa Information System (VIS) and the exchange of data between Member States on short-stay visas and Regulation 810/2009 establishing a Community Code on visas (the Visa Code) on VIS related aspects		
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### Important items from work programmes/financing decisions/operational programmes

Output	Indicator	Target
Implementation of projects with Member states and third countries in asylum and migration funded by Mobility Partnership Facility (through Delegation Agreement with the International Centre for Migration Policy Development (ICMPD))	Level of implementation of Delegation Agreement with ICMPD	100%
Support and monitoring actions provided to MS to implement the Asylum, Migration and Integration Fund (AMIF)	- Number of monitoring visits in MS - Number of events (Committees, informal workshops, conferences... ) with MS to exchange best practices and ensure performance of implementation	- At least one monitoring visit to each MS - At least 5 events a year
Financing decisions 2017 under direct management	Adoption of all relevant Annual Work Programmes 2017 under AMIF and (Union Actions and emergency assistance)	Adopted for the full coverage of direct management budget
Contracts and grant agreements under direct management	Completion of the legal commitments to implement actions of the 2016 Work Programs for AMIF	100% of available appropriations
Communication - ex post evaluation of the SOLID funds including the European Refugee Fund building on national evidence-based reports (2016/HOME/080 2016/HOME/081 2016/HOME/082 2016/HOME/055)	Adoption of the Communication by the Commission	Q3 2017

### Other important outputs

Output	Indicator	Target
Interinstitutional negotiation on the revision of the Blue Card directive which could lead to a	Political agreement between the legislators on the text of the revision	End 2017

political agreement between legislators by the end of 2017	of the blue card directive.	
Under the European Integration Network, mutual learning activities for Member States in order to share experience and exchange best practices relating to integration	Number of study visits Number of workshops	At least two study visits by end 2017 At least two workshops by end 2017
Second European dialogue on skills and migration with the involvement and mobilization of employers representatives on the topic of the integration of third country nationals	Organisation of the event	Mid 2017
European Migration Forum with the participation of 200 representatives from NGOs to discuss asylum, migration and integration-related issues	Organisation of the event	March 2017
Cooperation with Member States within the framework of the Global Approach to Mobility and Migration (GAMM).	GAMM meetings with Member States	1 meeting per quarter
Amended visa waiver agreements (Antigua&Barbados, Brazil, Bahamas, Barbados, Mauritius, St Kitts&Nevis) (2016/HOME/035, 2016/HOME/036, 2016/HOME/037, 2016/HOME/038, 2016/HOME/039, 2016/HOME/040, 2016/HOME/043, 2016/HOME/044, 2016/HOME/045, 2016/HOME/046)	Conclusion of agreements	Q3 2017
New visa facilitation agreement with China	Opening of the negotiation	Q1 2017

## 2. AN AREA OF JUSTICE AND FUNDAMENTAL RIGHTS BASED ON MUTUAL TRUST

### 2.1. A STRONG EU RESPONSE TO TACKLING TERRORISM AND PREVENTING RADICALISATION

In 2017, DG HOME will propose new actions in the area of terrorism. However, many actions – notably in the radicalisation area – will focus on following up and implementing the key actions highlighted in the strategic documents adopted in 2016. Reports on progress in implementing an effective and genuine **Security Union** will be produced at regular intervals. DG HOME will also launch preparations for a comprehensive **assessment of the EU's security policy** and supporting measures, covering terrorism and radicalisation, as well as the other two priorities of the European Agenda on Security (disrupting organised crime and fighting cybercrime). The objective will be to appraise the EU acquis and supporting measures (funding, training, etc) and identify areas for improvements.

Cutting off sources of terrorist financing will remain a priority in the upcoming period. In line with the 2016 **Action Plan** to step up the fight **against the financing of terrorism**, the Commission will consider options to set up a European system to track terrorist financing, complementary to the existing Terrorist Finance Tracking Programme, (TFTP) assessing the impact of these options on fundamental rights. The Commission will report on its findings in the summer of 2017. DG HOME will support DG JUST in the finalisation of the first Supranational Risk Assessment (SNRA) foreseen in the 4<sup>th</sup> Anti Money Laundering directive, by July 2017.

Another priority will be to disrupt the activities of terrorist networks by making it more difficult to attack targets and to access and deploy dangerous substances, such as **Chemical, Biological, Radiological and Nuclear (CBRN) materials and explosives**. DG HOME will present a Communication in the second quarter of 2017 that will propose a comprehensive set of actions covering CBRN-E, building upon the results of the implementation of the 2009 EU CBRN Action Plan and the 2008 Action Plan on Enhancing the Security of Explosives. As a part of implementation of the EU action plan against illicit trafficking in and use of firearms and explosives adopted in December 2015, DG HOME will also present a report on the exercise of the power to adopt delegated acts conferred on the Commission pursuant to Regulation (EU) 98/2013 on the marketing and use of explosives precursors. The report will pave the way for an impact assessment on possible options to amend the Regulation. In addition, the work will continue in the area of protection of soft targets and critical infrastructure; however no major initiative is envisaged for 2017.

The **prevention of radicalisation** lies at the core of the EU's counter terrorism policies. With its Communication on supporting the prevention of radicalisation leading to violent extremism adopted in June 2016, the Commission has taken a holistic approach to address this phenomenon, by activating a broad range of policy areas and tools to address the different root causes of radicalisation while strengthening more broadly resilience against radicalisation. Actions in 2017 will focus on following up and implementing the key actions highlighted in the Communication, covering amongst others, the Radicalisation Awareness Network Centre of Excellence, the EU Internet Forum and the launch of the Civil Society Empowerment Programme, as well as the European Strategic Communications Network.

