

Europol Programming Document

2021 – 2023

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Europol Public Information

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Table of Contents

List of Acronyms..... 3

Mission Statement 4

Executive summary 4

SECTION I – General Context..... 11

SECTION II - Multi-annual programming 2021 – 2023..... 21

 1. Multi-annual programme 21

 Strategic Priority 1: Be the EU criminal information hub 21

 Strategic priority 2: Deliver agile operational support..... 21

 Strategic Priority 3: Be a platform for European policing solutions 22

 Strategic Priority 4: Be at the forefront of law enforcement innovation and research... 22

 Strategic Priority 5: Be the model EU Law Enforcement organisation..... 22

 Europol External Strategy 2021-2024 24

 2. Human and financial resource outlook for the years 2021-2023 30

SECTION III - Work Programme 2021 34

 Activities 34

 A.1. Development of operational ICT and IM capabilities 34

 A.2. Operational Coordination..... 42

 A.3. Combating Serious and Organised Crime..... 49

 A.4. Combating Cyber Crime 58

 A.5. Counter-Terrorism..... 66

 A.6. Combating Financial and Economic Crime..... 74

 A.7. Strategic and Analysis Coordination 81

 A.8. Governance, support and administration 89

ANNEXES 97

List of Acronyms

ADEP	Automation of Data Exchange Processes	HVT	High Value Targets
AP	Analysis Project	IAC	Internal Audit Capability
ARO	Asset Recovery Office	IAS	Internal Audit Service
BPL	Basic Protection Level	ICT	Information and Communications Technology
CBRN	Chemical, Biological, Radiological and Nuclear	IDMC	Integrated Data Management Concept
CEPOL	European Union Agency for Law Enforcement Training	IM	Information Management
COSI	Standing Committee on Operational Cooperation on Internal Security	IRU	Internet Referral Unit
CSDP	Common Security and Defence Policy	ISF	Internal Security Fund
CT	Counter-Terrorism	J-CAT	Joint Cybercrime Action Taskforce
DPF	Data Protection Function	JHA	Justice and Home Affairs
EC3	Europol Cybercrime Centre	JIT	Joint Investigation Team
ECA	European Court of Auditors	JRC	Joint Research Centre
ECTC	European Counter Terrorism Centre	LEA	Law Enforcement Authorities
EEAS	European External Action Service	MB	Management Board
EES	Entry-Exit System	MENA	Middle East and North Africa region
EFECC	European Financial and Economic Crime Centre	MS	Member State
EIS	Europol Information System	MTIC	Excise and Missing Trader Intra Community
EMAS	Europol Malware Analysis Solution	OAP	Operational Action Plan (under EMPACT)
EMCDDA	European Monitoring Centre for Drugs and Drug Addiction	OCG	Organised Crime Group
EMPACT	European Multidisciplinary Platform against Criminal Threats	OLAF	European Anti-Fraud Office
EMSC	European Migrant Smuggling Centre	OSINT	Open Source Intelligence
EPE	Europol Platform for Experts	OSP	Online Service Providers
EUCP	EU Crisis Protocol	OTF	Operational Task Force
ESOCC	European Serious and Organised Crime Centre	PERCI	Plateforme Européenne de Retraits de Contenus illicites sur Internet (European platform for takedown of illegal content online)
ETIAS	EU Travel Information and Authorisation System	PIU	Passenger Information Unit
ETS	European Tracking Solution	PNR	Passenger Name Record
EUIPO	European Union Intellectual Property Office	QUEST	Querying Europol's systems
Eurojust	European Union Agency for Criminal Justice Cooperation	SIENA	Secure Information Exchange Network Application
Eu-Lisa	European Agency for the Operational Management of large-scale IT Systems in the Area of Freedom, Security and Justice	SIS	Schengen Information System
FIU	Financial Intelligence Unit	SOC	Serious and Organized Crime
Frontex	European Border and Coast Guard Agency	SOCTA	Serious and Organized Crime Threat Assessment
HR	Human Resource	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 2021-2023. Special focus will be placed on five main strategic priorities which have been identified as part of the Europol Strategy 2020+. These priorities will guide the work of the Agency in the years 2021-2023 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 gives a comprehensive overview of the full work portfolio of the agency, including its regular work and specific annual objectives and actions for 2021; the work is organised around the different areas of operation (Activities). Beyond the established (recurrent) work of the agency, annual objectives and actions also reflect and contribute to the strategic priorities identified for 2020+.

