Europol Programming Document

2022 – 2024

Adopted by the Management Board of Europol on 14 December 2021.

Europol Public Information

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Table of Contents

List of Acronyms

ADEP	Automation of Data Exchange Processes
AML	Anti-Money Laundering
AP	Analysis Project
ARO	Asset Recovery Office
BPL	Basic Protection Level
CA	Contract Agent
CBRN	Chemical, Biological, Radiological and Nuclear
CEPOL	European Union Agency for Law Enforcement Training
CFT	Countering Financing of Terrorism
COSI	Standing Committee on Operational Cooperation on Internal Security
CSDP	Common Security and Defence Policy
CT	Counter-Terrorism
DPF	Data Protection Function
EC3	Europol Cybercrime Centre
ECA	European Court of Auditors
ECTC	European Counter Terrorism Centre
EEAS	European External Action Service
EES	Entry-Exit System
EFECC	European Financial and Economic Crime Centre
EIS	Europol Information System
EMAS	Europol Malware Analysis Solution
EMAS	EU Eco-Management and Audit Scheme
EMCDDA	European Monitoring Centre for Drugs and Drug Addiction
EMPACT	European Multidisciplinary Platform against Criminal Threats
EMSC	European Migrant Smuggling Centre
EPE	Europol Platform for Experts
EPPO	European Public Prosecutor's Office
ESOCC	European Serious and Organised Crime Centre
ETIAS	EU Travel Information and Authorisation System
EUCP	EU Crisis Protocol
EUIPO	European Union Intellectual Property Office
Eurojust	European Union Agency for Criminal Justice Cooperation
Eu-Lisa	European Agency for the Operational Management of large-scale IT Systems in the Area of Freedom, Security and Justice
FIU	Financial Intelligence Unit
Frontex	European Border and Coast Guard Agency
GE	Guest Expert
GO	Guest Officer
HR	Human Resource
HRCN	High Risk Criminal Networks
HVT	High Value Targets
IAC	Internal Audit Capability
ICT	Information and Communications Technology
IM	Information Management
IRU	Internet Referral Unit
ISF	Internal Security Fund
J-CAT	Joint Cybercrime Action Taskforce
JHA	Justice and Home Affairs
JIT	Joint Investigation Team
JRC	Joint Research Centre
LEA	Law Enforcement Authorities
MB	Management Board
MENA	Middle East and North Africa region
MS	Member State
MTIC	Excise and Missing Trader Intra Community
NEO	New Environment for Operations
OAC	Operational and Analysis Centre
OAP	Operational Action Plan (under EMPACT)
OCG	Organised Crime Group
OLAF	European Anti-Fraud Office
OSINT	Open Source Intelligence
OSP	Online Service Providers
OTF	Operational Task Force
PERCI	Plateforme Européenne de Retraits de Contenus illegaux sur Internet (European platform for takedown of illegal content online)
PIU	Passenger Information Unit
PNR	Passenger Name Record
QUEST	Querying Europol's systems
R&D	Research and Development
SIENA	Secure Information Exchange Network Application
SIS	Schengen Information System
SNE	Seconded National Expert
SOC	Serious and Organised Crime
SOCTA	Serious and Organised Crime Threat Assessment
TA	Temporary Agent
TFTP	Terrorist Finance Tracking Programme
THB	Trafficking in human beings
TP	Third Parties
UMF	Universal Message Format
VIS	Visa Information System

Mission Statement

Europol's mission is to support its Member States in preventing and combating all forms of serious international and organised crime, cybercrime and terrorism.

Executive summary

Europol's Programming Document is prepared on the basis of Article 12 of the Europol Regulation and Articles 32 and 33 of the Financial Regulation applicable to Europol. An overview of the current and anticipated future policy factors influencing or impacting Europol's work in the coming years is presented in Section I.

The strategic programming of Europol, including resources programming, is provided in Section II - Multi-annual programming 2022-2024. Special focus will be placed on the five strategic priorities of the Europol Strategy 2020+. These priorities will guide the work of the Agency in the years 2022-2024 to:

- be the EU criminal information hub making full use of data from an extensive network of partners;
- deliver agile operational support;
- be a platform for European policing solutions;
- be at the forefront of innovation and research for law enforcement;
- be the model EU law enforcement organisation with robust performance, good governance and accountability, promoting diversity and staff engagement.

In Section III, Europol's Work Programme provides a comprehensive overview of the full work portfolio of the agency, including its regular (recurrent) work and specific annual objectives and actions for 2022; the work is organised around the different areas of operation (Activities).

The planned work of Europol's Operational Centres, as well as the horizontal support functions, is extensive and striving towards further evolvement of capabilities, expertise and tools, in order to offer the necessary support to MS' operations. In addition to regular tasks and responsibilities, the key highlights in Europol's planning for 2022 are summarised below:

- The Commission presented a proposal for a **Europol Regulation Recast** in December 2020. Europol looks forward to the adoption of its reviewed legal framework as early as possible as the timing will be crucial in enabling Europol the recruitment of the resources necessary to implement the new Regulation and its Work Programme 2022. While this would be the first year of implementation of the new legal provisions and elaboration of the required implementing legislation, the potential impact of the new Regulation can be seen already in the Work Programme 2022 with the main new elements and tasks reflected in relevant activities of the agency.

- In 2022 Europol will assess the implementation of its **Strategy 2020+** and, in consultation with the Management Board and other stakeholders, will review the strategic priorities. In particular, the ambition of Europol regarding the way ahead will be checked against the new opportunities offered by the Europol Regulation Recast.

- 2022 will be another dynamic year in terms of **new policy initiatives** and emerging tasks falling within Europol's mandate. The new EU Strategy to tackle Organised Crime, the EU Cybersecurity Strategy for the Digital Decade, the Anti-Money Laundering package and the Counter-Terrorism Agenda for the EU will have an impact on Europol's work and are already reflected, to the extent possible, in the agency's planning.

- The priorities of the new European Multidisciplinary Platform against Criminal Threats **(EMPACT) 2022-2025** will remain the key driver for the operational support provided to the MS competent authorities in 2022. In parallel, Europol will aim at increasing its support to Member States in identifying **High Value Targets (HVT)** representing the highest risk of organised and serious crime, and in facilitating complex and high profile resource-intensive investigations against HVTs through the setting up and operating of Operational Task Forces (OTF).

- **Criminal analysis** remains at the core of Europol's business and the agency has identified the need to strengthen analysis coordination through enhanced attention to quality output and control, standardisation, training, specialised analysis and a more efficient and flexible reassignment of resources. In 2022, Europol will target the further reinforcement of the teams dedicated to analysis coordination and training in order to address the challenges related to Europol's new analysis environment, including the Data Management Portal and analysis tools. Furthermore, following the appointment of a Data Quality Control Coordinator for Europol's Operations in 2020, the agency will reinforce the function by setting-up a **data and analysis quality control office** to supervise the implementation of the data review mechanism.

- The **Information Management Strategy** developed in 2020 will guide the streamlining and development of information management at Europol in the coming years. In this context, the Chief Information Officer will take up his duties in 2022 and a new Information Management Unit will be established within the Capabilities Directorate.

- The multiannual **New Environment for Operations (NEO) programme**, which encompasses the bulk of agency's technology development work, will reach important milestones in the projects for the new analysis environment with the decommissioning of current analysis and data tools and establishing a new data management portal and a new visualisation and analysis tool. Europol will also be further improving capabilities used directly by Member States such as SIENA and QUEST, as needed. Europol will continue contributing to the EU Interoperability, through NEO, in line with the Commission planning and in close cooperation with eu-LISA. Finally, Europol will continue working on governance and administration ICT tools with the aim to make these processes more efficient.

- In line with the Europol Strategy 2020+, Europol works to be at the forefront of **law enforcement innovation and research**, through its **Innovation Lab,** which will facilitate innovation in the wider law enforcement community and support Member States in addressing the risks and opportunities of emerging technologies. The Innovation Lab will act as the secretariat for the **EU Innovation Hub for Internal Securit**y and lead the Hub Team in collaboration with other JHA agencies to implement the tasks and functions adopted by COSI in 2020.

- In the area of **travel intelligence**, with **ETIAS's entry into operation** approaching, preparations should be made for the setting up of a 24/7 service for the swift follow-up on hits of travel authorisation applications against Europol data. However, the necessary operational resources should be secured in order to deliver the expected services. In parallel, preparatory work concerning the future systematic check of **visa applications** against Europol data will need to progress.

- For Europol's 24/7 Operational Centre, the first priority remains the handling of the continuously **increasing incoming information, data intake and hit management**. In 2022, the Centre will be implementing the new **Guest Experts** concept and it will set up the modalities for deployment of short-term SNEs to support OTFs, major investigations and large-scale events, as well as cases requiring specific expertise.

- The **European Serious and Organised Crime Centre (ESOCC)** will invest in enlarging its pool of analysts/specialists coordinating and contributing to the OTF work and build up

their expertise on the financial investigations and the tracing of proceeds of crime, as well as open source and social media monitoring with the support of the EU IRU and EC3. In parallel, the Centre will assume the coordinator's function for the EMPACT Common Horizontal Strategic Goal **for High Risk Criminal Networks** (HRCN) and the co-driver's role for the HRCN Operational Action Plan. As such, the agency will ensure the overall coherence of actions targeting key criminal structures and individuals (HRCN/HVT).

- Combating **drugs trafficking** and the further reinforcement of ESOCC's Drug Unit remains a priority for Europol. In line with the EU Agenda and Action Plan on Drugs 2021-2025, the agency will intensify the cooperation with major seaports that are being abused for large-scale drug trafficking and a joint drug intelligence fusion platform within Europol with Member States, partner organisations and third countries constituting drug trafficking hubs.

- Another policy initiative to which Europol will be contributing is the 2020-2025 EU action plan on **firearms trafficking**. The agency will increase focus on analysis of open source intelligence to identify patterns of firearms-related violence and firearms trafficking, and on developing its weapon tracing capacity. In parallel, internet- and Dark Web-enabled **irregular migration, THB and document fraud** will be in the focus of the European Migrant Smuggling Centre at ESOCC, which is expected to bring forward joint investigations with MS. Europol has also committed to support the implementation of the Migration Preparedness and Crisis Blueprint as a part of the objectives of the New Pact on Migration and Asylum.

- The **European Cybercrime Centre** (EC3) has identified multiple areas in the **cybercrime** domain that need further development in order to improve the support provided to Member States' investigations. These comprise investments in cryptocurrency tracing, combating ransomware and the EC3 **Forensics** Lab's capabilities for in-depth hardware analysis and vehicle forensics. Increasing the R&D activities of the Lab in the area of **decryption** and the development of highly specialised decryption solutions should lead to further optimisation of the practical output of the upgraded Decryption Platform.

- Furthermore, EC3 will be looking into enhancing its support to the identification of HVT and the follow-up investigations through Operational Taskforces, in particular by providing technical expertise on gathering and exploitation of data from the Dark Web and reinforcing in-depth operational analysis on **Dark Web** data repositories. More support is expected also for the growing number of cases brought forward by **J-CAT** and for the effective handling of the increasing amount of data contributed by the taskforce.

- In 2022, different policy initiatives in the cybercrime area will start materialising and have to be reflected in Europol's planning. The agency should ensure that its position as the criminal intelligence hub for the EU is maintained within the framework of discussions about a future **EU Joint Cyber Unit** and a prospective **European centre to prevent and counter child sexual abuse**, put forward respectively by the EU's Cybersecurity Strategy for the Digital Decade and the new EU strategy for a more effective fight against child sexual abuse. Both initiatives would be resource demanding, however, they do not foresee any capacity reinforcement for Europol.

- In the area of **counter-terrorism,** efforts to achieve greater information exchange among the relevant partners at EU level will continue, together with Europol's commitment to provide better and extended operational support to Member States' investigations. Furthermore, the **European Counter Terrorism Centre** (ECTC) will be stepping up the work to address the upward trend of **right wing terrorism** and will prioritise actions aiming at identifying targets in high profile cases. To the extent possible, the scope of the referral work and the Referral Action days will be also extended to target right wing terrorism.

- In 2022, the agency will launch first iteration of the **EU platform for referrals and removal orders (PERCI)** which should serve as a communication and coordination tool between Member States and relevant online service providers for handling online terrorist content and other illegal content. In addition to the heavy ICT investment in the setting up of PERCI and its 24/7 maintenance, Europol will need also to scale up the capacity of the European Union Internet Referral Unit (EU IRU) to manage and operationalise the platform.

- Implementing the **EU Crisis Protocol (EUCP)** on a collective response to viral spread of terrorist and violent extremist content online is another resource intensive new task for Europol. The agency is planning to further develop the PERCI project in order to utilise it as an operational platform for the EUCP enabling the 24/7 real time crisis repose.

- The EU IRU will continue efforts to facilitate Member States' access to digital data from online service providers through the expansion of the Cross-Border Access to **Electronic Evidence** (SIRIUS) Project. Among other features the project will aim at reinforcing its judicial dimension and reaching out to online service providers outside the USA.

- Following its establishment in 2020, the **European Financial and Economic Crime Centre (EFECC)** is in a process of expanding and increasing Europol's responsiveness and operational performance in the areas of fraud, money laundering, asset recovery, corruption and counterfeiting. In 2022, beyond dealing with the challenges to meet the increasing demand of MS for **financial intelligence** support, the centre will be implementing the relevant aspects of the recent policy developments, i.e. the Directive on the use of financial information for criminal investigations and preparing for potential new tasks arising from the EU Anti-Money Laundering (AML)/ Countering Financing of Terrorism (CFT) legislative package, including establishing working modalities with the new EU AML Authority.

- Furthermore, efforts need to be made to strengthen the centre's contribution to strategic activities and stakeholder management and outreach. One major endeavour in this area is the improvement of the cooperation with the **FIUs** and the establishment of structured collaboration with the future Cooperation and Support Mechanism (CSM) for the FIUs in view of increasing the contributions of financial intelligence to Europol. In 2022, Europol will also deliver the "Financial and Economic Crime Threat Assessment" as the flagship strategic document of the EFECC.

- In 2022, Europol will be implementing its **External Strategy 2021-2024** by pursuing the establishment or reinforcement of cooperation with selected high-priority third countries as listed in the Management Board decision on Europol's external relations priorities. The outreach to the countries from the Western Balkan region, MENA region and the Eastern Neighbourhood will be treated with prerogative. In addition, the agency will be looking into the effectiveness of already existing agreements and will prepare strategic reviews of its cooperation with the USA and Interpol.

- The implementation of the multiannual **Strategic Housing Roadmap** will continue in 2022. The work on a second temporary building and a new additional permanent building should advance in collaboration with the Host State. In 2022, Europol will also **continue improving its processes and methods**, including by further developing and implementing a future-proof working environment utilising, among others, decentralised working methods, the possibility to use secured video-calls and collaboration tools, teleworking and modernised electronic workflows.

Table: Overview of Europol's objectives for the year 2022

Europol WP Activity	Objective 2022
A.1. Development of information technology and information management capabilities	A.1.1 Continue the implementation of the Information Management Strategy.
	A.1.2 Further develop ICT capabilities for Europol's operations.
	A.1.3 Implement improvements to core MS-facing operational capabilities.
	A.1.4 Advance interoperability and connectivity with information management systems at EU level to enhance information exchange.
	A.1.5 Further implement Europol's Innovation Strategy and consolidate the structures and processes of Europol's Innovation Lab.
	A.1.6 Further improve corporate information management and related administrative ICT capabilities.
	A.1.7 Develop and maintain reliable and secure ICT and IM capabilities.
A.2. Operational Coordination	A.2.1 Ensure the effective functioning of the Operational Centre in managing operational information.
	A.2.2 Provide support to operations and crisis management.
	A.2.3 Build-up Europol's capabilities in the area of travel intelligence towards a fully-fledged European Travel Intelligence Centre (ETIC).
	A.2.4 Provide support to EU Member States in the area of special tactics.
	A.2.5 Provide support and funding opportunities to EMPACT priorities and actions.
	A.2.6 Extend Europol's support for the EU Eastern Neighbourhood countries in relation to EMPACT.
	A.2.7 Manage and support medium to long-term deployments, incl. Europol's Guest Officers capability.
	A.2.8 Initiate the implementation of the Guest Experts concept.
A.3. Combating Serious and Organised Crime	A.3.1 Ensure the effective functioning of the ESOCC in providing strategic and operational support to EU Member States' investigations on SOC and the implementation of EMPACT priorities.
	A.3.2 Strengthen coordination and operational efforts against High Value Targets.
	A.3.3 Provide support to EU Member States' investigations on drug production and trafficking.
	A.3.4 Provide support to EU Member States' investigations on weapons and explosives.
	A.3.5 Provide support to EU Member States' investigations on high risk and cross border Organised Crime Groups.
	A.3.6 Provide support to EU Member States' investigations on property crime.
	A.3.7 Provide support to EU Member States' investigations on environmental crime.

Europol WP Activity	Objective 2022
	A.3.8 Provide support to EU Member States' investigations on organised crime related to migrant smuggling.
	A.3.9 Provide support to EU Member States' investigations on trafficking in human beings.
A.4. Combating cybercrime	A.4.1 Ensure the effective functioning of EC3 in providing strategic and operational support to EU Member States' investigations on cybercrime and the implementation of EMPACT priorities.
	A.4.2 Further strengthen and expand Europol's capabilities to provide digital forensics support to EU Member States' investigations.
	A.4.3 Provide document forensics support to EU Member States' investigations.
	A.4.4 Provide cyber intelligence support to EU Member States' investigations.
	A.4.5 Provide support to EU Member States' investigations on cyber-dependent crimes.
	A.4.6 Provide support to EU Member States' investigations on child sexual exploitation.
	A.4.7 Provide support to EU Member States' investigations on payment fraud and online fraud schemes.
	A.4.8 Provide support to EU Member States' investigations on criminal online trade and use of online environments for criminal purposes.
	A.4.9 Provide support and operational coordination to the J-CAT operations and activities.
	A.4.10 Proactively develop expertise and solutions related to challenges in cybercriminal investigations.
A.5. Counter-terrorism	A.5.1 Ensure the effective functioning of the ECTC in providing strategic and operational support to EU Member States' investigations related to counter-terrorism.
	A.5.2 Provide support to EU Member States' counter-terrorism investigations.
	A.5.3 Provide support to EU Member States' investigations on war crimes, genocide and crimes against humanity.
	A.5.4 Provide support to EU Member States' CT investigations with terrorism-related financial information.
	A.5.5 Provide CBRN/E support to EU Member States' investigations.
	A.5.6 Provide support to the ATLAS Network.
	A.5.7 Provide internet referral services.
	A.5.8 Develop the EU platform to tackle illegal content online (PERCI) as a communication and coordination tool for referrals and removal orders within the EU.
	A.5.9 Further develop and implement the EU Crisis Protocol (EUCP) on a collective response to viral spread of terrorist and violent extremist content online.
	A.5.10 Provide operational support to EU Member States' CT internet-based investigations.

Europol WP Activity	Objective 2022
	A.5.11 Provide technical support to CT internet-based investigations and referrals.
	A.5.12 Further expand the scope of the Cross-Border Access to Electronic Evidence (SIRIUS) Project.
A.6. Combating Financial and Economic Crime	A.6.1 Reinforce the European Financial and Economic Crime Centre (EFECC) to extend the provision of strategic and operational support to EU Member States' investigations on financial and economic crime.
	A.6.2 Provide support to EU Member States' investigations on fraud.
	A.6.3 Provide support to EU Member States' investigations on money laundering.
	A.6.4 Increase cooperation with FIUs.
	A.6.5 Provide support to EU Member States' investigations in identifying and tracing proceeds of crime.
	A.6.6 Extend Europol's support to EU Member States' investigations on other forms of corruption beyond sports corruption.
	A.6.7 Provide support to EU Member States' investigations on the production and distribution of counterfeit goods.
	A.6.8 Provide support to EU Member States' investigations on Euro counterfeiting.
A.7. Strategic and Analysis Coordination	A.7.1 Reinforce criminal analysis coordination and expertise at Europol to ensure provision of quality analysis support to Member States' investigations.
	A.7.2 Establish a data and analysis quality control office.
	A.7.3 Reinforce analysis training capabilities and coordination at Europol.
	A.7.4 Deliver quality strategic reports.
	A.7.5 Support strategic analysis in the EU Neighbourhood countries.
	A.7.6 Manage cooperation with Member States.
	A.7.7 Manage cooperation with third countries.
	A.7.8 Manage cooperation with EU institutions, agencies or bodies.
	A.7.9 Manage cooperation with international and regional organisations, and private parties.
A.8. Governance, support and administration	A.8.1 Continue optimising Europol's corporate functions.
	A.8.2 Ensure efficient internal and external communication.
	A.8.3 Ensure efficient human resources and budget management.
	A.8.4 Ensure the necessary level of physical, personal and information security at Europol.
	A.8.5 Progress towards the rationalisation and expansion of Europol's facilities services and capabilities.

SECTION I – General Context

This section presents policy factors that are expected to influence Europol's work in the coming years.

1. Security Union

1.1. The new EU Security Union Strategy

The new EU Security Union Strategy[1] adopted on 24 July 2020 lays out four strategic priorities for action at EU level:

- A future-proof security environment: this priority comprises the establishment of new EU rules on the protection and resilience of critical infrastructure, the revision of the Network and Information Systems Directive and setting up of a Joint Cyber Unit as a platform for structured and coordinated cooperation. It will promote public private cooperation to ensure stronger physical protection of public places and detection systems against terrorist attacks.
- Tackling evolving threats: the Commission will make sure that existing EU rules against cybercrime are fit for purpose and will explore measures against identity theft and to enhance law enforcement capacity in digital investigations, which would include artificial intelligence, big data, etc. The Commission put forward on 24th July 2020 a strategy for a more effective fight against child sexual abuse online and will provide next an EU approach on countering hybrid threats.
- Protecting Europeans from terrorism and organised crime: Steps are under way to strengthen border security legislation and cooperation with non-EU countries and international organisations. The EU Agenda on Counter-Terrorism, EU Agenda on Drugs and a new EU Action Plan against firearms trafficking were issued in 2020, while the EU Agenda for tackling organised crime, including trafficking in human beings and a new EU Action Plan against migrant smuggling, were put forward in 2021.
- A strong European security ecosystem: Key measures include strengthening Europol's mandate and further developing Eurojust to better link judicial and law enforcement authorities. Working with partners outside of the EU is also crucial. Cooperation with Interpol will be reinforced through the planned EU-Interpol Agreement. Research and innovation are powerful tools to counter threats and to anticipate risks and opportunities.

1.2. European Police Partnership

The European Police Partnership has been initiated by the German Presidency with the overarching goal to ensure that every police officer in Europe has access at all times to the information they need to do their job. The document has three pillars:

1) Applying artificial intelligence to make better use of ever growing flow of data. In this context Europol is mentioned as a key hub for information and innovation, which must be further strengthened and expanded in terms of its capacities.
2) Reinforcing European police partnership within the EU, by making full use of the possibilities for EU-wide alerts/information sharing for crimes.
3) Anchoring Europe as an active partner in police cooperation around the world. In a globalised world, European law enforcement must be able to share data with countries whose legal systems are not entirely in accord with that of the EU. More effective tools and processes with third countries are needed to share information with trustworthy third countries in real time.

1.3. EU Police Cooperation Code

[1] COM/2020/605 final

On 8 December 2021, the Commission published an EU Police Cooperation Code to enhance law enforcement cooperation across Member States and give EU police officers more modern tools for information exchange. The proposed measure includes the Recommendation on operational police cooperation and the Directive on information exchange. The Recommendation refers to a common list of crimes for which hot pursuits across borders are possible and secure messenger tools for police officers to communicate with their counterparts when conducting operations in other EU countries. While police operations and criminal investigations remain MS' responsibility, these common standards will make it easier for police officers to work in other EU countries. The Recommendation will also promote a common EU culture of policing through joint training, including language courses or exchange programmes. The Directive on information exchange contains direct references to Europol, incl. Article 12, 13, and 15 (composition of Single Point of Contact, mentioning ENU). New rules on information exchange between law enforcement authorities of Member States should ensure that Police officers in one Member State should have equivalent access to the information available to their colleagues in another Member State, under the same conditions. Member States should put in place a single point of contact, operational 24/7, adequately staffed and acting as a "one-stop shop" for information exchange with other EU countries. The information requested should be made available within 8 hours (for urgent cases) up to maximum 7 days. SIENA, managed by Europol, should become the default channel of communication.

1.4. European Commission's Communication: Enhancing the accession process – A credible EU perspective for the Western Balkans

In February 2020, the European Commission adopted a communication on "Enhancing the accession process – A credible EU perspective for the Western Balkans"[2], which foresees stronger commitments by the EU and the Western Balkans. Credibility should be reinforced through an even stronger focus on fundamental reforms, starting with the rule of law, the functioning of democratic institutions and public administration as well as the economy of the candidate countries.

1.5. Joint Communication: Eastern Partnership policy beyond 2020: Reinforcing Resilience – an Eastern Partnership that delivers for all

The Commission-EEAS joint communication Eastern Partnership policy beyond 2020[3] was published on 18 March 2020 and comprises a new policy framework aiming at strengthening resilience in partner countries in light of today's challenges, foster sustainable development and deliver tangible results for citizens. The EU, Member States and partner countries are invited to work together for accountable institutions, the rule of law and security as a long-term objective in the Eastern Partnership countries. In particular, the EU shall work towards reinvigorating its support for fighting corruption and economic crime and improving cross-border cooperation to better protect people against organised crime as well as stepping up support for security dialogues and cooperation.

1.6. Strengthening cooperation with CSDP missions and operations

Council Conclusions on the implementation of Civilian Compact[4] were adopted by Council on 9 December 2019 and also endorsed by the European Council in the same month. Among others, the Conclusions highlighted that the closer cooperation and synergies between relevant civilian CSDP structures, Commission services and JHA actors in line with the Compact and their respective legal mandates, should be intensified at multiple levels and through the competent working groups.

2. Serious and Organised Crime

[2] COM/2020/57 final
[3] JOIN/2020/7 final
[4] 13571/20

2.1. EU Strategy to tackle Organised Crime 2021-2025

On 14 April 2020, the Commission presented a Communication on the EU Strategy to tackle organised crime 2021-2025[5] that sets out the strategic framework goals of the Commission to enhance the fight against organised crime in the EU. The Strategy builds on four main thematic blocks: (1) boosting law enforcement and judicial cooperation, (2) effective investigations: disrupting organised crime, (3) eliminating profits generated by organised crime and preventing infiltration into the legal economy and society and (4) making law enforcement and judiciary fit for the digital age. The Europol Regulation Recast, the revision of the Prüm framework, and the creation of an EU Police Cooperation Code are recognised as major pieces of legislation. Europol is an important actor when it comes to the implementation of the Strategy, especially in connection to High-Value Targets, High-risk organised crime groups and digital investigation tools.

2.2. EU Drug Strategy and Action Plan 2021-2025

The new EU Drugs Strategy[6] provides the overarching political framework for the Union's drugs policy for the period 2021-2025 and is complemented by an EU Drugs Action Plan 2021-2025[7], which sets out concrete implementation actions. The Action Plan underscores the role of Europol as a central actor for the implementation of the part on supply reduction. The Strategy puts forward the following priority areas: targeting high-risk organised crime groups and disrupting criminal business models especially those that foster collaboration between different OCGs; proceeds and instrumentalities of organised crime groups involved in the drug markets, and social reuse of confiscated assets; international cooperation with third countries and involvement of relevant EU agencies. Further efforts are needed to address smuggling of drugs in and out of the EU by using established trade channels and illicit crossing of the EU borders. The Strategy requires measures for more effective monitoring of logistical and digital channels exploited for drug distribution in close cooperation with the private sector (digitally enabled drug markets; postal and express services, cross-EU rail and fluvial channels and the general aviation space). Dismantling of drug production and processing, preventing the diversion and trafficking of drug precursors for illicit drug production, and eradicating illegal cultivation are also one of the objectives.

2.3. EU Action Plan on Firearms Trafficking 2020-2025

In its EU Action Plan on Firearms Trafficking 2020-2025[8] the Commission invites Member States and south-east Europe partners to improve cooperation among law enforcement authorities (customs, police and border guards), but also with prosecutors and forensics specialists, to tackle the principal sources and routes of illicit firearms. The Commission will also improve cooperation between law enforcement and parcel and postal operators, to ensure stricter oversight of shipments containing firearms. Cooperation between the EU and non-EU partners need to be stepped up in particular with countries in North Africa and the Middle East. The Commission will take action to establish a systematic and harmonised collection of data on seizures of firearms, and publish annual statistics. In cooperation with Europol, the Commission will explore the feasibility of rolling out at EU-level a tool to track in real-time firearms-related incidents and develop a permanently up-to-date picture. The Commission invites Europol and Member States to keep a focus on firearms cases in the framework of cyber patrolling operations and actions against dark web marketplaces.

2.4. New Pact on Migration and Asylum

On 23 September 2020, the European Commission presented the New Pact on Migration and Asylum[9]. Of relevance for Europol will be the proposals for a Regulation introducing a screening of third country nationals at the external borders which can serve to collect

[5] COM(2021)170 final
[6] Council 14178/20
[7] Council 9819/21
[8] COM(2020) 608 final
[9] COM(2020)609 final

information and intelligence on smuggling; Regulation on the establishment of Eurodac; Recommendation on an EU mechanism for Preparedness and Management of Crises related to Migration; Guidance on the implementation of EU rules on definition and prevention of the facilitation of unauthorised entry, transit and residence and others.

2.5. Renewed EU Action Plan against migrant smuggling 2021-2025

Europol will play an active role in implementing the Renewed EU Action Plan against migrant smuggling 2021-2025[10], as was the case during the first Action Plan. In terms of the reinforced cooperation with partner countries and international organisations, Europol is called to offer assistance in line with its mandate. Operational support in cases of instrumentalisation of migration should also be rapidly made available by the Agency. Optimal use of the EMSC should be made, in particular through the Information Clearing House and the sharing of information from immigration liaison officers, common operational partnerships and CSDP mission and operations. The Commission is due to step up negotiations on cooperation between Europol and partner countries in order to facilitate the exchange of personal data for investigators. EMPACT is also a key tool to implement the Action Plan, where Europol plays an active role. The judiciary (e.g. Eurojust) should be closer involved with the Joint Liaison Task Force on Migrant Smuggling and Trafficking in Human Beings, while the capacity of law enforcement and judicial authorities to target the online presence of smugglers, with the support of EU IRU, should be stepped up. The support of the European Economic and Financial Crime Centre should be used to include a financial investigation element in to migrant smuggling cases. Finally, joint reports on migrant smuggling with Frontex are encouraged, as well as the establishment of cooperation with the private sector.

2.6. EU Strategy on Combatting Trafficking in Human Beings 2021-2025

The EU Strategy on Combatting Trafficking in Human Beings[11] encourages national authorities to strengthen cooperation with labour inspectorates and/or social partners and EU Agencies, in particular with Europol and within its remit with the European Labour Authority and to carry out concerted and joint inspections. Europol's role is highlighted also when it comes to breaking the criminal model to halt the exploitation of victims, since Europol facilitates Member States' intelligence-lead and financial investigations and supports effective cross-border operational cooperation. This would also be the case for the Western Balkans countries and where possible with the countries in the EU's neighbourhood. Europol's role is also mentioned when it comes to detection of internet content used by traffickers.

3. Cybercrime

3.1. EU's Cybersecurity Strategy for the Digital Decade

The EU's Cybersecurity Strategy for the Digital Decade[12] adopted on 16 December 2020 seeks to enhance the EU's resilience to cyber threats. Initiatives include enhancing cooperation and information-sharing amongst the various cyber communities - civilian, law enforcement, judicial, diplomacy and defence. The Strategy foresees also the establishment of the Joint Cyber Unit. Furthermore, special attention should be given to preventing and countering cyberattacks with systemic effects that might affect EU supply chains, critical infrastructure and essential services, democratic institutions and processes and undermine economic security. The Commission will, together with the EU Intellectual Property Office, Europol, ENISA, Member States and the private sector, develop awareness tools and guidance to increase the resilience of EU businesses against cyber-enabled intellectual property theft. In the area of capacity building, the Commission should put forward an action plan to improve digital capacity for law enforcement agencies while Europol is expected to further develop its role as a centre of expertise to support national law enforcement authorities combatting

[10] COM(2021) 591 final
[11] COM(2021)171 final
[12] JOIN(2020) 18 final

cyber-enabled and cyber-dependent crime, contributing to the definition of common forensic standards. Cooperation with third countries and multilateral fora is also foreseen.

3.2. European Commission's e-evidence package

In April 2018, the Commission proposed a legislative package aiming at accelerating law enforcement and judicial cross-border access to electronic evidence (data stored in an electronic format that is relevant in criminal proceedings). The objective of the package is to establish a consistent legal framework and avoid conflicting obligations with the law of non-EU countries, as well as to protect the fundamental rights of individuals. Conceived as a judicial cooperation tool, the e-evidence legislation could have implications for Europol, since the SIRIUS capability is mentioned in the Draft Regulation as a possible platform to transmit and facilitate the authentication of orders and as a de-confliction tool.

3.3. EU Strategy for a more effective fight against child sexual abuse for 2020-2025

The Strategy published in July 2020 presents a framework for EU action in 2020-2025[13] to respond to the increasing threat of child sexual abuse both online and offline. The key initiatives foreseen are:

- In a first stage, to ensure that providers of electronic communications services can continue their current voluntary practices to detect in their systems child sexual abuse after December 2020.
- In a second stage, by Q2 2021, the Commission will propose the legislation by requiring relevant online services providers to detect known child sexual abuse material and report it to public authorities.
- The Commission will launch a study on the creation of a European centre to prevent and counter child sexual abuse.
- The Commission will establish a prevention network of practitioners and researchers.

3.4. Digital Services Act

On 15 December 2020 the European Commission adopted the "Digital Services Act (DSA)[14], a legislative proposal to set harmonized new rules for all digital services that operate in the European Union. The DSA proposal puts forward horizontal provisions, setting common rules for all digital services, codifying notice and action measures, as well as other due diligence obligations to ensure, among others, consumer protection and removal of illegal online content. The DSA proposal covers issues of immediate relevance to law enforcement, most notably in relation to measures for countering illegal content online, and is built, to a large extent, upon the provisions of the recently endorsed Regulation on addressing the dissemination of terrorist content online (TCO). The proposed legislation is underlined by the premise that illegal content online should be tackled with the same rigor as illegal content offline and foresees a role for Europol in its implementation.

3.5. AI package

The Commission presented on 21 April 2021 the so-called 'AI package', setting out its ambition to make Europe a global leader in the field by being the first to set clear guidelines. The proposal envisages to put forward the first EU legal framework intended to regulate artificial intelligence applications at European level. This package will have a strong impact in law enforcement agencies and at Europol, in particular due to the paradigm according to which AI-based techniques are forbidden for law enforcement activities, with some exceptions (e.g. immediate threat to life, research of suspects, missing children, etc.). The broad classification of "high risk" processing operation and the related foreseeable EDPS prior consultation mechanism constitute several challenges in practice.

4. <u>Terrorism and radicalisation</u>

[13] COM(2020) 607 final
[14] COM(2020) 825 final

4.1. A Counter-Terrorism Agenda for the EU: Anticipate, Prevent, Protect, Respond

On 9 December 2020, the Commission presented a new Counter-Terrorism Agenda[15] for the EU to step up the fight against terrorism and violent extremism and boost the EU's resilience to terrorist threats. Europol is expected to deliver better operational support to Member States' investigations under its revised mandate proposed on the same day. The legislative initiative should enable Europol to cooperate effectively with private parties, provide support to national CT investigations with the analysis of large and complex datasets ('big data') and step up the work on decryption. Under the future Research Programme Horizon Europe, Europol could assist in identifying key research themes relevant for law enforcement to help national authorities in using modern technologies in counter-terrorism. The Commission, in cooperation with Europol, will support the development of further guidance for the implementation of the EU Crisis Response Protocol. There will be also a specific proposals for the establishment of a mechanism of information exchange in CT cases among JHA agencies, and for a network of CT financial investigators involving Europol, to help follow the money trail and identify those involved.

4.2. Council Conclusions on EU External Action on Preventing and Countering Terrorism and Violent Extremism

On 15 June 2020, the Council adopted Conclusions on EU External Action on Preventing and Countering Terrorism and Violent Extremism. Key areas include the Western Balkans, North Africa and the Middle East, Sahel and the Horn of Africa. The misuse of the internet and new technologies for terrorist purposes are specifically addressed, as well as the need to cut off sources of terrorism financing. Furthermore, the Council recognises that Foreign Terrorist Fighters (FTFs) will remain a major common security challenge which should be better tackled through enhanced and timely cooperation and information sharing among Member States, INTCEN, Europol, Eurojust and Interpol.

4.3. Policy recommendations in counter-terrorism

On 15 June 2020 COSI approved a set of conclusions and updated policy recommendations for counter-terrorism which include calls to, *inter alia*:

- further develop EU IRU capabilities to support Member States' actions to prevent the dissemination of all types of terrorist content;
- ensure preparedness for situations of viral spread of terrorist content through the implementation of the EU Crisis Protocol;
- address the digitalisation of security and disruptive technologies; and
- establish the innovation hub for EU JHA agencies as soon as possible.

In 2020, COSI also endorsed the Terrorism Working Party (TWP) protocol that sets out a process for evaluating and possibly entering information from third countries on suspected Foreign Terrorist Fighters in the Schengen Information System[16].

4.4.Right-wing violent extremism and terrorism

On 7-8 October 2019, the JHA Council held a debate on right-wing violent extremism and terrorism and endorsed the need for further work on the following issues:

- create a better situational overview of right-wing violent extremism and terrorism;
- continue to develop and share good practices on how to strengthen the prevention, detection and addressing of violent extremism and terrorism;
- address the spread of unlawful right-wing extremist content online and offline; The role of the national Internet Referral Units (IRUs) and the EU IRU was emphasised in this context; and
- cooperate with key third countries (i.e. Western Balkans).

[15] COM(2020)795 final

[16] Defining a process for evaluating and possibly entering information from third countries on suspected Foreign Terrorist Fighters in the Schengen Information System, EU Council 13037/20

4.5. EU Crisis Protocol (EUCP)

On 7 October 2019, during the 5th Ministerial Meeting, the EU Internet Forum committed to a common approach in addressing the online dimension of terrorist and violent extremist attacks as set out in the EU Crisis Protocol (EUCP). The EUCP requires the EU IRU to assume a central role in the co-ordination of the emergency responses in the event of a terrorist attack with a significant online component. In addition, the EUCP points out that for effective crisis coordination and implementation of the protocol, a designated platform is needed that would enable two-way communication among Europol, Member States authorities and online service providers. Such a platform would facilitate and coordinate the referral of terrorist content online (TCO) to OSPs while ensuring that duplication is avoided and enhancing the standardisation and auditing of the referral process.

4.6. Regulation on preventing the dissemination of terrorist content online (TCO Regulation)

The Regulation on preventing the dissemination of terrorist content online[17] requires Member States to inform and cooperate with each other and may make use of channels set up by Europol to ensure co-ordination with regards to removal orders and referrals. In addition to referrals, the Regulation equips Member States with an additional tool called Removal Orders which will require hosting service providers to remove terrorist content within one hour. Once the Regulation becomes applicable from 7 June 2022, the EU IRU will be expected to support its implementation and in particular, to facilitate and coordinate referrals and Removal Orders.

4.7. EU anti-racism Action Plan 2020-2025

On 18 September 2020 the Commission presented a new EU anti-racism Action Plan[18] promoting among others fair policing and protection against discrimination. Member States are encouraged to step up efforts to prevent discriminatory attitudes by law enforcement authorities and to boost the credibility of law enforcement work against hate crimes. The Commission will work together with Member States towards a better addressing violent extremist groups, incl. a mapping of national responses to violent extremism. Commission is also working with IT companies to counter online hate speech; a next step will come with the Digital Services Act, which would increase and harmonise the responsibilities of online platforms and information service providers and reinforce the oversight of platforms' content policies in the EU.

5. Financial crime

5.1. Directive laying down rules facilitating the use of financial and other information for the prevention, detection, investigation or prosecution of certain criminal offences

The directive has entered into force on 31 July 2019 and has to be implemented in national regulation by 1 August 2021. This legal initiative aims at improving the cooperation between Financial Intelligence Units (FIUs) and law enforcement authorities (LEA), including Europol. The directive provides two possibilities to Europol:

- Europol will have the right to request bank account information through Europol National Units or by direct contact with competent authorities (such as Asset Recovery Offices, if allowed by the MS) and the latter will be entitled to reply.
- Europol will have the right to request financial information and financial analysis to FIU through Europol National Unit or by direct contact (if allowed by the MS) and FIUs will be entitled to reply, i.e. no legal barrier will anymore be preventing this cooperation.

[17] (EU) 2021/784
[18] COM(2020) 565 final

5.2. European Public Prosecutor's Office (EPPO)

The European Public Prosecutor's Office was established in 2020 and on 1 June 2021, the EPPO launched its operations and started to investigate and prosecute crimes affecting the Union's financial interests. Europol is required to assist the office in its mission by providing information and analytical support to specific investigations.

5.3. EU's anti-money laundering and countering the financing of terrorism legislative package

On 20 July 2021, the European Commission presented a package of legislative proposals[19] to strengthen the EU's anti-money laundering and countering the financing of terrorism (AML/CFT) rules. The AML package consists of four legislative proposals: New regulation on AML/CFT, 6th Directive on AML/CFT, revision of the 2015 Regulation on Transfers of Funds (crypto-assets and limit large cash payments) expanding traceability requirements to crypto-assets and a new EU AML Authority, including a Coordination and Support Mechanism for FIUs. Strong operational cooperation is needed between Europol and the new Authority, in order to mitigate the potential risk of duplication of activities and still enhance the fight against money laundering and terrorism financing.

5.4. Tax Package

The European Commission adopted on 15 July 2020 a new Tax Package to ensure that EU tax policy to boost the fight against tax abuse, curb unfair tax competition and increase tax transparency. The most relevant initiative for Europol would be to get two-ways communication channel with Eurofisc, the network of MS liaison officers facilitating multilateral efforts against cross-border VAT fraud. The Commission will propose a legislative initiative (2022-2023) amending the Regulation 904/2010 to establish in Eurofisc a EU capability against VAT fraud in cross-border transactions serving not only VAT purposes, but also financial market authorities, customs, OLAF and Europol.