As announced in the Communication *Enhancing security in a world of mobility* (COM(2016) 602) of 14 September 2016, DG HOME will focus on the implementation of the proposed measures to reinforce Europol's **European Counter Terrorism Centre**, including the establishment of a Programme Board and improving access to EU databases.

2017 will also be an important year for rolling out the implementation of the **EU Passenger Name Records (PNR) Directive**, which must be transposed by May 2018, as one of the new instruments to prevent and fight, amongst others terrorism. The exchange of information among law enforcement remains crucial not only within the EU but also with recognised international partners. The number of international partners interested in exchanging PNR data with MS is likely to increase, hence the need for a new approach to PNR data transfers from the EU. Alongside the support to the Member States' efforts to implement the EU PNR Directive, the Commission will re-define its approach towards international PNR agreements and finalise the negotiations for a PNR agreement with Mexico. This can only be done once it has carefully assessed the opinion that the European Court of Justice will deliver in 2017 on the compatibility with the EU Treaties of the PNR agreement between the EU and Canada<sup>4</sup>.

DG HOME will further develop **security risk assessments** in a range of areas to support policy-making, building on the work carried out in aviation security (consolidation of risk assessments for "incoming flights") but extending it to other transport modes (notably rail security).

As regards the **external dimension of counter-terrorism (CT) policies**, DG HOME will contribute to the implementation of the Foreign Affairs Council conclusions on terrorism of February 2015, co-chairing CT/Security dialogues with priority countries in the MENA region with a view to initiate counter-terrorism partnerships, with the support

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<sup>4</sup> Directive (EU) 2016/681 of the European Parliament and of the Council of 27 April 2016 on the use of passenger name record (PNR) data for the prevention, detection, investigation and prosecution of terrorist offences and serious crime

of JHA agencies (Europol, CEPOL, Frontex) and the CT/Security experts in EU delegations. It will also support the implementation of the Western Balkan Counter Terrorism initiative (WBCTi). Coordination with strategic partners (notably the US and Australia) will be key to ensure coordinated capacity building efforts. In line with the EU's priority given to CT efforts in global fora, DG HOME will participate in the CT dialogue with the UN to strengthen the cooperation.

With a strong political and operational dimension, the **Internal Security Fund (ISF)** – police will continue supporting actions to prevent and fight terrorism and radicalisation to ensure a high level of security in the Union. In this respect, it will support inter alia cooperation and coordination actions between security and law enforcement authorities and services, prevention activities, IT systems and other forms of exchange of information, training schemes, equipment, sharing best practices and developing risks assessments.

Since ISF is mainly implemented through shared management based on the National Programmes, DG HOME will continue carrying out with Member States the monitoring process to ensure the cost-effective implementation, relevance, added value and coherence of actions.

A share of the funding will continue to be managed directly by DG HOME through Union Actions and emergency assistance. The Annual Work Programme for 2017 will shape their main priorities and modalities of implementation.

## **Relevant general objective 2. : An area of justice and fundamental rights based on mutual trust**

### **Specific objective 2.1. : A strong EU response to tackling terrorism and preventing radicalisation**

Related to spending programme Internal Security Fund and Horizon 2020

#### **Main outputs in 2017:**

#### **All new initiatives and REFIT initiatives from the Commission Work Programme**

Output	Indicator	Target
Progress reports on Security Union	Release of reports	At least 3 in 2017
Report assessing options to establish a European Terrorist Financing Tracking System, complementing the existing EU-US TFTP agreement.	Adoption of the report	Q3 2017
Communication on further strengthening of the CBRN-E security (2016/HOME/062)	Adoption of the Communication	Q2 2017
Commission Report on the application of, and the exercise of the power to adopt delegated acts conferred on the Commission pursuant to Regulation (EU) 98/2013 of the European Parliament and of the Council on the marketing and use of	Adoption of the report	Q1 2017

explosives precursors (2017/HOME/204)		
Communication assessing Council Directive 2004/82/EC of 29 April 2004 on the obligation of carriers to communicate passenger data (2017/HOME/002)	Adoption of the Communication	Q2 2017

### Important items from work programmes/financing decisions/operational programmes

Output	Indicator	Target
Horizon 2020 Secure Societies Work Programme: - launch of projects	Number of projects Signature of the Grant Agreements Total amount of EU contribution	9 By end March 2017 EUR 36 million
Horizon 2020 Secure Societies Work Programme: - Publication of the 2018-2020 Secure Societies Work Programme	Adoption by the Commission of the Work Programme	Q4 2017
Support and monitoring actions provided to MS to implement the Internal Security Fund (ISF) – police	- Number of monitoring visits in MS - Number of events (Committees, informal workshops, conferences...) with MS to exchange best practices and ensure performance of implementation	- At least one monitoring visit to each MS - At least 5 events a year
Financing decisions 2017 under direct management	Adoption of all relevant Annual Work Programs 2017 under ISF - Police	Adopted for the full coverage of direct management budget
Contracts and grant agreements under direct management	Completion of the legal commitments to implement actions of the 2016 Work Programs for ISF Police	100% of available appropriations

### Other important outputs

Output	Indicator	Target
Communication from the Commission on the global approach to transfers of Passenger Name Records (PNR) data to third countries - (2016/HOME/059)	Adoption of the Communication	Q2 2017
Proposal for an agreement between the EU and Mexico on the processing and transfer of Passenger Name Record (PNR)	Adoption of the proposal for the signature of the Agreement (2015/HOME/236)	Q2 2017

data by air carriers – (2015/HOME/235 2015/HOME/236)	Adoption of the proposal for the conclusion of the Agreement (2015/HOME/235)	
Communication - ex post evaluation of the Prevention and fight against crime programme (ISEC) and of the Prevention, Preparedness and Consequence Management of Terrorism and other Security-related Risks (CIPS) programme (2016/HOME/074)	Adoption of the Communication by the Commission	Q3 2017

## 2.2. DISRUPT ORGANISED CRIME

In 2017, DG HOME will maintain its focus on organised crime and drugs policy, in line with the priorities highlighted in the European Agenda on Security. The main initiatives here will be the renewal of the **EU Action Plan on Drugs**. DG HOME will publish the results of the evaluation of the EU Strategy and Action Plan on Drugs 2013-2016 and issue a proposal for a new Action Plan on Drugs covering the years 2017-2020. Meanwhile, negotiations on the legislative package on New Psychoactive Substances will continue at the trilogue stage.