5.5. The Customs Action Plan

On 28 September 2020, the Commission launched a new Customs Union Action Plan, setting out a series of measures such as improved use of data, better tools and equipment, the promotion of compliance, and more cooperation within the EU and with customs authorities of partner countries. The Commission aims to ensure that customs will be able to leverage the new payment data reporting obligations to be imposed as of 1 January 2024 on payment service providers for VAT purposes. Access to these data would help customs to trace goods back to their source and thus to detect undervaluation of imported goods. Commission will also launch an impact assessment (with an outcome by 2023), on the pros and cons of establishing an EU customs agency.

5.6. Council conclusions on enhancing financial investigations to fight serious and organised crime

On 17 June 2020, the Council approved conclusions on enhancing financial investigations to fight serious and organised crime, where the Commission is called to strengthen the legal framework for virtual assets; on the management of property frozen with a view of subsequent confiscation; and on the interconnectivity of national centralised bank account registries. Furthermore, the Commission is invited to re-engage in a discussion with MS regarding the need for a legislative limitation on cash payments. The Council also calls on MS to ensure that financial investigations, as a horizontal priority in the EU policy cycle for organised crime - EMPACT, form part of all kinds of criminal investigations. It calls on Europol to fully use the potential of the newly created European Financial and Economic Crime Centre.

[19] https://ec.europa.eu/info/publications/210720-anti-money-laundering-countering-financing-terrorism_en

6. Information exchange and interoperability

6.1. Regulations establishing a framework for interoperability

On 12 December 2017, the Commission tabled two regulations to set up a framework for interoperability between existing and future EU information systems for police and judicial cooperation, asylum and migration. The new regulations establish:

- A common identity repository (CIR) that would create an individual file for each person recorded in the EES, the VIS, the ETIAS, Eurodac or the ECRIS-TCN.
- The European search portal (ESP) to enable the simultaneous querying of EES, VIS, ETIAS, Eurodac, SIS, the ECRIS-TCN as well as of Europol's and Interpol's databases.
- A shared biometric matching service (shared BMS).
- A multiple-identity detector (MID).
- A central repository for reporting and statistics for large-scale EU IT systems in the area of freedom, security and justice.
- A new framework for MS law enforcement authorities' and for Europol's access to the EES, VIS, ETIAS and Eurodac provided by the CIR and ESP.

6.2. Recast of Eurodac Regulation

The 2020 proposal of the Eurodac Regulation builds on the provisional agreement between co-legislators reached with regard to the 2016 proposal and aims at transforming Eurodac into a common European database to support EU policies on asylum, resettlement and irregular migration. Amongst others, it will better assist the control of irregular migration and the detection of unauthorised movements by counting individual applicants in addition to applications. Technical developments, especially Europol's direct connection to Eurodac, will depend on the final text of the regulation.

6.3. Regulation on the establishment, operation and use of the Schengen Information System (SIS) in the field of border checks

The new SIS Regulation was adopted on 28 November 2018 and will enter into operation on 28 December 2021. It will bring forward, among others, the following changes:

- Create a new alert category for "unknown wanted persons";
- Extend Europol's access rights in SIS to all alert categories, including alerts on missing persons and on persons who are refused entry or stay within the territory of a MS either on criminal grounds or because of non-compliance with visa and stay conditions;
- Introduce the obligation for MSs to report to Europol hits on alerts related to terrorist offences;
- Allow Europol to exchange supplementary information with SIRENE Bureaux through the SIRENE Communication Infrastructure and in accordance with the SIRENE Manual.

6.4. Recast of the Visa Information System

The proposed regulation foresees a more structured access to VIS for Europol and other MS' law enforcement authorities. Europol would need to undertake preparatory work enabling future systematic check of all visa applications against Europol data (18.2.a ER) including to search biometric data. As specifically mentioned in the draft legislation, Europol would be entitled to receive about €30 million between 2021 and 2027 for the development of an ABIS (Automated Biometrics Identification System) necessary to cross-check fingerprints/facial images included in VIS against Europol's biometric data. The VIS Recast Regulation is planned to enter into operation in February 2022.

6.5. European Travel Authorisation System (ETIAS)

In 2016, the Commission proposed the establishment of ETIAS, which would allow visa-exempt third country nationals to obtain a travel authorisation prior to their travel to the Schengen Area. The data provided by applicants will be cross-checked, amongst others, against Europol's database. ETIAS travel authorisation requests will be managed by Frontex

in close cooperation with the competent authorities of the MS and Europol. Europol will be able to request access to data stored in the ETIAS Central System and is expected to provide a reasoned opinion on hits against Europol data to the ETIAS National Units. Europol can also contribute data to the dedicated ETIAS Watch List. ETIAS is expected to be fully operational towards the end of 2022 or the beginning of 2023, while its functioning will start with a grace period during which the travel authorisation is not yet mandatory.

6.6.Entry-Exit System (EES)

The new Entry/Exit System should replace the stamping of passports and apply to all non-EU nationals who are admitted for a short stay into the Schengen area. Expected to be operational in 2022, the system's objective is to improve the management of external borders; prevent irregular immigration and facilitate the management of migration flows; detect over-stayers and support the identification of undocumented persons in the Schengen area. Europol would be able to request access to the EES under specific authorisation and data protection rules.

6.7. ECRIS-Third Country National (TCN) system

Established in 2012, the European Criminal Records Information system (ECRIS) enables national judicial authorities to receive information on previous criminal convictions in other MS. The Commission proposed to amend the system in order to cover both EU nationals and third-country-nationals, and thus include fingerprints of non-EU citizens. Europol is granted direct access to the ECRIS-TCN system in order to identify the MS holding information on previous convictions of third-country nationals. The ECRIS will be developed and managed by eu-LISA. The regulation was adopted in March 2019.

6.8. Revision of the Advance Passenger Information Directive

The revision of the Advance Passenger Information (API) Directive could allow for more effective use of the information (notably with EES and ETIAS), while facilitating the use of API data for law enforcement purposes and streamlining the use of API data and PNR data. A new legislative act is expected in 2022.

6.9. Prüm Revision

The proposed revision aims to reinforce and modernise the existing Prüm framework by improving the technical architecture, introducing two new categories of data (facial images and police records), improving the follow-up communication process, and involving Europol. The proposed involvement of Europol aims to enable (1) Member States to automatically search and cross-check the third country data held by Europol and (2) Europol to cross-check data received from third countries with the Member States' databases. By allowing for a systematic, structured, and efficient exchange of third countries data between Europol and the Member States, the proposal will enhance the Agency's role as the EU criminal information hub in support to Member States' operational needs.

7. EMPACT 2022-2025

The Council adopted in 2021 the EU's priorities for the fight against serious and organised crime for the period 2022-2025 and these comprise:

1) High-risk criminal networks
2) Cyber-attacks
3) Trafficking in human beings
4) Child sexual exploitation
5) Migrant smuggling
6) Drugs trafficking: the production, trafficking and distribution of cannabis, cocaine and heroin; the production, trafficking and distribution of synthetic drugs and new psychoactive substances (NPS)

7) Fraud, economic and financial crimes: Online fraud schemes, excise fraud, MTIC fraud, Intellectual property (IP) crime, counterfeiting of goods and currencies, Criminal finances, money laundering and asset recovery
8) Organised Property Crime
9) Environmental Crime
10) Firearms trafficking

As well as Document Fraud as a cross-cutting threat.

SECTION II - Multi-annual programming 2022 – 2024

1. Multi-annual programme

The priorities of the Europol Strategy 2020+ will guide the work of the Agency in the years 2022-2024 to:

- be the EU criminal information hub making full use of data from an extensive network of partners;
- deliver agile operational support;
- be a platform for European policing solutions;
- be at the forefront of innovation and research for law enforcement;
- be the model EU law enforcement organisation with robust performance, good governance and accountability, promoting diversity and staff engagement.

The areas of specific focus for the years 2022-2024 are presented below:

Strategic Priority 1: Be the EU criminal information hub

Europol has established itself as the EU criminal information hub and will continue to enhance the value of its network by providing Member States with access to a growing number of partners and sources of information. Europol will further evolve from collecting to connecting information; in the coming years, the focus will be on reinforcing this position by advancing Europol's information management architecture and rapidly embracing new methods and technologies as they become available. Europol will also work with the relevant EU agencies, the European Commission and the Member States to implement its roadmaps related to travel intelligence and to EU systems interoperability.

Highlights:

- A prominent information position through an improved information management architecture with fully integrated data management and advanced capabilities.
- Efficient intake of information, freeing up resources for analysis and operational support.
- Exploit the opportunities made available by the interoperability of EU systems such as increased use of biometrics.
- Implementation of Europol's External Strategy.

Strategic priority 2: Deliver agile operational support

To increase operational impact by dismantling terrorist networks and increasingly poly-criminal organised crime groups, Europol will develop an agile operational support model, building on its existing experience of the Joint Cybercrime Action Taskforce (J-CAT), Joint Operational Team (JOT) Mare, Counter Terrorism Joint Liaison Team (CT-JLT), High-Value Targets (HVTs), Operational Taskforces (OTFs) and guest officer deployments.

Enhanced analytical capabilities will be at the core of Europol's operational support. In addition, Europol will develop a complete operational support model to identify, organise, coordinate and deploy multi-disciplinary teams to work with Member States and support priority investigations against high-value targets. Europol will also further enhance its rapid response to terrorist attacks and other major crime incidents.

The most dangerous organised crime groups corrupt and infiltrate the public sector and carry out complex money laundering schemes to conceal their illegal profits. To tackle these top

criminals successfully, Europol will put more focus on investigating high-value targets, financial investigations and asset recovery.

Highlights:

- Identification and increased support to priority investigations.
- Development of standard operating procedures for rapid response and operational deployments.
- Expanding the EU law enforcement toolbox especially in niche technical and forensic capabilities.
- Creation and support of an environment for multi-disciplinary teams and transnational investigations.

Strategic Priority 3: Be a platform for European policing solutions

Europol will act as the broker of law enforcement knowledge, providing a hub through which Member States can connect and benefit from each other's and Europol's expertise and training capabilities. Europol's evolution from a systems-based organisation to a specialised law enforcement service provider by progressively advancing from processing to producing knowledge will be pursued.

Europol will bring together Member States to drive the development of EU analysis standards and strengthen analysis for law enforcement in the EU. The aim will be to deliver, in close cooperation with Member States, analytical products and services with actionable intelligence, which are recognised and can be used by Member States' jurisdictions.

Highlights:

- A dynamic knowledge platform, able to exploit the information Europol holds and that which it can access.
- Development of a common methodology and standards of analysis.
- A central inventory of skills available across Member States' law enforcement agencies in view of connecting expertise, promoting best practices and delivering joint training activities.
- A platform for complex EU policing solutions such as decryption and cryptocurrency.

Strategic Priority 4: Be at the forefront of law enforcement innovation and research

The advent of new technologies and the increasing sophistication of crime, the exponential growth of data types and volume are major challenges for today's law enforcement community. Making incremental changes to existing solutions is not enough; to remain relevant and effective, it is necessary to invest in and actively pursue new solutions. Europol will become a central contact point for law enforcement innovation, bringing together the most suitable partners to build a network of innovation, tailored to the needs of Member States' law enforcement agencies. New methods to leverage the full value of available data and the application of innovative business models in law enforcement will be co-developed, tested and hosted by Europol for the benefit of the Member States.

Highlights:

- Common understanding of innovation and research needs of Member States
- Identification of best innovation partners.
- Development of an innovation strategy defining the priority fields for investment.
- A culture of innovation including an innovation lab.

Strategic Priority 5: Be the model EU Law Enforcement organisation

Europol will work closely with all its partners to develop synergies ensuring the most efficient and effective use of its resources. The agency will maintain the highest governance standards while remaining accountable to its EU law enforcement partners and EU institutional stakeholders, ensuring that our work is visible to EU citizens at large.

Europol will create the conditions for a culture of innovation by nurturing an environment of transparency, communication, creativity and diversity, where staff engagement, motivation and well-being are key.

Highlights:

- Further strengthening a workforce with the skills to drive the organisation forward.
- Managing resources in a transparent, trusted and compliant way.
- Develop new communication strategies.
- A diversity and inclusion strategy.

Table: Key Performance Indicators for measuring multi-annual performance of the agency

Key Performance Indicator	Target 2022	Indicative targets 2023	2024
Number of searches through EIS and QUEST	14,000,000	14,500,000	15,000,000
Number of SIENA messages exchanged	1,400,000	1,500,000	1,600,000
Number of Operations Supported by Europol	2,150	2,400	2,650
Number of Accepted Contributions by Europol	91,000	96,000	101,000
Number of Action Days organised/supported by Europol	275	300	325
Number of Operational Analysis Reports produced by Europol	295	300	310
Number of Cross Match Reports and SIENA hit notifications produced by Europol	14,750	15,250	15,750
Number of Strategic Analysis Reports produced by Europol	30	35	40
Number of Thematic Reports produced by Europol	750	800	850
Satisfaction with Operational Support delivered by Europol	8.5	8.5	8.5
Satisfaction with Strategic Analysis Reports produced by Europol	8.5	8.5	8.5
Satisfaction with Operational Training delivered by Europol	8.5	8.5	8.5
Emissions (CO2)	3,942	3,600	3,300
Workplace Flex Ratio[20]	80%	80%	75%
Vacancy Rate	2.0%	2.0%	2.0%
% Female staff	35%	36%	37%
Budget Commitment Rate	95.0%	95.0%	95.0%
Implementation of Audit Recommendations	85%	85%	85%

[20] Defined as number of workplaces per FTE

2. Human and financial resource outlook for the years 2022-2024

2.1. Overview of the past and current situation

Europol's role in the security landscape of the EU has been recognised over the last few years and, as a result, the agency was entrusted with several important functions such as the European Cybercrime Centre, the European Migrant Smuggling Centre, the European Internet Referral Unit within the European Counter-Terrorism Centre and most recently, the Innovation Lab and the European Financial and Economic Crime Centre. Although some resources were provided to perform these new tasks, Europol has depended heavily on the internal re-allocation of operational staff and on the shifting of posts from support functions to the Operations Directorate.

2.2. Outlook for the years N+1 - N+3

In December 2020 the European Commission put forward a proposal for a Europol Regulation recast[21] which also addresses the need for Europol to be reinforced with an appropriate level of human and financial resources. The legislative financial statement accompanying the Commission's proposal foresees, therefore, a significant top-up, beyond the MFF 2021-2027 resource allocations for Europol, i.e. additional funds of € 178M, an increase of 160 TAs and a steady level of 235 CAs and 71 SNEs, covering the period between 2022 (as the expected entry into force of the new Europol Regulation) and 2027.

2.3. Resource programming for the years N+1- N+3

HUMAN RESOURCES

Temporary agents
Starting from the 2021 Establishment Plan of 615 posts, the net number of posts in 2022 is envisaged to increase with 71 Temporary Agent (TA) posts. For 2023 and 2024, a further increase of 30 and 26 TA posts, respectively, is foreseen.

The following allocation of grades is envisaged for the new posts, based on the approach of having most resources dedicated to non-managerial tasks.

	2022	2023	2024
AD9	0	0	1
AD7	15	6	5
AD6	56	24	20
Total	**71**	**30**	**26**

Contract Agents
The number of CAs in 2022-2024 will remain at the same level as in 2021, thus maintaining the number at 235, in line with the Regulation Recast and the MFF 2021-2027.

Seconded National Experts
The number of Seconded National Experts (SNEs) in 2022-2024 is foreseen to remain at the same level as in 2021, thus maintaining the number at 71. As of 2022, next to the existing SNE categories, an additional 50 SNE FTE are envisaged for short term deployments during the year (GE/OTF, costed, short term SNE).

[21] European Commission reference COM(2020) 796 Final - 2020/0349 (COD)

For detailed data and numbers per staff category, see Annex IV.

Staff financed with Grant Agreements / Contribution Agreements / Service Legal Agreements (SLAs)

For 2022 Europol will continue having a number of Contract Agents (CAs) and SNEs directly funded via grant, contribution or service legal agreements. For detailed information and numbers per agreement and staff category, see Annex XI.

FINANCIAL RESOURCES

Revenue:
The proposed revenue for 2022 is € 192.4M, including the subsidy for the European School in The Hague (ESH).

Item	Heading	Revenue 2020	Revenue 2021	Final Draft Estimate 2022	Envisaged 2023	Envisaged 2024
9000	Regular subsidy from the Community	149,071,567	168,964,254	192,380,411	203,905,536	212,850,536
9010	Other subsidies and grants		P.M	P.M	P.M	P.M
9101	Denmark contribution[22]		P.M	P.M	P.M	P.M
9200	Other revenue		P.M	P.M	P.M	P.M
	Total Revenue	**149,071,567**	**168,964,254**	**192,380,411**	**203,905,172**	**212,850,244**

Expenditure:

Title	Heading	Outturn 2020	Budget 2021	Final 2022	2022/2021	% of the budget
1	Staff	85,819,036	93,368,154	103,065,273	110.4%	53.6%
2	Other Administrative Expenditure	10,563,884	11,988,600	14,653,500	122.2%	7.6%
3	Operational Activities	51,852,054	63,607,500	74,662,000	117.4%	38.8%
	Total expenditure	**148,234,974**	**168,964,254**	**192,380,773**	**113.9%**	**100%**

<u>Title 1 – Staff expenditure</u>:

Staff expenditure in 2022 amounts to € 103.1M and represents 53.6% of the total budget. It reflects a 10% increase compared to 2021 which is mainly due to the additional staff and to the salary increases[23].

The staff and salary budget foresees the expenditure for overall 686 TAs, 235 CAs and 71 SNEs. For new staff the costs are calculated for part of the year only to take into account the time it takes to complete recruitment.

The direct salary and allowances related budget (including recruitment expenditure and relocation allowances) for TAs and CAs (Chapter 11 – Staff in active employment) comes to € 94.6M, an increase of € 8.8M compared to the year 2021.

The budget for Socio-medical infrastructure (Chapter 13) and Training (Chapter 14) is € 153.8K higher than the budget 2021 (amounting to € 985K), while the budget for other staff related expenditure (Chapter 15) is envisaged to increase by 10% from the 2021 baseline of € 6.6M. The increase of € 664K compared to 2021 is foreseen to cover higher costs for external

[22] It is envisaged that the budget will be amended later in the year with an additional contribution from Denmark via a separate procedure.
[23] 2% of the salary increase and the weighting coefficients as per expected change for 2021 (111.4).

security officers, as a consequence of taking into use the secondary Temporary Satellite Building, consultancy services related to the mid and long term housing measures as part of the Strategic Housing Roadmap and additional fees for the European School due to higher numbers of enrolled pupils.

Title 2 – Other Administrative Expenditure:

The budget for administrative activities comes to € 14.7M and represents 7.6% of the total Europol final draft estimate. The increase for administrative expenditure compared to 2021 amounts to € 2.7M.

An increase of € 400K or 5% for Rental of buildings and associated costs (Chapter 20), compared to the Budget 2021, is due to higher building-related running costs for the implementation of the service level agreement with the Host State (contractual maintenance to retain the current service environment and business continuity of the headquarters and involved infrastructure).

The budget for administrative ICT (Chapter 21) amounts to € 2.2M and represents an increase of 34% compared to 2020. The budget is envisaged to cover corporate priorities related to ngAGE (next generation Administrative and Governance Environments), which includes continuation of support tools and systems, such as IRIS (Intranet), FMIS (Facilities Management System), ABAC (the Commission's financial system), e-Procurement and Sysper II (the Commission's HR System). In addition, this Chapter includes ICT costs related to the support of the Strategic Housing Roadmap (SHR) and the above-mentioned Temporary Satellite Building 2 as well as outsourced helpdesk services.

An amount of € 2.4M is foreseen for the continuation of other governance, administrative and telecommunication expenditure (Chapter 22 – 24). These Chapters include open source and database subscriptions, legal expenses, administrative expertise, uniforms, furniture, car fleet, office supplies, postal and courier services. The increase of € 1M or 66% in this Chapter is mainly due to the implementation of the flex-ratio concept, with the purchase of extra lockers and furniture for the Open office concept.

For the budget for activities of the Management Board and its Working Groups under Chapter 25 there is an increase of 143% or € 592K which follows from the planning of four physical MB meetings plus two exceptional additional meetings in January and November, as well as an increase in travel costs as a result of the new travel system.

Title 3 – Operational activities:

The budget for Operational activities adds up to € 74.7M and represents 38.8% of the total budget. The increase for operational activities compared to 2021 amounts to € 11.1M or 17%.

To further enhance the support to MS investigations, a main increase of € 4.1M or 22% is foreseen for Chapter 30 – Operations, with a total budget of € 22.8M for 2022. This additional budget will enable Europol to further develop MS support in areas highlighted in the Europol Strategy 2020+. Europol's existing capabilities will be strengthened in areas such as OTF/ HVT (Operational Task Force/ High Value Targets) (€ 2.5M), investigation support, forensics support, and Economic and Financial crime investigation support. The additional budget in this Chapter also aims at covering the activities of ATLAS (€ 2.72M)[24], EMPACT (€ 4M) and the continuation of security checks at hotspots (€3.5M). Assuming full recovery after the Covid-19 pandemic, a significant part of the budget (€ 10.1M) will be used to support Member States in operational and strategic meetings, missions and training.

[24] The amount is conditional to Europol timely receiving ATLAS' work programme as approved by the Law Enforcement Working Party.

The budget for operational ICT services and programmes under Title 3 (Chapters 31 and 32 together) comes to € 64M, which is an increase of € 6.3M compared to 2021. The budget will be used to continue the multi-annual delivery of ICT and IM business streams and top strategic priorities.

An amount of € 6.7M is foreseen under Chapter 33 which is intended to cover for the allowances for regular 71 Seconded National Experts (€ 4.2M) as per the agreed annual staffing levels, as well as the dedicated support to MS investigations, achieved via the introduction of the Guest Experts concept (dedicated short-term Seconded National Experts, SNEs) (€ 2.5M). Relevant planning information will continue to be included in the programming and budget documentation while Europol will report on the budgetary and HR related implementation in the regular updates to the MB throughout the respective financial year, the consolidated annual activity reporting and in the annual accounts. The short-term Seconded National Experts will be filled with MS' experts as per the rules on the secondment of Seconded National Experts adopted by the MB in October 2021 and in accordance with the corresponding Guest Experts concept (thus the short-term Guest Experts will not be deployed to perform tasks of the regular 71 Seconded National Experts).

The budget under Chapter 34 and 35 for high level external stakeholder meetings (HENU and Europol Police Chiefs Convention) amounts to € 470K.

An amount of € 1.2M is envisaged in the 2022 budget, under Chapter 38 - Decryption platform, to cover for the operational running costs including electricity and further increase in capacity.

2.4 Efficiency gains

Initiatives and practices that are used to achieve efficiency gains include:

- Implementation of a new HR strategy, incl. digitalisation of services, work-life balance through teleworking/smart working and ensuring the right skills for Europol's workforce, utilising e-recruitment and appropriate training and development programmes.
- The nGage programme encompassing a set of administrative ICT solutions such as e-procurement, e-signature, new automated activity based budget reporting solution, etc.
- A robust monitoring of budget implementation and regular forecast exercises to ensure the most efficient use of financial resources.
- Close monitoring of vacancy rate in an effort to maximise the resources available to the agency.
- Shared procurement procedures with other agencies and introduction of the ABAC legal commitments module (LCK) bringing added control on Europol spending and contractual ceilings.
- Upgrade of Video conference positively impacting the mission and meeting budgets.
- Developing teleworking capabilities and enhancing high speed connectivity allowing Europol to maintain high levels of business continuity e.g. during the COVID-19 pandemic.
- Green energy and long term replacement plan reducing cost for maintenance and risk of equipment failure.
- Centralisation of functions such as Grants Administration and Finance Unit.

2.5 Negative priorities/decrease of existing tasks

No substantial negative priorities or decrease of existing tasks is foreseen.

SECTION III - Work Programme 2022

Actions on a white background are recurrent actions i.e. the business-as-usual tasks of Europol.

Actions on a grey background are non-recurrent actions i.e. new or specific actions which indicate a change, a new initiative or a specific undertaking in 2022, or a project of limited duration.

Actions on a grey-blue background are indicating a link to the Europol Regulation Recast[25] which has not been yet adopted at the time of preparation of this document, and are therefore subject to the final text of the Recast legal provisions and its entering into force.

Activities

A.1. Development of information technology and information management capabilities

Overview

As the European criminal information hub, and in order to provide operational support to MS investigations, Europol makes a continuous effort to evolve its information management and information technology capabilities following a business-driven approach in line with the Europol Strategy 2020+.

Europol's Information Management (IM) Strategy developed in 2020 will guide the streamlining and development of information management at Europol in the coming years.

A significant part of Europol's work in this domain is realised through the New Environment for Operations (NEO) programme. In 2022, NEO will reach important milestones in the establishment of Europol's new analysis and data management capabilities. Through NEO Europol will continue enhancing established capabilities such as SIENA and at the same time deliver new capabilities such as the new EU platform for referrals and removal orders (PERCI) in support of the Regulation preventing the dissemination of terrorist content online. The programme will be refined following the adoption of the Europol Regulation Recast.

The work on the EU Interoperability will also continue as part of NEO, in line with the European Commission planning and in close cooperation with eu-LISA. The Europol Roadmap on EU Interoperability (endorsed by the MB) and subsequent implementation plan will be regularly reviewed and, as required, adjusted following new developments, such as adoption of new legal instruments (e.g. VIS Recast - 2021), adoption of new implementing acts or re-planning of activities by the European Commission and/or eu-LISA.

In line with the Europol Strategy 2020+, Europol seeks to be at the forefront of law enforcement innovation and research. The Innovation Lab will facilitate innovation in the wider law enforcement community and will support Member States in addressing the risks and opportunities of emerging technologies. The Innovation Lab will act as the secretariat for the

[25] As the legislative process is ongoing, the legislative proposal of the EU Commission (COM(2020) 796 final) was used as the basis for the planning.

EU Innovation Hub for Internal Security and lead the Hub Team in collaboration with other JHA agencies to implement the tasks and functions adopted by COSI in 2020.

Additionally, Europol has put in place the next generation Administrative and Governance Environment (ngAGE) programme to renovate the way the agency operates in the administration domain. The target is to rationalise the diverse application landscape by streamlining the corporate processes and by leveraging and integrating in a coherent manner EU Commission-developed, in-house and cloud solutions. The pace of the programme is dictated by the availability of resources, in light of major developments in the operational domain which remain the agency's highest priority.

The implementation of all initiatives will duly incorporate data protection safeguards as prescribed in Europol's Regulation. Any work on interoperability and connectivity with information management systems at EU level will build on the provisions for protection of fundamental rights and freedoms of natural persons in the legal instruments of the respective systems and other relevant EU law (e.g. on data protection, privacy, non-discrimination, etc.).

2022 Objectives

Information Management Strategy
Objectives and actions
A.1.1 Continue the implementation of the Information Management Strategy[26]. ○ Further develop and enforce information management standards and a single information management governance for Europol. ○ Review the Catalogue of Products & Services and align underlying information such as process landscape, data flows, and performance reporting. ○ Further connect expert user communities through specialised tools and platforms, in particular by advocating EPE as the central inventory of skills available across MS. ○ Conduct a mapping exercise of Member States' information management capabilities and strategies, in order to promote best practices. ○ Maintain one comprehensive multiannual business capabilities roadmap and a business roadmap for every business capability, while ensuring evolution in alignment with Europol's strategy and needs. ○ Continue monitoring the roles and interactions of stakeholder bodies & streamlining reporting and consultations, in agreement with Member States. ○ Following the Europol Regulation Recast, ensure that changes to legal framework are analysed and reflected in information management planning and activities. ○ Develop benefits management within IM/ICT planning and prioritisation, in order to support strategic alignment of initiatives. ○ Establish multi-track planning process for Information Management initiatives, so that long-term and short-term initiatives can be properly managed. ○ Develop fast-track process, including security, data protection, budgetary and ICT aspects, for rapid delivery of operational tools/solutions. ○ Strengthen the overall management coordination for information management at Europol and improve the coordination of operational demand for information management capabilities.

[26] Strategic objectives 1 and 2 of the Information Management Strategy are implemented through the initiatives under the Work Programme's annual objectives A.1.3, A.1.4 and A.1.5.

Expected results:	Core Business Systems and the Member States receive a reliable and secure service with minimal interruptions. Business needs are met in an appropriate and coordinated manner, in line with Europol's revised Regulation. Operational users at Europol and in the Member States benefit from improved information management capabilities, for use in criminal investigations and related information exchange and analysis. Europol contributes to the objectives of relevant EU policies.

New Environment for Operations (NEO) - Europol operations core capabilities

Objectives and actions

A.1.2 Further develop ICT capabilities for Europol's operations.

Analysis Capability

Analysis is one of the core services that Europol provides to the Member States. To improve its analysis capabilities in 2022, Europol will focus on functionality, integration and regulatory compliance, working to:

- Decommission the current database used for SOC.
- Decommission the in-house processing tool, namely PRIMA.
- Include any existing functionalities within current tools in the new Data Environment.
- Add a new Visualisation Analysis Tool to the portfolio (toolbox) that will include additional analysis functionalities such as Dashboards, Analytics and GIS.
- Continue with Europol Tool Integration such as SIENA, Interoperability, Biometrics.
- Initiate the External / MS Analysis Capabilities Integration through the development of a Joint Analysis Platform, including for Trusted Expert Communities (TEC), in line with article 20 of the Europol Regulation Recast and subject to its adoption, and other ongoing initiatives.
- Ensure that developments are in line with security and accreditation rules, DPF, EDPS feedback or other regulatory matters arising.

Data Management Capability

The new analysis capability being developed includes a new Data Management Portal (DMP). The minimum viable product of this new solution was deployed in 2021. In 2022, work will continue, to:

- Develop a new module regarding bulk import in order to facilitate the ingestion of large datasets in the Data Environment.
- Develop a new module to include a complete data review process within the DMP.
- Develop three new modules about Case Management (including Business Intelligence), Statistics and Reporting service to facilitate the monitoring of priority cases, trends and outgoing Europol products.
- Further develop the Search module including more advanced query search.
- Further develop and enhance existing functionalities such as bulk editing, grouping, and inflow of data (including OSINT files).
- Further develop the visualisation module including annotations and face recognition.
- Develop additional functionalities such as exporting and Tags (i.e. possibility to tag entities to be able to detect trends and/or patterns for the purpose of strategic analysis and foresight).

SMART Capabilities

- Further develop the NEO cross-match service to increase the efficiency of automated detection of hits.
- Develop an Optical Character Recognition (OCR) service to increase the automated extraction of entities for not recognised documents contained in contributions.

Specialised Capabilities

- Complete the first iteration of the EU platform for referrals and removal orders (PERCI) by June 2022, in parallel to the entry into force of the Regulation on preventing the dissemination of terrorist content online.
- Develop a Cryptocurrency Portal directly accessible for the MS to support the real time monitoring of criminal crypto wallets.

New Forensics Environment and Capabilities

- Complete the deployment of the New Forensic Environment (NFE), pending the delivery of the EDPS opinion on the relevant Article 39 prior consultation process.
- Progress to the second phase of the NFE Project, aiming to a full accreditation to operate and developing better forensic extraction and reconstruction capabilities, shortening time-to-delivery of forensic extractions, and completing cross-domain interactions, and services integration.

Operations support Capabilities

- Provide ad-hoc capabilities to support law enforcement operational needs, incl. engineering and deploying of ad-hoc processing environments and data pre-processing tools.
- Improve the operational collaboration environment among Trusted Expert Communities (TEC) and/or investigators (e.g. in the context of HVT taskforces).

Expected results: An improved set of capabilities to maximise the value of data.
Enhancement of analysis products.
Improved investigation collaboration and support to Member States.

New Environment for Operations (NEO) - MS-facing core operational ICT capabilities

Objectives and actions

A.1.3 Implement improvements to core MS-facing operational capabilities.

Information exchange, knowledge sharing and collaboration – SIENA, EPE, VCP, VCOP

- Support the roll-out of SIENA to more law enforcement communities and competent authorities.
- Connect more authorities to SIENA, including at SIENA BPL, Restricted and Confidential levels via system-to-system integration (web services) or web application.
- Establish connection to SIENA of third parties with newly signed working arrangements with Europol.
- Maintain SIENA's high level of performance and support to the data intake and data processing operations of Europol.

- Finalise the implementation of SIENA BPL web application.
- Continue improving the SIENA user experience, for example by user interface changes, notifications through other channels, integrated smart services, or better use of structured information.
- Ensure alignment of the SIENA training and production environments.
- Finalise the revision of the current Large File Exchange (LFE) capability and initiate establishing its interoperability with SIENA.
- Ensure that the Europol Platform for Experts (EPE) and its counterpart in the Operations Network (ONEP) deliver additional business benefits to their users, for example by adding new capabilities or enhancing existing ones.
- Ensure the EPE and ONEP solutions remains secure and relevant.
- Utilise EPE and ONEP as a gateway to (national) Law Enforcement specialist databases.
- Initiate the Virtual Command Post (VCP)-Connect pilot project that will provide several Member States access to VCP for operational day-to-day communication and enhance VCP secure communication capabilities.
- Increase videoconferencing capacity by extending the number of concurrent users to the Videoconferencing for Operational purposes (VCOP) at BPL and EU Restricted levels. Continue enhancing VCOP in line with business demand and keep the VCOP ecosystem up-to-date with latest technological developments.
- Continue supporting improvement of the UMF standard through participation in UMF governance and initiatives. Increase the use of structured data by Europol and further facilitate the provision of structured data by MS by using UMF.

Search, cross checking & (self-)data management – EIS, QUEST

- Continue improving data quality in the EIS including by implementing automated data compliance checks.
- Continue improving the interoperability between EIS and QUEST.
- Continue improving the search mechanism of QUEST according to MS needs.
- Analyse the feasibility of integrating biometric searching capability with the (new) EIS.
- Continue supporting rollout of QUEST (BPL and EU-RESTRICTED) in all Member States.
- Extend QUEST with searches for additional objects such as Account.
- Finalise the QUEST+ pilot project granting several pilot Member States access to Europol's Analysis Projects through QUEST (web service) on a hit/no-hit basis. Subject to the outcome of the pilot project, further develop EIS functionalities and extend access to more Member States.
- Enable hit/no-hit access to Europol data for JHA Agencies, within the legal provisions of their mandates and the Europol Regulation (dependent on the outcome of the inter-Agency work carried out exploring the best way forward).
- Finalise development work to support QUEST BPL searches from ETIAS via the European Search Portal.
- Finalise significant performance enhancements to QUEST BPL to support automated queries from ETIAS.
- Identify the requirements for establishing interoperability between the Customs Information System and Europol's databases, enabling automated cross-checking.

Identity and access management (IAM)

- Harmonise further the IAM landscape by integrating more systems and taking further steps towards establishing single enterprise identity.
- Continue improving IAM functional capabilities.
- Finalise implementation of IAM for BPL solutions, in particular SIENA BPL web application.

- Design and proceed with the implementation of access rights provisioning to Internet Access Zone (IAZ) for the needs of solutions such as LFE and EPE.
- Analyse the feasibility of using national multi-factor means to authenticate to Europol solutions.

Expected results:
An improved secure communication service to Member States and other partners.
A re-designed and robust data sharing capability fit for future use with new search services.
Increased efficiency of compliance checks on data.
A streamlined way for users to access Europol's systems.
Europol contributes to the objectives of relevant EU policies.

New Environment for Operations (NEO) - Europol Roadmap on EU Interoperability

Objectives and actions

A.1.4 Advance interoperability and connectivity with information management systems at EU level to enhance information exchange.

A number of key actions from the Interoperability implementation plan are highlighted below:

- Contribute to the work on interoperability and connectivity of IM systems at EU level by participating in relevant committees and boards, e.g. IXIM, SIS II, VIS, EURODAC, EES, ETIAS, ECRIS-TCN, UMF, and EPRIS.ADEP. Provide technical advice on initiatives related to the implementation of the EU Interoperability Agenda.
- Extend Europol's access to VIS to the full functionalities of the system.
- Initiate the work enabling the systematic check of all visa applications against Europol Regulation Article 18.2(a) data, biometric data. In close cooperation with eu-Lisa, analyse the feasibility of re-using eu-LISA biometric matching capabilities in this context.
- Ensure readiness for the entry into operation of ETIAS: Participate in ETIAS compliance test, business testing and end user training. Launch into operation the Europol internal solutions supporting the ETIAS processes, including automated searches against Europol data, automated notifications in relation to hits against certain data sets, manual processing of hits and provision of reasoned opinion, management of the ETIAS Watchlist, and searches by Europol against ETIAS data for law enforcement purpose. In close cooperation with Frontex, participate in the ETIAS Screening Board.
- Launch into operation the changes stemming from the SIS II Recast including launching Europol's capability to run searches with fingerprints in SIS. Implement updated business processes and technical solutions in relation to SIRENE and SIS alphanumeric searches to meet the new requirements.
- Launch into operation Europol's access to EES trough the Unified Search Engine User Interface (USE-UI).
- Further enhance Europol's capabilities related to processing fingerprints and facial images to meet the business needs and technical requirements in the context of the EU Interoperability framework.
- Continue exploring and developing innovative and interoperable technical solutions for the scaling of the processing of travel related information taking into consideration the exponential growth of data volumes.
- Launch into operation Europol's access to ECRIS-TCN alphanumeric searches.

- Follow up the proposals of the Eurodac Recast and the Screening Regulation and take appropriate actions regarding Europol obligations and opportunities stemming from them.
- Depending on the outcome of the EPRIS.ADEP project and assessment of Europol engagement to be conducted in 2021, support and possibly take over central coordination and other functions related to EPRIS.ADEP.
- Launch into operation Europol's access to the CRRS (Central Repository for Reporting & Statistics).
- In order to facilitate the availability and scalability requirements for several Interoperability projects, start the design of the ICT layer of the new Europol Datacentre awaiting the delivery of the new building by the Host State. While this Datacentre is designed and built, implement the initial setup for the Interoperability projects in Europol HQ Datacentres.
- Support CEPOL, eu-LISA and Frontex in EU interoperability and large-scale EU systems' related training activities.
- Provide expert advice and analysis to support the European Commission in the negotiations related to the Next Generation PRÜM proposal, especially regarding the potential new role for Europol in PRÜM.

Expected results:	Europol is a fully integrated part of the European security architecture in accordance with respective EU legislation. The Member States' needs in terms of efficient access to information are better met. Interoperability and complementarity of Europol systems and tools with other EU information management systems leads to increased and more efficient exchange of information. Europol contributes to the objectives of relevant EU policies.

Innovation Lab

Objectives and actions

A.1.5 Further implement Europol's Innovation Strategy and consolidate the structures and processes of Europol's Innovation Lab.

- Consolidate the Europol Innovation Lab, dedicated to monitoring and driving innovation, including the creation of common technological solutions, workforce management good practices, and data management insights, in order to pool resources and generate savings in support to Member States.
- Subject to the adoption of the Europol Regulation Recast, implement the strengthened Europol mandate in the field of research and innovation, in line with the Europol Regulation Recast. Establish an Innovation and Development Environment. Factor in fundamental rights compliance throughout the innovation process.
- Further develop the foresight and horizon scanning activities of the EU Observatory for innovation. Create dedicated Strategic groups of national foresight experts with the EuCB. Deliver relevant input to strategic analysis and produce regular reports on trends and foresight.
- Act as the secretariat for the EU Innovation Hub for Internal Security and lead the Hub Team in collaboration with other JHA agencies to implement the tasks and functions adopted by COSI on 15 May 2020[27].
- Act as the secretariat of the European Clearing Board (EuCB), a coordination and prioritisation structure composed of EU Member States' representatives. The EuCB

[27] EU Innovation Hub for Internal Security main principles for establishment, Council Secretariat reference 7829/20 LIMITE COSI 77 ENFOPOL 109 CYBERE 69 JAI 341.

should channel their needs and operational requirements to the Lab, discuss the creation of core groups and decide on priorities.

- Expand the work of the Projects function of the Innovation Lab by supporting an increasing number of initiatives. Establish corresponding Core Groups with participation of MS and other relevant stakeholders to contribute to the project implementation. Foster the co-creation of innovative tools with Member States.
- Further develop networks of relevant partners in the industry and academia and organise Industry Days in partnership with existing LEA and industry networks.
- Subject to the adoption of the Europol Regulation Recast, assist the European Commission in identifying key research themes, drawing up and implementing the Union framework programmes for research and innovation that are relevant to Europol's objectives.
- Coordinate the implementation of selected H2020 projects:
  - Project AIDA aims to develop a solution aimed at delivering a descriptive and predictive data analytics platform using machine learning and artificial intelligence methods to prevent, detect, analyse, and combat criminal activities. AIDA focuses on cybercrime and terrorism.
  - Project GRACE aims to develop a platform to process referrals from electronic service providers of child sexual exploitation material.
  - Project INFINITY aims to deliver a mixed-reality immersive analytical environment to provide LEAs with cutting-edge intelligence extraction, analysis, visualisation and collaboration tools during and after criminal investigations.
  - Project STARLIGHT aims to deliver a set of AI tools for LEA purposes. The Innovation Lab will coordinate the input of the 15 LEAs involved in the research project.
- Maintain dedicated Innovation EPEs (Lab, Hub, Core Groups, Observatory etc.).
- Centralise the management of the Europol Code Repository (ECR) and create an open version in support of Core Group projects.
- Establish a repository of tools developed by the Europol Innovation Lab, the EU MS or external stakeholders.
- Facilitate the training of law enforcement in the field of innovation in close cooperation with CEPOL.
- Support ICT and actively contribute to the NEO Programme to identify and adopt innovative and novel technologies, to improve the efficiency and pertinence of Europol's services to the EU MS.
- Ensure close involvement of ICT in the Innovation Lab's work to facilitate the rapid embedment of emerging technology solutions in Europol's overall information management landscape in line with architecture and compliance standards.

Expected results:	A substantiated overview of the risks, threats and opportunities of emerging technologies. Coordinated efforts in research and development leading to greater realisation of common projects and technical solutions. Alignment of EU funding for security research with the needs of law enforcement. Europol contributes to the objectives of relevant EU policies.

Corporate information management and ngAGE programme

Objectives and actions

A.1.6 Further improve corporate information management and related administrative ICT capabilities.

Corporate Information management

- Improve IM for non-operational information as well as the underlying IM capabilities to increase the efficiency of documents management (DM), records management (RM) and archiving.
- Manage and enhance corporate IM capabilities and collaboration tools for non-operational information including end-user support and –training.
- Maintain the central archive of official documents and corporate records in hard copy and electronic format.
- Progress with the restructuring of the corporate archive facilities and the implementation of a historic archive (EU Archive Regulation 2015/496 amending Council Regulation 354/1983).
- Maintain the overall organisational structure and support business stakeholders when defining and implementing organisational change; define and coordinate the implementation of organisational changes in IM capabilities to guarantee consistent information ownership and information security.
- Advance Europol's Process Landscape and ensure its alignment with organisational strategy and IM strategy; facilitate the development, analysis and improvement of business processes in prioritised areas of organisational development in line with the Europol Regulation Recast.
- Enhance business process management at Europol. Ensure that all processes and protocols for new initiatives are in place to guarantee the methodological consistency of the work and compliance with internal and external requirements.

next generation Administrative and Governance Environment (ngAGE)

- Continue the implementation of the corporate risk management and audit tool.
- Initiate the development of a corporate analytics and reporting capability.
- Progress in establishing IM capabilities that enable electronic workflows, electronic approval and e-Signature.
- Continue the transition to a new electronic document-, records and workflow management platform.
- Subject to European Commission's project team confirmation, implement the "rights", "appraisal" and "reporting" modules in SYSPER.
- Implement additional features for the e-recruitment system, as needed, including mobile-ready technology.
- Further improve the activity based management tool for budget administration.

Expected results:	Effective processes, systems and tooling are in place to ensure proper corporate risk and internal control management. Reduced bureaucracy and time spent on document and records management and reporting while ensuring the availability of reliable information on decision-making, corporate performance and level of compliance. Rationalisation of the application landscape by streamlining corporate processes and leveraging and integrating in a coherent manner EU Commission-developed, in-house and cloud solutions.

Provide and maintain ICT and IM capabilities

Objectives and actions
A.1.7 Develop and maintain reliable and secure ICT and IM capabilities. o Manage business applications, their processes and their evolution in alignment with the relevant strategies, legal requirements and stakeholder expectations. o Develop and maintain the Business and Information architecture, and the portfolio of Business and ICT capabilities, and the landscape of business solutions with their respective roadmaps, while ensuring evolution in alignment with Europol's strategy, business needs of the end users, and applicable compliance standards. o Establish requirements for ICT solutions aligned to business needs and the Business and Information Architecture. Provide end-to-end design of individual solutions. o Develop a timely, comprehensive ICT portfolio work plan, including demand management and resource allocation, and monitor its implementation. o Manage ICT and IM projects and ensure their delivery according to schedule, scope and cost. o Manage an overall Solution Portfolio, in sync with the intended capability portfolio. o Create enabling technology roadmaps, including retirement / replacement of obsolete solutions and identification of technology-driven innovation opportunities. o Define and monitor Security standards. o Design, build and operate ICT Security improvements. o Provide application development services across multiple delivery models. o Ensure consistent software engineering practices (including secure coding). o Define delivery methods, tools, and standards and quality assurance processes. o Perform functionality, performance, continuity, and security testing related to software solutions and infrastructure changes. Continuously develop automated testing approaches. o Maintain Solutions on a regular basis in line with the Service Level Agreements (SLAs) in force. o Implement all changes into all environments of the Europol ICT Landscape. o Manage a system for Solution deployment in Production, Pre-Production, and Testing environments. Develop and maintain processes and tooling for automated deployments of solutions. o Provide tools used during the Software Development Cycle. o Continue optimising license spending and ensuring right-size security measures, and right-size availability. o Maintain infrastructure including upgrades and replacements of end-of-life hardware and network equipment. Perform lifecycle management for all infrastructure components. o Perform periodic patching of all network, server, storage, middleware and application components. Create and periodically test backups. o Provide workplace-related services and customer service and support to users of all Europol ICT capabilities, in-house, in MS and Third Partners. Maintain an up-to-date Service Catalogue. o Maintain a periodic overview of all services and solutions in terms of costs and capacity. o Further review, as needed, existing SLAs for the full range of storage, networking and processing capacity in view of the business needs for quality of service.
Expected results: Core Business Systems and the Member States receive a reliable and secure service with minimal interruptions. Business needs are met in an adequate and coordinated manner.

Indicators	Latest result (Q2 2021)	Target 2022[28]
Core Business Project Delivery	22%	75%
Operational Stability - Uptime of Core systems	99.6%	98%
% of Active Users on the EPE	44%	45%
Number of Cross Border Crime Checks in the EIS related to persons	932	2,000
Number of Searches through EIS and QUEST	5,480,191	14,000,000
Number of SIENA Cases initiated	60,603	120,000
Number of SIENA Messages exchanged	768,364	1,400,000

[28] A number of indicators throughout the Work Programme also depend on MS demand for Europol's products and services.

A.2. Operational Coordination

Europol's Operational Centre is responsible for handling all incoming information and for managing the workflow of non-prioritised cases in terms of data processing, data handling and hit reporting. In addition, it handles and compares the biometric data received across the different cases (prioritised and non-prioritised), managing the existing dedicated databases for fingerprints (ABIS) and DNA.

The Centre provides support to specific operations and action days both from the Europol headquarters and on the spot. In case of serious incidents it initiates emergency procedures and coordinates Europol's immediate response.

Internally, the Operational Centre presents up-to-date business intelligence to Europol's management, enabling decision making on a permanent 24/7 basis and assures the continuity of the operational business outside office hours.

In parallel, the Operational Centre is also responsible for the SIRENE Office of Europol. In this capacity – among other tasks – it acts as a single point of contact for SIRENE Bureaux, managing communications with them and all criminal information exchanged through the SIRENE communications infrastructure in line with the SIS regulations.

An increasingly important and considerable part of the Operational Centre's work is the implementation of Europol's role in the EU PNR, EES, ETIAS, VIS and other relevant information management initiatives on the movements of persons and goods (referred as travel intelligence). In particular, with the ETIAS and VIS-recast mechanisms becoming operational in 2022-2023, Europol is expected to have in place a 24/7 service providing swift follow-up and reasoned opinion on hits of visa or travel authorisation applications against Europol data.

Special Tactics in the Operational centre at Europol offers specialist law enforcement techniques assisting Member States' investigations in any of the three priority areas of serious and organised crime, terrorism and cybercrime. Whilst remaining open to new developments, the following areas of knowledge and expertise are being currently supported: covert human intelligence sources, covert surveillance, covert entry, counter-kidnapping and -extortion, hostage negotiation, specialist intervention, witness protection and fugitive active search.

Europol supports the European Multidisciplinary Platform Against Criminal Threats (EMPACT) by facilitating the development, monitoring and reporting of the EMPACT operational action plans. With dedicated funds integrated into Europol's regular budget the agency is in a position to financially support actions of the OAPs on an annual basis in the format of EMPACT grants. Further support is provided in the form of organising and funding the EMPACT strategic meetings. From 2020 onwards, Europol is also able to extend this funding support to EU Neighbouring countries from the Eastern Partnership on the basis of a new programme funded by the European Neighbourhood East Instrument.

Finally, the Deployment Management Team provides horizontal support to Europol's operational centres by dealing with Europol's large scale/long term deployments as well as deployments linked to first response requested by MS and partner countries. Currently, one of the main tasks of the team is to manage and coordinate the training and deployment aspects of the Guest Officer project with deployments to migration hotspots and areas of interest in Greece, Italy, Cyprus, Malta, and other future hotspots.

It is envisaged that the Operational Centre will also be responsible for implementing the upcoming Guest Experts Concept, which will see the secondment of MS experts to support external operations as well as other activities that would be Europol HQ-based, such as HVT investigations and OTFs.

2022 Objectives

Operational Centre
Objectives and actions
A.2.1 Ensure the effective functioning of the Operational Centre in managing operational information. ○ Monitor operational data on 24/7 basis as the single point of entry for any incoming information from stakeholders. ○ Decide on the acceptance of information into Europol's databases. ○ Process and handle urgent messages in priority cases, in close cooperation with competent analysis projects. ○ Process and handle non-priority cases and manage hits on related information including evaluation and reporting of matches. ○ Process and compare the biometric data received at Europol (fingerprints and DNA profiles), being the Agency's point of contact and knowledge hub for handling biometric data (to the extent possible given the availability of resources). Search and compare biometric data against external systems such as SIS, VIS and EES. ○ Undertake preparatory work concerning the processing of hits generated through the future systematic check of visa applications against Europol data (including biometric data). ○ Provide permanent monitoring and reporting of Open Source information about incidents related to the mandate of Europol. ○ Manage EIS operational data including the insertion of data on behalf of third parties and hit management. ○ Manage operational information exchange with third parties. ○ Accommodate the additional task of facilitating the exchange of information between EU MS and UK according to the provisions of the concluded working arrangement. ○ Search operational data provided by third partners in the VIS, EES and SIS on a case by case basis and include the relevant information retrieved in the operational outputs. ○ Prepare daily situation and weekly criminal intelligence briefing reports to inform internally about main operations, trends and patterns. Host the daily briefing of operational heads of units (TOT meeting). ○ Maintain dashboards for management to provide business information for decisions. ○ Further develop and deliver the 3-month induction training for newly recruited analysts. Contribute to the delivery of the criminal analysis, EIS and SIENA training. ○ Accommodate the potentially significant task of following-up MS hits with Europol's analysis data (within the framework of available resources) once MS obtain hit/no hit access to the Analysis Projects via QUEST (dependent on Quest+ pilot project outcome). ○ Following the establishment of the EU platform for referral and removal orders (PERCI, as described in Activity 5), scale up the capacity of the Operational Centre to handle MS requests on 24/7 basis in case of activation of the EU Crisis Protocol in coordination with the ECTC/EU IRU. ○ Operate the SIRENE office within Europol to handle hits on SIS II alerts and the communication with MS SIRENE Bureaux. /The Operational Centre needs to operate the communications with the SIRENE Bureaux as well as to handle the intake of hits on terrorist alerts and other supplementary information on 24/7 basis. Given the SIS II Recast going live in 2022 and the intake of information from SIRENE reaching full scale, this action will be implemented to the extent current resource levels allow./

○ Provided that Europol is granted new capabilities in the field of SIS-SIRENE as a consequence of the Europol Regulation Recast, identify the requirements for their efficient and effective implementation.
Expected results: Increased quality and completeness of Europol's criminal intelligence picture allows for more effective response to MS operational cases and crisis situations. Europol contributes to the objectives of relevant EU policies.

Operational Centre
Objectives and actions
A.2.2 Provide support to operations and crisis management. ○ Act as 24/7 contact point for urgent operational requests from MS Liaison bureaux/ Europol's National Units/competent authorities and for officers' reporting during on-the-spot deployment. ○ Initiate the emergency procedures and crisis response steps in case of operational emergencies / terrorist attacks within the EU or affecting the security of the EU. ○ Ensure a coordinated application of the crisis response mechanism and the different protocols in the cybercrime, counter-terrorism and migrant smuggling areas. ○ Coordinate Europol's immediate response together with other relevant units and stakeholders. ○ In close cooperation with the Special Tactics team and other operational centres, guarantee 24/7 access to expertise and specialised operational knowledge, such as the European Tracking Solution. ○ Liaise with Europol's partners (MS and third parties) affected/involved. ○ Provide remote support to on-going actions/operations/major international events/on-the-spot deployments. ○ Fulfil the role of business product manager of the mobile office solution. Manage the overview of mobile offices and other operational equipment. ○ Support the coordination of operations and large-scale joint actions.
Expected results: Member States' operations and emergency cases and crisis response receive quality operational support.

Travel Intelligence
Objectives and actions
A.2.3 Build-up Europol's capabilities in the area of travel intelligence towards a fully-fledged European Travel Intelligence Centre (ETIC). ○ Implement Europol's role in the EU PNR, EES, ETIAS and other relevant information management initiatives on the movements of persons and goods in line with the EU legislation in cooperation and complementarity with the work of Frontex, where relevant. ○ Prepare the set-up of the ETIAS function to process the hits of ETIAS applications against Europol data and Watchlist contributions, including for the recruitment and training of dedicated staff (to the extent possible given available resources).

- Prepare for 24/7 availability of ETIC's services as of 2023 in regards to operational support, including cross-matching and in-depth operational analysis (to the extent possible given available resources)[29].
- Define, develop and deliver concrete operational and strategic products and services on the basis of travel information and intelligence to support the Member States.
- Provide operational support to Member States' investigations.
- Support the extension of the dedicated liaison network with direct connection with relevant travel intelligence entities in the MS and other partnering countries (subject to availability of sufficient office space).
- Provide support to PNR related projects of Member States and other relevant partners.
- Host the Secretariat for the informal working group on PNR and participate in the IWG-PNR events.
- Subject to technical and EDPS assessments, provide support to the connectivity and data exchange among the Passenger Information Units (PIUs) in MS.
- Contribute to the coordination and delivery of dedicated training for the analysis of travel related information in partnership with CEPOL.
- Enhance cooperation with private partners relevant for the collection of travel intelligence.

Expected results:	Increased quality and completeness of Europol's criminal intelligence picture with regards to travel information. Member States' investigations receive the required support for the processing of travel data and the results of such processing through Europol's operational products.

Special tactics

Objectives and actions

A.2.4 Provide support to Member States in the area of special tactics.

- Act as the EU knowledge and expertise broker on specialist law enforcement techniques supporting MS investigations in the area of SOC, terrorism and cybercrime.
- Continue developing and maintaining expertise on covert human intelligence sources, covert surveillance and controlled delivery, covert entry, counter-kidnapping and -extortion, fugitive active search, specialist intervention, witness protection and undercover policing.
- Develop and maintain expertise about all counter measures used by OCGs to defeat police operations in general and special tactics policing operations in particular.
- Act as Europol's entry point for all Unmanned Aerial Vehicle related requests and analysis.
- Manage EU Most Wanted List containing high-profile internationally wanted criminals. Deliver operational support in fugitive search cases by using Europol's core capabilities. Update the EU Most Wanted website.
- Manage the High Risk Informant Database (HRIDB) - a coded database allowing a more accurate risk assessment when working with foreign informants.
- Manage and monitor the European Tracking Solution (ETS). Ensure the operational availability at large and aim to connect interested MS and third parties.
- Manage the Virtual Command Post tool for live information exchange during special tactics operations.

[29] LFS of ETIAS Regulation did not foresee resources for Europol; LFS for Interoperability and LFS for Europol Recast did not foresee additional resources for Europol for ETIAS purposes.

- Follow up on the research on the operational use of geospatial images (Copernicus Programme, Frontex, EMSA and EUSATCEN) and other space assets for law enforcement by:
  - Extending the use of Europol's EMSA Integrated Maritime Services Portal to the MS;
  - Exploring the possibilities to create a central point of access for LEA to access the European Commission's Copernicus services; and
  - Supporting the informal network of experts on the use of geospatial images for law enforcement purposes.
- Support the drafting and implementation of OAPs through the involvement in joint investigations, large-scale operations, on the spot deployments or joint action days.
- Organise strategic expert meetings, training, awareness raising and prevention activities in the area of knowledge management and in support of specialist networks.
- Explore new areas of special tactics support which Europol could potentially provide.
- Utilise the new Guest Experts concept to create a pool of experts in the area of special tactics.
- Develop in-house expertise on crowd-sourcing tools and special tactics open source intelligence.
- Manage additional EPE networks under the sosXnet[30] umbrella and give guidance to the related networks.
- Contribute to the delivery of training by CEPOL, e.g. on Witness Protection and Informant Handling, controlled deliveries and hostage negotiations.

Expected results: Member States' investigations receive quality special tactics support.

EMPACT support
Objectives and actions

A.2.5 Provide support and funding opportunities to EMPACT priorities and actions.

- Contribute to identification of key issues and good practices related to EMPACT and provide input to the Council's Standing Committee on Operational Cooperation on Internal Security (COSI).
- Provide methodological, administrative and logistical support to the drafting of the Operational Action Plans (OAPs).
- Facilitate communication and collaboration between the crime priorities and horizontal goals having common objectives and/or interdependencies.
- Maintain contacts with stakeholders in order to identify and report on issues of general relevance for the successful implementation of OAPs.
- Contribute to the implementation of Operational Action Plans and support MS in achieving increased operational results. Provide stakeholder management and support to operational meetings.
- Coordinate and support the planning of Joint Action Days.
- Manage the EMPACT Grant scheme which provides funding opportunities for the implementation of OAPs related to the EMPACT priorities.
- Create awareness on other complementary funding mechanisms.
- Monitor the implementation of the Operational Action Plans.

[30] Specialist Operational Support Exchange Network

- Define together with MS the requirements for an online/digital EMPACT platform which should contribute to more efficient planning and reporting.
- In cooperation with CEPOL, contribute to the delivery of training to the Western Balkan countries on EMPACT priorities within the framework of the EU funded project WB Partnership against Crime and Terrorism (WBPaCT).

Expected results: Member States receive efficient support for the implementation of their OAPs.

Europol's support to EMPACT increasingly contributes to operational outcomes in the Member States.

A.2.6 Extend Europol's support for the EU Eastern Neighbourhood countries in relation to EMPACT[31].

- Continue implementing the funding mechanism earmarked for (Member-States-led) projects for the benefit of the law enforcement authorities of the EU Eastern Neighbourhood countries and addressing their needs in terms of combating organised crime.
- Through capacity building enable the beneficiary countries to incorporate the EMPACT methodology in their national and regional planning.
- Establish and maintain contacts with relevant stakeholders and facilitate productive relationship between the EMPACT actors and Eastern Partnership partners.
- Make use of the funding to strengthen the cooperation between the EU and the neighbouring countries in terms of pursuing the EMPACT priorities, by ensuring that there will be no duplication with the current EMPACT funding mechanism where third countries can already be grant co-beneficiaries.
- Utilise the new cooperation opportunities to encourage information exchange and countries' involvement in the development and execution of operational cases.

Expected results: Strengthened partner countries' institutional knowledge of and criminal intelligence capacity in the EMPACT priority crime areas.

Enhanced operational cooperation of partner countries with EU Member States and agencies.

Deployment management and support

Objectives and actions

A.2.7 Manage and support medium to long-term deployments, incl. Europol's Guest Officers capability.

- Manage and support medium to long-term deployments by Europol, as well as deployments linked to first response requested by Member States or partners, such as deployments to hotspots.
- Coordinate, manage and support the guest officers (GOs) deployments, including:
  - Maintaining a pool of GOs ready for deployment;
  - Managing ongoing deployments of GOs;
  - Delivering the GO training programme which encompasses hands-on training on Europol systems and the mobile office, as well as getting GOs up to speed to operate under the aegis of Europol;
  - Providing input to the development and common training material of the Migration Management Support Teams (MMST) together with FRONTEX and EASO;
  - Implementing mobile team arrangements and rapid deployments when required;

[31] Funded through a grant from the European Neighbourhood East Instrument and based on an agreement with the European Commission on concrete priorities to be pursued by the programme.

- Extending the network of national contact points to ensure that more disembarkation points/areas of interest agreed upon with host states, have a designated national contact point;
- Maintaining and updating operational plans with the host MS/partner states in areas where Europol is deploying GOs;
- Liaising with and raising awareness amongst seconding states so as to ensure a sustainable level of secondments to the GO deployment pool.

A.2.8 Initiate the implementation of the Guest Experts concept.

- Prepare the modalities for the implementation of the Guest Experts (GEs) concept.
- Integrate the possibility to deploy short-term SNEs in support of OTFs (for immediate activation) into the standardised HVT/OTF concept.
- Create a pool with short-term costed SNEs for the pool of GEs for future deployments requiring specific expertise (remaining on stand-by after recruitment to be activated when necessary) on the basis of the profiles indicated in the Implementation Plan for the GE Concept.
- Explore areas where Europol may deploy Guest Experts to support Member States' operational needs and Europol's priorities.
- Provide basic training to selected GEs according to the specific operational purposes that would include a general overview of Europol's activities, legal framework, data protection and data/ICT security issues, respect for human rights/values, where relevant, Europol tools such as SIENA and the EIS, etc.

Expected results: Provision of efficient support to and management of deployments, implementation of safe and effective deployments, and smooth collaboration with the authorities in host and seconding countries.

Enhanced support to OTFs operations and other major investigations through the deployment of Guest Experts. Enhanced exchange of expertise and specialised support according to MS operational needs and Europol's priorities.

Indicators	Latest result (Q2 2021)	Target 2022
Speed of first-line response to MS requests	10.2	5.0
Number of Accepted SIENA contributions by OAC	14,395	28,000
Number of Europol Requests for PNR data (Art. 10 PNR Directive)	31	100
Number of deployments of Guest Officers	241	600

A.3. Combating Serious and Organised Crime

Overview

The work of Europol in the fight against serious and organised crime is delivered through the European Serious and Organised Crime Centre (ESOCC). The centre aims at providing the most effective operational support to priority cases and this encompasses criminal intelligence analysis, on-the-spot and real time information exchange and expertise, and operational capabilities support to Member States.

The ESOCC's primary goal is to deliver operational support to MS priority cases and High Value Target investigations focusing on individuals and poly-criminal networks posing the highest risk of serious and organised crime to the EU. This will be achieved by implementing a case prioritisation mechanism and High Value Target (HVT)/Operational Task Force (OTF) concept, ensuring a standardised application of operational services on the basis of case categories, improving internal and external coordination, allocating resources in a flexible manner and using a Task Force/project based working method with horizontal support from other centres to respond to emerging threats.

Europol has embedded the principles of criminal intelligence-led policing in its structure, processes and resources. The agency has facilitated already the implementation of three EU Policy Cycles for organised and serious international crime and is currently working on the next one -EMPACT 2022-2025 - which will be again a key driver for the operational support provided by Europol to MS competent authorities in 2022.

In 2022,ESOCC will continue targeting high-risk and cross-border Organised Crime Groups (OCGs) active in the areas of drugs, weapons and explosives, property crime and environmental crime. Within each crime group the Analysis Projects (APs) are clustered and aligned to the EMPACT priorities. In addition, the agency will assume the coordinator's function for the EMPACT Common Horizontal Strategic Goal for High Risk Criminal Networks (HRCN) and thus ensure the overall coherence of actions targeting key criminal structures and individuals (HRCN/HVT).

The ESOCC also includes the European Migrant Smuggling Centre (EMSC) that encompasses Europol's work on criminal activities related to irregular migration. The goal of the EMSC is to have a decisive role in proactively supporting MS to target and dismantle organised crime networks involved in migrant smuggling, with special attention provided to EU hotspots, and secondary and third movements within the EU, where OCGs are establishing their business model. A closely linked dedicated analysis project on Trafficking in Human Beings deals with different forms of human exploitation.

Europol is following closely the EU policy developments and in 2022 it will be contributing to the implementation of the EU Strategy to tackle Organised Crime 2021-2025, the EU Strategy and Action Plan on Drugs 2021-2025, the EU Action Plan on Firearms Trafficking 2020-2025, the EU Strategy on Combatting Trafficking in Human Beings 2021-2025, the New Pact on Migration and Asylum, and the EU Action Plan on migrant smuggling 2021-2025.

2022 Objectives

European Serious and Organised Crime Centre (ESOCC)	
Objectives and actions	
A.3.1 Ensure the effective functioning of the ESOCC in providing strategic and operational support to EU MS' investigations on SOC and the implementation of EMPACT priorities. o Handle ESOCC information; monitor information flows; coordinate ESOCC operations. o Support MS with operational capabilities and expertise that are not available widely at national level to enhance cost-effectiveness; the focus should be on developing actions bringing high operational added value to the investigations. o Ensure collaboration with front-line investigators by providing real-time operational analysis, operational coordination, information exchange and tactical expertise, including short and longer-term deployments of Europol experts. o Use data from real-time investigations supported by the ESOCC to maintain an intelligence picture on SOC. o Support the implementation of Operational Action Plans (OAP) under EMPACT priority threats. Develop the capacity of the ESOCC in financial investigations and the tracing of proceeds of crime with support from the EFECC. o Develop the capacity of the ESOCC in open source and social media monitoring with support from the ECTC/EU IRU. o Further develop crime specific intelligence fusion platforms (in the area of Drugs, Migrant smuggling and THB) that include MS representatives to facilitate the exchange of real time intelligence, analysis and support to and coordination of live operations targeting High Risk Criminal Networks (HRCN) affecting the EU. o Support the preparation of prevention material and campaigns.	
Expected results:	Member States' investigations receive quality analytical and operational support related to SOC. Improved law enforcement coordination of action and operational cooperation in the EU against organised crime groups constituting the highest risk for the internal security. Europol contributes to the objectives of relevant EU policies.
A.3.2 Strengthen coordination and operational efforts against High Value Targets. o Increase the provision of support to Member States in identifying High Value Targets (HVT) - individuals and criminal organisations constituting the highest risk of organised and serious crime; o Support Member States in setting up and operating Operational Task Forces (OTFs) facilitating complex and high profile resource-intensive investigations against HVTs, which also require specialised skills and expertise in multiple domains, including seizure and confiscation of criminal assets. o Support the application of the standardised HVT/OTF concept within Europol and EMPACT. Evaluate the process and implement related development measures. o Utilise the dedicated OTF grant to finance the application of special investigative techniques and other resource demanding activities in MS. Ensure the complementarity of the grant mechanism to the EMPACT funding provided by Europol. o Coordinate the allocation of adequate resources at Europol and the provision of horizontal support to MS's investigations on HVT. o Contribute to the development of innovative tools in view of facilitating data processing and analysis in support of HVT and priority cases.	

- Utilise the newly-set pool with short-term SNEs in support of OTFs (in the framework of the Guest Experts concept) in view of improving operational support for HVT and priority cases.

Expected results:	Improved law enforcement coordination of action and operational cooperation in the EU against organised crime groups constituting the highest risk for the internal security. Member States receive better and extended support in relation to their investigations on High Value Targets and the establishment of Operational Task Forces. Arrests of High Value Targets, identification and seizures of criminal assets, and disruption/dismantling of criminal networks.

Operations on Drugs

Disrupt the Organised Crime Groups (OCGs) involved in cocaine trafficking and distribution.

Disrupt the OCGs involved in heroin trafficking and distribution.

Disrupt the OCGs involved in synthetic drugs, new psychoactive substances and (pre-) precursor production, trafficking and distribution.

Disrupt the OCGs involved in Cannabis cultivation, trafficking and distribution.

Objectives and actions

A.3.3 Provide support to EU Member States' investigations on drug production and trafficking.

- Support the activities of the Programme Board on drug supply reduction, the drug-related EMPACT projects and the implementation of the EU Drugs Strategy and Action Plan 2021-2025 while ensuring their coherence.
- Identify HVT(s) active in the field of drug production and trafficking; proactively support the coordination and the conduct of investigations on these individuals by applying standardised HVT/OTF concept.
- Perform data processing, criminal intelligence analysis and support MS with operational capabilities and expertise, including on-the-spot support.
- Set up operational meetings and support priority and HVT investigations, and EMPACT-related operational actions.
- Collaborate closely with the European Monitoring Centre for Drugs and Drug Addiction (EMCDDA) to ensure a full coherence of the work of the two agencies. In cooperation with the EMCDDA support the EU Early Warning System on new psychoactive substances.
- Contribute with the support of the EC3 Dark Web team to the joint project with EMCDDA and JRC for development of a tool for monitoring and analysis of drug activity on Dark Web markets.
- Reinforce the outreach towards the Maritime Analysis and Operations Centre – Narcotics (MAOC-N) by promoting participation in Europol's Programme Board on drug supply reduction, awareness sessions, workshops and joint operations in order to improve effectiveness of information flow and operational collaboration.
- Support the implementation of special tactics targeting the drug logistical facilitators involved in the production, transportation or financing of the drug related illicit activities.
- Strengthen operational cooperation with major seaports that are being abused for large-scale drug trafficking.

- Support MS and Europol's access to up-to-date criminal intelligence through the setting-up of public-private partnerships such as with relevant EU courier /parcel post companies, aviation and maritime authorities concerning trafficking of drugs or precursors; or with relevant chemical and pharmaceutical industries concerning suspicious orders or purchases.
- Prioritise cooperation with high-risk countries[32] from a drug production and smuggling perspective in order to support MS investigations, and trace and identify drugs-related criminal proceeds.
- Support EU dialogues on drugs that focus on specific drug trafficking routes, involving producer, transit and consumer markets[33].
- Further develop a drug intelligence fusion platform within Europol that includes Member States representatives, and has contact points with secured information exchange capacities in third countries and regions constituting drug trafficking hubs. Facilitate the exchange of intelligence in real time, analysis and support to live operations targeting international drug trafficking organised crime groups affecting the EU (within the framework of available resources).
- Supporting MS in identifying, tracking and dismantling illicit drug producing facilities in the EU, including by targeting precursors and designer-precursors, by improving and making better use of forensic investigations, criminal intelligence and by developing and expanding detection techniques.
- Support MS investigations against environmental crime related to illicit drug production and trafficking.
- Conduct regular communication and awareness campaigns highlighting EU drugs threats as well as the EU efforts for combating this phenomenon, in coordination with EMCDDA.
- Organise and fund the annual Drug Conference.

Expected results:	Arrests of High Value Targets, identification and seizures of criminal assets, and disruption/dismantling of criminal networks. Reduction of the drug supply by facilitating arrest and prosecution of its main criminal actors. Improved coordination and efficiency of action in the EU in the area of drug supply reduction.

Operations on Weapons & Explosives

Disrupt illicit trafficking in firearms and explosives.

Objectives and actions

A.3.4 Provide support to EU Member States' investigations on weapons and explosives.

- Support the activities of firearms-related EMPACT projects and the implementation of the 2020-2025 EU action plan on firearms trafficking.
- Identify HVT(s) active in the field of weapons and explosives trafficking and proactively support the coordination and the conduct of investigations on these individuals by applying the standardised HVT/OTF concept.
- Perform data processing, criminal intelligence analysis and support MS with operational capabilities and expertise, including on-the-spot support.

[32] Colombia, Brazil, Mexico and China.

[33] Regular EU dialogues should be conducted with the Western Balkan region and countries, Eastern Partnership countries, Central Asia region and countries, Russia, USA, Latin America and the Caribbean regions and countries. In addition, dialogues on drugs should be launched with China, Iran and Colombia.

- Set up operational meetings and support priority and HVT investigations, and EMPACT-related operational actions.
- Use of biometric technologies (facial recognition) to support surveillance work targeting international weapons trafficking networks.
- Conduct proactive criminal intelligence gathering on (dark) online weapons and explosives trade, with the support of EC3's DarkWeb team.
- Support the implementation of special tactics targeting the weapon/explosives production and trafficking logistical facilitators (defined as facilitators involved in the production, transportation or financing of the weapons related illicit activities).
- Develop capacities for weapons and explosives tracing and utilise the access to CAR's iTRACE and Interpol's iARMs. Resume discussions with the US ATF's eTRACE in view of establishing access.
- Contribute to the collection of intelligence, analysis and reporting on used/seized terrorist weapons.
- Support MS actions to counter the diversion of firearms and explosive precursors by setting up the basis for a counter diversion information cell collecting and cross-checking information on suspicious dealers and brokers.
- Focus on trafficking of weapons through postal and fast parcels.
- Focus on the analysis of open source intelligence to identify and analyse patterns of firearms-related violence and firearms trafficking by utilising support from the EU IRU.
- Focus on intelligence collection on the current state of the legal framework, illicit trafficking, acquisition and traceability of ammunition, in order to determine the status of the problem and propose concrete measures.
- Increase awareness of the current situation of threats associated with the use of 3D printing to manufacture firearms, parts; including cases for explosive materials by describing the phenomenon and researching the future approach of EU law enforcement against this threat.
- Develop, in cooperation with the European Commission, an EU-level firearms reference table enabling an easy classification of firearms according to EU categories.

Expected results:	Member States' investigations receive quality analytical and operational support related to illicit trafficking weapons and explosives. Arrests of High Value Targets, identification and seizures of criminal assets, and disruption/dismantling of criminal networks.

Operations on High Risk and Cross Border Organised Crime Groups (OCG)

Disrupt Mafia-structured OCGs originating in Italy and impacting other MS.

Disrupt Ethnic Albanian[34] Organised Crime Networks.

Disrupt Eastern European Organised Crime Networks.

Disrupt Outlaw Motorcycle Gangs.

Disrupt High Risk OCGs.

Objectives and actions

A.3.5 Provide support to EU Member States' investigations on high risk and cross border OCGs.

[34] For the purpose of this section, 'Ethnic Albanians' are understood as persons who identify themselves as Albanians due to their culture, history, language, traditions or descendance, irrespective of whether they live in Albania or elsewhere.

- Support Member States' investigations against clan-based and other new type criminal networks, especially those operating in several countries and using extreme violence.
- Support the implementation of the Common Horizontal Strategic Goal and the Operational Action Plan (OAP) under the EMPACT priority High Risk Criminal Networks (HRCN), assuming co-driver's and coordinator's functions.
- Proactively support the coordination and conduct of HRCN investigations using the standardised HVT/OTF concept.
- Contribute to the development of innovative tools in view of facilitating data processing and analysis in support of HVT and priority cases.
- Utilise the newly-set pool with short-term SNEs in support of OTFs (in the framework of the Guest Experts concept) in view of improving operational support for HVT and priority cases.
- Perform data processing, criminal intelligence analysis and support MS with operational capabilities and expertise, including on-the-spot support.
- Set up operational meetings and support priority and HVT investigations.
- Organise and fund the Annual Plenary Meetings.
- Support the implementation of special tactics targeting the illicit activities of the members of high risk OCGs.
- Further develop Europol's capacity to address encrypted communication and other new technology-related methods used by organised crime groups to prevent and protect criminal activities and to conceal related communications.
- Use data from real-time investigations supported by the ESOCC to maintain an intelligence picture on the HRCN.
- Provide dedicated support to EU-financed projects [35] targeting the identification, investigation and dismantling of mafia-type organised crime structures and criminal networks through intelligence-led action, centralised analysis and effective use of forensic tools.

Expected results:	Member States' investigations receive quality analytical and operational support related to high risk and cross border OCGs. Arrests of High Value Targets, identification and seizures of criminal assets, and disruption/dismantling of high-risk criminal networks.

Operations on Property Crime

Combat organised property crime committed by Mobile Organised Crime Groups.

Objectives and actions

A.3.6 Provide support to EU Member States' investigations on property crime.

- Identify HVT(s) active in the field of property crime and proactively support the coordination and the conduct of investigations on these individuals by applying the standardised HVT/OTF concept.
- Perform data processing, criminal intelligence analysis and support MS with operational capabilities and expertise, including on-the-spot support.
- Set up operational meetings and support priority and HVT investigations, and EMPACT-related operational actions.
- Detect and monitor trends and phenomena in the field of property crime; build investigative strategies adapted to the targeted OCGs to set a basis for operational countermeasures.

[35] Such as the ONNET project supporting 11 international mafia-type investigations, mostly focussed on Italian and Albanian speaking OCGs, including two OTFs.

- Raise awareness and encourage MS to make use the Europol Tracking Solution for near-real time cross-border-surveillance in property crime cases.
- Raise awareness among MS and promote the investigation on the document fraud aspect of property crime cases. Contribute to the PROFID database with false documents linked to property crime cases.
- Organise and fund the Annual Plenary Meeting.
- Organise a conference on Cultural goods and art crime.

Expected results: Member States' investigations receive quality analytical and operational support related to property crime.

Arrests of High Value Targets, identification and seizures of criminal assets, and disruption/dismantling of criminal networks.

Operations on Environmental crime

Disrupt the capacity of OCGs involved in environmental crime.

Objectives and actions

A.3.7 Provide support to EU Member States' investigations on environmental crime.

- Identify HVT(s) active in the field of environmental crime and proactively support the coordination and the conduct of investigations on these individuals by applying the standardised HVT/OTF concept.
- Perform data processing, criminal intelligence analysis and support MS with operational capabilities and expertise, including on-the-spot support.
- Set up operational meetings and support priority and HVT investigations, and EMPACT-related operational actions.
- Perform cyber patrolling activities related to environmental crime on the internet targeting wildlife trafficking, waste and pollution crimes and illicit trade with F-gas and ozone depleting substances (ODS).
- Align EMPACT/OTF operational activities concerning wildlife trafficking with other international initiatives; enhance the intelligence picture of the phenomenon affecting the EU, Europe in general and its relationships with other world regions.
- Provide support to the EnviCrimeNet Secretariat and the activities of the network.
- Organise and fund the Annual Plenary Meeting.
- Organise and fund a high level conference to engage Police and Customs agencies of Member States in wildlife trafficking.
- Support the mapping of the specialised public or private technical support resources (such as reliable laboratories, sampling companies, etc.) in the EU which could be used to address concrete operational needs of MS investigations on environmental crimes. Establish cooperation with the European Environmental Agency.

Expected results: Member States' investigations receive quality technical, analytical and operational support related to environmental crimes.

Criminal trends are identified and awareness is raised, multidisciplinary cooperation enhanced.

Arrests of High Value Targets, identification and seizures of criminal assets, and disruption/dismantling of criminal networks.

European Migrant Smuggling Centre

Migrant Smuggling: Disrupt OCGs involved in the facilitation of illegal immigration into and within the EU Member States.

Trafficking in Human Beings: Disrupt OCGs involved in intra-EU human trafficking and human trafficking from the most prevalent external source countries for the purposes of labour and sexual exploitation; including those groups using legal business structures to facilitate or disguise their criminal activities.

Objectives and actions

A.3.8. Provide support to EU Member States' investigations on organised crime related to migrant smuggling.

- Support large scale investigations into criminal networks involved in migrant smuggling by consolidating cooperation with source, transit and destination countries as well as EU Agencies and International Organisations.
- Identify HVT(s) active in migrant smuggling and document fraud. Proactively support the coordination and the conduct of investigations on these individuals by applying the standardised HVT/OTF concept.
- Perform data processing, criminal intelligence analysis and support MS with operational capabilities and expertise, incl. on-the-spot support.
- Set up operational meetings and support priority and HVT investigations, and EMPACT-related operational actions.
- Monitor irregular migration flows from the perspective of organised crime involvement and their impact on crime; identify links between migrant smuggling and other crime areas and terrorism.
- Manage migrant smuggling-related operational information received from the guest officers deployed at the hotspots.
- Actively participate in the EU's efforts to combat the organised smuggling of migrants through emerging migration corridors, while acting as Europol's central point of contact for EU Regional Taskforce (EU RTF).
- Support MS to tackle the facilitation of irregular migration with a focus on secondary and third movements within the EU, where OCGs are establishing their business model.
- Contribute to the objectives of the New Pact on Migration and Asylum, in the area of dismantling migrant-smuggling networks and including the cooperation with third countries, in particular with the Western Balkans.
- Provide operational support aimed at improving the law enforcement response against Dark Web enabled irregular migration and Document Fraud through a co-ordinated and multi-disciplinary approach. Enhance criminal intelligence picture regarding the use of Dark Web to facilitate irregular immigration and document fraud and build joint investigations.
- Participate in the EU Migration Preparedness and Crisis Management Mechanism Network and support the implementation of the Migration Preparedness and Crisis Blueprint.
- Support the Joint Liaison Task Force on migrant smuggling embedded within the EMSC and composed of a permanent operational team of MS liaison officers.
- Maintain the Mobile Analytical Support Teams' (EMAST) deployments, as a flexible mechanism allowing Europol to send experts to the most relevant hubs in the most needed time given that migration hubs are essential source of information and their location is rapidly changing.
- Collaborate with Frontex to utilise the synergies in the work of the two agencies with regards to migrant smuggling counteraction and THB.

- Set up modalities for cooperation with relevant multi-actor platforms, acting as an intelligence collection hub, such as possible future Regional Joint Operational Platforms (similar to the Joint Operational Office Vienna) or any controlled centres, if established.
- Support the Joint Operational Office Vienna with operational data, investigative findings.
- Seek further possibilities to obtain criminal intelligence from non-EU origin and transit countries in the absence of legal agreements by increasing the number of interactions with the relevant CSDP entities and through cooperation with future Criminal Information Cells.
- Support the investigative and referral work in the area of social media, which are frequently abused by criminal groups by selling stolen or lost travel documents with the support of the EU IRU.
- Advance with the acquisition of a new tool for document comparison identifying common origin of fraudulent documents.

Expected results:	Europol is able to base its operational support functions on real time information and to respond swiftly on changing organised migrant smuggling trends. Member States' investigations receive quality analytical and operational support in relation to dismantling of organised crime groups active in migrant smuggling. Arrests of High Value Targets, identification and seizures of criminal assets, and disruption/dismantling of criminal networks.

A.3.9 Provide support to EU Member States' investigations on trafficking in human beings.

- Support Member States investigations concerning trafficking of children within, into or through the EU; and the trafficking of adults within, into or through the EU for the purposes of labour or sexual exploitation, or forced criminality.
- Identify HVT(s) active in THB. Proactively support the coordination and the conduct of investigations on these individuals by applying standardised HVT/OTF concept.
- Perform data processing, criminal intelligence analysis and support MS with operational capabilities and expertise, including on-the-spot support.
- Set up operational meetings and support priority and HVT investigations, and EMPACT-related operational actions.
- Develop knowledge on key organised criminal groups (such as Nigerian confraternities and Chinese Organised Crime Groups) involved in THB in the EU.
- Support investigations where the internet is used as an enabler (e.g. to recruit victims on social media and to advertise them as sex workers) and where false and fraudulent documents are used by utilising horizontal support of the EU IRU.
- Improve the use of PNR data in THB investigations to identify victims and suspects and further develop effective targeting rules for red-flagging aviation-related trafficking situations.

Expected results:	Member States' investigations receive quality analytical and operational support related to THB. Arrests of High Value Targets, identification and seizures of criminal assets, and disruption/dismantling of criminal networks.

Indicators	Latest result (Q2 2021)	Target 2022
Number of Accepted contributions by ESOCC	20,826	36,000
Number of Operational Task Forces established	5	15
Number of Operational Reports delivered by ESOCC	2,842	5,000
Number of Operations supported by ESOCC	491	500
Number of Action Days coordinated/supported by ESOCC	117	150
Satisfaction with Operational Support and Analysis provided by ESOCC	9.1	8.5
Number of Operational Reports delivered by EMSC	661	1,300
Number of Operations supported by EMSC	134	160
Number of Action Days coordinated/supported by EMSC	35	50
Satisfaction with Operational Support and Analysis provided by EMSC	8.5	8.5

A.4. Combating Cyber Crime

Overview

The European Cybercrime Centre (EC3) was launched at Europol in January 2013 to strengthen the EU law enforcement response to cybercrime by delivering operational and investigation support to Member States' competent authorities. The Centre is tasked to focus on three main areas, namely:

- Cybercrimes committed by organised groups, particularly those generating large criminal profits such as online fraud,
- Cybercrimes which cause serious harm to their victims, such as online child sexual exploitation and
- Cybercrimes (including cyber-attacks) affecting critical infrastructure and information systems in the European Union.