Providing law enforcement with the information they need to carry out investigations is critical for disrupting serious and organised cross border crime. The proposal for a Directive on centralised access to bank account registers and electronic data retrieval systems by other authorities than the Financial Intelligence Units and the competent authorities to prevent **money laundering and terrorist financing** will help to improve the exchange of information, particularly relevant in serious and organised crime cases, and allow authorities to more easily share that information with their counterparts in other Member States.

The focus on the implementation of the EU PNR Directive (see above) will also contribute to prevent and fight serious crime. At the same time, the number of international partners interested in exchanging PNR data with MS is likely to increase, hence the need for a new approach to transfers of PNR data from the EU.

With respect to the Commission's Proposal for a Regulation on the establishment, operation and use of the Schengen Information System in the field of police cooperation and judicial cooperation in criminal matters, following its adoption on 21 December 2016, further changes may follow in June 2017, in conjunction with the final report from the high-level expert group on information systems and interoperability.

**Preventing and combating corruption** has become part of a growing number of Commission policies and publications, reflecting anti-corruption role in tackling related crimes (such as organised crime and terrorism). In 2017, DG HOME's contribution to the European Semester for economic governance will be instrumental in streamlining efforts to prevent corruption with the aim to achieve sustainable public budgets and a healthy investment climate in the Member States concerned.

2017 will also be the year in which the new **Europol** Regulation will become applicable, further strengthening Europol's role as a hub for information exchange across the EU in the fight against serious cross border crime and terrorism. The Commission will work hand-in-hand with Europol and Member States to ensure that this new framework is exploited to the full.

To support operational cooperation between Member States, **CEPOL**, the EU agency for law enforcement training, will provide a wide range of training modules during 2017, with a focus on the EU Policy Cycle, counter-terrorism and information-exchange related topics.

The **European Monitoring Centre for Drugs and Drug Addiction** will provide the solid evidence base needed to support informed policy making and strategies as well as to identify best practice and new areas of research.

In 2017, DG HOME will continue coordinating efforts to address **trafficking in human beings (THB)**. A key output will be the **European Agenda to eradicate THB** planned to be adopted in the 2nd quarter of 2017.

With a strong political and operational dimension, the **Internal Security Fund (ISF)** – police will continue supporting actions to prevent and fight organised crime with the view to ensure a high level of security in the Union. In this respect, it will support inter alia cooperation and coordination actions between security and law enforcement authorities and services, prevention activities, IT systems and other forms of exchange of information, training schemes, equipment, sharing best practices and developing risks assessments.

Since ISF is mainly implemented through shared management based on the National Programmes, DG HOME will continue carrying out with Member States the monitoring process to ensure the cost-effective implementation, relevance, added value and coherence of actions.

A share of the funding will continue to be managed directly by DG HOME through Union Actions and emergency assistance. The Annual Work Programme for 2017 will shape their main priorities and modalities of implementation.

**Relevant general objective 2. : An area of justice and fundamental rights based on mutual trust**

**Specific objective 2.2. : Disrupt organised crime**

Related to spending programme Internal Security Fund and Horizon 2020

**Main outputs in 2017:**

**All new initiatives and REFIT initiatives from the Commission Work Programme**

Output	Indicator	Target
Proposal for a Directive on the access to centralised bank account registries and electronic data retrieval systems by other authorities than the Financial Intelligence Units and the competent authorities to prevent money laundering and terrorist financing (See also above under a strong response to terrorism)	Adoption of the proposal	Q4 2017
Revised proposal for a Regulation on the establishment, operation and use of the Schengen Information System in the field of police cooperation, and judicial cooperation in criminal matters	Adoption of the revised proposal	June 2017
Communication on evidence based policy on serious crime (2016/HOME/60)	Adoption by the Commission	Q2 2017
The European Agenda to eradicate trafficking in human beings (2016/HOME/158)	Adoption by the Commission	Q2 2017

**Important items from work programmes/financing decisions/operational**



programmes		
Output	Indicator	Target
Horizon 2020 Secure Societies Work Programme: - launch of projects worth in EU contribution	Number of projects  Signature of the Grant Agreements  Total amount of EU contribution	2  By end March 2017  8 million Euros
Horizon 2020 Secure Societies Work Programme: Publication of the 2018-2020 Secure Societies Work Programme	Adoption by the Commission of the Work Programme	Q4 2017
Impact assessment related to Article 23.2 of Directive 2011/36/EU on preventing and combating trafficking in human beings and protecting its victims	Adoption by the Commission	Q4 2017
Support and monitoring actions provided to MS to implement the Internal Security Fund (ISF) - police	- Number of monitoring visits in MS - Number of events (Committees, informal workshops, conferences... ) with MS to exchange best practices and ensure performance of implementation	- At least one  - At least 5 events a year
Financing decisions 2017 under direct management	Adoption of all relevant Annual Work Programs 2017 under ISF Police and Justice programme - Drugs	Adopted for the full coverage of direct management budget
Contracts and grant agreements under direct management	Completion of the legal commitments to implement actions of the 2016 Work Programmes for ISF Police and Justice programme- Drugs	100% of available appropriations