EC3 supports the EU Member States in preventing and combating different forms of cyber criminality affecting critical infrastructure and information systems, such as malware, ransomware, hacking, phishing, intrusion, identity theft and internet related fraud. The support provided to MS extends also to tackling criminality on the Dark Web and alternative platforms.

EC3 works towards preventing and combating all forms of criminality associated with the sexual exploitation and abuse of children. It provides assistance and expertise in combatting the creation and distribution of online child abuse material as well as tackling forms of criminal online behaviour against children, such as grooming, self-generated indecent material, sexual extortion and live distant child abuse.

Another area of focus for the EC3 services is international payment fraud investigations. The aim is to effectively respond to new threats and target the criminal networks that affect electronic payments and ensure customers' security and trust in electronic and online payments inside a fast-growing payment card market.

The EC3 Digital Forensics Laboratory provides on-the-spot and in-house computer forensic support services, including decryption, vehicle forensics, network, mobile device and counterfeit banknote analysis. Gathering forensic data is of utmost importance for collecting evidence for investigations, and for the better understanding of cybercriminals' tools and methods, thus providing valuable knowledge for use in prevention.

Concerning cybercrime intelligence, EC3 focuses on information collection from a wide array of public, private and open sources in order to enrich available law enforcement data. The goal is to expand the intelligence picture on cybercrime across Europe in order to rapidly identify emerging trends and threats, and update the stakeholders accordingly.

EC3 hosts the Joint Cybercrime Action Taskforce (J-CAT) which is composed of liaison officers from various EU Member States, non-EU law enforcement partners and EC3. The Taskforce members propose, select and work in collaborative manner on high-profile cases for investigation.

Needs in Research and Development (R&D) and innovation are considerable for the evolution of combating cybercrime. EC3 has established a forum to consult digital forensics experts

from the EU Member States to understand their needs and actively cooperate on R&D requirements as input for projects funded under the EU Commission's Programme Horizon 2020.

EC3 contributes to aligning law enforcement engagement within the EU Member States, working on a collective overview, which will be important with a view to contributing to and affecting policies, in particular regarding IP address resolution, domain name system criminal abuse, registration of accurate data and a strong compliance mechanism for accredited registrars and registries.

One of EC3's main goals is to increase its preventive capabilities in the fight against cybercrime, while, at the same time, helping the Member States' law enforcement in being one step ahead of cybercriminals. An important part of this effort is specialising in early warnings, cybercrime threat assessments, and awareness-raising methods.

2022 Objectives

European Cybercrime Centre (EC3)
Objectives and actions
A.4.1 Ensure the effective functioning of EC3 in providing strategic and operational support to EU Member States' investigations on cybercrime and the implementation of EMPACT priorities. ○ Serve as the EU law enforcement hub for collecting, processing, analysing and exchanging information and criminal intelligence of relevance for cybercrime and cyber-enabled investigations. ○ Provide cross-checking, operational analysis, support, coordination and de-confliction to MS cybercrime investigations in the areas of cyber-dependent crimes, payment fraud and online fraud schemes, child sexual exploitation, Dark Web, and cross-cutting crime enablers. ○ Provide an on-the-spot service by deploying cyber analysts and/or specialists to support ongoing operations. ○ Provide 24/7 support to MS for immediate reactions to urgent cyber cases and cyber crises situation via stand-by duty and the EU Law Enforcement Emergency Response Protocol (EU LE ERP). ○ Extend support to the EU-wide Coordinated Response to Large-Scale Cybersecurity Incidents and Crises (EU Blueprint)[36] in accordance with the Joint Standard Operating Procedures of the EU Institutions, Bodies and Agencies (EUIBAs). Establish efficient cooperation with all relevant EU Blueprint actors. ○ Strengthen the support to Member States on Operational Taskforces, the effective prioritisation of HVTs and identification of optimal follow-up response measures. ○ Facilitate the multi-disciplinary interaction between partners and stakeholders, including Advisory Groups, Governance network, Eurojust and the European Judicial Cybercrime Network, ENISA, EU Financial Cybercrime Coalition, EUCTF and Academic Advisory network for the purposes of establishing cooperation and information-sharing. ○ Interact with law enforcement representatives in the EU, industry and academia to develop and present collective views in relation to the EU policy making and legislative process and ensure law enforcement representation in the relevant EU policy discussions as well as global discussions on topics such as Internet Governance or 5G

[36] https://eur-lex.europa.eu/eli/reco/2017/1584/oj

- , in forums such as the Internet Cooperation for Assigning Names and Numbers (ICANN) and the Réseaux IP Européens Network Coordination Centre (RIPE NCC)
- Chair and facilitate the work of the European Group of Heads of Lawful Interception Units. Ensure the representation of law enforcement interests related to lawful interception at the EU level.
- Participate in the discussions on the establishment of the EU Joint Cyber Unit[37] put forward by the EU's Cybersecurity Strategy for the Digital Decade.
- Contribute to the preparation and delivery of standardised prevention and awareness campaigns and activities in the cybercrime-mandated areas as detailed in the EC3 Cybercrime Prevention and Awareness Programme 2022, including the further promotion as well as implementation and enhancement of the No More Ransom project. Facilitate the interaction and cooperation with partners such as the Cybercrime Prevention Network by organising a Cybercrime Prevention Forum in 2022.
- Coordinate and support the demand, development and delivery of comprehensive cybercrime training under the umbrella of a Training Governance Model or Cybercrime Capacity Building Strategy at EU level, including the CEPOL Cybercrime Academy.
- Promote and help further improve the EC3 Secure Platform for Accredited Cybercrime Experts (SPACE) as a centre of excellence where relevant experts exchange strategic information and best practices.
- Continue to use the EC3 Twitter Account as a fast dissemination channel for EC3's products and services, as well as to engage with the relevant external stakeholders.

Expected results:	Member States' investigations receive quality analytical and operational support related to cyber-crime. Improved joint operational activities with public and private partners of relevance. More effective levels of cooperation leading to better coordination and increased operational and strategic results. Europol contributes to the objectives of relevant EU policies.

Digital Forensics
Objectives and actions

A.4.2 Further strengthen and expand Europol's capabilities to provide digital forensics support to EU Member States' investigations.

- Provide forensic services, including expertise and examination in regard to digital forensics, mobile devices, computers and ICT infrastructure, such as the Forensic IT Environment.
- Maximise the usage of the newly acquired processing power of the Decryption platform in order to improve the speed and efficiency of the recovery of encrypted data from devices seized during the course of a criminal investigation.
- Continuously monitor new trends and actively support MS in overcoming the technical challenges to their cyber and cyber-facilitated investigations, by identifying suitable tactics, developing dedicated tools, and sharing best practices to respond to the emerging operational needs (e.g. hardware and Internet of Things (IoT) forensics, mobile extractions and analysis).
- Strengthen cooperation with relevant stakeholders such as JRC, ENFSI, EACTDA, ECTEG and academia, and in collaboration with the Forensic Expert Forum further identify gaps in EU LE forensic capacities to tackle top-level criminality.

[37] https://ec.europa.eu/digital-single-market/en/cyber-security

- Collaborate closely with the Joint Research Centre of the European Commission to identify and develop innovative techniques for extracting digital traces of vehicles involved in criminal investigations. Create new tools for law enforcement at the Europol – JRC common lab.
- Increase R&D activities of the EC3 Forensics Lab in the area of decryption to maximise practical output of the upgraded Decryption Platform. Involve MS and partner LE agencies from third parties in the development of highly specialised decryption solutions using Europol's shared development environment. Ensure the availability of these solutions to the Network of Points of Expertise on Decryption.
- Design the further evolution of the Decryption Platform on the basis of previous experience and developments of new technologies.
- Invest in capabilities to perform in-depth hardware analysis, such as side channels analysis and other alternative methods, which would allow to tackle data extraction issues related to portable encrypted storage devices, hardware cryptocurrency wallets, as well as data extractions from Internet of Things (IoT) and even complex IT devices.
- Maintain and support Forums (e.g. the Forensic Expert Forum) and communities on EPE in relevant forensic areas such as digital forensics, vehicle forensics, decryption etc. Further expand and strengthen the role of the Network of Points of Expertise on Decryption with relevant stakeholders.
- Contribute to the annual Digital Forensic Investigator training course organised by CEPOL. Develop and provide highly specialised training on decryption for top-level software developers from competent authorities in cooperation with ECTEG. Support ECTEG in the development of other training courses on encryption.

Expected results:	Member States' investigations receive quality digital forensics support and enhanced access to criminal evidence. Increased capacity and functionalities of Europol's Decryption platform. Continuously evolving expertise of the EC3 Forensics Lab to be in the forefront of R&D and in tackling technical challenges.

Document Forensics

Objectives and actions

A.4.3 Provide document forensics support to EU Member States' investigations.

- Support MS investigations concerning false documents, counterfeit currency and printing devices.
- Provide forensic services, reports and examinations, including forensics services accredited to ISO17020:2012.
- Maintain ISO17020:2012 accreditation concerning forensics examinations on Euro counterfeited banknotes.
- Assist in the dismantling of clandestine print shops.
- Support EMPACT 2022-2025 cross-cutting threat and common horizontal strategic goal document fraud and related investigations.
- Support EMPACT 2022-2025 priority Intellectual Property (IP) Crime, counterfeiting of goods and currencies and related investigations.
- Share the expertise and provide training in false document and currency identification.
- Support Member States' investigations with video enhancement analysis. Increase research in the area of video and picture enhancement and expand the EC3 Forensics Lab's capabilities.

○ Explore new areas of R&D in the domain of document forensics to prepare tackling emerging challenges such as criminal abuse of AI and machine learning techniques in the area of biometrics, e.g. face morphing techniques, which will become increasingly a cross cutting factor in many crime areas.
Expected results: Member States' investigations receive quality document forensics support. Continuously developed expertise of the EC3 Forensics Lab to be in the forefront of R&D and in tackling technical challenges.

Cyber Intelligence
Objectives and actions
A.4.4 Provide cyber intelligence support to EU Member States' investigations. ○ Collect information on cybercrime and cyber-facilitated crime threats and trends from a wide array of public, private and open sources. ○ Provide knowledge products with regard to technology and new criminal modi operandi online. ○ Provide data extraction, transformation and loading services for the large datasets contributed by the EU MS to EC3 and other Europol's crime centres, following the new opportunities provided by the Europol Regulation Recast regarding the analysis of large and complex datasets. ○ Improve the criminal intelligence position of EC3 and the EU Member States by proactively identifying cyber-HVT involved in the most prominent cyber threats. ○ Enhance the operational and technical support to crypto-currency-related MS investigations through the implementation of the CryptoPortal and the upgrade of the tool for tracking and attribution of Bitcoin and other crypto currencies. ○ Support EU MS with Open Source Intelligence (OSINT) analysis and expertise, and the development of national cyber intelligence models.
Expected results: Member States' investigations receive quality cyber intelligence support and benefit from improved criminal intelligence picture.

Operations on Cyber-Dependent Crimes Disrupt criminal networks involved in cyber-dependent crimes associated with internet and ICT (Information and Communication Technology).
Objectives and actions
A.4.5 Provide support to EU MS' investigations on cyber-dependent crimes. ○ Provide operational coordination and support to Member States' investigations with regards to cyber-dependent crimes of greatest concern. ○ Focus on preventing and combating cyber criminality affecting critical infrastructure and network and information systems. ○ Focus on investigating, targeting and disrupting cybercrimes associated with organised groups generating greatest harm and/or large criminal profits and cybercrime-as-a-service schemes. ○ Provide technical support and in-depth analysis on top malware in light of the proliferation of the threat and the exponential increase of requests for technical and financial investigative support by MS.

- Focus the operational and tactical response to ransomware and explore new avenues together with the J-CAT to have a long-term impact on the ransomware threat landscape, by developing an International Law Enforcement Ransomware Response Model and contributing to the US-EU Ransomware Working Group in order to enhance international collaboration.
- Pro-actively share technical expertise and support tools on analytics of large data sets (e.g. EC3 Search Box) with MS and participate in collaborative international efforts to standardise and further develop tools and procedures (e.g. Cygnus development, SIRIUS and FREETOOLS).
- Strengthen the support to the MS on Operational Taskforces, effective prioritisation of HVTs and identification of optimal follow-up response measures.
- Provide a dedicated, secure and automated malware analysis platform to MS through the Europol Malware Analysis Solution (EMAS).

Expected results: Member States' investigations on cyber-dependent crimes receive quality analytical and operational support.

Operations on Child Sexual Exploitation

Disrupt criminal networks involved in sexual exploitation of children, including the production of child abuse images and online dissemination.

Objectives and actions

A.4.6 Provide support to EU Member States' investigations on child sexual exploitation.

- Tackle forms of criminal online behaviour against children, such as grooming, self-generated indecent material, sexual extortion and coercion, and web live streaming.
- Fight distribution of child sexual exploitation material including preventing, intercepting and stopping the sharing through peer-to-peer networks, commercial platforms, and the Dark Web, as well as addressing the commercial sexual exploitation of children.
- Continue hosting the Victim Identification Taskforce to foster cooperation and pooling of expertise from different police agencies and Interpol.
- Update regularly EU MS experts on criminal intelligence relating to online platforms being set up, maintained or abused for the purpose of child sexual exploitation (CSE).
- Tackle the phenomenon of transnational child sex offenders by supporting the EU MS in detecting and intercepting of travelling child sexual offenders.
- Strengthen the support to the MS on Operational Taskforces, effective prioritisation of HVTs and identification of optimal follow-up response measures.
- Establish and sustain a dedicated solution to facilitate communication and information flow for receiving, processing and disseminating of information on suspected child sexual exploitation online from pertinent non-law enforcement actors to the relevant competent authorities in the EU MS ensuring that this is consistently done in a time-sensitive manner.[38]
- Actively contribute to the discussions on the implementation of the Council Conclusions on Combating the Sexual Abuse of Children[39] and the "EU strategy for a more effective fight against child sexual abuse[40]". Ensure that the position of Europol's EC3 as the criminal intelligence hub for the EU is assured and maintained within the framework of the prospective European centre to prevent and counter child sexual abuse.

[38] The action is related to the H2020 grant to the GRACE Project.
[39] Ref 12326/19, adopted in Oct 2019
[40] https://ec.europa.eu/home-affairs/what-we-do/policies/cybercrime/child-sexual-abuse_en

- Provide expertise, evidence and data, including trends and statistics, to the various studies that will be carried out in the framework of the different EU policy initiatives. In particular, contribute to the identification of areas of improvement at EU and national level where strengthening of law enforcement efforts in the fight against child sexual abuse will be required.
- Build on existing structures such as the EU Financial Cybercrime Coalition and relations with partners through EC3 Advisory Groups and the EFECC to ensure effective cooperation and collaboration with private sector partners and NGOs in countering CSE, including in terms of receiving intelligence and information for operational and strategic purposes (subject to the final provisions of Europol Regulation Recast regarding cooperation with private parties).
- Continue the implementation of the Trace an Object – Stop Child Abuse project acquiring public help for the identification of the origin of objects of crime scene.
- Continue the preventive and operational cooperation with the Western Balkans by supporting networking, training and prevention campaigns.
- Deliver and support training courses on Victim Identification (in cooperation with CEPOL) and Combating Online Sexual Exploitation of Children.

Expected results: Member States' investigations receive quality analytical and operational support related to child sexual exploitation.

Operations on Payment Fraud and Online Fraud Schemes

Disrupt criminal networks involved in payment fraud and online fraud schemes.

Objectives and actions

A.4.7 Provide support to EU Member States' investigations on payment fraud and online fraud schemes.

- Support the MS in combating forms of payment fraud such as skimming (duplication of a card's magnetic strip often through devices hidden within compromised ATMs and Point-Of-Sale terminals) and online fraud (cyber-enabled fraud) schemes.
- Support the MS in cyber-facilitated payment process compromise (business e-mail compromise BEC) investigations.
- Execute the joint operational action against fraud in the travel sector (use of compromised credit cards to book flight tickets, accommodation, car rentals, etc.) in cooperation with key partners (airlines, hotels, online travel agencies and card schemes).
- Coordinate the execution of the joint action week on carding (unauthorised use of credit or debit card data to purchase products and services in a non-face-to-face setting, such as e-commerce websites).
- Target and identify online marketplaces offering illegal services using compromised credit card information, including illegal services (transport, accommodation, game tickets, etc.) offered on the occasion of large events.
- Execute joint operational actions against telecom fraud, including International Revenue Share Fraud, SIM swapping or smishing [41], in collaboration with law enforcement, judiciary and relevant private partners.
- Coordinate the detection, identification, dismantling, prosecution and prevention of money mulling, together with private industry (banking sector, Fintechs, etc.). Organise in cooperation with Eurojust the annual European Money Mule Action.

[41] Smishing is a phishing cybersecurity attack carried out over mobile text messaging, also known as SMS phishing.

- Support the MS in addressing emerging threats and new criminal Modi Operandi (e.g., digital skimming, investment/marketing fraud, ATM malware, Black Box attacks, compromise of Near Field Communication transactions, etc.).
- Facilitate cooperation among LEAs, the private sector and regulators (the European Central Bank at the European level and National Banks at a domestic level).
- Strengthen the support to MS on Operational Taskforces, the effective prioritisation of HVTs and identification of optimal follow-up response measures.
- Actively engage with priority regions to address payment fraud migration. In particular, continue expanding the operational and strategic collaboration on payment fraud migration and card-not-present fraud.
- Contribute to the setting up of a cooperation network targeting especially Russian speaking non-cash-means-of-payment-fraud OCGs, affecting the EU-MS.
- Deliver the annual training course on Payment Card Fraud Forensics and Investigations.

Expected results: Member States' investigations receive quality analytical and operational support related to non-cash payment fraud.

Operations on Criminal Online Trade and Use of Online Environments

Disrupt OCG and HVTs involved in the criminal online trade and the use of online environments for criminal purposes.

Objectives and actions

A.4.8 Provide support to EU Member States' investigations on the criminal online trade and use of online environments for criminal purposes

- Support the MS and Europol's Analysis Projects in combating criminal networks involved in the administration and moderation of Dark Web related activities, the related commodity-based vendors and buyers, as well as alternative communication platforms.
- Coordinate, plan and execute joint technical, investigative and prevention actions to maximise impact and reduce crime on the Dark Web and alternative communication platforms.
- Strengthen the support to the MS on Operational Taskforces, effective prioritisation of HVTs and identification of optimal follow-up response measures.
- Provide in-depth operational analysis on Dark Web data repositories to enhance the data enrichment and the identification of High-Value Targets involved in crime on the Dark Web and alternative platforms.
- Support Member States and Europol's Analysis Projects in the coordination and development of EMPACT Operational Actions relevant to Dark Web.
- Maintain the strategic criminal intelligence picture for the online trade in illicit goods and services, in particular on the Dark Web and alternative platforms for threat intelligence and trend scenario purpose. Collaborate with private sector partners through EC3 Advisory Groups to enrich the intelligence picture.
- Maintain knowledge and expertise on tools, tactics and techniques for conducting Dark Web investigations. Conduct a market analysis for Dark Web scraping (data extraction) tools in the framework of EMPACT activities.
- Further develop knowledge, expertise and the EU tools-box for the technical aspects related to the gathering and exploitation of data on Dark Web investigations in particular those that focus on dismantling the technical and operational criminal infrastructure.

○ Provide an annual platform for experts from across the traditional and technical specialists to share knowledge and expertise on developments and investigations on the Dark Web. ○ Support the delivery of training related to Dark Web investigations.
Expected results: Member States' Dark Web investigations receive quality analytical and operational support.

Joint Cybercrime Action Taskforce (J-CAT)
Objectives and actions
A.4.9 Provide support and operational coordination to the J-CAT operations and activities. ○ Host and support the work of the Joint Cybercrime Action Taskforce (J-CAT) composed of Cyber Liaison Officers from closely involved Member States, non-EU law enforcement partners and EC3. ○ Stimulate and facilitate the joint identification, prioritisation, preparation, initiation and execution of cross-border investigations and operations by the J-CAT partners. ○ Extend the support provided by EC3 to cases prioritised by the J-CAT in order to process the increasing amount of data contributed within the framework of the taskforce in a swift manner and address the growing amount of submitted cases. ○ De-conflict and identify synergies for joint operational activities with the other global cybercrime taskforces and key cyber operational centres (e.g. NCFTA and Interpol) towards optimising resources and the effectiveness of operations. ○ Facilitate the collaboration and operational engagement with Eurojust on cybercrime cases via the dedicated Eurojust liaison officer. ○ Maintain a Law Enforcement attachment scheme to the J-CAT within which non-Taskforce members of operational relevance would be temporarily working with the J-CAT on a case-basis. ○ Attach a Private Sector Scheme to J-CAT with key industry partners to enable the undertaking of joint initiatives between J-CAT, EC3 and the private sector.
Expected results: J-CAT investigations receive quality analytical and operational support. Improved joint operational activities with public and private partners of relevance.

Research & Development
Objectives and actions
A.4.10 Proactively develop expertise and solutions related to challenges in cybercriminal investigations. ○ Collect, analyse and manage strategic criminal intelligence, and further develop expertise with a view to supporting pro-active and innovative approaches. ○ Support the interaction and cooperation with partners, including academia and other expert networks and EU entities, to facilitate cooperation in the development and delivery of strategic analysis, detailed analysis of law enforcement needs and of existing gaps, threat intelligence and forward-looking products including Europol's contribution to the Observatory Report on Encryption. Identify common challenges to combating cybercrime with Eurojust.

○ Coordinate the demand and development of new technical solutions, including R&D with the Forensic Experts Forum and other relevant networks and platforms. Provide advice to R&D priorities at national and EU level, particularly in relation to EU funding programs, if and where appropriate. ○ In coordination with Europol's Innovation Lab and other relevant stakeholders (e.g. JRC), organise a Cyber Innovation Forum for Law Enforcement to exchange best practices in combating cybercrime and cyber-enabled crime by employing innovative tools, tactics and techniques. ○ In coordination with Europol's Innovation Lab and other relevant stakeholders (e.g. JRC), further develop expertise on technological innovation such as 5G, encryption, anonymisation services and any other relevant developments. ○ In coordination with Europol's Innovation Lab, broaden and continue to implement the technology watch function to pro-actively inform about criminal abuse of new technology while ensuring the consideration of the law enforcement angle in the process of development and innovation.	
Expected results:	Coordinated efforts in research and development lead to greater realisation of common projects and technical solutions in the cyber crime area. Member States' investigations receive up-to-date technical support in the cyber domain.

Indicators	Latest result (Q2 2021)	Target 2022
Number of Accepted contributions by EC3	3,908	7,200
Number of Operational Reports delivered by EC3	1,613	2,800
Number of Operations supported by EC3	352	430
Number of Action Days coordinated/supported by EC3	13	30
Number of Decryption platform successes	6	20
Satisfaction with Operational Support and Analysis provided by EC3	8.9	8.5

A.5. Counter-Terrorism

Overview

The European Counter-Terrorism Centre (ECTC) was established in 2016. Against the background of the current security threat the EU is facing, the political direction and Europol's Strategy 2020+, the ECTC is expected to maximise operational, technical and overall information exchange capabilities in the area of counter-terrorism and ensure added value for EU Member States, as well as third party cooperation partners, namely by providing:

- An information hub for counter terrorism, with unique information and criminal intelligence sharing capabilities for law enforcement authorities in EU Member States and beyond.
- Effective operational support, coordination and expertise for Member States' investigations, by developing and deploying a comprehensive portfolio of support services.
- Proactive mitigation of the use of social media for radicalisation purposes through terrorist and violent extremist online content, as well as cyber-terrorist attack scenarios and support to operational analysis.
- A central strategic support capability, to identify European wide counter-terrorism implications and promote outreach with relevant (international) partners.

The ECTC prevents and combat terrorism by supporting Member States with terrorism-related financial information. The centre provides the information processing means by which the Agreement between the European Union and the United States of America on the Processing and Transfer of Financial Messaging Data from the EU to the US for the purposes of the Terrorist Finance Tracking Program (TFTP) is implemented.

Furthermore, the ECTC holds Europol's expertise in the area of Chemical, Biological, Radiological, Nuclear & Explosives (CBRN/E) and provides support to EU Member States' investigations on war crimes, genocide, crimes against humanity.

The EU Internet Referral Unit (EU IRU) of the ECTC coordinates and shares the identification tasks of terrorist and violent extremism online content with relevant competent authorities; carries out and supports referrals in an effective manner in close cooperation with the industry; and supports Member States' internet-based investigations.

The EU IRU also acts as a knowledge hub for Europol and the EU Member States in the field of cross-border access to e-evidence. The internet investigation field is an extremely fast evolving environment where methodologies and tools get rapidly outdated. Market research activities, trends and upcoming milestones in the e-evidence field are key to maintain the excellence and keep on delivering cutting edge products to Member States.

Since 2019, the ATLAS Network of Special Intervention Units has been affiliated with Europol. The ECTC holds the Atlas Support Office which pursues the establishment of links between ATLAS and Europol's counter-terrorism and serious and organised crime communities, and facilitates the exchange of strategic and operational expertise and practices.

2022 Objectives

The European Counter-Terrorism Centre (ECTC)

Objectives and actions

A.5.1 Ensure the effective functioning of the ECTC in providing strategic and operational support to EU Member States' investigations related to counter-terrorism.

- Serve as the EU law enforcement hub for collecting, processing, analysing and exchanging information and criminal intelligence of relevance for a wide range of terrorism-related areas and in the field of responding to a major terrorist crisis.
- Provide cross-checking, operational analysis, coordination and de-confliction to MS counter-terrorism investigations.
- Meet the exponentially growing need for de-confliction of CT-related data with national CT units. Contribute to the development and efficient use by MS LEA of a de-confliction solution at EU level.
- Provide operational support to MS on-the-spot. Support the deployments of Mobile office and other mobile toolkits. Provide technical/ forensic support.
- Scope opportunities for embedding ECTC staff members on a temporary basis in operational cases into the Crime Information Cells (within CSDP missions/operations) or other fusion cells and platforms dealing with specific CT related phenomena/subjects, with the aim to increase information gathering and sharing on the spot and enhance (pan-) European coordination.
- Manage the Counter Terrorism Joint Liaison Team (CT-JLT) operational platform. Ensure the performance of the CT-JLT concept as a mature mechanism for proactive and intelligence-led coordinated action accelerating exchange of information and operational results in particular with focus on returning foreign terrorist fighters (FTF).
- Identify new terrorist Modi Operandi, emerging threats and developments. Detect links between terrorism and organised crime and follow in particular the rising phenomenon of hybrid threats with a terrorism dimension. Provide tailored newsfeeds and contribute to strategic reports, including trend analysis, early warnings, the 6-month high profile Outlook on developments in terrorism and the annual high profile TE-SAT report.
- Aim to increase cooperation between the Counter Terrorism Group (CTG) members and Europol in areas of common interest and where appropriate, while fully respecting the sole responsibility of Member States for national security.
- Administer and support the CT Program Board (CTPB) as the MS steering governance tool to the ECTC. Ensure the coordination of and the ECTC involvement in the work plan driven by the MS represented in the CTPB.
- Organise stakeholder events, including the ECTC Advisory Network on Terrorism and Propaganda meetings and the annual conference.
- Oversee the establishment of cooperation with EU institutions and agencies, international organisations, law enforcement, academia and private sector entities with a particular focus on stakeholders at policy level.
- Continue enhancing cooperation with the Western Balkan countries on the basis of the operational agreements and the Western Balkan CT Action Plan.
- Provide comprehensive coordination for a process in cases where a list of suspected FTF is transmitted by a third country according to the "Coordinated approach – Evaluating information on suspected Foreign Terrorist Fighters (FTF) received from third countries for possible processing in SIS"[42]
- Continue enhancing cooperation with the MENA countries and Turkey while expecting the international agreements to be concluded by the Commission, following a threefold approach:
  1) through the CT dialogues and by supporting CT/security experts deployed by MS to the EU Delegations and CSDP-missions/operations;

[42] EU Council 13037/20

2) by participating in capacity building initiatives offered by CEPOL and EU-funded programmes; Participate in the Working Group on FTF and returnees of the EU-MENA Information Sharing and Analysis Network (EMISA), as per related discussions at CTPB level;-and 3) by identifying strategic/technical partners for the establishment of a common product or specific strategic initiative. ○ Contribute to and support the delivery of training by CEPOL Knowledge Centre on Counter-Terrorism (CKC CT).
Expected results: Member States' counter-terrorism investigations receive quality analytical and operational support. Improved joint operational activities with EU institutions, bodies and agencies, as well as with public and private partners of relevance. More effective levels of cooperation leading to better coordination and increased operational and strategic results. Europol contributes to the objectives of relevant EU policies.

Operations on terrorist activities
Identify activities of terrorist groups listed by the Council of the European Union as posing a serious threat to the security of the EU and the Member States, and any associate criminal activities within Europol's mandate uncovered in the course of the investigations into these terrorist networks (including ethno-nationalist and separatist terrorism, left-wing and anarchist terrorism, right wing and single-issue terrorism). Prevent and combat crimes committed or likely to be committed in the course of terrorist activities against life, limb, personal freedom or property, and related criminal offences associated with terrorism perpetrated by individuals, groups, networks or organisations who evoke Islam to justify their actions. Prevent or combat terrorism by sharing analysis on related travel activities to terrorist hotspots, e.g. conflict zones and training venues.
Objectives and actions
A.5.2 Provide support to EU Member States' counter-terrorism investigations. ○ Perform criminal intelligence analysis and support Member States with operational capabilities and expertise, including on-the-spot support. ○ Continue performing secondary security checks through the deployment of Guest officers in Italy, Greece, Cyprus and Malta, and wherever needed (to the extent possible). Manage CT-related operational information received from the secondary security checks. ○ Contribute to the update of Frontex's Common Risk Indicators to enhance rules-based screening and risk identification. ○ Enhance Europol's face recognition capabilities, including in the context of the secondary security checks. Increase the number of staff trained in the usage of face recognition tools. ○ Support an increasing number of operations of the Terrorist Identification Task Force targeting CT suspects for which there is not enough evidence for opening prosecutions, and assess the results of prior TITF operations. ○ Adjust the concept for the establishment of Operational Task Forces (OTFs) according to the specific requirements of the CT area. Based on the adjusted concept, provide support to an increasing number of OTFs in the CT area.

- Following the emerging trend of right wing terrorism and violent extremism, set up a dedicated target group and an EU-wide coordination mechanism to tackle this crime phenomenon.
- Perform priority actions related to right wing terrorism and violent extremism aiming at identifying targets (Organizations/Individuals) in high profile cases.
- Contribute to the collection of intelligence, analysis and reporting on used/seized terrorist weapons.
- Explore opportunities to enhance Europol's capabilities to support MS through acquiring additional translators for Arabic, as well as Farsi, Urdu, Pashto and Kurdish.

Expected results: Member States CT investigations receive quality analytical and operational support.

Operations on War Crimes, Genocide, Crimes against Humanity

Support Member States in the fight against impunity of War Crimes, Genocide, Crimes against Humanity.

Objectives and actions

A.5.3 Provide support to EU Member States' investigations on war crimes, genocide, crimes against humanity.

- Streamline the gathering and processing of information at EU level.
- Prepare to meet the specific requirements in this crime area linked to the collection of data from new sources (NGOs, UN, ICC, military, private, etc.).
- Prepare to meet the specific requirements in this crime area linked to the shift of focus from analysis on persons to analysis on event.
- Perform criminal intelligence analysis and support Member States with operational capabilities and expertise, including on-the-spot support.
  /Given the expansion of the workload of AP Core International Crimes and the limited resources available for this crime area Europol will maintain basic level of support to prioritised cases./
- Provide a seminar on Witnesses to Atrocities. Explore modalities for appealing to witnesses to atrocities to come forward and provide information on perpetrators.

Expected results: Member States' investigations on war crimes, genocide, crimes against humanity receive analytical and operational support (to the extent possible).

Counter Terrorism Financing

Prevent and combat terrorism by supporting Member States with terrorism-related financial information.

Prevent and combat terrorism and its financing by providing the information processing means by which Europol can fulfil its obligations in respect of the Agreement between the European Union and the United States of America on the Processing and Transfer of Financial Messaging Data from the EU to the US for the purposes of the Terrorist Finance Tracking Program (TFTP).

Objectives and actions

A.5.4 Provide support to EU Member States' CT investigations with terrorism-related financial information.

- Deal with MS requests for data on financial payments linked to terrorism including in accordance with the EU-US Terrorist Finance Tracking Programme Agreement (TFTP).
- Verify the link to terrorism in requests for data on financial payments.
- Support MS investigations targeting networks facilitating the financing of terrorist actions or organisations.
- Provide support, including information on financial transactional data, to all operations where there is a link to terrorism.
- Liaise with Europol's Financial and Economic Crime Centre and with the competent ESOCC and EC3 units to close information gaps and to receive specialised support for complex cases. In particular, increase the interaction with EC3 on the use of cryptocurrency by a wide scope of terrorist groups.
- Support the Europol Financial Intelligence Public Private Partnership (EFIPPP).
- Explore possibilities to collaborate with national customs authorities in view of exploiting synergies with their competences in the area of CT and terrorism financing.

Expected results: Member States' investigations receive quality analytical and operational support with regards to terrorism-related financial information.

Chemical, Biological, Radiological, Nuclear & Explosives Support (CBRN/E)

Objectives and actions

A.5.5 Provide CBRN/E support to EU Member States' investigations.

- Provide support and expertise to Member States on CBRN/E security.
- Manage and administer the Europol Platform for Experts pages:
  - EPE/EBDS (European Bomb Data System);
  - EPE/EEODN (European Ordnance Disposal Units Network).
- Ensure the permanent secretariat and the continuity of the activities of EEODN.
- Support the exchange of information and best practices on explosives and/or CBRN cases among the Member States.
- Organise a conference/seminar for the EEODN and deliver a training for EEODN experts in partnership with CEPOL.
- Liaise with AP Weapons and Explosives to track possible new threats, trends and modus operandi involving CBRN materials and Explosives.
- Prepare strategic and technical reports on CBRN and Explosives, including reporting on trends and statistics to policy-makers.
- Provide support to Member States' prevention programmes.
- Contribute to capacity-building initiatives, in particular trainings, for Member States on CBRN and Explosives.
- Provide input to the European Commission's policy initiatives and contribute to the work of the different Working Groups, e.g. the CBRN Advisory Group, Standing Committee of Precursors, Chemical Detection Group, Civil Explosives WG, etc.
- Liaise and cooperate with other relevant partners in the area of CBRN/E.

Expected results: Member States' investigations receive quality analytical and operational CBRN/E support.

Alignment of Member States operational needs and European Commission's policy initiatives.

ATLAS Support Office (ASO)	
Objectives and actions	
A.5.6 Provide support to the ATLAS Network. ○ Serve as the main interface of the ATLAS Network with Europol's CT and SOC communities and support the establishment of links with other relevant law enforcement expert networks supported by Europol. ○ Facilitate the exchange of strategic and operational expertise and practices with ATLAS in accordance with the applicable rules. ○ Provide administrative and logistic support to the implementation of the ATLAS Annual Work Programme. Maintain the EPE of ATLAS.	
Expected results:	Stable and more efficient administration of ATLAS through the use of Europol's existing structures and tools. Utilisation of linkages and synergies in terms of strategic and operational expertise between ATLAS, Europol and law enforcement networks.

EU Internet Referral Unit	
Objectives and actions	
A.5.7 Provide quality internet referral services. ○ Perform scanning of the cyber environment, including the decentralised web, within the framework of prioritised areas (jihadist terrorism) or act upon Member States' specific requests (jihadist terrorism and irregular migration). Extend the prioritised areas to cover right wing terrorism and violent extremism. ○ Coordinate and share the identification tasks (flagging) of online terrorist and violent extremist content with a network of national counterparts. ○ Replace the capability of the Internet Referral Management Application (IRMA) with the Minimum Viable Product of PERCI platform to support the referral activity of Member States. ○ Expand the EU IRU capabilities to the extent possible to meet the increasing workload from managing the PERCI platform, supporting Member States in using PERCI and utilising the crime intelligence emerging from PERCI's data. ○ Deliver operational and strategic products. ○ Support the activities of the EU Internet Forum's Action Plan. Maintain a close dialogue with the internet industry in the framework of the Forum. ○ Engage with the Global Internet Forum to Counter Terrorism (GIFCT) by attending the GIFCT Working Group on Crisis Response. ○ Organise and coordinate Referral Joint Action Days in cooperation with experts from MS and online service providers (OSPs), targeting jihadist terrorism. Extend the scope of the Referral Action Days to target right wing terrorism online.	
Expected results:	The referral process is managed efficiently. Cooperation with the private sector on content detection and referrals is growing. Increased number of online terrorist and violent extremist content is taken down.
A.5.8 Develop the EU platform to tackle illegal content online (PERCI) as a communication and coordination tool for referrals and removal orders within the EU.	

- Continue work on the roadmap of the PERCI project to deliver the PERCI Minimum Viable Product, and enable the implementation of the TCO Regulation[43] by the EU MS by:
  - Enabling MS to provide input on online illegal content in a standardised format and its instant transfer to relevant OSP;
  - Ensuring de-confliction of content; OSPs should not receive duplicates or simultaneous referrals and removal orders for the same content by multiple IRUs;
  - Enabling the Platform to independently monitor on real time the status of the referrals and removal orders and the performance of the OSPs, and act as a single source for reporting at EU level providing detailed statistics.
- Manage the PERCI Focus Group enrolling MS in support of the technical and operational development of the platform.
- Design together with ICT the scope of PERCI to handle, in addition to online terrorist content, any other type of illegal content related to crime areas covered by the Digital Services Act (after its adoption).
- Define the business needs for the automation of data extraction, ingestion and real time crosschecks with Europol Databases.
- Support the leveraging of the platform to enhance the search experience in the existing dataset as well as to provide detailed statistics.

Expected results: Coordination and de-confliction of the EU fight against terrorist content online and online content promoting irregular migration services.

Increased efficiency of the work of the Member States' IRUs and increased performance of the response from the OSPs on taking down illegal content.

A.5.9 Further develop and implement the EU Crisis Protocol (EUCP) on a collective response to viral spread of terrorist and violent extremist content online.

- Subject to the progress of the PERCI project set up the PERCI platform as the operational platform for EUCP crisis mechanism to enable the 24/7 real time crisis response and knowledge sharing across sectors.
- Consolidate a central role in the coordination of the emergency responses in the event of a terrorist attack with a significant online component.
- Provide monitoring and research of new online modus operandi to detect new abuse of technology that could lead to a Christchurch type event.
- Deliver an annual Table Top Exercise to test the protocol.
- Provide input to post attack strategic communication.
- Review the effectiveness of the EUCP after activation.

Expected results: Countries and online service providers are provided with crisis response mechanism enabling them to respond rapidly, effectively and in a coordinated manner to the dissemination of terrorist or violent extremist content following a terrorist event.

[43] Regulation on preventing the dissemination of terrorist content online (TCO Regulation)

EU IRU - Internet Investigations

Prevent and combat terrorism by sharing analysis regarding the use of the Internet by terrorist organizations.

Objectives and actions

A.5.10 Provide support to EU Member States' CT internet-based investigations.

- Deliver operational and strategic products.
- Provide operational support and support coordination of CT internet-based investigations.
- Organise operational meetings.
- Further develop and apply Social Network Analysis capabilities to support CT investigations.
- Act as a hub of knowledge within Europol with regards to internet investigations, including the maintenance of the available tool sets and related skills.
- Coordinate with Member States the implementation of the de-confliction module of PERCI for law enforcement investigative digital information, such as social media accounts.

Expected results: Member States' CT internet-based investigations receive quality analytical and operational support.

EU IRU – Advanced Technical Solutions

Project SIRIUS

Objectives and actions

A.5.11 Provide technical support to CT internet-based investigations and referrals.

- Provide technical support to the Referrals and Operations teams.
- Provide expertise on management of large data sets and analysis to the ECTC.
- Act as a knowledge hub for Europol and the EU MS in the field of cross-border access to e-evidence.
- Contribute to the Innovation work-stream at Europol by investing on prototyping initiatives.
- In coordination with Europol's Innovation Lab explore new technologies to find suitable solutions for the operational needs, including engagement with relevant private sector stakeholders and setting up point of contacts with the industry on specific matters.
- Support Member States in connecting with online service providers and analysing the digital footprint of a target in CT investigations through the SIRIUS capability.
- Organise a Codefest with Member States, to work jointly on the development of an investigative tool.

Expected results: CT internet-based investigations and referrals receive adequate technical support.

Cooperation with external partners on technical research and development is growing.

A.5.12 Provide support to Member States on acquiring cross-border access to electronic evidence (SIRIUS project).

- Continue to improve the knowledge of Member States' law enforcement and judicial authorities on access to digital data from OSPs, via digests and guidelines published on the SIRIUS platform.
- Build the capacities of MS law enforcement and judiciary authorities to produce quality information requests to OSPs via face-to-face events and trainings organised within the framework of the SIRIUS project.
- Expand the geographical scope of the project to OSPs outside the USA.
- Reinforce the judicial dimension of SIRIUS with the support of Eurojust being a part of the second phase of the project.
- Provide specialised support on the identification of suspects in high profile cases.
- Support internet investigations by providing ICT-based tools created by Europol in collaboration with MS and by sharing tools created by MS, when they wish to do so.
- Facilitate the co-development of ICT-based tools by establishing short placement programmes at Europol for developers from EU law enforcement agencies.
- Help EU LEAs access ICT-based tools on digital evidence by ensuring the SIRIUS platform is the central repository of relevant solutions provided by EU-funded projects.
- Increase the number of beneficiaries in the Member States via translation of the platform content in several languages.
- Deliver a high-level report on the situation of the digital access to e-evidence.
- Develop mobile apps to help LEAs and Judiciary to access the knowledge hub.
- Provide supporting guidelines for small OSPs to build their capacities and standardise their processes to respond to LEAs' requests.
- Facilitate the sharing of best practices and lessons learned among the Single Point of Contacts (SPOCs) in EU LEAs and/or officers in charge when a SPOC is not in place.
- Lay the basis for setting up SIRIUS as a permanent team in the EU IRU independent from continuity of EU grants to ensure the continuation of its services to MS.