Other important outputs		
Output	Indicator	Target
Communication on the results of the evaluation of the EU Strategy and Action Plan on Drugs 2013-2016 and proposal for a new Action Plan on Drugs 2017-2020 (2016/HOME/071)	Adoption of the Communication and the Action plan	Q1 2017
Communication on the global approach to transfers of Passenger Name Records (PNR) data to third countries (see also under the above objective on a strong EU response to tackling terrorism) (2016/HOME/059)	Adoption of the communication	Q2 2017

Proposal for an agreement between the EU and Mexico on the processing and transfer of Passenger Name Record (PNR) data by air carriers – (2015/HOME/235 2015/HOME/236)	Adoption for the proposal for the signature of the Agreement (2015/HOME/236)  Adoption for the proposal for the conclusion of the Agreement (2015/HOME/235)	Q2 2017
Communication - ex post evaluation of the prevention and fight against crime programme (ISEC) (2016/HOME/073)	Adoption of the Communication by the Commission	Q3 2017

### 2.3. AN EFFECTIVE RESPONSE TO CYBERCRIME

In line with the priorities highlighted in the European Agenda on Security, DG HOME will maintain its focus on **cybercrime**, with three major initiatives in 2017. The revision of the 2013 Cybersecurity Strategy for the European Union is scheduled for September 2017; this will include strategic actions to better prevent, mitigate, investigate and prosecute cyber-enabled crimes. The second will be the report on a possible EU approach on enforcement jurisdiction in cyberspace, which should include an assessment of the possible need to pursue a legislative initiative. Initiatives may still be tabled in 2017, depending on feedback at the Council meeting. The third is a proposal for a Directive to combat non-cash payment fraud, which would build on the provisions of the existing framework decision and address newer forms of fraud. For both initiatives, DG HOME will work in close cooperation with the relevant agencies, in particular **Europol's European Cybercrime Centre** and **Eurojust**.

Furthermore, DG HOME will continue its work to ensure full implementation of Directives 2011/93/EU on combating **child sexual abuse** and sexual exploitation and child pornography and 2013/40/EU on **attacks against information systems**, on which a transposition report is due to be delivered in September 2017.

DG HOME will also contribute to Member States' analysis of the possible need for revision of national data retention schemes in light of the recent judgment of the Court of Justice of the European Union in the Tele2 and Watson cases.<sup>5</sup>

With a strong political and operational dimension, the **Internal Security Fund (ISF)** – police will continue supporting actions to prevent and fight cybercrime and therefore to ensure a high level of security in the Union. In this respect, it will support inter alia cooperation and coordination actions between security and law enforcement authorities and services, prevention activities, IT systems and other forms of exchange of information, training schemes, equipment, sharing best practices and developing risks assessments.

Since ISF is mainly implemented through shared management based on the National Programmes, DG HOME will continue carrying out with Member States the monitoring process to ensure the cost-effective implementation, relevance, added value and coherence of actions.

A share of the funding will continue to be managed directly by DG HOME through Union Actions and emergency assistance. The Annual Work Programme for 2017 will shape their main priorities and modalities of implementation.

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<sup>5</sup> Judgment of the Court of 21 December 2016 in joined Cases C-203/15 and C-698/15.

**Relevant general objective 2. : An area of justice and fundamental rights based on mutual trust**

**Specific objective 2.3. : Fighting cybercrime**

Related to spending programme Internal Security Fund and Horizon 2020

**Main outputs in 2017:**

**All new initiatives and REFIT initiatives from the Commission Work Programme**

Output	Indicator	Target
Report on possible EU approach on enforcement jurisdiction in cyberspace (cfr page 12 in the CWP 2017 Communication)	Adoption of the report	June 2017
Proposal for a directive on non-cash payment fraud (output moved from CWP 2016 to CWP 2017)	Adoption of the proposal	June 2017

**Important items from work programmes/financing decisions/operational programmes**

Output	Indicator	Target
Horizon 2020 Secure Societies Work Programme: - launch of projects	Number of projects  Signature of the Grant Agreements  Total amount of EU contribution	1  By end of March 2017.  EUR 10 000 000
Horizon 2020 Secure Societies Work Programme: - Publication of the 2018-2020 Secure Societies Work Programme	Adoption of the Work Programme by the Commission	Q4 2017
Support and monitoring actions provided to MS to implement the Internal Security Fund (ISF) - police	- Number of monitoring visits in MS - Number of events (Committees, informal workshops, conferences... ) with MS to exchange best practices and ensure performance of implementation	- At least one  - At least 5 events a year
Financing decisions 2017 under direct management	Adoption of all relevant Annual Work Programs 2017 under ISF Police	Adopted for the full coverage of direct management budget
Contracts and grant agreements under direct management	Completion of the legal commitments to implement actions of the 2016 Work Programs for ISF Police	100%

**Other important outputs**

Output	Indicator	Target
Report on the implementation of Directive 2013/40/EU on Attacks against Information Systems 2016/HOME/435	Adoption of the report	September 2017
Communication - ex post evaluation	Adoption of the	Q3 2017

of the Prevention and fight against crime programme (ISEC) and of the Prevention, Preparedness and Consequence Management of Terrorism and other Security-related Risks (CIPS) programme (2016/HOME/074)	Communication by the Commission	
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### 3. A UNION OF DEMOCRATIC CHANGE

#### **3.1. ENHANCE CITIZENS' UNDERSTANDING OF THE UNION, ITS HISTORY AND DIVERSITY, FOSTER EUROPEAN CITIZENSHIP AND IMPROVE CONDITIONS FOR CIVIC AND DEMOCRATIC PARTICIPATION AT UNION LEVEL**

In 2017, DG HOME will continue to steer the **Europe for Citizens programme**, to define its objectives, strategies and priority areas of action, to monitor its general implementation by the **Education, Audiovisual and Culture Executive Agency** (EACEA) and to evaluate the programme results at European level. The main output will relate to supervising EACEA to ensure that the Agency delivers 438 projects and 37 operating grants in the two strands of the programme, namely the "European remembrance" and the "Democratic engagement and civic participation". Corresponding tasks entrusted to the Agency under DG HOME's supervision will include drawing up calls for proposals, selecting projects in cooperation with DG HOME and signing Grant Decisions/Agreements, financial management, monitoring of projects and communication with beneficiaries.