Expected results: Improved Europol's capabilities in the area of digital cross border investigations which leads to better and extended support to MS.

Increased MS capacity to prepare effective digital data requests to OSPs and obtain electronic evidence.

Increased mutual trust and understanding between MS and OSPs.

Indicators	Latest result (Q2 2021)	Target 2022
Number of Accepted contributions by ECTC	2,582	5,500
Number of Operational Reports delivered by ECTC	860	1,900
Number of Operations supported by ECTC	537	800
Number of Action Days coordinated/supported by ECTC	8	15
Satisfaction with Operational Support and Analysis provided by ECTC	9.6	8.5
% of persons checked for secondary security checks in Hotspots	6.3%	6.0%
Volume of content assessed by EU IRU related to terrorism and violent extremism	7,459	20,000

A.6. Combating Financial and Economic Crime

Overview

Based on the clear demand from Member States and partners to receive more support in the area of financial and economic crimes, as well as the commitment of Europol to put more focus on financial investigations and asset recovery in its Strategy 2020+, the agency set up in 2020 a new operational centre, the European Financial and Economic Crime Centre (EFECC) which is dedicated to maximising Europol's responsiveness and operational performance in the areas of fraud, money laundering, asset recovery, corruption and counterfeiting.

The establishment of the EFECC was driven by four main factors:

- The growing financial impact of economic crimes such as complex fraud and trans-national money laundering which remain a persistent threat, recognised as critical by recent EU level regulations which allow for the criminalisation of money laundering as a standalone offence;
- The need to increase the effectiveness of national law enforcement authorities in the pursuit of illicit profits of organised crime through reinforced asset recovery capabilities. The EFECC should be beneficial to the financial crime priorities in the EMPACT framework;
- The growing attention to crimes against the financial interests of the Union and the establishment of the European Public Prosecutor Office (EPPO). Under the EPPO Regulation, Europol is called to provide analytical support to EPPO investigations and share any relevant information held at Europol concerning offences under the EPPO competence; and
- The growing political attention to grand corruption cases and institutional calls for stronger Europol involvement in this area.

The new operational Centre aims at achieving the following goals:

- Reinforced operational effectiveness: by concentrating all financial intelligence and economic crime capabilities under one coordinated entity. This should develop synergies between MS demands for vertical support (stand-alone investigations in money laundering cases) and requirements for horizontal operational support to other investigations with regards to financial intelligence as referred to in the EMPACT priorities;
- Increased operational visibility: A Financial and Economic Crime Centre would bring a higher degree of organisational clarity, facilitating for both internal and external stakeholders the identification of the main sources of knowledge, expertise and operational support and bring a better understanding of the allocation of responsibilities; and
- Enhanced stakeholder management and funding opportunities: the new Centre should offer a single point of contact and become a reference for key operational stakeholders in the Member States (Financial Intelligence Units) as well as relevant institutional partners in the EU and private sector.

2022 Objectives

European Financial and Economic Crime Centre (EFECC)

Objectives and actions

A.6.1 Reinforce the European Financial and Economic Crime Centre (EFECC) to extend the provision of strategic and operational support to EU Member States' investigations on financial and economic crime.

- Enhance operational effectiveness and reinforce the services of Europol in the area of financial and economic crime by increasing the staff level of the new crime centre at Europol dedicated to the provision of operational support, expertise and stakeholder management in the field of fraud, money laundering, asset recovery, corruption and counterfeiting.
- Serve as the EU law enforcement hub for collecting, processing, analysing and exchanging information and criminal intelligence of relevance for financial and economic crime.
- Promote the systematic use of financial investigations as an investigative technique into organised crime and forge alliances with public and private entities in order to trace, seize and confiscate criminal assets in the EU and beyond.
- Promote and support (to the extent possible given existing capacities) the Follow the money approach and the identification and seizure of criminal profits and assets in the operational work of the ESOCC, EC3 and the ECTC contributing to the cross-department coordination and cooperation.
- Provide support to High Value Targets investigations of Member States and the work of the Operational Task Forces on particular HVT.
- Support the EMPACT priorities of MTIC, Excise, Criminal Finances Money Laundering and Asset Recovery, Counterfeiting of Euro and IPR, notably by taking over the role of EMPACT support manager.
- Manage all EPEs relating to financial intelligence (FCIC, ALEFA, AMON, anti-corruption portal, Bank statements O.A.3.6, CARIN, EFIPPP, FCIC, FIU net and FIU net AG) and handle their growth.
- Produce dedicated risk and threat assessments, strategic and situation reports in the areas of EFECC competence. Support the drafting of the "Financial and Economic Crime Threat Assessment" as the flagship strategic document of the EFECC.
- Contribute to policy development such as drafting of guidelines or revision of standards when requested by the Commission.
- Further extend the Joint Financial Intelligence Group (JFIG) at Europol to improve communication and cooperation between Europol Liaison Bureaux and EFECC Analysis Projects in order to better align investigative priorities and effectiveness of pursued cases.
- Maintain the Customs cooperation function within the EFECC including the cooperation with the Commission Service competent for customs matters.
- Exploit modalities for mutual information exchange between Customs risk profiling and Europol's criminal analysis in particular in the area of E-Commerce and small parcel shipments. Identify the requirements for establishing interoperability between the Customs Information System and Europol's databases, enabling automated cross-checking.
- Further develop cooperation with the European Public Prosecutor Office (EPPO) and respond to requests for information and analytical support.
- Improve operational cooperation and exchange of strategic and technical information with OLAF by making extensive use of the recently established SIENA connection and dedicated OLAF Liaison Officer posted within the EFECC to ensure an effective multiagency approach in the fight against financial and economic crimes.

- Support the Member States in close cooperation with EPPO, OLAF and the EU Task Force Recover to protect the financial interests of the EU, with particular emphasis on countering attempts of serious and organised crime to target the NextGeneration EU recovery fund.
- Develop strategic cooperation with the European Banking Authority and the European Investment Bank as new key partners of the EFECC.
- Implement provisions in the Directive (EU) 2019/1153[44] applicable to Europol, in particular the possibility for Europol to request financial information from FIUs and information held in the national centralised bank account registries.
- Prepare for taking up any potential new task arising from the EU Anti-Money Laundering (AML)/ Countering Financing of Terrorism (CFT) legislative package published in July 2021 by the Commission. Ensure that the position of the EFECC as the criminal intelligence hub for financial and economic crime in the EU is assured and maintained within the framework of the new legislative proposals and in particular of the prospective EU AML Authority. Initiate the preparations for establishing a working arrangement with the new body.
- Support developments in Countering Financing of Terrorism (CTF) and its links to AML, in particular by leading or contributing to strategic CFT projects and by providing operational support when needed and possible.

Expected results:	Member States' investigations receive better and extended analytical and operational support related to financial and economic crime. Improved cooperation and joint undertakings with stakeholders and financial institutions leading to an increased operational impact. Europol contributes to the objectives of relevant EU policies.

Operations on Fraud

Disrupt the capacity of OCGs involved in fraud.

Disrupt the capacity of OCGs and specialists involved in excise fraud.

Disrupt the capacity of OCGs and specialists involved in Missing Trader Intra Community (MTIC) fraud.

Objectives and actions

A.6.2 Provide support to EU Member States' investigations on fraud.

- Perform criminal intelligence analysis and support MS with operational capabilities and expertise, including on-the-spot support.
- Set up operational meetings and support priority, HVT investigations and EMPACT-related operational actions.
- Organise and fund the Annual Plenary Meetings.
- Continue developing cooperation with the Eurofisc network, including by extending Europol's operational and analytical support to Eurofisc international MTIC investigations.
- Organise and fund a meeting with Eurofisc, tax authorities and customs authorities to improve cooperation in MTIC fraud area.
- Organise a public/private partnership conference on tobacco excise fraud.

[44] Directive (EU) 2019/1153 of 20 June 2019 laying down rules facilitating the use of financial and other information for the prevention, detection, investigation or prosecution of certain criminal offences.

- Continue implementing the Service Level Agreement with the EUIPO on acquisition fraud targeting IP Offices and Trademarks/Registered Community Designs users by producing operational and tactical analysis, and one annual strategic report.
- Organise and fund a conference on Insider Trading and Market Manipulation or Mass Mailing Fraud.
- Strengthen strategic cooperation with the Universal Postal Union (UPU).
- Strengthen strategic cooperation with the European Securities and Markets Authority (ESMA).
- Support to the extent possible strategic activities, including policy developments, relating to Insider trading, market manipulation and CEO fraud.

Expected results: Member States' investigations receive quality analytical and operational support related to fraud.

Operations on Money Laundering

Disrupt the capacity of OCGs involved in money laundering.

Objectives and actions

A.6.3 Provide support to EU Member States' investigations on money laundering.

- Process and handle financial intelligence information. Perform intelligence analysis and provide analytical support.
- Provide financial intelligence to the ESOCC, EC3 and the ECTC (with regards to terrorist financing).
- Provide dedicated support to EMPACT by taking over the role of coordinator of the Common Horizontal Strategic Goal of criminal finances, money laundering and asset recovery.
- Organise and fund the Annual Plenary Meeting.
- Support and host the secretariats for the Anti-Money Laundering Operational Network (AMON) and the Association of Law Enforcement Forensic Accountants (ALEFA).
- Support the strategic and operational information exchange between the Member States' Financial Investigators.
- Support the triparty Working Group on virtual assets (co-host secretariat jointly with Interpol and the Basel Institute).
- Contribute to the development of the Supra-National Risk Assessment and high-risk third countries assessment on money laundering and terrorist financing in the framework of the Expert group on Money Laundering and Terrorist Financing.
- Develop, promote and support the Europol Financial Intelligence Public Private Partnership (EFIPPP).
- Continue engaging with the Financial Action Task Force (FATF) and Egmont group in view of developing global cooperation on money laundering and terrorist financing. Support targeted FATF projects such as the ones dedicated to money laundering and arts and antiquities, and money laundering and illegal immigration.
- Support the BeCaNet project[45] creating a network of counter-terrorism financing experts and improving cooperation with private sector on CT matters.
- Support the Datacros project[46] that aims at analysing fraudulent patterns in business ownership and control structures data in order to enhance financial analysis and investigations.

[45] The BeCaNet Project is the 'best practice, capacity building and networking initiative among public and private actors against Terrorism Financing', led by BKA, Germany.
[46] https://www.transcrime.it/datacros/

- Coordinate training activities and support the financial intelligence training delivered to Europol and the EU Member States. Provide expertise in various events on money laundering and terrorism financing including by supporting CEPOL courses on money laundering and financial investigations.

A.6.4 Increase cooperation with FIUs.

- Work towards the improvement of the cooperation with the FIUs and increase the number of countries contributing financial intelligence to Europol (Suspicious Transactions Reports (STRs), Suspicious Activity Reports (SARs) and cash declarations).
- Prepare the grounds for establishing close cooperation with the future Cooperation and Support Mechanism (CSM) for the FIUs, including possible secondment of liaison officers, SIENA connection, use of FIU.net etc.
- Negotiate an SLA regarding the "Europol node" when the CSM/ new Authority takes over the FIU.net as a channel of operational communication with EU FIUs and FIU Norway.
- Provide information sessions on use and benefits of matching technologies to APs.
- Identify which FIUs would be interested in having/reactivating a/their SIENA connection/mailbox. Support technically the connection/reactivation of interested FIUs in SIENA.
- Set-up a system to collect and report transparent and unambiguous statistical data on AML/CFT information received and activities executed.
- Set-up a feedback system on the usefulness of STR-related information received by Europol to improve the data quality.

Expected results:	Improved cooperation and joint undertakings with stakeholders and financial institutions leading to an increased operational impact. Member States' investigations receive better and extended financial intelligence support. Investigations on organised crime and terrorism can better benefit from synergies between financial and criminal intelligence.

Asset Recovery

Support investigations in order to identify the criminals involved, disrupt their associates and recover and confiscate the proceeds of their crimes.

Objectives and actions

A.6.5 Provide support to EU Member States' investigations in identifying and tracing proceeds of crime.

- Perform criminal intelligence analysis and support MS with operational capabilities and expertise, including on-the-spot support.
- Set up operational meetings and support priority, HVT investigations and EMPACT-related operational actions.
- Support the European Commission in the peer-reviews of the EU Asset Recovery Offices (ARO).
- Co-chair with the European Commission the ARO platform meetings. Host the meeting of the ARO platform. Liaise with each Asset Recovery Office within the Member States to increase visibility of the EFECC's work.
- Connect to Siena EU Asset Recovery Offices that are not directly connected yet.
- Support and host the secretariats the Camden Asset Recovery Inter-Agency Network (CARIN).

- Provide technical advice if requested in the case there is a new EU legislative initiative concerning the improvement of cooperation between Asset Recovery Offices of the Member States in the field of tracing and identification of proceeds from crime.
- Promote the new Guest experts concept in terms of receiving additional expertise from MS in the area of asset recovery.

Expected results: Member States' investigations receive quality analytical and operational support related to asset tracing and recovery.

Operations on Corruption

Disrupt the capacity of OCGs and specialists involved in all forms of corruption (public and private corruption, sports corruption, grand corruption, business corruption, political corruption and administrative corruption - including corruption in central or local governments, judiciary and law enforcement).

Objectives and actions

A.6.6 Provide support to EU Member States' investigations on corruption.

- Perform criminal intelligence analysis and support MS with operational capabilities and expertise, including on-the-spot support.
- Set up operational meetings and support priority and HVT investigations.
- Organise and fund the Annual Plenary Meeting.
- Extend Europol's work in the area of corruption (beyond the previous mandate to tackle primarily sports corruption).
- Promote the use of SIENA for the information exchange between anti-corruption authorities
- Organise a joint conference Europol-UEFA on sports corruption (postponed from 2021 due to the Covid 19 pandemic).
- Implement joint actions with the International Olympic Committee (IOC) and the World Anti-Doping Agency (WADA) following the conclusion of Memoranda of Understanding in 2021 (e.g. workshops, seminars).
- Support strategic activities, including policy developments, relating to sports corruption.
- Take part in the UN GLOBe network (Anti-corruption network for law enforcement agencies).

Expected results: Member States' investigations receive qualitative analytical and operational support related to corruption.

Operations on Counterfeiting

Disrupt the OCGs involved in the production and distribution of counterfeit goods violating health, safety and food regulations, and those producing sub-standard goods.

Objectives and actions

A.6.7 Provide support to EU Member States' investigations on the production and distribution of counterfeit goods.

- Perform criminal intelligence analysis and support MS with operational capabilities and expertise, including on-the-spot support.
- Manage the Intellectual Property Crime Coordination Coalition (IPC³) established in cooperation with the European Union Intellectual Property Office (EUIPO).
- Gather information and monitor relevant trends in the field of counterfeiting and piracy with particular emphasis on online Intellectual Property Rights (IPR) infringement. Collaborate with EUIPO to prepare reports intended to inform policy makers, law enforcement authorities and other relevant stakeholders.
- Contribute to the EUIPO's development of the IP Crime Investigation Handbook.
- Support and host the secretariat of the IP Crime Network of the intellectual property crime experts from specialised LEAs.
- Coordinate operational actions tackling the sales of counterfeited products and piracy online, and the sales of counterfeit and illicit foods and beverages.
- Coordinate operational actions in the area of falsified medicines.
- Coordinate a new recurrent operation against counterfeit toys.
- Increase focus on the detection of counterfeit cosmetics and perfumes that are traded illegally on online platforms and on physical markets.
- Contribute to the improvement of the intelligence picture on the illicit trade and commerce (including e-commerce) of counterfeit automotive spare parts.
- Organise and financially support meetings, training, seminars and a conference at Europol and/or in the Member States on intellectual property crime.
- Organise and fund the Annual Plenary Meeting.
- Raise awareness on instruments which Europol and EUIPO offers to assist in the fight against IPR infringements. Develop and publicise crime prevention and other communication materials on intellectual property crime.
- Continue exploring the opportunities for setting up a Joint Intellectual Property Crime Taskforce (IPCT) at Europol with Liaison officers from Member States and relevant non-EU law enforcement partners to prioritise and contribute to the cases to be pursued (following the J-CAT example).

Expected results: Member States' investigations receive quality analytical and operational support related to counterfeiting.

Operations on Counterfeiting

Disrupt the OCGs involved in Euro counterfeiting.

Objectives and actions

A.6.8 Provide support to EU Member States' investigations on Euro counterfeiting.

- Perform criminal intelligence analysis and support MS with operational capabilities and expertise, including on-the-spot support.
- Provide financial support to Member States' Euro counterfeiting operations.
- Provide to Member States technical-tactical training on Euro counterfeiting.
- Support strategic activities, including policy developments, relating to Euro counterfeiting.
- Implement the Internet Joint Patrol Project on Euro counterfeiting with the European Central Bank and Banco de España as to gather information on vendors of counterfeit Euro banknotes, detecting trends and patterns over the internet, and delivering actionable intelligence to Member States and Third Parties, suggesting the start of new criminal investigations.

Expected results:	Member States' investigations receive quality analytical and operational support related to Euro counterfeiting. Member States' investigations in relation to Euro counterfeiting are initiated based on Europol's analysis.

Indicators	Latest result (Q2 2021)	Target 2022
Number of Accepted contributions by EFECC	8,016	14,000
Number of Operational Reports delivered by EFECC	1,250	1,700
Number of Operations supported by EFECC	274	375
Number of Action Days coordinated/supported by EFECC	53	75
Satisfaction with Operational Support and Analysis provided by EFECC	9.4	8.5

A.7. Strategic and Analysis Coordination

Overview

Criminal analysis remains at the core of Europol's business and it continues being a service which is highly demanded by the law enforcement agencies in Member States. Europol has a considerable wealth of knowledge, capabilities and expertise in this area, which the agency strives to further strengthen through enhanced coordination and attention to quality output and control, standardisation, training, specialised analysis and a more efficient and flexible reassignment of resources.

Strategic analysis in the context of law enforcement aims at informing decision makers on current and emerging trends in serious crime and terrorism landscapes and helps with the identification of critical areas for prioritisation. The use of strategic intelligence analysis is one of the pillars of the EMPACT, as it promotes an intelligence-led approach to fight international serious and organised crime in a cooperative fashion among the EU law enforcement authorities, JHA agencies and external partners. The strategic analysis produced by Europol provides guidance also to the agency's management and the work of the Operational Analysis Projects (APs).

The Analysis Training coordination function at Europol has two aspects: 1) internal – which comprises the responsibility to assess in-house skills, training needs and requirements; and to develop and provide in-house analysis trainings; and 2) external – which includes the reviewing and responding to Member States' analysis training needs in collaboration with CEPOL. The team in charge is also assessing the possibilities for accreditation of analysis training at Europol and organises the Europol Summer School.

Facilitating the cooperation among all competent law enforcement authorities including Customs and Counter-Terrorism services in the Member States is a crucial element of Europol's work and mandate. The agency supports the Liaison Bureaux of Member States and other cooperation partners at Europol and maintains Europol liaison offices in other countries and organisations.

In view of the global challenges which the EU is facing, effective investigations depend often on the information exchange with third countries and private partners. In the past years Europol succeeded in establishing cooperation with key external partners and it will continue working on the implementation of the different cooperation agreements. The agency aims at increasing its outreach to other priority partners, in line with its External Strategy 2021-2024.

At the same time, Europol pursues the further strengthening of its partnership with Interpol and relevant EU agencies and institutions, in particular those active in the area of Justice and Home affairs, in order to ensure complementarity and maximum benefit from possible synergies.

2022 Objectives

Analysis coordination
Objectives and actions

A.7.1 Reinforce criminal analysis coordination and expertise at Europol to ensure provision of quality analysis support to Member States' investigations.

- Contribute to the further development of the new analysis environment, including the Data Management Portal. Support the rolling out of the Data Management Portal to the ESOCC.
- Roll out new analysis tools across Europol's Operational Centres.
- Expand the capacity of the newly established Data Analysis Development Team at Europol and enhance its expertise in the following functions:
  - Analysis standards and quality control;
  - Technical analytical support and support on highly specialised analysis (e.g. digital evidence analysis, GIS, OSINT and social media, satellite images analysis, etc.);
  - Business Information (BI) on analysis (to provide inter alia better statistics, assessment and resource allocation).
- Oversee the development, implementation and maintenance of efficient operational information management processes.
- Coordinate user feedback and requirements in relation to the core Europol analysis, data sharing and messaging capabilities from an internal business need perspective.
- Define the requirements for the establishment of joint analysis teams and platforms, including for Trusted Expert Communities (TEC), with regards to operational and strategic analysis (subject to the final provisions in the Europol Regulation Recast).
- Monitor and enforce the standards related to the different process steps in the operational information management lifecycle to improve and maintain the quality and speed of Europol's services.
- Organise the annual EU Crime Analysis Conference.

A.7.2 Establish a data and analysis quality control office.

- Following the appointment of a Data Quality Control Coordinator for Europol's Operations in 2020, reinforce the function by setting-up a data and analysis quality control office within Europol's Analysis and Strategic Coordination Unit, and assign to it additional staff.
- The reinforced function of data and analysis quality control should:
  - Ensure the implementation of the current data review mechanism and that data processing is performed in line with Europol's legal framework;
  - Work in close cooperation with the DPF and ensure compliance with the data protection rules;
  - Report internally on regular basis on the enhanced data review activities; Provide progress reports to DPF; and
  - Provide guidance and training to improve the quality of analytical reporting.

Expected results: Compliance with the legal requirements for data processing.
Increased quality of Europol's operational analysis support to Member States.

Analysis coordination

Objectives and actions

A.7.3 Reinforce analysis training capabilities and coordination at Europol.

- Develop the newly established Analysis Training Team at Europol responsible for:
  - Assessing in-house skills, training needs and requirements;

- Maintaining centralised overview of in-house analytical competencies and knowledge;
- Developing and providing in-house analysis trainings; and
- Reviewing and responding to Member States' analysis training needs in collaboration with CEPOL.

- Review the Strategic analysis training package.
- Roll out the Analysis training environment. Develop and roll out analysis training for the new analysis environment.
- Fully roll out the training plan for Europol analysts.
- Assess the possibilities for accreditation of analysis training in Europol.
- Manage the online Intelligence Analysis Platform CONAN.
- Organise the annual EU Crime Analysis Conference.
- Organise the Europol Summer School.

Expected results: Provision of effective and up-to-date operational analysis training for Europol's analysts leading to increased quality of Europol's operational analysis support to Member States.

Strategic analysis

Objectives and actions

A.7.4 Deliver quality strategic reports

- Deliver regular strategic intelligence analysis reports within the areas of serious and organised crime, cybercrime and terrorism, such as:
  -
  - Cybercrime reports;
  - Financial crime reports, in particular the EFECC report;
  - Reports requested by COSI; Risk assessments requested by the Council and Commission;
  - Reports requested in the framework of VISA or Schengen evaluations;
  - Reports in the framework of the EMPACT priorities and operational action plans;
- Deliver joint strategic intelligence analysis reports with other EU agencies and Europol cooperation partners, including for example:
  - FRONTEX (Joint Europol-Frontex risk analysis), EMCDDA (EU Early Warning System on new psychoactive substances, Joint EMCDDA-Europol market analysis on methamphetamine and cocaine), EUIPO and EUROJUST[47].
- Deliver ad hoc strategic intelligence analysis reports on the themes of serious and organised crime, cybercrime and terrorism based on the business need.
- Maintain a common, consistent and holistic approach towards strategic analysis across the Operations Directorate.
- Enhance networking with experts (e.g. SOCTA/TE-SAT/ IOCTA Advisory Group) to advance methodologies, increase access to information and improve the quality of reports.

Expected results: Provision of timely and quality strategic reports.

A.7.4 Support strategic analysis in the EU Neighbourhood countries.

- Contribute to the EU funded project Euromed Police V. in the MENA region by:
  - supporting and strengthening the network of analysts (ANASPOC);

[47] These reports are produced at different frequencies as agreed with the partner agencies.

- supporting a methodological approach to regional threat assessment production;
- maintaining the Threat Forum Platform (TFP) located within the Europol Platform for Experts to facilitate the sharing of strategic data; and
- producing the Euromed Threat Assessment Report.

o Contribute to the EU funded project EaP Training and Operational Partnership Against Organised Crime (TOPCOP) in the Eastern Partnership (EaP) region by:

- creating, supporting and strengthening the network of analysts (ANASPOC);
- supporting a methodological approach to regional threat assessment production;
- ensuring a common understanding of the EU SOCTA methodology; and
- producing an EaP Threat Assessment Report.

Expected results:	Enhanced analytical capacities of the EU Neighbourhood countries to perform thread assessments and other strategic analysis. Strengthened strategic cooperation between national law enforcement authorities, as well as between the EU Neighbourhood countries and the EU MS and EU agencies.

Cooperation with Member States

Objectives and actions

A.7.5 Manage cooperation with Member States.

- Manage strategic cooperation of Europol with Member States' competent authorities including Law Enforcement, Counter-Terrorism services and Customs.
- Ensure appropriate intake of Member State's needs and priorities across all relevant areas of Europol's work.
- Coordinate Europol contribution to the Management Board/MB Working Groups, ensuring timely submission of the relevant documentation, and follow up to MB decisions.
- Coordinate and prepare meetings of the Heads of Europol National Units (HENUs).
- Support the implementation of the operational agreement with Denmark.
- Support the liaison officers' community based at Europol, including by facilitating the regular meetings of the Heads of Liaison Bureaux (LB) and the newly established informal Consultation Group.
- Support the organisation of study weeks/visits for staff from Europol National Units and Europol Liaison Bureaux.
- Provide information to MS on agency's wide operational activities via Operational Meeting updates.
- Support Member States' cooperation on matters outside Europol's mandate by offering a specific EPE platform dedicated for such communication and exchanges of information.

Expected results:	Effective involvement of Member States' competent authorities in the consultations and decision-making on Europol matters. Enhanced cooperation with and between LBs, their respective national authorities and related stakeholders for the additional benefit in the operational area.

Cooperation with third countries
Objectives and actions
A.7.6 Manage cooperation with third countries.
○ Support the implementation of the operational agreements with Albania, Australia, Bosnia and Herzegovina, Canada, Colombia, Georgia, Iceland, Liechtenstein, Moldova, Monaco, Montenegro, North Macedonia, Norway, Serbia, Switzerland and Ukraine, and the working arrangement with Andorra, Armenia, Israel, Japan, Kosovo [48], New Zealand, South Korea and the United Kingdom.
○ Support the implementation of the operational agreement with the USA and manage the Liaison Office in Washington. Prepare a strategic review of the cooperation with the USA.
○ Support the implementation of the strategic agreements with Brazil, China, Russia, Turkey and the United Arab Emirates.
○ Monitor the implementation of cooperation agreements and the fulfilment of obligations and commitments.
○ Support the establishment of new Partner Liaison Bureaux and their Liaison Officers at Europol.
○ Establish or reinforce cooperation with selected high-priority third countries in line with Europol's External Strategy 2021-2024 and as listed in the Management Board decision on Europol's external relations priorities.
○ Maintain effective operational cooperation with the UK.
○ Further develop Europol's relations with the Western Balkans countries**.** Establish effective cooperation with Kosovo[49] and Bosnia and Herzegovina.
○ Contribute to the EU funded project WB Partnership against Crime and Terrorism (WBPaCT) and monitor the future development of an EU funding scheme to support the operational cooperation in the region.
○ Further develop Europol's relations with the countries from the MENA region. Develop the concept of Policing Partnerships and enhance cooperation with the Gulf Cooperation Council – Police Network (GCCPOL) and the Arab Interior Ministers Council (AIMC) as a gateway to the region.
○ Continue contributing to the EU funded project Euromed V.
○ Progress in building cooperation with India and Pakistan, provided there is mutual interest.
○ Further develop Europol's relations with the countries from the Eastern Neighbourhood region. Contribute to the EU funded projects EaP Training and Operational Partnership Against Organised Crime (TOPCOP). Continue expanding the cooperation with Ukraine according to the existing operational agreement. Develop cooperation with Armenia in line with the newly concluded working arrangement.
○ Strengthen cooperation with Brazil and Colombia and further develop Europol's relations with Chile and Mexico according to the concluded agreements. Explore the possibilities to advance negotiations of working arrangements with other prioritised partners, i.e. Argentina, Peru and Ameripol. Utilise the linkages to the EU funded project El PAcCTO[50] as a gateway to other countries in the region.

[48] This designation is without prejudice to positions on status, and is in line with UNSCR 1244/99 and the ICJ Opinion on the Kosovo declaration of independence.
[49] Ibid
[50] El PAcCTO is an EU funded project which provides technical assistance to Latin American States to efficiently fight organised crime.

- Assist the European Commission, where required and requested, in the negotiation of international agreements according to Art.218 TFEU.
- Complete any administrative arrangements needed to implement international agreements concluded by the European Commission.
- Elaborate legal advice on new possibilities for case by case cooperation with any third country, in the absence of an agreement or adequacy decision.
- Take appropriate implementing actions in case of new possibilities provided for in the Europol Regulation Recast as regards the transfer of personal data to third states.

Expected results: Increased involvement of Europol in information exchange with third countries and better access to criminal intelligence from abroad.

Improved cooperation and joint undertakings with third countries leading to an increased operational impact.

Cooperation with EU institutions, agencies or bodies

Objectives and actions

A.7.7 Manage cooperation with EU institutions, agencies or bodies.

- Manage strategic cooperation of Europol with EU institutions, agencies or bodies, including EU CSDP missions and operations; manage the Liaison Office in Brussels.
- Manage and coordinate the interaction with the European Commission, the External Action Service (EEAS), including INTCEN, and EU Council and Parliamentary committees, including the Joint Parliamentary Scrutiny Group (JPSG).
- Enhance cooperation with the Commission and EEAS, including EU Migration Liaison Officers and CT experts to third countries, in order to improve the links between EU Delegations and Europol and to progress on embedding the law enforcement component into CSDP missions and operations, in line with the Civilian Compact, as endorsed by European Council in December 2019.
- Explore the establishment of links with EU defence structures (CSDP missions and operations and SATCEN) and relevant bodies countering hybrid threats in order to enrich the intelligence picture with strategic information from military sources, while fully respecting the mandate of INTCEN and the mandate of national security and intelligence services.
- Provide (technical) advice and contribute to the implementation of new EU policy and legislative initiatives.
- Follow closely the implementation of the EU Security Union Strategy and relevant EU policies and initiatives[51], for emerging tasks falling within Europol's mandate. In particular, follow the preparations for new initiatives in the area of cyber resilience, such as European Cyber Resilience Act, and the developments in the area of travel intelligence, such as the new proposal on Advance Passenger Information. The new initiative for reciprocal access to security-related information for front-line officers between EU and key third countries to counter shared security threats needs to be taken into the account as well.
- Support activities regarding Schengen evaluations on police cooperation, such as evaluations, on-site visits to Schengen countries and training.

[51] EU Strategy and Action Plan on Drugs, EU Action plan on fire arms trafficking, Counter Terrorism Agenda for the EU, EU strategy for a more effective fight against child sexual abuse, EU strategy to Tackle Organised Crime, Action Plan on migrants smuggling and Action Plan for fight against trafficking in human beings, the new Strategy on the future of Schengen and the European Police Partnership Concept.

- Support the implementation of the operational agreements with Eurojust and Frontex. Facilitate the exchange of Liaison officers with Frontex and the liaising of Eurojust SNEs with Europol's crime centres.
- Support the implementation of the strategic agreements, MoUs and administrative and working arrangements with CEPOL, ECB, ECDC, EEAS, EMCDDA, ENISA, EPPO, EUIPO, EU-LISA, the European Commission, FRA and OLAF.
- Ensure the effective implementation of the working arrangement with the European Public Prosecutor's Office (EPPO) and the working modalities for Europol's provision of support. Ensure synergies with Eurojust and OLAF in the respective efforts to collaborate with the EPPO. Establish regular communication with the EPPO on strategic/policy issues relevant to respective mandates.
- Enhance collaboration with the EU Agency for Fundamental Rights (FRA), based on the new Memorandum of Understanding for cooperation between Europol and FRA.
- Establish structured collaboration with the European Union Agency for Asylum (ex. EASO), based on the new legal framework.
- Continue the reinforced cooperation with eu-Lisa and Frontex with regard to the implementation of legislative files such as ETIAS and interoperability of the EU information management systems, etc. Participate in the trilateral technical meetings to ensure coordination and alignment.
- Continue the reinforced cooperation between the Eurojust Contact Points and Europol's Analysis Projects with regard to exchange of information, identification of HVT and Eurojust's participation in the EU Policy Cycle to step up the fight against serious and organised crime, terrorism and cybercrime. Support the coordination of the annual networking meeting.
- Support the Joint Investigation Teams (JIT) of the Member States in cooperation with Eurojust and OLAF including the provision of complementary funding and training.
- Establish a structured communication flow with the EU Intelligence and Situation Centre (EU INTCEN) of EEAS.
- Collaborate with other relevant EU agencies such as EMSA and contribute to the work of the JHA Agencies Network.

Expected results:	Utilisation of synergies, optimisation of information flow and alignment of actions between Europol and other EU institutions, agencies and bodies leading to better operational impact.

Cooperation with organisations and private parties

Objectives and actions

A.7.8 Manage cooperation with international and regional organisations, and private parties.

- Support the implementation of the operational agreement with Interpol and manage Europol's Liaison Offices at Interpol. Prepare a strategic review of the cooperation with Interpol.
- Support the implementation of the strategic agreements with the United Nations Office on Drugs and Crime (UNODC) and the World Customs Organisation (WCO). Reach out to other relevant UN offices for establishing of cooperation [e.g. the UN Office of Counter-Terrorism (UNOCT)].
- Enhance the cooperation with WCO by implementing exchange programmes, sharing and contribution to strategic reports, extending access to relevant platforms and networks (e.g. EPE, CEN) and participating in joint operations and capacity building activities.

- Restart negotiations for establishing a cooperation agreement with the International Criminal Court (ICC).
- Pursue progress in concluding a working arrangement with NATO in order to enrich the criminal intelligence picture with strategic information from military sources.
- Explore possibilities to enhance cooperation with the Council of Europe, in areas of mutual interest.
- Monitor developments in relevant regional organisations and collaboration platforms such as the Baltic Sea Task Force, Danube River Strategy group, the Western Balkan regional initiatives, SELEC, MAOC-N, and EUMed, Afripol, the Western Africa Platforms, Aseanapol and Ameripol, and identify areas of collaboration depending on operational needs.
- Provide legal advice related to Europol's negotiation and conclusion of working arrangements with international organisations and private parties.
- Explore possibilities to enhance cooperation with private parties, non-governmental actors and other potential external partners according to the new legal provisions of Europol Regulation Recast.

Expected results: Cooperation with international and regional organisations, and private parties brings forward better criminal intelligence picture and operational results.

Indicators	Latest result (Q2 2021)	Target 2022
Number of Strategic Analysis Reports	11	30
Satisfaction with Strategic Analysis Reports	9.5	8.5
Satisfaction with Operational Analysis	8.9	8.5
Satisfaction with Operational Training delivered to MS/TP	9.7	8.5
Number of new JITs signed	8	25
Number of SIENA messages exchanged by Third Parties	110,398	240,000

A.8. Governance, support and administration

Overview

Europol strives for full compliance with principles of sound financial management, security, data protection and internal control standards as demonstrated by the overall positive findings resulting from the internal and external audit mechanisms. In the spirit of ensuring clear accountability towards its stakeholders, Europol also applies robust document and records management procedures, and adheres to a systematic performance monitoring and reporting practice.

As provided for in Article 32 of the Europol Financial Rules, the Europol Internal Control Framework (ICF), adopted by the Europol MB in December 2018, represents the overall strategy on the organisational and internal control approach, as well as for Europol's ethics, compliance, corporate risk management and anti-fraud related components. The ICF is monitored through a set of control indicators that are integrated in Europol's corporate performance monitoring. The Code of Conduct, Europol's cornerstone for the organisational ethics, was put in force in an updated version at the end of 2019, including based on a review of staff from across the organisation. The Code of Conduct gives an essence statement for each of the 6 Europol Values (Service, Integrity, Accountability, Initiative, Partnership and Diversity), underlining a zero tolerance to fraud and the requirement to perform duties impartially and without favouring any particular individual, group, organisation or country, for preventing any potential conflict between personal and work related interests.

In 2022, the implementation of the HR and Finance Strategies will continue to ensure an efficient and effective management of budget and resources.

As a consequence of the impact of the COVID-19 crisis, Europol accelerated activities to ensure a future-proof working environment. Further development and implementation of such activities e.g. decentralised working methods, including the possibility to use secured video-calls and collaboration tools, teleworking and modernised electronic workflows will continue in 2022.

The agency aims at maintaining effective communication to both external partners and stakeholders, and internally to staff. Increasing the awareness of the general public and the law enforcement community of Europol's work is continuously pursued. The broader awareness of Europol's products and services among MS' competent authorities is a prerequisite for their full and effective utilisation, and for bringing forward better operational results. Transparent communication towards staff is an important factor to ensure engagement and motivation.

The growth of the agency demanded the establishment of the Strategic Housing Roadmap, which comprises the relocation of part of Europol's staff to temporary satellite buildings in the short to mid-term and the arrangement of second permanent headquarters in the longer term. At the same time, existing workspace should be re-organised to ensure optimal utilisation and compliance with the new governmental standards. These activities require a major effort and ultimately an expansion of the necessary facilities, ICT, security and administrative services for the years ahead.

Objectives 2022

Corporate affairs and services
Objectives and actions
A.8.1 Continue optimising Europol's corporate functions. ○ Coordinate and oversee the implementation of Europol's Strategy and Europol's External Strategy. Review the Europol Strategy 2020+. ○ Prepare Europol's multi-annual and annual business planning documents, and quarterly, bi-annual and annual corporate performance reporting. ○ Provide policy advice and prepare related policy documents; Identify key strategic opportunities for Europol's growth in priority areas. ○ Implement the Internal Control Framework (ICF) and maintain the financial model of Europol (appointment decisions, etc.); assess the effectiveness of the ICF based on a dedicated list of control indicators. ○ Coordinate all audit activities and Europol's response to audit activities and findings. ○ Monitor Europol's corporate risks. Implement the risk management policy and enhance awareness, through training and communication measures. ○ Streamline the use of corporate analytics and reporting to ensure high quality and accurate corporate performance measurement and reporting. ○ Maintain and further develop the User Survey. ○ Provide legal advice on the implementation of Europol's legal framework and data protection rules. Advice on legality and compatibility of new Europol initiatives with EU law, as well as on new EU initiatives having an impact on Europol. ○ Prepare implementation legislation following the Europol Regulation Recast and obtain the agreement of the MB, the EDPS and the European Commission (where applicable). ○ Develop and deliver an internal training program on the application of the amended Europol's legal framework. ○ Ensure effective change management across Europol with a view to implementing the new provisions in the Europol Regulation Recast. ○ Develop and maintain Europol's legal framework for finance, procurement, grants and facilities. Revise Europol's Financial Regulation (FR) following the revision of the Commission's FR and the model framework FR for agencies. ○ Provide internally legal support on contracts, service level agreements, licenses, grant agreements, etc. Handle contract related complaints and court cases. ○ Develop and maintain the HR legal framework and implementing rules to the EU Staff Regulations. Handle staff related complaints, requests and court cases.
Expected results: Europol progresses along the strategic priorities; areas for further development are identified and utilised. Transparency and accountability of the organisation's strategic planning and performance. Increased benefits to Europol's Legal frameworks, implementing rules and corporate processes are up-to-date and compliant.

Corporate communications
Objectives and actions
A.8.2 Ensure efficient internal and external communication. ○ Maintain and further develop media, press and public relations; develop and coordinate external and internal communication networks and coordinate external publications.

- Maintain and continuously develop Europol's website.
- Coordinate the requirement gathering and implementation of an interactive data visualisation component as part of the website. Continue with the requirements phase of the new EU Most Wanted website.
- Map and document processes and workflows in the area of digital communication and campaigns. Implement the digital asset management system.
- Support high-level visits and organise high-level events such as the European Police Chiefs Convention (EPCC).
- Implement actions for raising awareness based on the principle of joint responsibility between Europol and MS.
- Manage and develop Europol's communication channels and formats, including provision of corporate audio-visual productions and campaigns targeting awareness raising of Europol's products and services.
- Continue to explore possible ways to translate other promotional material in all EU languages, taking into account budgetary impact.
- Provide access to, user support and training on the use of Open Source (OS) tools and databases. Organise the Europol Open Sources (OS) Intelligence Conference. Produce OS reports and contribute to country reports to support governance activities.
- Manage and promote the use of the Europol Media Monitoring tool; deliver effective media monitoring, crisis monitoring and media impact products and services.
- Maintain and develop Europol's intranet as the main internal communication tool. Organise staff and managerial events.

Expected results:	Europol maintains effective communication to external partners and stakeholders. Europol and its brand identity are positioned among media. A wider group of MS' law enforcement officers are aware of Europol's products and services and of the benefits of international law enforcement cooperation. Effective media monitoring and open sources tools are in place and broadly used. Europol maintains effective internal communication.

Administration and budget

Objectives and actions

A.8.3 Ensure efficient human resources and budget management.

- Plan and monitor the implementation of the budget and staff establishment plan.
- Develop and update finance related policies, implementing rules and processes.
- Execute financial initiation of revenue and expenditure; Perform ex-ante and ex-post financial verification of all financial operations.
- Manage tender planning and procedures in line with annual business and budget planning.
- Review the contract management, budget planning and reporting, and financial and grant administration activities performed by Europol and assess the need for further centralisation, in accordance with the Europol Finance Strategy.
- Implement activities from the Action Plan of the IAS audit on contract management (performed in 2020).
- Implement financial reporting via the new automated reporting solution.
- Prepare for the implementation of the eGrants System.

- Manage the salary administration and payment of allowances to staff and SNEs.
- Manage the HR Management System (SYSPER) and coordinate the implementation of additional modules and functionalities.
- Coordinate the implementation of the HR Strategy. Implement the second phase of the HR reorganisation comprising the introduction of the HR Business Partners concept.
- Manage the Travel Management System; Prepare for the possible implementation of the Missions Integrated Processing System (MiPS) as the new travel management system at Europol.
- Ensure the coordination of talent acquisition, learning and development, appraisal, probation and reclassification, on boarding and personnel administration for staff, SNEs, interns and law enforcement trainees.
- Consider additional features for the e-recruitment system; explore other electronic recruitment/HR talent management solutions.
- Explore the possibility of psychometric testing, and evaluate the results of the (planned) 2021 pilot on the introduction of psychometric testing, as part of selection procedures for staff.
- Explore further remote testing possibilities involving the use of platforms offering proctored (supervised) testing.
- Coordinate training of Europol staff. Further implement the Leadership and Management Development Program.
- Manage the administration and coordination of grants, including EMPACT grants.
- Assess and utilise possibilities for Europol to become a co-beneficiary in EU-funded projects in order to be able to respond to the increasing number of projects requiring Europol's support, while facing limited resources.
- Deliver health and wellbeing-related services. Support activities related to the implementation of the medical service at Europol (e.g. procurement procedures, transfer of medical files, insurance).
- Ensure the quality of the services after the insourcing of the medical service covering both Europol and Eurojust.
- Investigate ways to implement a Psychosocial Risk Assessment for Europol staff.
- Implement the Risk Inventory and Evaluation (RIE)[52] of the Temporary Satellite Building; update the RIE for the Europol headquarters.
- Coordinate the elaboration and implementation of the Diversity & Inclusion (D&I) Strategy.

Expected results:	Ensured reliability and accuracy of Europol's budget management. Increased HR efficiency, effectiveness and customer service delivery. Increased efficiency and effectiveness of financial processes and client satisfaction.

Security
Objectives and actions
A.8.4 Ensure the necessary level of physical, personal and information security at Europol.

- Implement the reorganisational changes agreed by the Management Board by establishing a new Corporate Security Department aiming at strengthening operational effectiveness, improving incident response and security compliance capabilities,

[52] Health and Safety legal requirement.

improving the governance structure, enhancing the security posture and fostering cross-departmental cooperation.

- Ensure the physical security of Europol's buildings. Execute protective security operations for the Executive Director and staff, participants at high-level meetings and events.
- Ensure that security requirements are fulfilled concerning the expansion of Europol to a second temporary satellite building.
- Support the preparations for acquiring Europol's second permanent headquarters in terms of security requirements.
- Continue the upgrade of the Security Control Room to cope with expanding security tasks (e.g. monitoring of the satellite buildings).
- Establish a continuous security assurance process based on internal resources in order to timely identify and remediate technical security vulnerabilities in Europol's ICT services.
- Set up one service centre as a front office dealing with all in-house user related requests.
- Identify innovative ways to communicate security awareness to Europol users.
- Ensure timely accreditation of information systems to ensure Confidentiality & Information Security; Perform regular risk assessment of systems prior to becoming operational as well as compliance audits.
- Develop, implement and validate the business continuity framework.
- Coordinate Europol's overall crisis management capability and Disaster Recovery activities. Review and revise the current recovery strategies and develop alternative ones.
- Implement the management decision on the way forward concerning the Disaster Recovery site.
- Implement the Europol Anti-Fraud Strategy.

Expected results: Improved security for Europol's buildings, staff and visitors.
Europol fulfils its obligations in terms of confidentiality and information security.

Facilities

Objectives and actions

A.8.5 Progress towards the rationalisation and expansion of Europol's facilities services and capabilities.

- Develop, maintain and implement the policies, guidelines and processes related to services and products.
- Develop, maintain and implement the budget, contracts and agreements related to services and products.
- Manage the non-ICT assets and ensure compliance with the financial processes and insurance scope.
- Develop, maintain and implement digital workflows and self-service functionalities via the Facilities Management Information System (FMIS).
- Provide travel and integrated cross-horizontal services, with a focus on prioritising sustainability.
- Continue with the implementation of the Strategic Housing Roadmap:
  - Mid-Term Housing Solution (MTHS) project at Europol's headquarters to strengthen the building in line with the applicable new governmental standards.

- Temporary Satellite Building I (TSB I) project to safeguard the building's availability after 1 January 2024, or to explore alternative options.
- Temporary Satellite Building II (TSB II) project to create additional workplaces to support organisational growth and create swing space during the implementation of the MTHS at Europol's headquarters.
- Long-Term Housing Measures (LTHM) project to deliver a second permanent headquarters by redeveloping a current office building.
- Long-Term Housing Measures (LTHM) project to deliver a second Data Centre.

- Manage and improve Europol's environmental management system and maintain the registration of the EU Eco-Management and Audit Scheme (EMAS).
- Undertake initiatives to improve the environmental performance of the organisation in terms of sustainable procurement, carbon footprint, paper and water consumption, and waste management and separation, in line with the Environmental Objectives and Action Plan (2020 – 2022).
- Continue with Europol's events transformation initiative, including the development of a sustainable and environmental friendly conference / travel policy linked to the Guide to Mission and Authorised travel.
- Develop the organisational Environmental Vision and the Environmental Objectives and Action Plan for the period 2023 – 2025 following the objectives of the Green deal of the European Commission.
- Continue with the replacement of the local operational network (LON) by a local area network (LAN), as part of the building automation system (BAS).
- Investigate options for improvements in the business continuity and maintenance of the electricity infrastructure of Europol's headquarters, in particular the Uninterrupted Power Supply Units (UPS).

Expected results:	Existing workspace and new office locations are used in an optimal way to accommodate organisational growth. Effective processes and tooling are in place to ensure optimal facilities services and proper corporate environmental management.

Indicators	Latest result (Q2 2021)	Target 2022
Budget Outturn Rate	-	5.0%
Budget Commitment Rate	77.1%	95.0%
Budget Payment Rate	39.3%	90.0%
% of Late Payments (in value)	4.6%	5.0%
Vacancy rate	1.3%	2.0%
% of Female Staff	33%	35%
Workplace Flex Ratio	-	80%
Emissions (tonnes CO2)	716.2	3,942
% of pending critical/very important audit recommendations implemented within the timeline committed to by Europol agreed deadline with the auditing	38%	85%
Total number of News Articles mentioning Europol (high-impact web-based media)	1,966	3,000
User Satisfaction	91%	85%

Management Board Functions

Accountancy Unit (ACCU)

The Accountancy Unit is an independent unit within Europol with its Accounting Officer appointed by/reportable directly to Europol's Management Board (MB). Its main tasks and responsibilities are to:

- Implement all payments (including salaries and allowances);
- Collect revenue and recovering amounts established as being receivable;
- Implement the accounting rules and chart of accounts in accordance with the provisions adopted by the European Commission;
- Keep, prepare and present the annual accounts of Europol (financial statements and reports on the implementation of the budget);
- Lay down and validating the accounting systems; Manage the Treasury.

Data Protection Function (DPF)

The DPF is an integral part of Europol and the initial point of contact for all data protection matters. The Data Protection Officer who acts as the Head of DPF is appointed by the MB in accordance with Article 41 ER. DPF main tasks and responsibilities are to:

- Ensure lawfulness and compliance in regards to data protection (e.g. compliance reviews, annual activity report, written record of the transmission of data, register of processing operations, handling of data subject request, handling of inquiries etc.);
- Provide consultation in relation to legal and technical-organisational data protection safeguards;
- Provide training and awareness program for staff handling personal data;
- Perform as the main contact point to external data protection supervisors (e.g. Europol Data Protection Supervisor / National Data Protection Authorities).
- Following the Europol Regulation Recast, establish in timely manner new data protection safeguards in order to ensure compliance with the new rules.

Internal Audit Capability (IAC)

With the entry into force of the Europol Regulation, the IAC was formally established and continued the work of the Internal Audit Function with the mission to enhance and protect Europol's organisational value, by providing risk-based and objective assurance, advice and insight. Its main tasks and responsibilities are to:

- Evaluate the appropriateness of Europol's risk identification and management system, and the effectiveness of the Internal Control Framework;
- Review the arrangements established to ensure compliance with applicable legislation, policies, plans and procedures;
- Review the reliability and integrity of significant operating and financial information and the means used to identify, measure, classify and report such information;
- Evaluate the economy and efficiency with which resources are employed;
- Review programs or operations to ascertain whether results are consistent with established plans and objectives, and determine whether goals have been achieved;
- Monitor and report on the implementation of audit recommendations issued by IAC.

Management Board Secretariat (MBS)

MBS is responsible for supporting the Chairperson of the Management Board in compliance with the Europol Regulation. Its main tasks and responsibilities are to:

- Support the coordination of the MB's work and ensure its coherence;
- Organise activities and meetings of the MB and its Working Groups on Corporate matters (legal, financial and personnel issues) and on Information Management, as well as ad hoc meetings and working groups established by the Board;

- Provide the MB with the necessary administrative support;
- Support oversight and policy-making activities regarding matters such as the appointment of Executive Directors and Deputy Executive Directors, corporate governance, human resources and external relations.

ANNEXES

Annex I: Organisational chart

Annex II: Resource allocation per Activity 2022-2024

Annex III: Financial Resources 2022 – 2024

- Table 1 – Revenue
- Table 2 – Expenditure
- Table 3 – Budget outturn and cancellation of appropriations

Annex IV: Human resources - quantitative

- Table 1 – Staff population and its evolution; Overview of all categories of staff
- Table 2 – Multi-annual staff policy plan year 2022 - 2024
- Table 3 – Recruitment forecasts 2022

Annex V: Human resources qualitative

- A. Recruitment policy
- B. Appraisal of performance and reclassification/promotions
- C. Gender representation
- D. Geographical balance
- E. Schooling

Annex VI: Environment management

Annex VII: Building policy

Annex VIII: Privileges and immunities

Annex IX: Evaluations

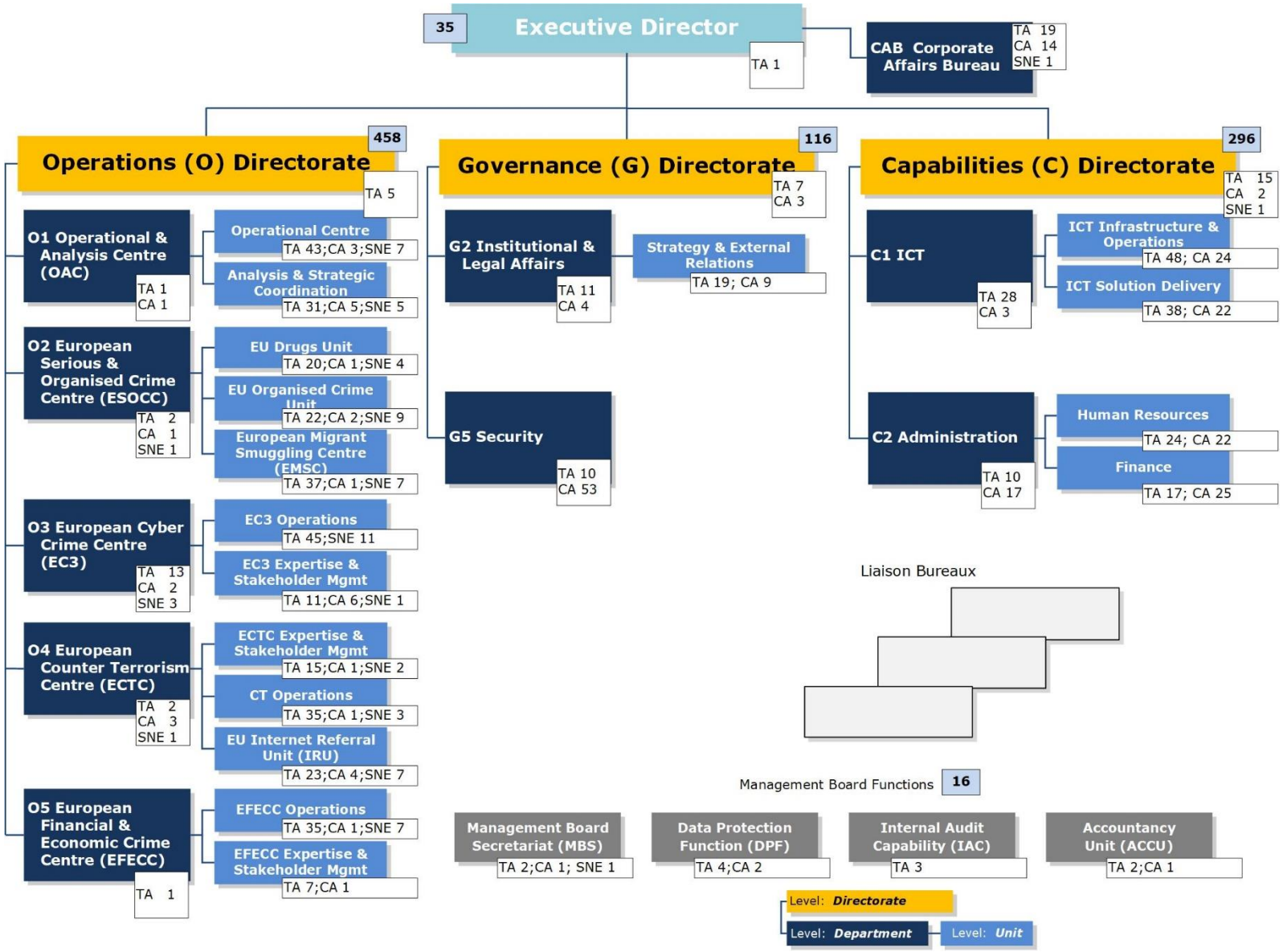
Annex X: Strategy for the organisational management and internal control systems

Annex XI: Plan for grant, contribution or service-level agreements

Annex XII: Strategy for cooperation with third countries and/or international organisations

Annex XIII: Procurement Plan 2022

Annex I: Organisational chart of the Agency for year 2021[53]



[53] A re-organisation resulting in an enhanced Security Department and a new Information Management Unit is ongoing at the time of writing.

Annex II: Resources allocation per activity 2022 – 2024

	Year 2021 [1]			Year 2022 Resource estimates			Year 2023 [2] Resource estimates			Year 2024 [3] Resource estimates		
	TA	CA & SNE (FTE)	Budget allocated	TA	CA & SNE (FTE)	Budget allocated	TA	CA & SNE (FTE)	Budget allocated	TA	CA & SNE (FTE)	Budget allocated
A.1. Development of operational ICT and IM capabilities	119	38	60,920,000	152	57	70,725,000	155	57	74,383,000	158	57	77,364,000
A.2. Operational Coordination	54	17	12,382,000	60	17	13,904,000	64	17	14,893,000	67	17	15,663,000
A.3. Combating Serious and Organised Crime	90	26	19,057,000	102	26	24,306,000	106	26	25,835,000	109	26	26,824,000
A.4. Combating Cyber Crime	69	23	13,597,000	77	23	15,681,000	81	23	16,870,000	85	23	17,747,000
A.5. Counter-Terrorism	75	22	15,696,000	83	22	16,344,000	87	22	17,465,000	91	22	18,354,000
A.6. Combating Financial and Economic Crime	43	9	8,035,000	51	9	8,933,000	55	9	9,866,000	59	9	10,603,000
A.7. Strategic and Analysis Coordination	47	12	8,198,000	52	10	8,696,000	56	10	9,636,000	59	10	10,301,000
Total Operational Activities	497	147	137,885,000	577	164	158,589,000	604	164	168,948,000	628	164	176,856,000
A.8. Governance, support and administration (incl. MBF)	118	159	31,079,000	109	142	33,791,773	112	142	34,957,172	114	142	35,994,244
TOTAL	615	306	168,964,000	686	306	192,380,773	716	306	203,905,172	742	306	212,850,244

[1] The allocation of the resources as per current organisation structure (2021) does not include the changes which applied for the year 2022 – 2024.

[2] [3] The human and financial resources outlook for 2022 and 2023 are in line with the MFF 2021-2027 and the legislative financial proposal of the Commission's proposal for a recast of the Europol Regulation. The Organisation will ensure that the largest part of the resource increase will be allocated to operational activities in support of Member States, in line with the Europol Regulation recast and the Europol Strategy 2020+.

Annex III: Financial Resources 2022 - 2024

The human and financial resources outlook for 2022, 2023 and 2024[54] are in line with the MFF 2021-2027 and the legislative financial proposal of the Commission's proposal for a recast of the Europol Regulation.

Table 1 - Revenue
General revenues

REVENUES	2021	2022
	Revenues estimated by the agency	Budget forecast
EU contribution	168,964,254	192,380,773
Other revenue		
TOTAL REVENUES	**168,964,254**	**192,380,773**

REVENUES	General revenues						
	Executed 2020	Estimated by the agency 2021	2022		VAR 2022/ 2021 (%)	Envisaged 2023	Envisaged 2024
			Agency request	Budget forecast			
1 REVENUE FROM FEES AND CHARGES							
2 EU CONTRIBUTION	149,071,567	168,964,254	192,380,773		114%	203,905,172	212,850,244
- Of which assigned revenues deriving from previous years' surpluses	*1,106,807*	*2,363,548*	*3,349,469*				
3 THIRD COUNTRIES CONTRIBUTION (incl. EEA/EFTA and candidate countries)							
- Of which EEA/EFTA (excl. Switzerland)							
- Of which candidate countries							
4 OTHER CONTRIBUTIONS							
5 ADMINISTRATIVE OPERATIONS							
- Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)							

[54] For 2023 and 2024, indicative allocations are shown. The draft estimate for 2023 will be prepared in January 2022 as part of the PD2023-2025.

REVENUES	General revenues						
	Executed 2020	Estimated by the agency 2021	2022		VAR 2022/ 2021 (%)	Envisaged 2023	Envisaged 2024
			Agency request	Budget forecast			
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT							
7 CORRECTION OF BUDGETARY IMBALANCES							
TOTAL	**149,071,567**	**168,964,254**	**192,380,773**		**114%**	**203,905,172**	**212,850,244**

Additional EU funding: grant, contribution and service-level agreements

REVENUES	2021	2022
	Revenues estimated by the agency	Budget forecast
TOTAL REVENUES	3,918,589	3,635,000

REVENUES	Additional EU funding: grant, contribution and service-level agreements						
	Executed 2020	Estimated by the agency 2021	2022		VAR 2022/2021 (%)	Envisaged 2023	Envisaged 2024
			Agency request	Budget forecast			
ADDITIONAL EU FUNDING STEMMING FROM GRANTS (FFR Art.7)	768,376	1,721,164	958,215		56%	536,007	222,800
ADDITIONAL EU FUNDING STEMMING FROM CONTRIBUTION AGREEMENTS (FFR Art.7)	14,844	927,425	1,406,785		152%	1,422,835	656,912
ADDITIONAL EU FUNDING STEMMING FROM SERVICE LEVEL AGREEMENTS (FFR Art. 43.2)	806,860	1,270,000	1,270,000		100%	1,230,000	120,000
TOTAL	**1,590,080**	**3,918,589**	**3,635,000**		93%	**3,188,842**	**999,712**

Table 2 - Expenditure

Expenditure	2021		2022	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1 - Staff expenditure	93,368,154	93,368,154	103,065,273	103,065,273
Title 2 - Infrastructure and operating expenditure	11,988,600	11,988,600	14,653,500	14,653,500
Title 3 - Operational expenditure	63,607,500	63,607,500	74,662,000	74,662,000
TOTAL EXPENDITURE	**168,964,254**	**168,964,254**	**192,380,773**	**192,380,773**

EXPENDITURE	Commitment / payment appropriations						
	Executed Budget 2020	Budget 2021	Draft Budget 2022		VAR 2022/2021 (%)	Envisaged 2023	Envisaged 2024
			Agency request	Budget forecast			
Title 1 Staff Expenditure	**85,819,036**	**93,368,154**	**103,065,273**		**110%**	**111,586,410**	**117,598,138**
11 Salaries & allowances	79,028,116	85,744,454	94,581,073		**110%**	102,678,000	87,796,500
- of which establishment plan posts	66,756,865	71,744,454	78,158,073		**109%**	86,075,000	87,796,500
- of which external personnel	12,271,252	14,000,000	16,423,000		**117%**	16,603,000	20,715,060
13 Sociomedical infrastructure	989,179	835,200	989,000		**118%**	1,038,450	1,059,219
14 Training	109,526	150,000	150,000		**100%**	157,500	160,650
15 Other staff-related expenditure	5,640,408	6,574,000	7,238,200		**110%**	7,600,110	7,752,112
16 Entertainment and representation expenses	51,807	64,500	107,000		**166%**	112,350	114,597
Title 2 Other administrative expenditure	**10,563,884**	**11,988,600**	**14,653,500**		**122%**	**15,185,490**	**15,489,200**
20 Rental of buildings and associated costs	6,820,915	7,564,300	7,964,000		**105%**	8,362,200	8,529,444
21 Administrative information technology	1,619,981	1,664,500	2,234,000		**134%**	2,278,680	2,324,254
22 Movable property and associated costs	865,120	898,300	1,728,000		**192%**	1,762,560	1,797,811
23 Current administrative expenditure	327,998	460,500	646,500		**140%**	659,430	672,619
24 Postal charges and telecommunications	836,400	987,500	1,076,000		**109%**	1,097,520	1,119,470
25 Statutory expenditure	93,470	413,500	1,005,000		**243%**	1,025,100	1,045,602
Title 3 Operational activities	**51,852,054**	**63,607,500**	**74,662,000**		**117%**	**77,133,272**	**79,762,906**

EXPENDITURE	Commitment / payment appropriations						
	Executed Budget 2020	Budget 2021	Draft Budget 2022		VAR 2022/2021 (%)	Envisaged 2023	Envisaged 2024
			Agency request	Budget forecast			
30 Operations[55]	13,534,036	18,733,000	22,786,000		**122%**	23,241,720	23,706,554
31 Operational information technology	33,510,102	39,057,000	41,255,000		**106%**	43,058,132	45,006,263
32 Telecommunication costs for operational activities	903,706	1,055,000	2,306,000		**219%**	2,352,120	2,399,162
33 Seconded National Experts (Operational)	3,839,749	3,558,500	6,662,000		**187%**	6,795,240	6,931,145
34 EPCC	-	150,000	300,000		**200%**	306,000	312,120
35 Heads of Europol National Units	18,873	54,000	170,000		**315%**	173,400	176,868
38 Decryption Platform	45,588	1,000,000	1,183,000		**118%**	1,206,660	1,230,793
TOTAL EXPENDITURE	**148,234,974**	**168,964,254**	**192,380,773**		**114%**	**203,905,172**	**212,850,244**

Table 3 Budget outturn and cancellation of appropriations 2017-2020 (N-4 – N-2)

Budget outturn	2017	2018	2019	2020
Revenue actually received (+)	119,696,212	136,992,275	143,094,062	160,660,117
Payments made (-)	(110,402,761)	(117,290,890)	(128,591,904)	(132,636,293)
Carry-over of appropriations (-)	(18,756,290)	(26,103,122)	(22,802,657)	(32,201,626)
Cancellation of appropriations carried over (+)	834,972	1,029,950	1,557,227	2,471,557
Adjustment for carry-over of assigned revenue appropriations from previous year (+)	9,783,165	6,480,224	9,108,957	5,056,138
Exchange rate differences (+/-)	3,595	-1,631	-2,136.79	(424)
Adjustment for negative balance from previous year (-)				
Total	**1,158,893**	**1,106,807**	**2,363,548**	**3,349,469**

[55] Including, among others, €2.72M for ATLAS

Descriptive information and justification on:

Budget outturn

The overall budget result for the financial year 2020 comes to € € 3,349,469. This includes the following:

- An amount of € 836,593 of the 2020 budget was not committed and lapsed.
- An amount of € 2,471,557 of appropriations carried forward from 2019 to 2020 was not used.
- An amount of EUR 41,744 of internal assigned revenue (C5) carried forward from 2019 to 2020 € not used and lapsed.
- The exchange rate difference in 2020 was € -424 (losses).

Cancelation of payment appropriations carried forward

The carry forward to 2020 came to a total of € 17.7M to cover existing commitments including € 7.3M of automatic carry over for ICT hardware and software and € 4.7M for the SHR (Strategic Housing Roadmap) project in Facilities. The final implementation rate of the carry forward was 86.1% at the end of the year, which is 4.8% lower than in 2019. A total of € 2.5M was not used and is thus incorporated in the final budget outturn.

- € 84.2K relates to Title 1, which is 13.4% of the carried forward under Title 1 (€ 627K);
- € 246K relates to Title 2, which is 4.3% of the carried forward under Title 2 (€ 5.7M); and
- € 2.1M relates to Title 3, which is 18.8% of the carried forward under Title 3 (€ 11.4M).

Annex IV: Human resources quantitative

Table 1: Staff population and its evolution; Overview of all categories of staff

The human and financial resources for the years 2022 and 2023 are aligned with the Legislative Financial Statement put forward as part of the Commission's proposal for a recast of the Europol Regulation.

A. Statutory staff and SNE

Staff	Year 2020			Year 2021	Year 2022	Year 2023	Year 2024
ESTABLISHMENT PLAN POSTS	**Authorised Budget**	**Actually filled as of 31/12/2020**	**Occupancy rate %**	**Authorised staff**	**Authorised budget**	**Envisaged staff**	**Envisaged staff**
Administrators (AD)	583	589	101.0%	583	654	698	724
Assistants (AST)	32	20	62.5%	32	32	18	18
Assistants/Secretaries (AST/SC)							
TOTAL ESTABLISHMENT PLAN POSTS	**615**	**609**	**99.0%**	**615**	**686**	**716**	**742**
EXTERNAL STAFF	**FTE corresponding to the authorised budget**	**Executed FTE as of 31/12/2020** [56]	**Execution rate %**	**Headcount as of 31/12/2020**	**FTE corresponding to the authorised budget**[57]	**Envisaged FTE**	**Envisaged FTE**
Contract Agents (CA)	235	181.86	77.4%	191	235	235	235
Seconded National Experts (SNE)	71	59.79	84.2%	53	71	71	71
TOTAL EXTERNAL STAFF	**306**	**241.65**	**79%**	**244**	**306**	**306**	**306**
TOTAL STAFF	**921**	**850.65**	**92.4%**				

[56] CA financed from the EU contribution: 191 Headcount (181.86 Annual average FTE); CA financed from other sources: 12 Headcount (10.88 Annual average FTE). SNE financed from the EU contribution at 31/12/2020: 53 Headcount (59.79 Annual average FTE). SNE financed from other sources: 7 Headcount (6.33 Annual average FTE). Cost free SNE: 18 Headcount (17.45 Annual average FTE); SNE Guest Officers: 28 Headcount (50.4 Annual average FTE).

[57] As of 2022, next to the regular SNE categories, an additional 50 SNE FTE for GE/OTFs (short-term, costed) are envisaged. Europol will report on the budgetary and HR related implementation in the regular updates to the MB throughout the respective financial year, the consolidated annual activity reporting and in the annual accounts. The short-term Seconded National Experts will be filled with MS' experts as per the rules on the secondment of Seconded National Experts adopted by the MB in October 2021 and in accordance with the corresponding Guest Experts concept (thus the short-term Guest Experts will not be deployed to perform tasks of the regular 71 Seconded National Experts).

B. Additional external staff expected to be financed from grant, contribution or service-level agreements

Human Resources	Year 2021	Year 2022	Year 2023	Year 2024
	Envisaged FTE	Envisaged FTE	Envisaged FTE	Envisaged FTE
Contract Agents (CA)	28	27	22	14
Seconded National Experts (SNE)	7	7	7	0
TOTAL	**35**	**34**	**29**	**14**

C. Other Human Resources

Structural service providers[58]

	Actually in place as of 31/12/2020
IT	58

Interim workers

	Total FTEs in year 2020	
Number	N/A	

[58] Service providers are contracted by a private company and carry out specialised outsourced tasks of a horizontal/support nature. At the Commission, following general criteria should be fulfilled: 1) no individual contract with the Commission 2) on the Commission premises, usually with a PC and desk 3) administratively followed by the Commission (badge, etc) and 4) contributing to the added value of the Commission.

Table 2 – Multi-annual staff policy plan 2022 - 2024

Function group and grade	Year 2020				Year 2021		Year 2022		Year 2023		Year 2024	
	Authorised budget		Actually filled as of 31/12		Authorised budget		Authorised budget		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. Posts	Temp. posts	Perm. posts	Temp. posts
AD 16										1		1
AD 15		1		1		1		1				1
AD 14		3		3		3		3		3		2
AD 13		5				5		1		2		3
AD 12		11		7		11		10		11		11
AD 11		14		5		10		8		10		11
AD 10		25		15		23		18		21		24
AD 9		50		34		51		43		47		51
AD 8		84		68		85		83		92		105
AD 7		148		171		152		193		216		234
AD 6		211		276		211		285		287		274
AD 5		31		9		31		9		8		7
AD TOTAL		583		589		583		654		698		724
AST 11												
AST 10												
AST 9												
AST 8		1				2		2		1		1
AST 7		5		2		5		5		2		3
AST 6		6		2		6		6		5		5
AST 5		7		4		7		7		4		3
AST 4		7		7		6		6		3		3
AST 3		3		1		3		3		2		2

Function group and grade	Year 2020				Year 2021		Year 2022		Year 2023		Year 2024	
	Authorised budget		Actually filled as of 31/12		Authorised budget		Authorised budget		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. Posts	Temp. posts	Perm. posts	Temp. posts
AST 2		3		4		3		3		1		1
AST 1												
AST TOTAL		32		20		32		32		18		18
AST/SC 6												
AST/SC 5												
AST/SC 4												
AST/SC 3												
AST/SC 2												
AST/SC 1												
AST/SC TOTAL												
TOTAL		615		609		615		686		716		742
GRAND TOTAL	**615**		**609**		**615**		**686**		**716**		**742**	

External personnel

Contract Agents

Contract agents	FTE corresponding to the authorised budget 2020	Executed FTE as of 31/12/2020	Headcount as of 31/12/2020	FTE corresponding to the authorised budget 2021	FTE envisaged 2022	FTE envisaged 2023	FTE envisaged 2024
Function Group IV	52	35.56	40	52	59	59	59
Function Group III	121	95.55	102	121	118	118	118
Function Group II	62	50.75	49	62	58	58	58
Function Group I							
TOTAL	**235**	**181.86**	**191**	**235**	**235**	**235**	**235**

Seconded National Experts

Seconded National Experts	FTE corresponding to the authorised budget 2020	Executed FTE as of 31/12/2020	Headcount as of 31/12/2020	FTE corresponding to the authorised budget 2021	FTE envisaged 2022	FTE envisaged 2023	FTE envisaged 2024
TOTAL	**71**	**59.79**	**53**	**71**	**71**	**71**	**71**

Table 3 - Recruitment forecasts 2022 following retirement/mobility or new requested posts

(information on the entry level for each type of posts: indicative table)

Job title in the Agency	**Type of contract (Official, TA or CA)**		**TA/Official** **Function group/grade of recruitment internal (brackets) and external (single grade) foreseen for publication***		**CA** **Recruitment Function Group (I, II, III or IV)**
	Due to foreseen retirement/mobility	**New post requested due to additional tasks**	**Internal (brackets)**	**External (brackets)**	
Allocation of new posts / replacement of staff members due to resignation / contract expiry and definition of profiles will be done in line with Europol's mandate and business priorities and on the basis of the MASPP.	Number of anticipated retirements, if any, is expected to be small **End of 2nd contracts:** TA contracts: 13 (restricted) + 12 potentially (non-restricted – pending outcome of different indefinite contract procedures) CA contracts: 1 FGII and 4 FGIII	71	Will be updated once the final budget 2022 is adopted; however most recruitments will be in the brackets AD5-AD12 and AD7-AD12	Will be updated once the final budget 2022 is adopted; however most recruitments will be AD6/Specialist or AD7/Senior Specialist	It is expected that profiles will largely remain stable vis-à-vis current CAs.

*Indication of both is required

Number of inter-agency mobility Year 2021 from and to the Agency: XXX

Annex V: Human resources qualitative

A. Recruitment policy:

Implementing rules in place:

		Yes	No	If no, which other implementing rules are in place
Engagement of CA	Model Decision C(2019)3016	x		
Engagement of TA	Model Decision C(2015)1509		x	Decision of the Management Board of Europol of 28 February 2019 laying down general implementing provisions on the procedures governing the engagement and use of temporary staff under Article 2(f) of the Conditions of Employment of Other Servants of the European Union
Middle management	Model decision C(2018)2542		x	Decision of the Management Board of Europol of 04 October 2019 on middle management staff
Type of posts	Model Decision C(2018)8800	x		

B. Appraisal and reclassification/promotions

Implementing rules in place:

		Yes	No	If no, which other implementing rules are in place
Reclassification of TA	Model Decision C(2015)9560	X		
Reclassification of CA	Model Decision C(2015)9561	X		
Appraisal of TA	Model Decision C(2013)8985	X		
Appraisal of CA	Model Decision C(2014)2226	X		

Table 1 - Reclassification of TA/promotion of officials

	Average seniority in the grade among reclassified staff						
Grades	**Year 2017**	**Year 2018**	**Year 2019**	**Year 2020**	**Year 2021**	**Actual average over 5 years**	**Average over 5 years** (According to Decision C(2015)9563)
AD05	3.0			4			**2.8**
AD06	3.4	3.8	3.7	5			**2.8**
AD07	3.3	3.2	4.3	5.2			**2.8**
AD08	3.4	8.2	7.5	5.8			**3**
AD09	5.1	3.7	7	7.2			**4**
AD10	6.9						**4**
AD11	7.6	2.3					**4**
AD12							**6.7**
AD13							**6.7**
AST1							**3**
AST2							**3**
AST3							**3**
AST4	7.2	2.42	3.3	2.3			**3**
AST5		5					**4**
AST6							**4**
AST7							**4**
AST8							**4**
AST9							**N/A**
AST10 (Senior assistant)							**5**
AST/SC1							**4**
AST/SC2							**5**
AST/SC3							**5.9**
AST/SC4							**6.7**
AST/SC5							**8.3**

Table 2 -Reclassification of contract staff

Function Group	Grade	Staff in activity at 1.01.2019	How many staff members were reclassified in Year 2020	Average number of years in grade of reclassified staff members	Average number of years in grade of reclassified staff members according to decision C(2015)9561
CA IV	17				Between 6 and 10 years
	16	6	1	2	Between 5 and 7 years
	15	3			Between 4 and 6 years
	14	30	4	3	Between 3 and 5 years
	13	11	2	3	Between 3 and 5 years
CA III	11	29	2	3	Between 6 and 10 years
	10	24	3	4	Between 5 and 7 years
	9	29	6	5	Between 4 and 6 years
	8	23	5	3	Between 3 and 5 years
CA II	6	7	1	6	Between 6 and 10 years
	5	28	7	4	Between 5 and 7 years
	4	9	2	3	Between 3 and 5 years
CA I	2				Between 6 and 10 years
	1				Between 3 and 5 years

C. Gender representation

Table 1 - Data on 31/12/2020 /statutory staff (only officials, AT and AC)

		Official		Temporary		Contract Agents		Grand Total	
		Staff	**%**	**Staff**	**%**	**Staff**	**%**	**Staff**	**%**
Female	Administrator level			149	92%				
	Assistant level (AST & AST/SC)			13	8%				
	Total			**162**	**28%**	**110**	**54%**	**272**	**35%**
Male	Administrator level			406	98%				
	Assistant level (AST & AST/SC)			7	2%				
	Total			**413**	**72%**	**93**	**46%**	**506**	**65%**
Grand Total				**575**	**100%**	**203**	**100%**	**778**	**100%**

Table 2 - Data regarding gender evolution over 5 years of the Middle and Senior management[59]

	2016		2020	
	Number	**%**	**Number**	**%**
Female Managers	2	6%	7	21%
Male Managers	31	94%	26	79%

In case of significant continuous imbalance, please explain and detail action plan implemented in the agency.

[59] Staff defined as middle manager by the applicable General Implementing provisions on middle management.

D. Geographical Balance

Explanatory figures to highlight nationalities of staff (split per Administrator/CA FG IV and Assistant /CA FG I, II, III)

Table 1 - Table on 31/12/2020 - statutory staff only (officials, AT and AC)

Nationality	AD + AC FG IV		AST/SC- AST + CA FGI/CA FGII/CA FGIII		TOTAL	
	Number	% of total staff members in AD and FG IV categories	Number	% of total staff members in AST SC/AST and FG I, II and III categories	Number	% of total staff
Austria	5	1%			5	0.6%
Belgium	29	5%	3	2%	32	4.1%
Bulgaria	19	3%	6	3%	25	3.2%
Croatia	15	2%	2	1%	17	2.2%
Cyprus	6	1%			6	0.8%
Czech Republic	8	1%	3	2%	11	1.4%
Denmark		0%				-
Estonia	4	1%			4	0.5%
Finland	8	1%	3	2%	11	1.4%
France	42	7%	4	2%	46	5.9%
Germany	47	8%	6	3%	53	6.8%
Greece	58	10%	9	5%	67	8.6%
Hungary	14	2%	8	5%	22	2.8%
Ireland	7	1%	2	1%	9	1.2%
Italy	49	8%	17	10%	66	8.5%
Latvia	2	0%	1	1%	3	0.4%
Lithuania	10	2%	4	2%	14	1.8%
Luxembourg		0%	1	1%	1	0.1%
Malta	2	0%			2	0.3%
Netherlands	49	8%	53	30%	102	13.1%
Poland	29	5%	8	5%	37	4.8%
Portugal	29	5%	12	7%	41	5.3%
Romania	58	10%	15	9%	73	9.4%
Slovakia	5	1%	1	1%	6	0.8%
Slovenia	12	2%	3	2%	15	1.9%
Spain	74	12%	13	7%	87	11.2%
Sweden	8	1%			8	1.0%
United Kingdom	*13*	*2%*	*2*	*1%*	*15*	*1.9%*
TOTAL	**602**	**100%**	**176**	**100%**	**778**	**100%**

Table 2 - Evolution over 5 years of the most represented nationality in the Agency

Most represented nationality	2016		2020	
	Number	%	Number	%
The Netherlands	100	16%	102	13%

In case of significant continuous imbalance, please explain and detail action plan implemented in the agency:

E. Schooling

Agreement in place with the European School(s) of The Hague				
Contribution agreements signed with the EC on type I European schools	**Yes**		**No**	**X**
Contribution agreements[60] signed with the EC on type II European schools	**Yes**	**X**	**No**	
Number of service contracts in place with international schools:	**N/A**			
Description of any other solutions or actions in place: **N/A**				

[60] A *Contribution Agreement* was concluded between the European Commission and Stichting Het Rijnlands Lyceum to define the conditions for payment of the *EU Contribution* for pupils of Europol staff enrolled in the European School in The Hague. A *Mandate and Service Agreement* was concluded between Europol and the European Commission to define the collaboration with respect to the implementation of the aforementioned *EU Contribution*.

Annex VI. Environment management

1. Context of the Agency and its environmental management strategy

In line with the strategic goal of being the model EU law enforcement agency with strong performance, good governance and accountability, promoting diversity and staff well-being, Europol respects its *Environmental Policy*.

Europol recognises its responsibility for making a positive contribution to sustainable development and commits itself to protect the environment by limiting the environmental impact of its activities and to continuously improve its environmental performance.

In support of that, Europol has an Environmental Management System (EMS) in place, complying with ISO 14001: 2015 requirements and the Eco-Management and Audit Scheme (EMAS). Europol's main goal is to become an EMAS registered organisation and to maintain its registration and an efficient EMS.

2. Overview of the agency's environmental management system

Europol uses and maintains an EMS, implemented in line with the requirements of EMAS and ISO 14001:2015. Its components, scope, responsibilities, activities of yearly cycle, processes and related EMS documentation are documented in the *Environmental Management System Manual* (Europol internal document). The EMAS process descriptions are integrated in the Europol process landscape.

3. Environmental aspects, indicators and targets

Europol's activities have both direct and indirect impacts on the environment. Under EMAS, Europol monitors those activities and significant environmental aspects that influence Europol's carbon footprint and impact for environment. The following **environmental aspects** are applicable:

- Energy consumption;
- Water consumption;
- Paper consumption;
- Waste production and separation;
- CO_2 emissions.

The following **environmental objectives** have been defined for the period 2020 - 2022:

Environmental Objectives 2020 – 2022 [1]	
Objective	**KPI (target 2022)**
Obtain and maintain EMAS registration	EMAS Registration
Reduced carbon footprint (CO_2)	3,5% - 5,5%
Reduced potable water consumption	10% per FTE
Improved waste management and separation	5%
Reduced paper consumption	5%

[1] Year 2018 is used as baseline to define the performance indicators to meet the set environmental objectives.

The following **indicators and targets** have been defined:

Performance indicator (description, unit)	Improvement target 2022 (compared to 2018)
	%
Total Carbon Footprint (Tonnes CO2e)	-4.5
CO2 buildings (Tonnes/p)	-4.5
CO2 vehicles (g/km)	-4.5
CO2 Air travel (Tonnes/p)	-4.5
Energy (MWh/p)	-4.5
Energy (kWh/m2)	-4.5
Water (m3/p)	-10%
Office paper (sheets/p/day)	-5.0
Waste (Tonnes/p)	-5.0

In 2022, the performance indicators will be reviewed and targets will be re-established for the next planning cycle (see section 4 below).

4. Actions to improve and communicate environmental performance

Europol has a detailed action plan, the "*Environmental Objectives and Action Plan 2020 – 2022*" in place, which defines three areas for sustainable and environmental improvement:

- *Structural environmental management and compliance;* is related to the environmental management and communication of the organisation;
- *Sustainable operations;* is the overall reduction of the carbon footprint and improved environmental performance by implementing organisational measures to reduce water, energy and paper consumption, waste generation and improved waste separation, reduce CO2 impact of business related travel, as well as employing sustainable procurement processes and awareness raising activities e.g. on promoting virtual meetings;
- *Social responsibility;* includes initiatives to small-scale nature development possibilities in the direct surrounding of Europol's accommodation.

The aim is to implement environmental friendly measures to improve the environmental performance of the organisation and organise the involved processes in a sustainable manner, with the support of EMAS and implemented EMS tools.

In 2022, the *Environmental Vision 2030* will be prepared with the aim to establish Europol long-term ambitions and objectives, supporting goals of *European Green Deal*. Furthermore, the new mid-term objectives and action plan "*Environmental Objectives and Action Plan 2023 – 2025*" will be elaborated.

In cooperation with the Central Government Real Estate Agency (CGREA) of the Host State, the recommendations of the Energy Audit, performed in 2020, will be implemented and the legal compliance will be monitored (use of the underground water for cooling of the headquarters building).

Furthermore, Europol will include and consider EMAS and organisations' environmental requirements in the development process of *Strategic Housing Roadmap*.