The projects and activities that will be funded by the programme will contribute to the Commission's objective of "a Union of Democratic change". They will help to progress towards the specific objective of enhancing citizens' understanding of the Union, its history and diversity, foster European citizenship and improve conditions for civic and democratic participation at Union level. They will foster participatory and informed citizenship by giving citizens an opportunity to make their voice heard and to participate in shaping a more open, tolerant and inclusive society, with less prejudice. Projects on Europe's shared history will focus in particular on promoting a sense of belonging and the fundamental values upon which the Union is built, such as tolerance, solidarity, non-discrimination and mutual understanding.

In 2017, DG HOME will also perform a mid-term evaluation of the Europe for Citizens programme and produce an interim evaluation report. Furthermore, DG HOME will organise three events :

1. A holocaust remembrance event to raise awareness about the Holocaust and highlight new ways how to reach out to especially younger people
2. Event allowing for a dialogue between the European Commission and civil society representatives
3. A remembrance networking meeting gathering beneficiaries of the Europe for Citizens programme from all over the European Union to share experiences and best practices

Relevant general objective 3. : A Union of democratic change		
<b>Specific objective 3.1. : Enhance citizens' understanding of the Union, its history and diversity, foster European citizenship and improve conditions for civic and democratic participation at Union level</b>		Related to spending programme Europe For Citizens
<b>Main outputs in 2017:</b>		
<b>Important items from work programmes/financing decisions/operational programmes</b>		
Output	Indicator	Target

Supervision of the implementation of the Europe for Citizens programme by the Education, Audiovisual and Culture Executive Agency (EACEA)	Number of Remembrance projects	44
	Number of Town-Twinning projects	315
	Number of Networks of towns projects	45
	Number of Civil society projects projects	34
	Number of multi-annual operating grants awarded under of the Europe for Citizens programme	37

Other important outputs		
Output	Indicator	Target
Civil dialogue with stakeholders	Number of meetings	1 civil dialogue meeting
Networking meetings with European remembrance	Number of meetings	1 networking meeting with European remembrance organisations
Holocaust remembrance event	Number of meetings	1 Holocaust remembrance event
Interim Evaluation Report of the Commission programme to the European Parliament, the European Economic and Social Committee and the Committee of the Regions on the results obtained and on the qualitative and quantitative aspects of the implementation of Europe for Citizens (2017/HOME/175)	Adoption of the Report	Q4 2017

#### 4. A DEEPER AND FAIRER INTERNAL MARKET WITH A STRENGTHENED INDUSTRIAL BASE

In 2017, DG HOME will continue contributing to efforts to make the **EU security industry** more competitive and to ensure the proper functioning of the **EU internal market for security solutions**. It will deliver a legislative proposal to establish an EU harmonised certification system for alarm systems and a decision to participate in an International Forum to advance First Responder Innovation.

Relevant general objective 4. : A Deeper and Fairer Internal Market with a Strengthened Industrial Base		
<b>Specific objective 4.1. : Ensure the proper functioning of the EU internal market for security solutions and to increase the global competitiveness of the EU Security Industry</b>		Related to spending programme Horizon 2020
<b>Main outputs in 2017:</b>		
All new initiatives and REFIT initiatives from the Commission Work Programme		
Output	Indicator	Target
Proposal for a Regulation of the European Parliament and of the Council establishing a Union certification system for alarm systems Moved from CWP2016 to CWP 2017	Adoption by the Commission	Q3 2017

Other important outputs		
Output	Indicator	Target
Participation of the Commission in an International Forum to advance First Responder Innovation	Adoption of the decision to participate to the Forum by the Commission	Q1 2017

## PART 2. MAIN ORGANISATIONAL MANAGEMENT OUTPUTS FOR THE YEAR

### A. HUMAN RESOURCE MANAGEMENT

In 2017, DG HOME will carry out a number of activities in the area of human resources in order to be able to deliver on political priorities and Work Programme 2017 of the European Commission. It will do so in line with the Strategic Plan 2016-2020.

From the organisational point of view, DG HOME will continue to participate in the HR modernisation project launched by the Commission in mid-2016 as part of the Commission's Synergies & Efficiencies initiative. Within this project, human resources staff serving DG HOME previously in Shared Resources Directorate has been assigned to work in an Account Management Centre (AMC), based in DG HR and responsible for delivering HR services to a group of DGs. A small local HR Business Correspondent Team of 3 Full Time Equivalents is working directly with the Director-General to help DG HOME's management to address strategic and sensitive human resource issues. The definition of HR strategy and priority actions to make progress towards the Strategic Plan objectives and targets are the responsibility of the HR Business Correspondent and will continue to be addressed in the DG Management Plan and Annual Activity Report.

In order to deliver on the objectives and targets identified in the Strategic Plan, DG HOME intends to pursue the following priority actions during year 2017:

- DG HOME will make progress in reaching the targets set in the 2016-2020 Strategic Plans for the **female representation in middle management, staff engagement and well-being**. In particular, our DG has already reached the target of 50% of female representation compared to 35% target set by the Commission on 15 July 2015 (SEC (2015)336. The objective for 2017 is to continue to support proportionate female representation in the management of the DG.
- On **staff engagement**, DG HOME will actively work to reinforce the weakest areas identified by 2016 Staff survey. In particular, two-way communication with the senior management should be improved. In that regard it is especially important that DG HOME receives coordinated instructions from the Cabinets that are responsible for DG HOME. DG HOME line managers will need to make efforts to help their staff members to identify learning needs.
- It is important to know that DG HOME staff value their work and feel proud of it more than Commission average staff. Based on an analysis of the survey's results, the existing **action plan on talent management** will be updated in 2017 and a concrete set of measures will be taken, including management and leadership trainings, pursuing of mentoring scheme, support to assignments of deputising and coordination roles to gain managerial experience.
- To support their **integration** in DG HOME, **newcomers** will receive personalized emails, information via intranet and invitations to seminars for newcomers on DG HOME policy matters, regular thematic seminars and exchange of best practices with HOME assistants.

- **Well-being** is also an area where more attention will be needed. The activities developed in 2016 (silence pauses, seminars on mindfulness, coaching) will be further reinforced with the collaboration of DG HR, unit D1 (Fit@work). These will also be part of the action plan.
- DG HOME will properly **control and manage the current and future resources** such as staff allocation and budgets, in order to align the human resources with the DG priorities and workload. DG HOME will further adjust its organisational structure and make efforts on internal reallocation of staff. DG HOME will also explain needs for staff reinforcement to DG BUDG and DG HR. There is a particular need to increase the proportion of administrative support staff.
- DG HOME will **adapt its organisational structure to workflows** in order to improve the efficiency of work, the flexibility of workforce and the ways of working together. DG HOME will therefore monitor the percentage of overhead to allow appropriate ratio between the administrative support and operational activities. Measures to guarantee the continuity of business within the DG will also be taken.
- DG HOME will also ensure the match between staff competences and service needs by implementing **measures for an efficient mobility of staff**. For this purpose it will implement initiatives to promote a better integration of newcomers and promote career guidance. Internal measures to improve the staff satisfaction indicators related to Senior Management will be proposed and implemented in the course of 2017.

**Objective: The DG deploys effectively its resources in support of the delivery of the Commission priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions.**

**Main outputs in 2017:**

Output	Indicator	Target
Follow-up of female representation in recruitment and in the framework of next reorganisation	Female representation in Middle Management (mandatory)	At minimum, maintain the current level of female representation in the middle management (50%)
Update DG HOME 2016-2017 talent management action plan  Harvesting results of Coaching 4all activities carried out in 2016 (individual sessions and group sessions)  Analysing the 2016 staff survey results/recommendations and preparing an action plan	Staff engagement index (mandatory)	Increase the staff satisfaction percentage on staff engagement, in particular on access to appropriate information to the EC average (62%) and identification and support learning needs by the line managers (at least 40%).
Regular transmission of information to newcomers via Intranet and personalized emails in order to support their integration in DG HOME  Organisation of seminars for	Staff satisfaction on professional development.	Communication of information to newcomers regularly throughout 2017  Newcomers seminars organised 2 times a year.



<p>newcomers on DG HOME policy matters, regular thematic seminars and exchange of best practices with HOME assistants in order to support newcomers integration</p> <p>Implementation of a new initiative "Career days" to better integrate new staff. This will include workshops/bilateral activities on talent management (induction programme, exit interview, career talk) and well-being (stress management)</p>		<p>Improve the image of DG HOME as a work place and increase staff motivation</p> <p>Maintain or improve the overall percentage of staff satisfaction on professional development (38%) compared to the EC average (37%).</p>
<p>Analysing the 2016 staff survey results/recommendations and preparing an action plan</p> <p>Reinforcement of existing activities in the area of well-being and development of new ones in the framework of the Fit@work programme</p> <p>Follow-up of staff working conditions including ensuring more office space in LX 46.</p>	<p>Staff who feel that the Commission cares about their well-being (mandatory) and that there is an efficient two-way communication with the senior management.</p>	<p>Increase staff satisfaction level on well-being to reach at least the Commission average of 35% and increase the share of staff members that feel their senior management team practicing two-way communication closer to the Commission-average of 37%.</p> <p>Implementation of the measures included in the action plan as of the beginning of 2017.</p>
<p>Alignment of human resources with the DGs priorities, increasing workload, organisational structure and revised processes (request of staff reinforcement to DG BUDG and DG HR as a response to the refugees and migration crisis and the priority work on a Security Union for allowing DG HOME to cope with its mandate), in close cooperation with central services</p>	<p>Staff satisfaction with regard to the match between resources and workload (rated at 24% by the Staff Survey 2016)</p> <p>Ratio AD/AST staff</p> <p>Balance between job profiles</p>	<p>Staff satisfaction with regard the match between resources and workload to reach at least the Commission average</p> <p>Ratio between AD and AST staff in DG HOME (AST: 22.9%, AD: 77.1%) approaches the EC average (AST: 40.1%, AD: 59.9%)</p> <p>Improve the balance between job profiles (e.g. in HOME administrative support is performed by 0.2% of staff in comparison to 19% EC average)</p>
<p>Measures to ensure the continuity of business within the DG.</p> <p>Merge of Business Continuity with Argus function to ensure efficiencies.</p>	<p>Implementation of the updated Business Continuity Plan and organisation of a Business Continuity Plan exercise.</p> <p>Organisation of exercises for Argus Duty officers.</p>	<p>Communication to the whole DG on the Intranet and implementation (end of 2016) with constant updates throughout 2017 whenever needed.</p> <p>Business Continuity Plan exercise to be organised.</p>