In line with EMAS, Europol intends to publish annually its Environmental Statement, reporting on its environmental performance. As well, EMAS update will be presented annually to the Management Board of Europol.

ANNEX VII : Buildings – year 2022

#	Building Name and type	Location	SURFACE AREA (in m²)			RENTAL CONTRACT					Host country (grant or support)
			Office space	non-office	Total	RENT (€/year)	Duration of the contract	Type	Breakout clause Y/N	Conditions attached to the breakout clause (if applicable)	
1	Headquarters	Eisenhowerlaan 73, 2517 KK, The Hague Netherlands			32,500	N/A	20 years	Lease agreement			Host State support by providing and maintaining the accommodation regarding the owner related elements.
2		Jan Willem Frisolaan 13, 2517 JS The Hague			2,700	N/A	4 years	Lease agreement			Host State support by providing and maintaining the accommodation regarding the owner related elements.
TOTAL											

Building projects in planning phase:

Strategic Housing Roadmap (SHR)
In 2011, the Host State delivered the HQ with 850 workplaces and 750 conference and training seats. Since then, the capacity of the HQ was optimised into 1,025 workplaces to cover the organisational growth.

Europol is facing a shortage of workplaces, meeting facilities and data centre capacity in its headquarters. The Dutch Host State and Europol have developed a Strategic Housing Roadmap (SHR) for the period 2016 – 2031 (expiration of the first term Lease Agreement).

Mid-Term Housing Solution (HQ)
By implementing the Mid-Term Housing Solution, the utilisation of workplaces and space (m2) in the building will be further optimised to accommodate organisational growth, implementing new working arrangements and supporting innovative meet & greet solutions. This optimisation will be further accomplished by combining hybrid workplace solutions, applying a flex ratio of 0.8 and combining the availability of a physical workplace in the office environment with remote working opportunities. The number of 1,025 workplaces will be further extended into 1,076 workplaces, in combination with 59 "focussed work" places and 24 meeting rooms (164 seats) within the office environment. Additionally, a number of 58 workplaces will be created within an Operational Collaborative Centre, while the number of meeting seats in the conference and restaurant area will be increased to align with the new capacity of the building and the number of daily users.

In 2017, the Host State published two research reports following a serious incident at a parking building at the Eindhoven Airport, where part of the structure collapsed due to construction issues related to the plank floor slabs (concrete bubble deck floors). The HQ is built with the

same plank floor slabs and was investigated by the Host State in 2017 – 2018. On the basis of the outcome of the research, the Host State informed Europol that the HQ can be used safely, according to the new safety conditions set for the usage. Nevertheless, it is expected that precautionary remedial measures by strengthening the floors will be carried out in the HQ in line with the applicable national procedures and rules of the Dutch Government. The construction works by the Host State are foreseen for the period 2023 – 2025.

The replacement of the Local Operational Network (LON), part of the Building Automation System (BAS), was initially to be executed as part of the Mid-Term Housing Solution to minimise the disturbance to the organisation. The current LON is no longer supported by the market and needs to be replaced by new technologies, as Local Area Network (LAN). Due to business continuity reasons, the LON replacement was prioritised and therefore a separate project was initiated by the Host State in 2021 to start the necessary replacements.

Temporary Satellite Building I

Due to the plank floor slab issues at the HQ, the Host State provided Europol in 2019 with the Temporary Satellite Building I to accommodate the workplaces needed to cover the organisational growth. The building will be used until the pre-cautionary additional measures will be completed in the HQ and HQ2 becomes available. As the Lease Agreement of this building will expire on 31 December 2023 and appropriate time is required in case alternative housing needs to be established, the Host State has started consultations with the involved stakeholders.

Temporary Satellite Building II

The Host State is investigating the possibilities of establishing a Temporary Satellite Building II in the vicinity of the Headquarters (HQ1). Additional workplaces and supporting spatial functions should be temporarily relocated to obtain sufficient moving space in the Headquarters for the execution of the construction works of the Mid-Term Housing Solution. As both, Temporary Satellite Buildings I and II are needed for a minimum period of seven years, until the completion of the HQ1 and HQ2, it is important that staff have the ability to easily access and maintain a relationship with the organisational entities accommodated in the HQ and Temporary Satellite Building I. Finding a suitable new office building that meets Europol's requirements is challenging, particularly regarding an acceptable distance from HQ1, the necessary security features and the currently tense real estate market in the city of The Hague.

Long-Term Housing Measures (HQ2)

For the implementation of the SHR Long-Term Housing Measures, the Host State successfully finalised the acquisition of office building Churchillplein 1 in The Hague (HQ2) in 2019. Europol completed its user Spatial-, Functional- and Technical Programme of Requirements in 2021 and the Host State is currently analysing them. As a follow-up, the Host State and Europol will start a project for the optimisation of this building to be carried out under the responsibility of the Host State. The permanent expansion is necessary to accommodate Europol's growth and spatial needs for the period 2031 – 2045.

The user requirements include a second high-availability 'Hot Data Centre'. As both buildings HQ1 and HQ2 are connected to the same electricity grid, Europol will request the Host State to establish this data centre at a different, highly secure location within The Netherlands.

In view of Article 88 of the Financial Regulation (FR) applicable to Europol, it is envisaged to request approval from the European Parliament and the Council for these housing initiatives in the near future, once the Host State and Europol have identified the exact scope of costs.

Data Recovery Site Austria

Europol's Data Recovery Site is hosted at a location owned by the Republic of Austria. The original contract, running from 1 August 2011 to 31 July 2021, was recently renewed by an Addendum for a period of 5 years, starting as of 1 August 2021 until 31 July 2026. The Data Recovery Site is used to store a backup of Euro-pol's data and is therefore important for Europol's ICT business continuity.

Annex VIII. Privileges and immunities

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	**Education / day care**
According to Article 63(1) Europol Regulation the Protocol on Privileges and Immunities of the European Union ("Protocol No. 7"[61] to the Treaty on European Union and the Treaty on the Functioning of the European Union) applies to Europol. The Protocol is supplemented by the Agreement of 15 October 1998 between the Kingdom of the Netherlands and Europol concerning the Headquarters of Europol (*see Art. 70 Europol Regulation*).	According to Article 63(1) Europol Regulation the following legal acts apply to Europol's staff (including the Executive Director and the Deputy Executive Directors): - Protocol on Privileges and Immunities of the European Union ("Protocol No. 7" to the Treaty on European Union and the Treaty on the Functioning of the EU) - Regulation (Euratom, ECSC, EEC) No. 549/69 of 25 March 1969 determining the categories of officials and other servants of the European Communities to whom the provisions of Article 12, the second paragraph of Article 13 and Article 14 of the Protocol on the Privileges and Immunities of the Communities apply (as last amended by Regulation (EC) No. 371/2009 of 27 November 2008) Protocol and Regulation are supplemented by the Agreement of 15 October 1998 between the Kingdom of the Netherlands and Europol concerning the Headquarters of Europol (*see Art. 70 Europol Regulation*), which is itself supplemented regarding staff privileges and immunities by a number of *Notes Verbales* some specific to Europol and others directed towards all international and EU organisations in The Netherlands. The most significant of these is an exchange of *Notes Verbales* of 25 October 2007.	Europol staff members can benefit from the ordinary rules regarding tax benefits linked to day care expenses just as any other residents of the Netherlands.

[61] Please note: Protocol No. 7 has been renumbered, compared to the Protocol on Privileges and Immunities of the European Communities. Its Article 15 empowers the European Parliament and the Council to determine acting by means of regulations the categories of officials and other servants of the Union to whom the provisions of Article 11, the second paragraph of Article 12, and Article 13 of this Protocol shall apply, in whole or in part. -Regulation No. 549/69 (see above) has not been amended following the entry into force of the new Protocol No. 7 (1 Dec. 2009), thus still contains the references to the old numbering.

Annex IX. Evaluations

Internal monitoring & evaluation

Europol management monitors the implementation status of all planned actions, projects and indicators on a quarterly basis, to assess the overall progress and to take corrective actions where needed.

The **Consolidated Annual Activity Report (CAAR)** is submitted on behalf of the Executive Director of Europol to the Management Board (MB) and presents the activities performed to implement the annual Work Programme. The document provides an overview of the extent to which the annual objectives were achieved, information about the budget implementation, human resources, risk management activities, efficiency and effectiveness of the internal control system and audit results. All building blocks of assurance are also included in the report. An analysis and assessment of the CAAR is made by the MB.

Internal Audit Capability (IAC)

The function and role of the IAC are enshrined in Article 78 of the Financial Regulation applicable to Europol and defined further in the IAC Charter. The mission of the IAC is to enhance and protect Europol's organisational value, by providing risk-based and objective assurance, advice and insight. The IAC helps Europol in accomplishing its objectives by bringing a systematic and disciplined approach to evaluate the effectiveness of risk management, control, and governance processes, and by issuing recommendations for their improvement, thereby promoting a culture of efficient and effective management within Europol.

As part of its audit work, the IAC issues recommendations and opportunities for improvement. Europol has a system in place to develop and monitor the implementation of actions to address the risks identified by the IAC and reports in the CAAR on the progress achieved in implementing the audit recommendations.

Data Protection Function (DPF)

The tasks of the Data Protection Officer (DPO) are provided in Article 41 of the Europol Regulation and the related MB Implementing Rules. The DPO and Head of the Data Protection Function (DPF) is accountable to the MB and has to ensure, in an independent manner, that the processing of personal data by Europol, including personal data relating to staff members, is done in a way that is both lawful and in compliance with the provisions set out in the Europol Regulation. According to his mission the DPO provides objective assurance and consultation, which is designed to add value to and improve Europol's data processing operations. In the performance of his duties the DPO is supported by the DPF.

The protection of personal data remains a key factor that enables Europol to successfully fulfil its mission. Europol's tailor-made data protection framework is widely recognised as adhering to the highest standards of data protection in law enforcement. It is designed to serve the needs of the operational units in preventing and combating serious and organised crime and terrorism, while simultaneously protecting the personal data processed in Europol's systems.

In addition to law enforcement data, the DPO also ensures the protection of Europol staff data as so far determined by Regulation (EC) No 45/2001[62], since 11 December 2018 replaced by Regulation (EC) No 2018/1725[63].

[62] Regulation (EC) No 45/2001 of the European Parliament and of the Council of 18 December 2000 on the protection of individuals with regard to the processing and free movement of personal data (OJ L 008, 12.1.2001, pp. 1-22), directly applicable to Europol's administrative personal data pursuant article 46 ER.

[63] Regulation (EC) 2018/1725 of the European Parliament and of the Council of 23 October 2018 on the protection of natural persons with regard to the processing of personal data by the Union institutions, bodies, offices and agencies and on the free movement of such data.

External monitoring & evaluation

The **Internal Audit Service (IAS),** supported by the IAC and Europol, performs a risk assessment on Europol's governance, administrative and support process areas at regular intervals, with a view to identifying the overall risk profile of key administrative processes outside the core business area. On the basis of the risk assessment concerning Europol's process landscape, the Europol MB endorses a multi-annual IAS Strategic Audit Plan for Europol, subsequently implemented by corresponding IAS audit engagements at Europol. The last risk assessment was conducted in 2017 with a next risk assessment starting in 2021.

The **European Data Protection Supervisor (EDPS)** holds regular meetings with the Data Protection Function (DPF) of Europol; the DPF facilitates the EDPS' annual and other inspection activities.

The **European Court of Auditors (ECA)** conducts annual audits on Europol's implementation of each financial year, including the annual accounts presented to the discharge authority, as well as performance and ad-hoc audit engagements with respect to the mandate of Europol.

Recommendations and opportunities for improvement put forward during external monitoring and evaluation activities are assessed by Europol. To address these recommendations and opportunities for improvement, Europol develops action plans, the implementation of which is monitored and reported upon including in the CAAR.

Ad-hoc evaluations

Other evaluations planned for a specific year are referred to in the Annual Work Programme.

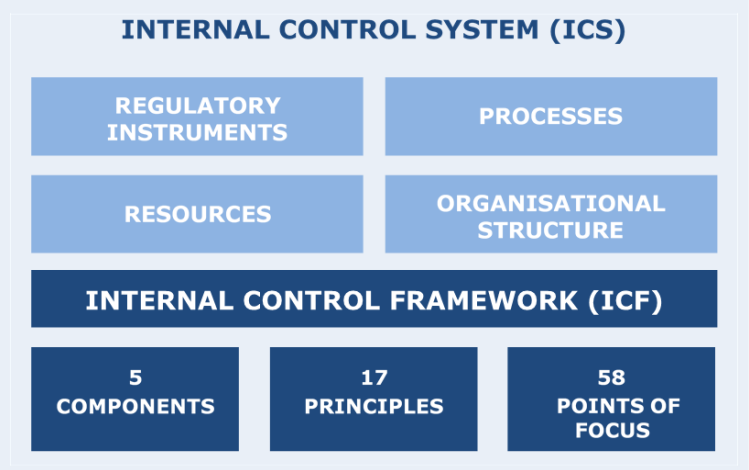
Annex X. Strategy for the organisational management and internal control systems

The Europol Strategy 2020+ sets out the strategic direction for Europol and the five strategic priorities. Europol's **Internal Control System (ICS)** is a key component to help deliver the Europol Strategy 2020+ and achieve the corresponding operational, reporting and compliance related objectives for Europol, with a view to supporting Member States in preventing and combating all forms of serious international and organised crime, cybercrime and terrorism.

The **ICS** is based on the **Europol Internal Control Framework (ICF)** which was drafted following the release of the ICF of the European Commission and adopted by the Management Board (MB) in December 2018, thereby replacing the Internal Control Standards (ICS) adopted by the MB in 2011.

The **Europol ICF**, which overarching the ICS, was developed on the basis of international best practices and on the ICF of the European Commission, following a thorough analysis of the ICF of the European Commission, the original COSO Integrated Internal Control Framework guidance documentation, as well as consultation with the Internal Audit Capability (IAC) and the Corporate Matters Working Group (CMWG) of the MB. Europol's **ICS** represents the regulatory instruments, processes, resources (technical and human) and organisational structure to enable Europol to achieve its strategy and objectives in a predictable course of action, throughout all of its organisational entities and office locations.

The Europol Internal Control Framework (ICF) consists of five (5) components [64] and seventeen (17) principles. The seventeen (17) principles are underpinned by fifty-eight (58) so-called 'Points of Focus'[65].



The Europol ICF is designed to provide reasonable assurance regarding the achievement of the elements of internal control, as set out in the Financial Regulation (Financial Rules) applicable to Europol, with regard to the implementation of the budget, namely:

a. effectiveness, efficiency and economy of operations;
b. reliability of reporting;
c. safeguarding of assets and information;
d. prevention, detection, correction and follow-up of fraud and irregularities;

[64] (1) Control environment, (2) Risk assessment, (3) Control activities, (4) Information and communication, (5) Monitoring activities
[65] Important characteristics of the internal control principles

e. adequate management of the risks relating to the legality and regularity of the underlying transactions, taking into account the (multi-) annual character of programmes as well as the nature of the payments concerned.

Further to the control environment, control activities, management of information and communication as well as monitoring activities, a corporate risk management process aggregates and assesses risks (including the related responses) at organisational level. Risk management is expanded from a vertical (e.g. in departments or programmes/projects) to a horizontal perspective (corporate, organisational wide view) in line with the four principles and related points of focus of the risk assessment component, whereby corporate risks are considered internally by Europol at regular intervals throughout the year and on an immediate ad hoc basis in the event of the identification of time-critical or high impact risks.

Continuous monitoring and an annual assessment are performed to determine whether each of the five components of internal control, including the underlying principles, is present and functioning and whether the components operate in an integrated manner and effectively reduce, to an acceptable level, the risk of not achieving the (multi-) annual objectives - relating to operations, reporting, and compliance - of the organisation. The annual assessment of the Europol ICS is based on continuous monitoring embedded in the quarterly performance reporting and an assessment, using both quantitative and qualitative measurements - including a set of internal control indicators and the assessment of compliance and fraud related aspects.

Europol's Anti-Fraud Strategy was developed in 2017 taking into consideration the principles set in the Anti-Fraud Strategy of the European Commission as well as the priorities defined by the Commission within the framework of the Common Approach on EU Decentralised Agencies, especially strengthening anti-fraud capabilities through awareness raising, prevention, detection and ensuring the proper handling of the conflict of interest issue. The methodology used strongly built on a hybrid fraud risk assessment considered key elements of an anti-fraud strategy being anti-fraud culture, anti-fraud awareness, the different stages of the anti-fraud cycle and the thirteen most common fraud risk scenarios as defined by OLAF. As a result four objectives were developed, i.e.

i. Promote Anti-Fraud Culture
ii. Enhance Anti-Fraud Awareness
iii. Expand Anti-Fraud Cycle Capabilities
iv. Fraud Risk Scenario Process Improvements

In order to achieve the objectives, sixteen detailed actions were defined calling for cross-departmental cooperation to provide required deliverables and meet predefined performance indicators. The actions referred to, in particular, governance framework documentation to address whistle-blowing, conflict of interest, gift handling and code of conduct, communication campaigns and anti-fraud awareness and training events, capability building through defined roles and responsibilities, the use of tools for early-stage identification of potential fraudulent activities and closer cooperation between OLAF and the Internal Investigations Service (IIS), process improvements in the area of procurement and contract implementation. To date all sixteen initially defined actions were completed.

In 2019, Europol received positive Internal Audit Service (IAS) audit assurance regarding the effective design of Europol's anti-fraud and ethics-oriented framework, concluding that "*the Agency's processes for … anti-fraud and ethics-oriented policies and procedures are adequately designed and effective and comply with the existing regulatory and legal framework*."

In 2021, a revised Europol Anti-Fraud Strategy is being developed for the adoption by the Management Board, considering the principles and priorities, the action plan and the top-ten external and internal fraud patterns as identified in the fraud risk assessment accompanying

the Anti-Fraud Strategy of the European Commission as published mid-2019[66]. Similar to the first iteration of the Europol Anti-Fraud-Strategy, the revised strategy is reviewed mainly considering qualitative elements, using empirical methods referring to professional judgement of senior and middle management, control and audit functions, of other services in Europol and is going to be supported by data from audits, internal investigations and other relevant sources.

The revised Anti-Fraud Strategy will allow to fine tune existing controls in line with the further development of Europol, including major legislative changes, while at the same time permitting identifying risks emerging from new fraud patterns. New actions deriving from the revised Anti-Fraud Strategy are expected to be implemented as of 2022.

[66] COM(2019) 196 final

Annex XI. Plan for grant, contribution and service-level agreements

A. Grant, Contribution and Service-level Agreements

	General information						Financial and HR impacts									
	Date of signature	Total amount	Duration	Counterpart	Short description		N-1 (2020)		N (2021)		N+1 (2022)		N+2 (2023)		N+3 (2024)	
Grant agreements																
1. Western Balkans IPA/2018 / 395-549	05/03/2018	2,000,000	45 months and 26 days	European Commission DG Near	Pilot project to deploy Europol Liaison Officers in the Western Balkans	Amount	CA 522,548	PA 522,548	CA 522,548	PA 522,548	CA -	PA -	CA -	PA -	CA -	PA -
						Number of CAs	4		1		0		0		0	
						Number of SNEs	0		0		0		0		0	
2. SIRIUS PI/2017 / 391-896	21/12/2017 (starting date 1/1/2018)	1,630,000	48 months	European Commission Service for Foreign Policy Instruments	International Digital Cooperation - Cross border access to electronic evidence	Amount	CA 407,500	PA 407,500	CA 407,500	PA 407,500	CA -	PA -	CA -	PA -	CA -	PA -
						Number of CAs	7		7		0		0		0	
						Number of SNEs	0		0		0		0		0	
3. H2020 - GRACE 883341 - part of consortium coordinated by Vicom, ES	18/05/2020 (starting date 1/6/2020)	6,823,512.50 for the consortium of which 702,550 for Europol	42 months	European Commission Research Executive Agency	Global Response Against Child Exploitation based on big-data technologies supported by advanced AI powered algorithms	Amount	CA 117,092	PA 117,092	CA 200,729	PA 200,729	CA 200,729	PA 200,729	CA 184,001	PA 184,001	CA -	PA -
						Number of CAs	3		3		3		3		0	
						Number of SNEs	0		0		0		0		0	
4. H2020 - INFINITY 883293 - part of consortium coordinated by Airbus, FR	11/05/2020 (starting date 1/6/2020)	6,866,503.75 for the consortium of which 533,600 for Europol	36 months	European Commission Research Executive Agency	To become a flagship project that revolutionises how LEAs view, analyse and share information to combat crime and terrorism	Amount	CA 93,547	PA 93,547	CA 160,367	PA 160,367	CA 160,367	PA 160,367	CA 66,819	PA 66,819	CA -	PA -
						Number of CAs	1		1		1		1		0	
						Number of SNEs	0		0		0		0		0	
5. H2020 - AIDA 883596 - part of consortium coordinated by Ingegneria Informatica, IT	20/05/2020 (starting date 1/9/2020)	7,690,272.50 for the consortium of which 935,800 for Europol	30 months	European Commission Research Executive Agency	Artificial Intelligence and advanced Data Analytics for Law Enforcement Agencies	Amount	CA 124,773	PA 124,773	CA 374,320	PA 374,320	CA 374,320	PA 374,320	CA 62,387	PA 62,387	CA -	PA -
						Number of CAs	5		5		5		0		0	
						Number of SNEs	0		0		0		0		0	
6. H2020 - STARLIGHT 101021797 - part of consortium coordinated by CEA, FR	05/05/2021 (starting date 1/10/2021)	17,000,000 for the consortium of which 891,200 for Europol	48 months	European Commission Research Executive Agency	Sustainable Autonomy and Resilience for LEAs using AI against High priority Threats	Amount	CA	PA	CA 55,700	PA 55,700	CA 222,800	PA 222,800	CA 222,800	PA 222,800	CA 222,800	PA 222,800
						Number of CAs			3		3		3		3	
						Number of SNEs	0		0		0		0		0	
Total grant agreements						Amount	CA 1,265,461	PA 1,265,461	CA 1,721,164	PA 1,721,164	CA 958,215	PA 958,215	CA 536,007	PA 536,007	CA 222,800	PA 222,800
						Number of CAs	20		20		12		7		3	
						Number of SNEs	0		0		0		0		0	

Contribution agreements																
1. EaP EMPACT ENI/2020 / 416-376	11/06/2020 (starting date 1/7/2020)	2,500,000	48 months	European Commission DG Near	Fighting organised crime in the EaP region	Amount	CA 312,500	PA 312,500	CA 625,000	PA 625,000	CA 625,000	PA 625,000	CA 625,000	PA 625,000	CA 312,500	PA 312,500
						Number of CAs	2		2		2		2		2	
						Number of SNEs	0		0		0		0		0	
2. SIRIUS II New Agreement	21/12/2020 (starting date 1/1/2021)	3,491,891.50 (2,226,456 Europol, 1,265,435.50 Eurojust)	42 months (staff for year 1 still in SIRIUS I)	European Commission Service for Foreign Policy Instruments	International Digital Cooperation - Cross border access to electronic evidence	Amount	CA -	PA -	CA 302,425	PA 302,425	CA 781,785	PA 781,785	CA 797,835	PA 797,835	CA 344,412	PA 344,412
						Number of CAs	0		0		7		7		7	
						Number of SNEs	0		0		0		0		0	
Total contribution agreements						Amount	CA 312,500	PA 312,500	CA 927,425	PA 927,425	CA 1,406,785	PA 1,406,785	CA 1,422,835	PA 1,422,835	CA 656,912	PA 656,912
						Number of CAs	2		2		9		9		9	
						Number of SNEs	0		0		0		0		0	

	General information						Financial and HR impacts									
	Date of signature	Total amount	Duration	Counterpart	Short description		N-1 (2020)		N (2021)		N+1 (2022)		N+2 (2023)		N+3 (2024)	
Service-level agreements																
1. EUIPO - IP Crime	07/11/2019 (starting date 1/1/2020)	maximum 3,800,000	48 months	The European Union Intellectual Property Office (EUIPO)	To support law enforcement authorities preventing crime related to Intellectual Property Rights	Amount	CA 950,000	PA 950,000	CA 950,000	PA 950,000	CA 950,000	PA 950,000	CA 950,000	PA 950,000	CA -	PA -
						Number of CAs	3		3		3		3		0	
						Number of SNEs	6		6		6		6		0	
2. EUIPO - Fraud	13/08/2019 (starting date 1/1/2020)	No amount specified, 80,000 in year 1 and 2	48 months	The European Union Intellectual Property Office (EUIPO)	Preventing fraud against users of the European Union Intellectual Propery Systems	Amount	CA 80,000	PA 80,000	CA 80,000	PA 80,000	CA 80,000	PA 80,000	CA 80,000	PA 80,000	CA -	PA -
						Number of CAs	0		0		0		0		0	
						Number of SNEs	1		1		1		1		0	
3. The European Union Agency for Law Enforcement Training	05/08/2020	880,000	Maximum duration until 1/9/2024	The European Union Agency for Law Enforcement Training	EUROMED POLICE V (Contract No. ENI/2020/414-940), WB PaCT (Contract No. 2019/ 413-822) and TOPCOP (Contract No. ENI/2020/415-941) projects	Amount	CA 80,000	PA 80,000	CA 240,000	PA 240,000	CA 240,000	PA 240,000	CA 200,000	PA 200,000	CA 120,000	PA 120,000
						Number of CAs	3		3		3		3		2	
						Number of SNEs	0		0		0		0		0	
Total service-level agreements						Amount	CA 1,110,000	PA 1,110,000	CA 1,270,000	PA 1,270,000	CA 1,270,000	PA 1,270,000	CA 1,230,000	PA 1,230,000	CA 120,000	PA 120,000
						Number of CAs	6		6		6		6		2	
						Number of SNEs	7		7		7		7		0	
TOTAL AGREEMENTS						Amount	CA 2,687,961	PA 2,687,961	CA 3,918,588	PA 3,918,588	CA 3,635,000	PA 3,635,000	CA 3,188,842	PA 3,188,842	CA 999,712	PA 999,712
						Number of CAs	28		28		27		22		14	
						Number of SNEs	7		7		7		7		0	

B. Grants to be awarded

1. Restricted call for proposals to support the implementation of activities identified by the Council

Legal basis
Article 4 and Article 61 of the REGULATION OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL on the European Union Agency for Law Enforcement Cooperation (Europol) and replacing and repealing Council Decisions 2009/371/JHA, 2009/934/JHA, 2009/935/JHA, 2009/936/JHA and 2009/968/JHA.
Council conclusions on setting the EU's Priorities for the fight against organised and serious international crime between 2022 and 2025, doc. 8665/21 COSI 90 of 12 May 2021.

Budget line
3020 – EMPACT grants

Priorities of the year, objectives pursued and expected results
Enhancing the fight against serious and organised international crime during the first year of implementation of EMPACT activities 2022-2025.

The call is restricted to EMPACT participants and it is announced on Europol website, while all relevant documents are published on the Europol Platform for Experts – a communication tool with EMPACT participants used to reach all potential applicants. In accordance with Europol legal basis, the Europol national unit (ENU) shall be the liaison body between Europol and the competent authorities of the Member States. Thus, the applications must always be submitted via the ENU of the Lead Applicant.

The objective of the call is to provide support to Operational Actions laid down in the thirteen Operational Action Plans (OAPs) as adopted by the Council. EMPACT 2022-2025 addresses the following crime areas: High-risk criminal networks; Cyber-attacks; Trafficking in Human Beings (THB); Child sexual exploitation; Migrant smuggling; Drugs trafficking: (i) the production, trafficking and distribution of cannabis, cocaine and heroin, (ii) the production, trafficking and distribution of synthetic drugs and new psychoactive substances (NPS); Fraud, economic and financial crimes: (i) online fraud schemes, (ii) excise fraud; (iii) MTIC fraud, (iv) intellectual property (IP) crime, counterfeiting of goods and currencies, (v) Criminal Finances, Money Laundering and Asset Recovery; Organised Property Crime; Environmental crime; Firearms trafficking.

It is expected that the support will provide for improved cooperation between Member States law enforcement agencies, EU Institutions, EU Agencies and relevant third parties while delivering coherent actions targeting the most pressing criminal threats facing the EU.

Description of the activities to be funded under the call for proposals
Transnational operational and non-operational activities addressing in each of the EMPACT Priorities at least one of the following objectives: awareness raising and exchange of best practices; improving data gathering and intelligence sharing, providing strategic support for current or proposed operational activities; enhancing operational support and cross-border cooperation.

Grants may not be awarded for activities that are funded under another EU programme or from Europol's budget. In this respect, it is noted that Europol is active in an environment which has undergone a proliferation of EU funding sources. A statement to ensure respect for the principle of no double funding from EU sources must be made by applicant(s) in the Application form. Europol is entitled to perform checks in this respect, including by liaising with external partners (e.g. DG HOME, Eurojust).

Calls will be designed with the aim of promoting one or more of the following outcomes which projects applications should aim at achieving:

- fostering communication and coordination amongst participants of OAPs;
- sharing of experiences and best practices between EU Member States;
- improving intelligence gathering and analyses;
- expanding data sharing with Europol information systems and prioritising the use of SIENA (secure line) as an operational communication tool;
- establishing support frameworks to implement operational activities, including where relevant with third countries or the private sector;
- enhancing cross-border/transnational operational cooperation between EU Member States and, where relevant, with third countries or the private sector;
- establishing joint investigations, joint operations or joint action days.

To take account of the operational nature of the activities, Europol may allow use of contingency budget for unplanned actions ("red-envelope procedure") in addition to planned actions ("blue envelope"). This is justified based of the need for law enforcement to respond quickly to opportunities and challenges and is further specified in the Call documentation.

Europol may award using simplified cost options provided that a decision by the Executive Director has been adopted.

Essential eligibility, selection and award criteria

Eligibility criteria:

I. In order to be eligible the Applicant must be a public body established in an EU Member State participating in the OAP in question (i.e. the particular EMPACT crime priority) and in the law-enforcement cooperation under Europol Regulation.

No differentiation is made in Europol's constituent act between different Member States. However the opt-in structure used for JHA under the TFEU creates a varying degree of participation of Member States. Europol pays due regard to the status of EU Member States with regard to the Europol Regulation and/or Justice and Home Affairs matters as regards eligibility to be a (lead) Applicant.

II. The Co-Applicants must be:

• An entity explicitly mentioned as a participant in the OAP;

• If the entity is not explicitly mentioned in the OAP, any of the following entities may be Co-Applicants, provided their participation is justified by the nature of the action:

- A public body established in an EU Member State or in a third country OR
- A profit or non-profit-oriented organisation established in an EU Member State or in a third country, OR
- An International Organisation.

As regards co-applicants even non-opting in Member States could be eligible as co-applicants on the same basis as third countries and third parties provided that their participation is justified by the nature of the action. Their meaningful participation has however to be possible having due regard to Europol's legal obligations on exchange of information with third countries.

III. Applications must involve at least two (2) public bodies established in two (2) different EU Member States.

Law Enforcement applicants may involve non-LE entities for the purpose of managing a grant provided that the manner and degree of their involvement satisfies security and confidentiality concerns. Costs incurred by other types of bodies could be eligible, provided that these can be justified by the aims of the action and respect the principle of sound financial management.

IV. The proposed activities must be mentioned in the respective OAPs as approved by COSI Council decisions.

Selection criteria:

In accordance with Article 198 of the Financial Regulation, proposals for action shall be evaluated on the basis of the following selection criteria:

- Financial capacity - Applicants and co-applicants must have stable and sufficient sources of funding to maintain their activity throughout the period during which the activity is being carried out and to participate in its funding.
- Operational capacity - Applicants and co-applicants must have the professional resources, competences and qualifications required to complete the proposed action.
The verification of the financial and operational capacity shall not apply to public bodies and international organisations in accordance with Article 198(5) and (6) of the Financial Regulation.

Award criteria:
In accordance with Article 199 of the Financial Regulation, proposals for an action shall be evaluated on the basis of the quality and expected results and cost-effectiveness of the proposed action. Applications will also be assessed with regard to their impact on the implementation of the OAPs concerned, European added value and involvement of Europol.

Ex-post publicity for award of grants (in particular their annual publication in accordance with Article 189 of Regulation (EU, Euratom) 2018/1046) and the financial verification of the payment requests, including the required supporting documentation shall take into account the confidentiality and security of the operational and classified information.

Indicative timetable and indicative amount of the call for proposals

Date	Amount
Publication: Q4 2021 Award of grants: Q1 2022	EUR 3,000,000

Maximum possible rate of co-financing of the total eligible costs
95%

2. Ad-hoc low-value grants in support of operational activities as laid down in the Operational Action Plans implementing the EMPACT Priorities.

Legal basis
Article 4 and Article 61(3) of the REGULATION OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL on the European Union Agency for Law Enforcement Cooperation (Europol) and replacing and repealing Council Decisions 2009/371/JHA, 2009/934/JHA, 2009/935/JHA, 2009/936/JHA and 2009/968/JHA.
Council conclusions on setting the EU's Priorities for the fight against organised and serious international crime between 2022 and 2025, doc. 8665/21 COSI 90 of 12 May 2021.

Budget line
3020 – EMPACT grants

Priorities of the year, objectives pursued and expected results
Enhancing the fight against serious and organised international crime during the first year of the implementation of EMPACT activities 2022-2025. These grants are focussed on supporting Member States' cross-border operations and investigations as well as joint investigation teams as per Europol's tasks under Article 4(1)(h) of the Europol Regulation. Applications from eligible applicants can be submitted throughout the period indicated below rather than on any fixed deadline(s).

The objective of the low-value grants is to provide support tailored to operational activities within the fifteen Operational Action Plans (OAPs) adopted by the Council. They target activities that are developed on an ad-hoc basis rather than as a result of a long-term planning, due to their investigative nature or other quickly changing aspects of crime phenomena and crime-countering measures. EMPACT 2022-2025 addresses the following crime areas: High-risk criminal networks; Cyber-attacks; Trafficking in Human Beings (THB);

Child sexual exploitation; Migrant smuggling; Drugs trafficking: (i) the production, trafficking and distribution of cannabis, cocaine and heroin, (ii) the production, trafficking and distribution of synthetic drugs and new psychoactive substances (NPS); Fraud, economic and financial crimes: (i) online fraud schemes, (ii) excise fraud; (iii) MTIC fraud, (iv) intellectual property (IP) crime, counterfeiting of goods and currencies, (v) Criminal Finances, Money Laundering and Asset Recovery; Organised Property Crime; Environmental crime; Firearms trafficking.

It is expected that the support will provide for effective cooperation between Member States law enforcement agencies, EU Institutions, EU Agencies and relevant third parties while delivering coherent operational actions targeting the most pressing criminal threats facing the EU. The funded measures should achieve concrete, quantifiable / measurable operational results.

Description of the activities to be funded through low-value grants

Transnational short-term operational and/or investigative activities within the EMPACT Priorities, with a budget not exceeding 60,000 EUR (in line with the threshold defined in the EU Financial Regulation), aiming to enhance operational cross-border cooperation, establish joint investigations, joint operations or joint action days.
Grants awarded under this Article have a maximum duration of 9 months with possibility to extend at Europol's discretion if justified operationally.
Europol may use simplified cost options provided that a decision by the Executive Director has been adopted.

Essential eligibility, selection and award criteria

Eligibility criteria:
I. In order to be eligible the Applicant must be a public body established in an EU Member state participating in the OAP in question (i.e. the particular EMPACT crime priority) and in the law-enforcement cooperation under Europol Regulation.

No differentiation is made in Europol's constituent act between different Member States. However the opt-in structure used for JHA under the TFEU creates a varying degree of participation of Member States. Europol pays due regard to the status of EU Member States with regard to the Europol Regulation and/or Justice and Home Affairs matters as regards eligibility to be a (lead) Applicant.

II. The Co-Applicants must be:

• An entity explicitly mentioned as a participant in the OAP;

• If the entity is not explicitly mentioned in the OAP, any of the following entities may be Co-Applicants, provided their participation is justified by the nature of the action:

- A public body established in an EU Member State or in a third country OR
- A profit or non-profit-oriented organisation established in an EU Member State or in a third country, OR
- An International Organisation.

As regards co-applicants even non-opting in Member States could be eligible as co-applicants on the same basis as third countries and third parties provided that their participation is justified by the nature of the action. Their meaningful participation has however to be possible having due regard to Europol's legal obligations on exchange of information with third countries.

III. Applications must involve at least two (2) public bodies established in two (2) different EU Member States.

IV. The proposed activities must be mentioned in the respective OAPs as approved by COSI Council decisions.

V. The requested grant cannot be higher than 60,000 EUR, or in line with the current threshold for low-value grants established by the EU Financial Regulation.

Selection criteria:
In accordance with Article 198 of the Financial proposals for action shall be evaluated on the basis of the following selection criteria:

- Financial capacity - Applicants and co-applicants must have stable and sufficient sources of funding to maintain their activity throughout the period during which the activity is being carried out and to participate in its funding.

- Operational capacity - Applicants and co-applicants must have the professional resources, competences and qualifications required to complete the proposed action.

- The verification of the financial and operational capacity shall not apply to public bodies and international organisations in accordance with Article 198(5) & (6) of the Financial Regulation.

To ensure that the operational needs are met, a pool of evaluators shall be duly appointed by the responsible authorising officer. In each evaluation at least 2 evaluators from that list (with complementary expertise in law enforcement and finance) shall perform the evaluation (without a separate ad hoc appointment).

To allow for fast processing, applicants must use the templates to apply and reply within maximum 24 hours to any questions raised during evaluation.

Award criteria:
In accordance with Article 199 of the Financial Regulation, proposals for an action shall be evaluated on the basis of the quality and expected results and cost-effectiveness of the proposed action. Applications will also be assessed with regard to their impact on the implementation of the OAPs concerned, European added value and involvement of Europol.

Ex-post publicity for award of grants (in particular their annual publication in accordance with Article 189 of Regulation (EU, Euratom) 2018/1046) and the financial verification of the payment requests, including the required supporting documentation shall take into account the confidentiality and security of the operational and classified information.

Indicative timetable and indicative amount

Date	Amount
Publication: Q1 2022 Award of grants: Q1-Q4 2022	EUR 1,000,000 + internal assigned revenue

Maximum possible rate of co-financing of the total eligible costs
95%

3. Support for combatting Euro-counterfeiting

Legal basis
Article 4(4) and Article 61(3) of the REGULATION OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL on the European Union Agency for Law Enforcement Cooperation (Europol) and replacing and repealing Council Decisions 2009/371/JHA, 2009/934/JHA, 2009/935/JHA, 2009/936/JHA and 2009/968/JHA.

Budget line
3030 – Other grants

Priorities of the year, objectives pursued and expected results
Operational actions and support for coordination activities within the guidelines approved by the Europol Management Board with the objective of protecting the euro currency from counterfeiting activities.

Description of the activities to be funded through low-value grants

Applications from eligible applicants can be submitted throughout the period indicated below rather than on any fixed deadline(s). Applications submitted must involve at least one of the following activities, all designed with the objective of protecting the integrity of the Euro currency:

- Investigations into or related to euro counterfeiting. This means inquiries related to counterfeit euro banknotes and counterfeit euro coins, as well as the production and the distribution of them;
- Technical investigations using forensic and/or scientific analysis to identify, sites, raw materials and technical equipment used for the production of counterfeit euro notes and coins as well as measures to locate technical equipment used;
- Investigative measures carried out in compliance with the applicable national law and in accordance with these guidelines;
- Operational or technical investigations into euro counterfeiting involving cooperation with third countries.

In addition, the applicant must commit to a degree of involvement of Europol:

- as a minimum to ensure the role of Europol as the Central Office, the law enforcement information, including samples of any counterfeit currency recovered, must be shared with Europol via the appropriate channels;

- on the spot support where an application involves a production site(s).

Essential eligibility, selection and award criteria

This is not a general advertised call due to the restricted pool of potential beneficiaries. The possibility and funds available shall be made known to the entities foreseen under the Europol Management Board approved rules. Any ex post publicity will also take this into account excluding operational, strategic and classified information.

Eligible applicants:
a) A law enforcement public body established in an EU Member State;
b) A law enforcement public body in a third country, where foreseen by Europol legal framework.

To ensure that the operational needs are met, a pool of evaluators shall be duly appointed by the responsible authorising officer. Considering the low value of individual awards made, a single evaluator shall evaluate based on objective criteria established to assess the award criteria. These criteria include: anticipated Quality of the Counterfeits, impact of proposed operational measure, involvement of Europol, value for money and involvement of National Central Office. To allow for fast processing, applicants must use the templates to apply and reply within maximum 24 hours to any questions raised during evaluation.

Indicative amount available

Date	Amount
Q1-Q4 2022	150,000 + internal assigned revenue[67]

Maximum possible rate of co-financing of the total eligible costs

100% maximum

4. ATLAS Network grant

Legal basis

Article 4(1)(h) and (i) and Article 61(3) of the REGULATION OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL on the European Union Agency for Law Enforcement Cooperation

[67] as mentioned in the guidelines EDOC #878276

(Europol) and replacing and repealing Council Decisions 2009/371/JHA, 2009/934/JHA, 2009/935/JHA, 2009/936/JHA and 2009/968/JHA. Terms of Reference signed between Europol, Atlas Chair and Austrian Ministry of Interior and entering into force on 10 October 2018.

Budget line
3050 ATLAS

Priorities of the year, objectives pursued and expected results
The ATLAS Network is a cooperation structure between 38 Special Intervention Units (SIUs) that includes and supports different training platforms and sharing of best practices in terms of proficiency and tactics.

The main priority for the year 2022 is the execution of cross border operations, as well as the implementation of preparatory trainings and tests. The resulting challenges need special attention and preparation on all levels and areas of competence: intervention in urban, rural and maritime areas, transport means and buildings are focal points as well as drone handling, sniper, communication and negotiation skills. In addition, the capability to render medical first aid during field operations needs to be trained, developed and improved.

Joint trainings, workshops, courses and project groups are the systematic approach to increase the readiness of involved units to handle possible terrorist attacks and/or incidents.

Another priority is the setting up of Common Training Centres, acting as "Centres of Excellence". In the future, these structures will serve as dedicated facilities to provide standardised training and knowledge transfer to the ATLAS member units. Thus, the quality of the delivered training can be kept consistently on the highest level. At the same time, the amount of the target groups/participants can be increased. Along with this structure, a dedicated programme for "Pooling and Sharing" of special equipment will be prepared.