## ***B. FINANCIAL MANAGEMENT: INTERNAL CONTROL AND RISK MANAGEMENT***

### ***OBJECTIVE 1: Effective and reliable internal control system giving the necessary guarantees concerning the legality and the regularity of the underlying transactions***

In 2017, DG HOME will deliver various assurance-related activities in order to guarantee legality and minimize regularity risks by continuing to ensure that appropriate preventive and corrective mechanisms are in place as a matter of high priority. This objective will be mainly served by the following actions:

- **Audit activities both desk and on-the-spot**, with an increased focus on risks. These activities will provide assurance regarding the legality and regularity of expenditures declared to the Commission ensuring an efficient use of audit resources.
- **The application of financial corrections**, when needed.
- **The implementation of internal audit recommendations** related to the legality and the regularity of the underlying transactions.

As regards the 2007-2013 programmes, in 2017, DG HOME will also focus its efforts on completing the outstanding closure activities in line with the principle of sound financial management, notably on the timely processing and closure of open irregularities. Through ex-post audits, DG HOME will continue working with the aim of having the residual risk on total expenditure declared below the materiality level of 2%.

As regards the 2014-2020 programmes (in total 58 AMIF and ISF programmes), the specific audit approach will be continued, including the review of the control system for all funds for which full designation has been notified to the Commission Services. This review may be done through desk review, system review meeting or system audits on the spot.

In order to contribute to the delivery of the objective and target relating to the cost-effectiveness of controls DG HOME will continue negotiating with the external contractor the cost of missions at the level of specific contract and optimise the mission plan (e.g. by auditing 2 project in 1 week where possible, merging the destinations and/or beneficiaries, etc.).

### ***OBJECTIVE 2: Effective and reliable internal control system in line with the principle of sound financial management.***

**Internal control** is noted in the context of the Commission's fundamental budgetary principles and associated with sound financial management. Internal control is a process designed to provide reasonable assurance of achieving objectives.

DG HOME priority for 2017 in this area will be to ensure a swift implementation of the new internal control framework which is expected to be adopted by the Commission early 2017. The new framework will be principle-based, in line with international best practices and in particular with the 2013 COSO framework.

This should help ensure a more flexible internal control architecture reflecting the DG's specific challenges and risks, as well as a strengthened internal control function.

For what the legality and regularity of payments is concerned, it is ensured through the controls throughout the management of transactions: negotiations, contracting, payments etc.

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, particular attention will continue to be put on the effectiveness of the ex-ante controls as well as on the efficiency in the transactions process.

**OBJECTIVE 3: Minimisation of the risk of fraud through application of effective anti-fraud measures, integrated in all activities of the DG, based on the DG's anti-fraud strategy (AFS) aimed at the prevention, detection and reparation of fraud.**

The anti-fraud strategy will be reviewed early in 2017 in order to reflect the new structure of the DG HOME, and will be monitored throughout the period until 2020.

DG HOME will ensure the rising of awareness on fraud prevention and detection within the DG through the risk analysis for the revision of the Anti-fraud Strategy and the provision of specific training. Follow-up and implementation of OLAF recommendations will also be assured.

<b>Objective 1: Effective and reliable internal control system giving the necessary guarantees concerning the legality and the regularity of the underlying transactions.</b>		
<b>Main outputs in 2017:</b>		
Output	Indicator	Target
Ex-post audits of directly management grants	Audit coverage for directly management grants	10 %
Legality and regularity of direct management expenditure	Error rate – direct management	Error rate below 2%
	Error rate – direct management: procurement	Error rate below 2%
	Error rate – indirect management	Error rate below 2%
Legality and regularity of shared management expenditure	Error rate – shared management	Below 2%
System reviews of designated authorities in Member States	% of systems reviewed on full designations submitted by MS	100%
System audits of the AMIF - ISF funds	Number of Funds audited in Member States	Audit Work Plan 2017: Up to 7 Funds (AMIF-ISF)
Ex-post audits of shared management Annual Programmes (SOLID)	Number of Funds audited in Member States	Audit Work plan 2017: Minimum 12 Funds (SOLID)
Closure of the 2007-2013 programmes	% of 2007-2013 Programmes closed out of the total (combined responsibility – with MS)	100% at end 2017 excluding judicial proceeding or OLAF follow-up
Clearance decisions for shared management (national programmes under AMIF)	1. Percentage of adoption of the clearance decisions regarding the accounts 2016 for the national programmes under AMIF 2. Percentage of payment of balance under AMIF/ISF within regulatory deadlines.	1 to 2. 100%
Obtain reasonable assurance that the expenditures declared are legal and regular	Number of 2014-2020 programmes for which expenditure has been declared	100%
	Implementation of the audit plan	Full implementation of the audit plan

<b>Objective 2: Effective and reliable internal control system in line with sound financial management.</b>		
<b>Main outputs in 2017:</b>		
Output	Indicator	Target
Correctness of transactions following Ex-ante controls	Number of exceptions	< 0.1 % of total transactions
Efficiency in the transaction processing	Time to inform (Art 128.2 a FR), time-to-grant (Art 128.2 b FR) and time to pay (Art 92 FR)	Monitor the deadlines in order to comply with the FR provisions.
Appropriateness and satisfaction of the ICS	iCAT Survey Participation rate	65 % (staff and management)
	iCAT Survey Satisfaction rate	60 % (expressing good and above judgement)
<b>Objective 3: Minimisation of the risk of fraud through application of effective anti-fraud measures, integrated in all activities of the DG, based on the DG's anti-fraud strategy (AFS) aimed at the prevention, detection and reparation of fraud.</b>		
<b>Main outputs in 2017:</b>		
Output	Indicator	Target
Implementation of OLAF recommendations	% of recommendations issued by OLAF implemented/closed by DG HOME within deadlines	100%
Anti- fraud strategy updated	Adoption of the updated AFS on the basis of the updated methodology provided by OLAF.	2 <sup>nd</sup> quarter 2017
Increased level of anti-fraud awareness	Number of participants from the DG in training sessions on anti-fraud	60

### **C. BETTER REGULATION**

The main planned outputs linked to the Better Regulation objective in the Strategic Plan are listed in Part 1 under the relevant specific objective. They are presented in the tables under the headings "All new initiatives and REFIT initiatives from the Commission Work Programme" and "other important items".

### **D. INFORMATION MANAGEMENT ASPECTS**

The Commission adopted a new corporate strategy for data, knowledge and information management in October 2016. The new strategy establishes a corporate framework while leaving room for DGs to develop and implement their own approaches tailored to their unique needs. DG HOME will gradually move to paperless workflows in 2017. This will lead to easing the sharing of electronic documents via ARES and to a revision of the filing plans to improve document accessibility.

DG HOME produces yearly a statistical compilation and a substantial number of briefings. As of 2016, the latter are managed through the corporate IT system Basis. This system, besides providing an efficient workflow, also brings better knowledge management and allows access to the briefings done by other DGs using it.

The ARES files of DG HOME were by default closed for consultation by other DGs due to the sensitive nature of their contents (terrorism, security, etc). However, as not all the files deal with information that cannot be widely shared, the DG will undertake an

important analysis exercise with the aim of opening at least 50% of its files by 2020.

**Objective: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable.**

**Main outputs in 2017:**

Output	Indicator	Target
Documents easily shared with other DGs	Number of ARES files open for consultation to the other DGs	10% Q4 2017
Statistical compilation	Release	Q4 2017

**E. EXTERNAL COMMUNICATION ACTIVITIES**

The external communication efforts for 2017 will aim at informing the public in Europe and beyond about the central role played by the European Commission in addressing the ongoing challenges in migration and security.

Furthermore, DG HOME will aim at informing migrants and asylum seekers about the main rules and procedures on asylum and migration in the EU. There is also a need to reduce the pull factor for potential irregular migrants who are outside the EU and to counter the smugglers' misleading information and promises. We will illustrate the Commission's actions and measures in simple and clear terms, mainly with social media and audio-visual material and contribute to increase trust in the EU and improve the overall image of the EU.

In addition, DG HOME will participate in the editorial board of the media consortium receiving a grant under AMIF for rolling out an information strategy to inform prospective asylum seekers and migrants about EU rules and procedures, with the aim of reducing the pull factor and to counter the narratives of smugglers and traffickers

**Objective: To inform the general public in Europe and beyond on what the EU is doing to tackle the ongoing challenges of migration and security.**

**Main outputs in 2017:**

Output	Indicator	Target
Twitter	Increase followers	+8%
Increase quality and accessibility of DG Home website, in particular when it comes to availability of media related information	Increase in contacts	+5%
Create a new series of graphic and visual information products (e.g. factsheets) to explain to the general public the main actions and measures put in place by the European Commission to address the refugee crisis and security	Number of products created	Series of 5 products
Create, in a joint effort with the Commission's Audiovisual services (DG COMM), a series of videos	Number of videos	3
Participation in the editorial board of the media consortium entrusted with the rolling out of the information strategy (including the Migration Information Portal) to inform prospective asylum seekers and migrants about EU rules and procedures, with the aim of	Number of meetings of the editorial board with the participation of DG HOME	8

reducing the pull factor and to counter the narratives of smugglers and traffickers		
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Annual communication spending:	
Baseline (2016)	Estimated commitments (2017)
Other communication activities	€ 2.030.000

**F. EXAMPLE(S) OF INITIATIVES TO IMPROVE ECONOMY AND EFFICIENCY OF FINANCIAL AND NON-FINANCIAL ACTIVITIES OF THE DG**

1. RDIS2 is an IT workflow tool, which was introduced in DG HOME in 2015 for the assessment and adoption of the AMIF and ISF national programmes. RDIS2 is connected to SFC2014, ARES, Decide-CIS and Decide-eGrefe (for delegation and empowerment procedures) and automatically registers documents in ARES. The use of RDIS2 addresses the need to fully record all workflows related to the management of the programmes and fits within the aim of the Commission to enhance the use of e-signing possibilities and limiting the need for paper workflows. The use of RDIS2 for the management of the AMIF and ISF National Programmes (shared management) improves the economy and efficiency of financial activities as well as any procedure related to the implementation of the programmes. Following the first assessment through RDIS2 of the annual accounts, the annual implementation reports as well as the conclusion of the validation of commitments and payments in 2016, these processes will be continued in 2017. Throughout 2017, additional functionalities related to implementation (monitoring visits, evaluation activities, revision of basic acts, agreements for the Schengen Associated Countries) are extended and will further facilitate the management of the funds.
2. In order to improve the economy and efficiency of activities related to the programmes managed directly by DG HOME, grant management processes are gradually changed from paper-based to fully electronic. In order to achieve this, DG HOME has started to use the centrally developed IT system "e-Grants" in 2016. While some processes were electronically implemented already in 2016, such as electronic calls launching, submission and evaluation, calls for proposals, in 2017 the cycle will be finalised for most of the remaining grant-related activities. This change addresses the need to automatize the support processes related to the preparation of grant agreements, therefore reducing the need for administrative control layers, as well as facilitating the monitoring of implementation and reporting.