To bring forward these topics, working groups will define the detailed needs and implementation tasks.

"Centre of Excellence-Aircraft" and the "Common Training Centre - Medic" are being already successfully used by ATLAS member units as high-quality training facilities. An ATLAS "Centre of Excellence-Naval" and "Centre of Equipment Building" are in the stage of development.

Description of the activities to be funded
The allocation of funds will cover numerous activities which allow the different specialised groups to increase its operational proficiency and to aid in carrying out various training/tactical response building exercises and workshops.

The activities, dependent on budget availability, are:
- fostering communication and coordination amongst SIUs
- delivery and/or design of training on:
  - entry techniques
  - silent techniques
  - rural mountain operations
  - buildings (assault tactics and knowledge)
  - Rigid Hulled Inflatable Boats
  - naval targets
  - Unmanned Aerial Vehicles (UAVs)
  - sniper techniques
  - urban rappelling
  - first aid (intervening in cases of most serious crimes with a high risk of life threatening and/or mass injuries)
  - specialised parachute use: „Silent Approach Tactics"
  - K9 techniques: interventions with specialised dogs' assistance
- sharing of experiences and best practices between EU Member States

- setting up, maintenance, upgrading and further development of Common Training Centres "Centres of Excellence"
- establishing support frameworks to implement operational activities
- enhancing cross-border/transnational operational cooperation between EU Member States in the areas of competence of SIUs
- establishing joint training and preparation for challenges impacting on several
- activities focussed on evaluation of training and cooperation results
- exploring further development of secure communication tools

Europol may award using simplified cost options, provided that a decision by the Executive Director has been adopted.

Justification Direct Grant
Under Article 61(3) of the Europol Regulation, the grant may be awarded without a call for proposals where the grant action is supporting specific tasks referred to in points (h) and (i) of Article 4(1) of the Europol Regulation. As illustrated above by the description of the objectives, results and actions, this grant indeed provides funds to the Atlas network (via the legal entity of the country chairing Atlas on behalf of the network) involves the use the grant funding for performance of cross-border operations and investigations and for the provision of training.

Indicative timetable and indicative amount of the grant

Date	Amount
Q1 2022	Maximum EUR 2,720,000

Maximum possible rate of co-financing of the total eligible costs
95%

5. HVT/OTF grants

Legal basis
Article 4(1)(h) and (i) and Article 61(3) of the REGULATION OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL on the European Union Agency for Law Enforcement Cooperation (Europol) and replacing and repealing Council Decisions 2009/371/JHA, 2009/934/JHA, 2009/935/JHA, 2009/936/JHA and 2009/968/JHA.
Standard Operating Procedure - Standard Operating Procedure on the Selection of High Value Targets and Establishment of Operational Task Forces within O2-ESOCC, EDOC #901933 v13.

Budget line
3040 HVT/OTF

Priorities of the year, objectives pursued and expected results
Priority: Europol will focus on the identification of High-Value Targets and the establishment of Operational Task Forces addressing the individuals and organised crime groups posing the highest serious and organised crime risk for the MS.

Objective: Creation and support of an environment for multi-disciplinary teams and transnational investigations aiming at having a stronger impact in destabilising activities of high risk organised crime groups and disrupting criminal markets.

Expected results: deliver qualitative operational support to OTFs, which are focusing on poly-criminal networks and their leaders posing the highest risk of serious and organised crime.

Description of the activities to be funded
Operational and/or investigative activities (e.g. travel and accommodation for operational meetings outside Europol HQ, direct operational costs such as informant rewards,

buying/renting operational technical and forensic equipment, interpretation or deployments, etc.) implemented by the Operational Task Forces, established in accordance with the SOP with a budget not exceeding 60,000 EUR (in line with the threshold defined in the EU Financial Regulation), aiming to support MS investigations against individuals and criminal organisations constituting highest serious and organised crime risks to more than one MS and to intensify asset tracing and increase the rate of confiscation of criminal proceeds.

Each application, within the limit of 60,000 EUR, could cover a particular stage of the ongoing investigation. The operational stages will be pre-defined within the Operational Plan of established Operational Task Force in accordance with the Standard Operating Procedure in place. If operationally justified, several subsequent applications could be submitted, enabling Member States to apply for funding throughout the lifetime of the operation.

Europol may use simplified cost options provided that a decision by the Executive Director has been adopted. The duration of grants will be 6 months extendable where justified and respecting Europol budget annuality rules.

Essential eligibility, selection and award criteria

Eligibility criteria:
I. In order to be eligible the Applicant must be a public body established in an EU Member State and in the law-enforcement cooperation under Europol Regulation. In addition, the Applicant must be a member of established Operational Task Force applying Standard Operating Procedure on the Selection of High Value Targets and Establishment of Operational Task Forces.

No differentiation is made in Europol's constituent act between different Member States. However, the opt-in structure used for JHA under the TFEU creates a varying degree of participation of Member States. Europol pays due regard to the status of EU Member States with regard to the Europol Regulation and/or Justice and Home Affairs matters as regards eligibility to be a (lead) Applicant.

II. The Co-Applicants must be members of established Operational Task Force:

- a public body established in an EU Member State or in a third country OR

- an International Organisation.

As regards co-applicants, even non-opting in Member States could be eligible as co-applicants on the same basis as third countries and third parties provided that their participation is justified by the nature of the action. Their meaningful participation has, however, to be possible having due regard to Europol's legal obligations on exchange of information with third countries.

III. Applications must involve at least two (2) public bodies established in two (2) different EU Member States.

IV. The proposed actions must be related to activities of established Operational Task Force, which carry out intelligence and investigative activities against selected HVT as defined within the Standard Operating Procedure[68] on Selection of High Value Targets and Establishment of Operational Task Forces.

V. The requested grant cannot be higher than 60,000 EUR, or in line with the current threshold for low-value grants established by the EU Financial Regulation.

Selection criteria:
In accordance with Article 198 of the EU Financial Regulation, proposals for action shall be evaluated on the basis of the following selection criteria:

[68] EDOC #901933 v13 "Standard Operating Procedure - Selection of High Value Targets and establishment of Operational Task Forces within O2-ESOCC".

- Financial capacity - Applicants and co-applicants must have stable and sufficient sources of funding to maintain their activity throughout the period during which the activity is being carried out and to participate in its funding.

- Operational capacity - Applicants and co-applicants must have the professional resources, competences and qualifications required to complete the proposed action.

- The verification of the financial and operational capacity shall not apply to public bodies and international organisations in accordance with Article 198 of the EU Financial Regulation.

To ensure that the operational needs are met, a pool of evaluators shall be duly appointed by the responsible authorising officer. In each evaluation at least 2 evaluators from that list (with complementary expertise in law enforcement and finance) shall perform the evaluation (without a separate ad hoc appointment).

To allow for fast processing, applicants must use the templates to apply and reply within maximum 24 hours to any questions raised during evaluation.

Award criteria:

In accordance with Article 199 of the EU Financial Regulation proposals for an action shall be evaluated on the basis of the relevance, quality, cost-effectiveness and European added value of the proposed action.

Ex-post publicity for award of grants (in particular their annual publication in accordance with Article 189 of EU Financial Regulation (EU, Euratom) 2018/1046) and the financial verification of the payment requests, including the required supporting documentation shall take into account the confidentiality and security of the operational and classified information.

Information for Applicants

The Invitation to submit applications shall be restricted to OTF participants only. Once an OTF is established, the Invitation, accompanied by the application package, shall be circulated to the targeted audience only. All OTF participants shall receive the information simultaneously, in accordance with the principle of equal treatment.

Indicative timetable for the direct award and indicative amount of the grant

Date	Amount
Publication Q1 2022 Award of Grants: Q1-Q4 2022	Maximum € 2,500,000

Maximum possible rate of co-financing of the total eligible costs

95%

6. Low-value grants for cooperation with Eastern Partnership countries

Legal basis

Article 4(1)(h) and (i) and Article 61(3) of the REGULATION OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL on the European Union Agency for Law Enforcement Cooperation (Europol) and replacing and repealing Council Decisions 2009/371/JHA, 2009/934/JHA, 2009/935/JHA, 2009/936/JHA and 2009/968/JHA.
Contribution Agreement between the European Commission and the EU Agency for Law Enforcement Cooperation ENI/2020/416/376.

Budget line

B-3600 EMP-EAP-Grants (EDOC#1111249)

Priorities, objectives pursued and expected results

Supporting the cooperation of the six Eastern Partnership countries with EU Member States and Europol for the fight against serious and organised international crime, including through their participation in EMPACT.

The Invitation to submit applications is directed to EU Member States and the Eastern Partnership countries collaborating in the framework of a specific action. In accordance with Europol legal basis, the Europol national unit (ENU) shall be the liaison body between Europol and the competent authorities of the Member States. Thus, the applications must always be submitted via the ENU of the Lead Applicant.

It is expected that the support will provide for improved cooperation between Member States' and Eastern Partnership countries' law enforcement agencies, EU Institutions, EU Agencies while delivering coherent actions targeting the most pressing criminal threats facing the EU.

Description of the activities to be funded

Activities addressing at least one of the following objectives: (i) strengthening Eastern Partnership countries' institutional knowledge and capacity on EMPACT crime areas and increasing cooperation within EMPACT; (ii) enhancing criminal intelligence in the countries of the Eastern Neighbourhood region as well as the exchange of intelligence and information between EaP countries, EU MS and Europol; (iii) enhancing operational cooperation with of the EaP countries with the EU Member States and Agencies, including through EMPACT.

The activities to be funded include operational and/or investigative activities (e.g. travel and accommodation for operational meetings, direct operational costs such as informant rewards, buying/renting operational technical and forensic equipment, interpretation or deployments, etc.) as well as activities related to strategic or operational intelligence exchange (e.g. meetings and workshops,) implemented by the targeted law enforcement agencies. Furthermore, activities and equipment related to identification and setting of legal and technical requirements for the exchange of intelligence.

In case of larger investigations, if operationally justified, subsequently submitted applications, each within the limit of 60,000 EUR, could cover a particular stage of the ongoing investigation enabling the participating countries to apply for funding throughout the lifetime of the operation.

Grants may not be awarded for activities that are funded under another EU programme or from Europol's budget, including through EMPACT grants. In this respect, it is noted that Europol is active in an environment which has undergone a proliferation of EU funding sources. A statement to ensure respect for the principle of no double funding from EU sources must be made by applicant(s) in the Application form. Europol is entitled to perform checks in this respect, including by liaising with external partners (e.g. DG HOME, Eurojust).

Europol may award using simplified cost options provided that a decision by the Executive Director has been adopted.

The maximum duration of grants will be 6 months extendable by 3 months if justified.

Essential eligibility, selection and award criteria

Eligibility criteria:

I. In order to be eligible the Lead Applicant must be a law enforcement or judiciary public body established in an EU Member State participating in EU law enforcement cooperation under Europol Regulation (EU) 2016/794 of the European Parliament and of the Council of 11 May 2016 on the European Union Agency for Law Enforcement Cooperation (Europol).

II. The Co-Applicants must be:
- a public body established in an EU Member State OR
- a public body established in one of the six Eastern Partnership countries or, if relevant for the action, in a third country OR

- a profit or non-profit-oriented organisation established in an EU Member State or in one of the six Eastern Partnership countries or, if relevant for the action, in a third country, OR
- an International Organisation.

The meaningful participation of co-applicants based in third countries, has to be possible having due regard to Europol's legal obligations on exchange of information with third countries.

III. Applications must involve at least two (2) public bodies established in two (2) different EU Member States and at least one (1) public body of one of the six Eastern Partnership countries, which have a status of a law enforcement authority or judiciary.

IV. The requested grant cannot be higher than 60,000 EUR, or in line with the current threshold for low-value grants established by the EU Financial Regulation.

Selection criteria:
In accordance with Article 198 of the EU Financial Regulation, proposals for action shall be evaluated on the basis of the following selection criteria:
- Financial capacity - Applicants and co-applicants must have stable and sufficient sources of funding to maintain their activity throughout the period during which the activity is being carried out and to participate in its funding.
- Operational capacity - Applicants and co-applicants must have the professional resources, competences and qualifications required to complete the proposed action.
- The verification of the financial and operational capacity shall not apply to public bodies and international organisations in accordance with Article 198 of the EU Financial Regulation.

To ensure that the operational needs are met, a pool of evaluators shall be duly appointed by the responsible authorising officer. In each evaluation at least 2 evaluators from that list (with complementary expertise in law enforcement and finance) shall perform the evaluation (without a separate ad hoc appointment).

Award criteria:
In accordance with Article 199 of the EU Financial Regulation proposals for an action shall be evaluated on the basis of the relevance, quality, cost-effectiveness and European added value of the proposed action.

Ex-post publicity for award of grants (in particular their annual publication in accordance with Article 189 of EU Financial Regulation (EU, Euratom) 2018/1046) and the financial verification of the payment requests, including the required supporting documentation shall take into account the confidentiality and security of the operational and classified information.

Information for Applicants
The Invitation to submit applications and the relevant application documents are published on Europol website.

Indicative timetable for the direct award and indicative amount of the grant

Date	Amount
Publication Q1 2021 Award of Grants: Q1 2021 – Q4 2022	€ 710,000

Maximum possible rate of co-financing of the total eligible costs
95%

Annex XII. Strategy for cooperation with third countries and/or international organisations

Europol External Strategy 2021-2024

1. Framework of the Europol External Strategy 2021-2024

The External Strategy is part of Europol's multiannual programming, in accordance with Article 12 of the Europol Regulation (hereafter "Regulation"). The provisions for Europol's relations with partners are laid down in Chapter V of the Regulation.

The political framework of the Europol External Strategy 2021-2024 includes the European Council's Strategic Agenda 2019-2024, the EU Global Strategy, the Political Guidelines of the current Commission and the steps leading to the European Security Union, to which Europol will continue to contribute.

The key analytical reports on crime in the EU, including Europol's assessments, provide the operational framework for Europol's external relations and an indication of the operational needs of the MS.

The Strategy 2020+ represents the internal framework within which Europol's external relations are set; its strategic priorities represent the basis for defining the objectives for the External Strategy.

The objectives of the External Strategy 2021-2024 and the prioritised external partners reflect the findings of the report on the implementation of the External Strategy 2017-2020, in particular the chapter on Partners of this Strategy. Based on the experience gained during the implementation of the Europol External Strategy 2017-2020 and taking into account the guidance from the Management Board, Europol's leading goals when approaching external partners will be to maximize the exchange of information between Law Enforcement Agencies and Europol and to foster international operational cooperation. As a general principle, Europol's engagement in the projects with external partners will not adversely influence the analytical and operational support provided to the Member States.
Europol will address the Member States' interests and their need for support by making a clear prioritisation of its external relations.

The implementation of this External Strategy will strongly rely upon the availability of necessary resources. Furthermore, possible mid-to long-term implications of COVID-19 may have a negative impact in terms of reaching out to the targeted countries/organisations.

2. Goals

The External Strategy will guide Europol's cooperation with external partners and fulfil the Agency's objectives set by its Regulation, namely to support the competent authorities of the Member States and their mutual cooperation in preventing and combating serious crime, terrorism and other forms of crime affecting a common interest covered by a Union policy.

<u>Europol performing as an integral part of the EU security architecture</u>

The protection of citizens and freedoms is one of the priorities of the Strategic Agenda 2019-2024[69]. Europol has well-established tools in the area of EU internal security, which address existing and emerging threats to the EU posed by an ever-changing security landscape.

[69] The main priorities of the European Council in the area of protecting citizens and freedoms include amongst others, the effective control of external borders; fighting illegal immigration and human trafficking through better cooperation

Europol will further develop its relations with third countries, international organisations, regional groups and other external partners. The Agency will maintain existing and establish new strategic and operational cooperation with external partners, to enable the Member States' competent authorities to further strengthen the prevention and combatting of all forms of serious crime. Europol will actively respond to current and emerging EU security challenges, thereby contributing to the European Security Union and the priorities stemming from the EU strategic framework. Europol will further strengthen its cooperation with the Commission and the European External Action Service (EEAS) in order to support the development of external relations in the area of security, in line with the operational needs of the Member States. In addition to existing priorities, the focus will be on developing further capabilities in the fight against cybercrime, financial and economic crime and environmental crime to support the implementation of the Commission's Political Guidelines for 2019-2024. As part of this endeavour, Europol will continue building effective partnerships with EU agencies, operations and missions and other bodies in line with European law enforcement's operational needs.

Europol's external relations flexibly responding to the Member States operational needs

The goal of Europol's external relations is to enhance operational cooperation with external partners, mainly through the exchange of data.

Europol's activities in the area of external relations will be driven by the operational needs of Member States, as identified by key analytical reports on crime in the EU. While contributing to and ensuring the proper implementation of the priorities set by the EMPACT, Europol will pay particular attention to including third countries and other external partners in EMPACT activities, where relevant, and to the support of High Value Targets related investigations.

Europol's partnerships with external partners will continue to provide a secure and adaptive environment for flexible and timely support of the Member States' investigations, according to the Europol legal basis.

In order to reach these goals, Europol will pursue several objectives: the Agency will further enhance partnerships with external parties at both strategic and operational levels, with a view to opening new channels for data exchange and increase the data flow through existing ones. It will further develop its cooperation tools in the external relations domain to provide agile operational support to Member States law enforcement authorities and will promote EU policing solutions, innovation and research in its external relations.

3. Objectives

Europol's goals in the area of external relations can be reached through objectives set by this External Strategy. These objectives strongly correlate with the strategic priorities set by the Europol Strategy 2020+:

1. Be the EU criminal information hub
2. Deliver agile operational support
3. Be the platform for European policing solutions
4. Be at the forefront of innovation and research for law enforcement

Bearing in mind the strategic priorities, Europol's objectives in the external relations will be:

Enhancing the partnerships with external parties at both strategic and operational levels

This overarching objective is the major driver for the further development of effective partnerships with external partners. Europol will also support the Commission in the

with countries of origin and transit; improving cooperation and information-sharing to fight terrorism and cross-border crime and protecting our societies from malicious cyber activities, hybrid threats and disinformation.

negotiations of new agreements allowing personal data exchange, which have achieved limited results during the first years of implementation of the Regulation.

The list of priority partners with which Europol may conclude working arrangements adopted by the Management Board, and the criteria for setting the priorities regarding the conclusion of Working Arrangements, discussed by the Corporate Matters Working Group in 2019, guide the implementation of the External Strategy.

Europol will use the tools provided by the European Union to enhance external partnerships such as Union-funded projects, EU operations and missions when relevant.

Using an extended network of partners to develop further the EU criminal information hub

Europol's external relations will focus on the further development of its role as the EU criminal information hub, in order to contribute to the preventive measures and to support the delivery of operational results to fulfil the priorities set by the EU strategic orientation. Europol will also contribute, within its legal mandate, to other Union endeavours, such as achieving a more effective control of its external borders, ensuring the proper functioning of Schengen and providing improved crisis management mechanisms. In addition, Europol will continue exploring its possible role in countering hybrid threats and in the European Union crisis management scheme.

Special attention will be paid to the further development of cooperation with private parties, non-governmental actors and international organisations that could contribute to the work of Europol, according to its legal basis.

Further developing Europol's cooperation tools to provide agile operational support

Europol attracts external partners due to its unique and well-functioning environment for cooperation. Europol will continue to cultivate this environment, which represents a potential for further growth of new interested external partners.

The current security threats and ever-changing criminal environment require a complex multidisciplinary approach of law enforcement. This is reflected in the community of liaison officers hosted by Europol, which consists of police forces, customs representatives, members of the intelligence services and other law enforcement authorities. Europol will further invest to expand this multidisciplinary environment.

While Europol will continue to develop the community of liaison officers in order to ensure an effective connection with Member States and third parties, the future deployment of Europol liaison officers will take place as agreed by the Management Board.

Europol will further expand SIENA with all its functionalities and other platforms, such as the Europol Platform of Experts, in order to ensure the desired flow of operational information. Europol will develop its external relations with a focus on interoperability and interconnection of information (in line with and exploiting the ongoing implementation of the interoperability of EU information systems) to address EU security threats in all their complexity.

Interconnection and synergies will be of the utmost importance in the external relations of the Agency. Europol will explore possibilities to cooperate with EU bodies such as agencies, CSDP missions and operations: the ultimate goal of this cooperation will be to secure the operational data needed to support the law enforcement authorities of Member States. However, any form of cooperation with civilian CSDP mission must be assessed case-by-case, taking into account the Europol's operational needs, its alignment with the legal basis and the availability of resources.

Promoting EU policing solutions, innovation and research

Europol has completed the phase of promoting its business model to potential external partners: the business model has helped establish solid external cooperation relations in almost all the continents. The continued threats call for new law enforcement approaches, in particular in the areas of counterterrorism, illegal migration, drug trafficking, trafficking in human beings, cybercrime as well as emerging threats from environmental crime. Due to a strong external element, tackling such criminality requires new forms and levels of external cooperation. Consequently, Europol has stepped up its efforts towards some external partners, for example via Union-funded projects.

Europol will continue to promote the model of the European Union law enforcement work with the goal to establish well-functioning external partnerships according to the operational needs. For example, the Innovation Lab will coordinate innovation and research activities for the benefit of the EU Member States' law enforcement agencies and other EU agencies and bodies. The Innovation Lab will focus on developing its external outreach with the established operational partners of Europol. Close cooperation with the Interpol Global Centre for Innovation (IGCI) is being established to monitor emerging technologies relevant to law enforcement work. In this context, cooperation with private parties will be further explored, keeping in mind current limitations in Europol's mandate.

In promoting EU policing solutions, Europol will focus on serving as a knowledge platform also for external partners, on promoting EU criminal analysis standards, on mediating and interconnecting expertise between the Member States, Europol and external partners.

4. Partners

Europol will continue to set priorities for engaging with external partners. The criteria for setting Europol's priorities regarding the conclusion of Working Arrangements, discussed by the Corporate Matters Working Group in 2019, will be applied to identify new external partners.

Europol will continue serving as a platform for EU Member States' competent authorities to interact with their counterparts from the partner countries in a coordinated way. Concerning the general focus of Europol's external relations led by the priority topics of organised crime, counterterrorism and cybercrime, the following areas will be further developed: cooperation on financial investigations, namely through the European Financial and Economic Crime Centre, Europol's travel intelligence function, innovation and forensics.

Third countries and regions

Europol has established cooperation with a number of external partners. The Agency will maintain the relations stemming from the existing agreements and working arrangements.

The Europol Strategy 2020+ states that Europol is the EU criminal information hub and it will continue to enhance the value of its network by providing Member States with access to a growing number of partners and sources of information.

From the geographical point of view, the **EU neighbourhood** has particular importance for Europol's external cooperation.

One of the main goals of Europol's external relations will be to establish an excellent operational partnership with the **United Kingdom** following its exit from the European Union. Cooperation with the United Kingdom is essential for all the crime areas falling under Europol's mandate.

Maintaining excellent relations with the **Schengen Associated Countries** [70] is also important. Furthermore, Europol will continue filling the gaps in cooperation with other European countries such as **Andorra** and **San Marino**.

While cooperation takes place on a daily basis at both strategic and operational levels, the **Western Balkan region** remains a top priority for Europol in view of persisting security threats such as organised crime, terrorism and migrant smuggling. The Agency has well-established operational cooperation with all the partners in the region except Kosovo[71] and hosts a community of liaison officers at its premises.

Europol's effort will be the further enhancement of operational cooperation with the Western Balkans, including involvement in EMPACT. The exchange of criminal information and intelligence at regional level should be improved in order to enhance the intelligence picture, also in the context of the EU accession process of the Western Balkans. Western Balkan partners will be encouraged to share proactively crime information. Europol will support building up analytical capacities in the region in line with its recognised standards and best practices, and it will continue supporting Western Balkan regional initiatives when relevant to operational cooperation.

Europol will also continue to engage with **Middle East and North African countries**. Persisting migration pressure accompanied by security threats require well-established cooperation within the region. In order to approach the partners, Europol will seek support of the Commission, the European External Action Service and EU agencies active in the region. Europol will focus on building mutual trust with the law enforcement agencies in the region that should pave the way to the future exchange of information, also by promoting EU policing solutions. Further support to develop Regional Threat Assessment will be provided through the Union-funded project. Particular attention should also be paid to cooperation with **Turkey** since the finalisation of the draft operational agreement between the EU and Turkey on the exchange of personal data between Europol and Turkish law enforcement authorities would allow for a more structured cooperation.

The current level of security threats will keep the focus on the **Eastern Partnership countries.**[72] Similar to the Western Balkan and MENA regions, Europol will assist in the establishment of regional network of analysts and through the participation in EMPACT activities. Strengthening cooperation with **Ukraine** in the fight against financial and economic crime will be pursued in view of the establishment of the EFECC, while fight against cybercrime is another area of common interest. Active information sharing with the countries that have established cooperation with Europol and promoting Europol's model of cooperation to potential partners will also be in the focus.

Maintaining and further developing cooperation with **the United States, Canada and Australia** will remain another top priority. Europol will also strive to develop excellent cooperation with **New Zealand**. Crime areas such as serious organised crime, terrorism and cybercrime will be in focus.

In the process of maintaining relations with the **Russian Federation**, Europol will continue to follow the general approach adopted by its stakeholders, in line with the valid restrictive measures.

Asia

The need for additional cooperation might arise after the Covid-19 crisis in relation to Asian countries. In particular, Europol recognises the importance of further engagement with **China**,

[70] Iceland, Liechtenstein, Norway, Switzerland
[71] This designation is without prejudice to positions on status, and is in line with UNSCR 1244/99 and the ICJ Opinion on the Kosovo declaration of independence.
[72] Armenia, Azerbaijan, Belarus, Georgia, Moldova, Ukraine.

within the framework of the strategic cooperation agreement, which should go hand in hand with growing Chinese investments and expanding relations with some Member States.

The intended deployment of a new Europol Liaison Officer to the IGCI in Singapore, with additional responsibilities covering the whole Asian region, will further enhance possibilities for cooperation. Countering cybercrime, child sexual exploitation and cooperation on innovation will be high on the agenda for future cooperation in the region.

Latin America

Growing demand for drugs, enhanced drug trafficking routes into the EU and the euro counterfeiting justify the need for enhanced cooperation with **Latin American countries**. Europol will focus on further cooperation as well as new partnerships with the **Andean community**.

International organisations

Interpol remains Europol's key partner due to its global outreach, complimentary tools and developed strategic dialogue between the respective management, as both organisations support law enforcement cooperation. Cooperation with Interpol will continue and further develop in line with the Regulation and the planned EU-Interpol cooperation agreement.

Regional police organisations such as the Police Community of the Americas **(AMERIPOL),** Association of Southeast Asian Nations National Police **(ASEANAPOL)** and African Union Mechanism for Police Cooperation **(AFRIPOL)** and other viable African regional and pan-African partners will also remain partners for further engagement.

Europol will continue its efforts to enhance cooperation with other international organisations such as the North Atlantic Treaty Organisation **(NATO),** World Customs Organisatio**n (WCO), UN entities (UNODC, UNCTED, UNOCT, III-M and UNITAD)** and the Organisation for Security and Cooperation in Europe **(OSCE)** with a focus on counter terrorism and hybrid threats.

As the external dimension of the fight against economic and financial crimes becomes increasingly prominent, Europol's cooperation with international organisations and networks, such as the Financial Action Task Force and the Egmont Group, will be a key component of the European Financial and Economic Crime Centre.

5. Oversight mechanism – the role of the Management Board

The Management Board will receive regularly strategic reviews of cooperation with particular partners or regions in order to provide guidance for further actions. Information on the implementation of the External Strategy will be presented every six months.

The list of priority partners with which Europol may conclude working arrangements based on **goals and objectives** as outlined in this external strategy will be annually reviewed and submitted to the Management Board.

The Management Board will regularly discuss the developments and achievements obtained through Europol's external relations to the benefit of the operational interests of the Member States in order to review the goals and objectives set out in this External Strategies.

Annex XIII. Procurement Plan 2022

1. Introduction (Legal basis and financing decision):

Procurement initiatives are implemented in line with the Financial Regulations as follows:

- Article 89 of the Europol Financial Regulation[73] states that: "*as regards procurement, Title VII of Regulation (EU, Euratom) 2018/1046[74] and Annex 1 thereof shall apply, subject to Article 90 (procurement procedures)*";

- Article 110(1) (financing decision) of the EU Financial Regulation states that: "*A budgetary commitment shall be preceded by a financing decision adopted by the Union institution or by the authority to which powers have been delegated by the Union institution. The financing decisions shall be annual or multiannual. The first subparagraph of this paragraph shall not apply in the case of appropriations for the operations of each Union institution under its administrative autonomy that can be implemented without a basic act in accordance with point (e) of Article 58(2), of administrative support expenditure and of contributions to the Union bodies referred to in Articles 70 and 71*";

- Article 110(2) and (3) of the EU Financial Regulation states that "*The financing decision shall indicate the total amount it covers and shall contain a description of the actions to be financed. It shall specify:*

  (a) the basic act and the budget line;

  (b) the objectives pursued and the expected results;

  (c) the methods of implementation;

  (d) any additional information required by the basic act for the work programme.

  In addition, (…) the financing decision shall set out the following:

  (b) for procurement: the global budgetary envelope reserved for procurements''.

2. Rules for participation in Europol tender procedures:

Eligibility and exclusion criteria

- The tenderers must be established in an EU Member State. This implies that tenderers established in third countries (non-EU countries) do not have the right to participate in Europol tendering procedures, unless other bilateral or special international agreements in the field of public procurement grant them the right to do so. In case there is no such agreement, or the agreement does not apply to the kind of contracts put out to tender, tenderers of third countries are not entitled to participate, unless otherwise explicitly allowed in the given calls published by Europol;
- The tenderers shall not be, at the time of a contract award procedure, in one of the exclusion situations referred to in Article 136 (Exclusion criteria and decisions on exclusions) of the EU Financial Regulation.

Selection and award criteria

[73] Decision of the Europol Management Board on the adoption of the Financial Regulation applicable to Europol (EDOC#1032027v6 4 October 2019)

[74] Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union, amending Regulations (EU) No 1296/2013, (EU) No 1301/2013, (EU) No 1303/2013, (EU) No 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, and Decision No 541/2014/EU and repealing Regulation (EU, Euratom) No 966/2012 (referred to as the "EU Financial Regulation") - OJ L 193, 30.7.2018, p. 1–222.

- The eligible proposals/tenders will be evaluated against the selection criteria indicated in each call. In general, there are three sets of selection criteria to be assessed which are specified on a case by case basis in each tender procedure:
  - Legal and regulatory capacity;
  - Economic and financial capacity; and
  - Technical and professional capacity.
- The tenders which meet the selection criteria are evaluated against the award criteria indicated in each call. In general, the award criteria require the assessment of quality and price.

3. Overview of the main procurement initiatives for year 2022

Procurement initiatives are implemented either via existing (framework) contracts or via tender procedures on the basis of the following outsourcing financing scheme:

I. Implementation of existing framework contracts through order forms (including specific contracts) or of direct contracts;
II. Other Procurements (mainly through call for tenders under open/restricted and negotiated procedures).

A summary of the main procurement initiatives is outlined in Table 1 below. It includes generic information about the procurement initiatives performed in the previous year of the current work programme as well as the initiatives planned for the following year.

A detailed overview of the procurement initiatives for **YEAR 2022** is provided in Table 2 below. The table indicates the **number of the main contracts** (i.e. above EUR 15,000) in force in 2022 and divided into two parts:

- Part A includes administration and general services-related procurement initiatives.
- Part B includes IT-related procurement initiatives.

The table also includes the **indicative list of tender procedures** to be initiated in 2022. The list of tender procedures will be further detailed once more details on calls timing will be available.

The table does not include the following data/information:

- tender procedures below EUR 15,000;
- exceptional negotiated procedures without prior publication of a contract notice under point 11, Annex I of the EU Financial Regulation;
- restricted procedures to be launched under existing (published) calls for expression of interest;
- inter-institutional procurement or procedures launched by the EU institutions, bodies and/or agencies; and
- tender procedures under framework contracts with reopening of competitions (i.e. mini competitions).

In addition, Europol will place orders for supplies, services, including IT consultancy services either under Europol framework contracts or under framework contracts resulting from inter-institutional tender procedures. These orders and the inter-institutional framework contracts are not reflected in the table below.

Interested economic operators are invited to consult regularly the Europol website for low value and middle value procedures (between EUR 15,000 and below the EU thresholds) and the Official Journal of the European Union for all tender procedures from the applicable EU thresholds (since 1.01.2020 at EUR 139,000 for Europol[75]).

[75] New thresholds to be communicated in January 2022.

Table 1: Summary of the main procurement initiatives

Table Code	Other initiatives and services	Estimated commitments in EURO							
		Total Initially Budget value (procured)	Total review value (procured)	Total Initially Budget value (procured)	Total review value (procured)	Total Initially budget value	Total Initially budget value[76]	Number of contracts / SLA / etc	Expected number of procurements
		2019	2019	2020	2020	2021	2022	2022	2022
Part A	**Total Procurement (non-ICT)**	25,139,066	23,020,323	28,652,066	19,612,949	29,163,075	30,763,325	80	17
Part B	**Total ICT procurement**	23,424,000	25,951,201	42,198,000	36,825,102	39,850,000	47,914,000	76	4
Total								(156)	21
Parts A & B	**Total all procured budget value**	48,563,066	48,971,524	70,850,066	56,438,051	69,013,075	78,677,325		
% of the Europol budget for procurement initiatives		34%	36%	35%	38%	39.9%	40.9%		

[76] Estimated value, subject to change. The total review value (procure) for 2021 will be only available by mid-January.

Table 2: Overview of the main procurement initiatives for 2022

TABLE PART A - Main procurement initiatives 2022 (Non ICT-related activities)

List of running contracts in 2022 (Framework Contracts (FWC), Direct Contracts or Other, such as Service Level Agreements (SLA), Memorandum of Understanding)					
Category	**Main procurement initiatives** (services, supplies/goods and other initiatives) (categorised per budget headings)	**Value** **(in Euro)**	**Contracts**		**Tenders**
			Number of main contracts valid in 2022	**Type of contracts**	**Number of tenders to be initiated by EUROPOL**
Category A1	Staff-related expenditure, excluding salaries or allowances (medical services, training, etc.)	6,676,000	25	FWC Direct Other	**7**
Category A2	Building-related expenditure (e.g. rent, energy, cleaning, maintenance, furniture, security, hospitality, etc.)	9,511,940	22	FWC Direct Other	**3**
Category A3	Administrative –related expenditure (e.g. postal services, stationary, open source, library, catering, insurance, publication, uniform, legal, PR items, etc.)	4,106,000	28	FWC Direct	**6**
Category A4	Meeting-related expenditure (e.g. travel, hotels, interpretations, translations, hospitality service)	10,469,385	5	FWC Other	**1**
Sub-Total Category A		30,763,325	**80**		**17**

	Tentative detailed overview of tender procedures (non-IT sector) to be initiated in 2022					
No	**Type of Procurement initiatives** (as divided in accordance with table above)	**Subject**	**Estimated budget in Euro**[77]	**Indicative timeframe**		**Comments**
				Indicative time frame for tender initiation	**Indicative time frame for tender completion**	
1	Category A1	**Security-related training courses, including emergency and first aid training**	Above EU threshold (around 320,000 out of 4 years)	Q1.2022	Q3.2022	Recurrent needs: Existing Contract expiry date 14.10.2022
2	Category A1	**Safety goods and equipment**	Below EU threshold (around 80,000 out of 4 years)	Q1.2022	Q3.2022	Recurrent needs: Existing Contract expiry date 14.10.2022
3	Category A1	**Crisis Management Exercising & Consulting Services**	Below EU threshold (around 120,000 out of 4 years)	Q4.2022	Q1.2023	Recurrent needs: Existing Contract expiry date 22.01.2023
4	Category A1	**Consultancy services for Local Staff Pension funds closure and Dutch pension funds**	Above EU threshold (around 250,000/300,000 out of 4 years)	Q4.2021/ Q1.2022	Q2.2022	*New needs (from 2021 planning)*
5	Category A1	**Specialised Training courses for the Cyber Crime Centre (EC3)**	Below EU threshold (around 90,000 out of 1 year)	Q1.2022	Q3.2022	Recurrent needs: Existing Contract expiry date: No contract in 2020/2021 due to Covid pandemic. *Europol might launch an exceptional negotiated procedure to cover this need.*
6	Category A1	**Language Training courses, including on-line training**	Above EU threshold (around 500,000/600,000 out of 4 years)	Q2/Q3.2022	Q2.2023	Recurrent needs: Existing Contract expiry date 17.07.2023

[77] Estimated amounts provided for information only where available. Below EU threshold = below EUR 139,000; Above EU threshold = above EUR 139,000. (new thresholds to be communicated in January 2022).

	Tentative detailed overview of tender procedures (non-IT sector) to be initiated in 2022					
No	**Type of Procurement initiatives** (as divided in accordance with table above)	**Subject**	**Estimated budget in Euro**[77]	**Indicative timeframe**		**Comments**
				Indicative time frame for tender initiation	**Indicative time frame for tender completion**	
7	Category A1	**Fit-test for Security Guards**	Below EU threshold (around 138,000 out of 4 years)	Q1.2022	Q2.2002	New needs
8	Category A2	**Move, logistics and storage services**	Above EU threshold (around 1,650,000 out of 4 years)	Q4.2021/ Q1.2022	Q3.2022	Recurrent needs: Existing Contract expiry date 16.07.2022
9	Category A2	**Cleaning and related services and supplies**	Above EU threshold (around 3,800,000 out of 4 years)	Q2.2022	Q4.2022	Recurrent needs: Existing Contract expiry date 17.12.2022
10	Category A2	**Technical Surveillance Countermeasures TSCM (incl. training)**	Below EU threshold (around 138,000 out of 4 years)	Q4.2021/ Q1.2022	Q3.2022	New needs *(Services previously provided by the Host State)* *(from 2021 planning)* *Use of an alternative contract envisaged*
11	Category A3	**Web services including campaigns, hosting, design and development**	Above EU threshold (around 900,000 out of 4 years)	Q2.2022	Q4.2022	Recurrent needs: Existing Contract expiry date 28.11.2022
12	Category A3	**Gift and conference personalized promotional items**	Below EU threshold (around 40,000/60,000 out of 4 years)	Q2.2022	Q3.2022	Recurrent needs: *(Tentative, only if an existing contract cannot be used)* *Joint procedure with another EU agency envisaged*
13	Category A3	**Press releases proof reading services**	Below EU threshold (around 60,000 out of 4 years)	Q2.2022	Q3.2022	*New needs (tentative only)*

	Tentative detailed overview of tender procedures (non-IT sector) to be initiated in 2022					
No	**Type of Procurement initiatives** (as divided in accordance with table above)	**Subject**	**Estimated budget in Euro**[77]	**Indicative timeframe**		**Comments**
				Indicative time frame for tender initiation	**Indicative time frame for tender completion**	
14	Category A3	**Technical Studies/Consultancy for the Innovation Lab**	Above EU threshold (around 250,000 out of 2 years)	Q2.2022	Q3.2021	*New needs (tentative only if an existing contract cannot be used)*
15	Category A3	**Technical Studies/ Consultancy for the Finance Unit**[78]	Below EU threshold (around 45,000-55,000 out of 4 years)	Q1.2022	Q2.2022 Q3.2022 (for targeted consultancies)	*New needs (tentative only if an existing contract cannot be used)*
16	Category A3	**Commission of the valuation of Europol assets**	Below EU threshold (around 15,000 out of 4 years)	Q1.2022	Q2.2022	*New needs (tentative only – a very low value contract might be used)*
17	Category A4	Travel management services for operational meetings	Above EU threshold (around 1,200,000[79] out of 4 years)	Q1.2022	Q3.2022	*New needs (tentative only if the existing inter-institutional contract cannot be modified)*

[78] Europol may decide to launch several low value/middle value tender procedures, one to cover the overall assessment of the implementation of the Finance Strategy (review of Finance-related processes) and another one targeted to awareness activities, including the development of awareness tools such as e-learning modules.
[79] Amount might be subject to change depending on the long-term Europol travel management services strategy.

TABLE PART B - Main procurement initiatives 2022 (ICT-related activities)

Part B - Main procurement initiatives 2022 (ICT-related activities)					
Category	**Main procurement initiatives** (services, supplies/goods and other initiatives) (categorised per budget headings)	**Value (in Euro)**	**Contracts**[80]		**Tenders**
			Nr of main contracts valid in 2022	**Type of contracts**	**Nr of tenders to be initiated by EUROPOL**
Category B1	Administrative and operational purchase and maintenance of Hardware and Software	27,689,000	18 + 18	FWC	**1**
Category B2	Administrative and operational ICT External Service Provision including development and maintenance of solutions and strategic consultancy services	15,800,000	12 + 13 +6	FWC	**0**
Category B3	Administrative and operational Telecommunications costs	3,242,000	6 + 2	FWC	**3**
Category B4	Decryption Platform	1,183,000	1	SLA	**0**
Sub-Total Category B		47,914,000	**76**		**4**

[80] A contract may cover several categories and be counted more than once.

No	Tentative detailed overview of IT-related tender procedures to be initiated in 2022:					
	Category	Subject	Estimated budget[81]	Indicative timeframe		Comments
				Indicative time frame for tender initiation	Indicative time frame for tender completion	
18	Category B3	**Maintenance of Xerox Printers and Price-per-page services**	Below EU threshold (around 130,000 out of 4 years)	Q2.2022	Q3.2022	Recurrent needs: Existing Contract expiry date: 22.11.2022
19	Category B3	**Helpdesk Services**	Above EU threshold (around 2,200,000 out of 4 years)	Q4.2021/ Q1.2022	Q2.2022	Recurrent needs: *(from 2021 planning)* Existing Contract expiry date: 23.02.2022
20	Category B3	**Internet Access Services**	Above EU threshold (around 1,500,000 out of 4 years)	Q2.2022	Q1.2023	Recurrent needs: Existing Contract expiry date: 21.03.2023 *Tentatively and to be launched only if the reopening of competition under EXICON FWC of DIGIT is not successful*
21	Category B3	**Mobile Communication Carrier Services**	Above EU threshold (around 4,500,000 out of 4 years)	Q1.2022	Q1.2023	Recurrent needs: Existing Contract expiry date: 24.03.2023

[81] Below EU threshold = below EUR 139,000; Above EU threshold = above EUR 139,000 (new thresholds to be communicated in January 2022).