In 2021 Europol will continue providing the Member States with high quality operational support to investigations in the priority areas aligned with the new EU Security Union Strategy. The planned work of the European Cybercrime Centre (EC3), the European Financial and Economic Crime Centre (EFECC), the European Serious and Organised Crime Centre (ESOCC) -including the European Migrant Smuggling Centre (EMSC), the European Counter Terrorism Centre (ECTC) including the European Union Internet Referral Unit (EU IRU) next to the 24/7 Operational Centre and the horizontal support functions is extensive and in 2021 as every other year it is full with proposals for new initiatives and further involvement of capabilities, expertise and tools, in order to exploit the latest opportunities and be able to offer the necessary support to MS' operations.

Some aspects of the implementation of the Work Programme might continue to be affected by the implications of the COVID-19 pandemic in 2021, in ways that cannot be predicted exactly in this moment.

Next to Europol's usual tasks and responsibilities, the main highlights foreseen for 2021 are summarised below:

- 2021 will be a dynamic year in terms of following **new policy initiatives** and implementing emerging tasks falling within Europol's mandate. The new EU Security Union Strategy, the EU Drugs Agenda, the EU strategy for a more effective fight against child sexual abuse, the EU Action Plan against Firearms Trafficking and the Pact on Migration and Asylum will have an impact on Europol's work and are already reflected to the extent possible in the agency's planning for 2021.
- The Commission presented a proposal for a Europol Regulation Recast in December 2020. While it is premature to anticipate the potential impact of the Recast on the

Europol Public Information

planning for 2021, Europol will be following the relevant developments and will remain available – if requested - to provide expert input. The priorities of the **EU Policy Cycle** for organised and serious international crime 2018-2021 will remain the key driver for the operational support provided by Europol to the Member States' competent authorities. The agency will continue facilitating the work of EMPACT and the provision of funding opportunities for the EU Eastern Neighbourhood countries in relation to the EU Policy Cycle priorities. In the same year, the agency will deliver SOCTA 2021 which will give recommendations for the operational priorities during the next cycle.

- The concept of **High Value Targets** (HVT) aims at refocusing operational efforts in fighting those organised crime groups or individuals that constitute the highest threat to the internal security of the EU. The high risk OCGs are extensive and complex, and operate in several Member States. The provision of operational support for such high-profile investigations is resource intensive and require highly specialised criminal expertise in a number of domains and also the latest investigative processes and technical tools. With a dedicated budget for HVTs, in 2021 Europol will be able to improve its support to Member States in terms of flexibility, comprehensiveness and magnitude. In parallel, the establishment of the Operational Coordination Team at ESOCC should reinforce the application of the standardised HVT/OFT process and criteria and have a positive effect on prioritisation and resource optimisation.
- **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. This called for a more streamlined approach to analysis as a result of which the agency set up in 2020 the new Analysis and Strategy Coordination Unit. The Unit will require further reinforcement in 2021 in order to address the challenges related to Europol's analytical output and to enhance the related services and products delivered to the Member States.
- In line with the Europol Strategy 2020+, Europol is aiming at positioning itself at the forefront of law enforcement **innovation** and research. In order to achieve progress in the area and ensure that the intended approach to innovation is future-proof and directed towards the needs of Member States Europol will continue implementing the **Innovation Lab**, initiate the creation of an EU Observatory for innovation and launch the EU Innovation Hub for Internal Security.
- In 2021 Europol will start the implementation of its new **External Strategy 2021-2024** and will pursue establishing or reinforcing cooperation with selected high-priority third countries as listed in the Management Board decision on Europol's external relations priorities. In parallel, the agency will finalise the working modalities for providing support to the European Public Prosecutor's Office and establish effective operational collaboration. Cooperation with the Justice and Home Affairs Agencies remains a priority, and in particular the outreach to the new European Union Agency for Asylum (ex. EASO).
- The **Information Management Strategy** developed in 2020 will guide the streamlining and development of information management at Europol in the coming years. Main activities will be outlined in an Implementation Plan which will be presented to the MB. The multiannual New Environment for Operations (NEO) programme will continue with its ambition to re-design the information management architecture of the agency while the work on the EU Interoperability will be further pursued in line with the European Commission planning and in close cooperation with eu-LISA.
- 2021 (onwards) will be a challenging time for the information processing capabilities of Europol's Operational Centre as several heavy workload projects will start materialising. The inauguration of the **SIRENE Office** will require effective handling of hits on terrorist alerts and supplementary information. The follow-up on Member States' hits with Europol's analysis data and the facilitation of information exchange with the UK post-Brexit are two new potentially significant tasks. Furthermore, in 2021 (as postponed from 2020) the Operational centre will have a major **coordinating role for the UEFA European Championship** by hosting the Police Information and Coordination Centre.

Europol Public Information

- In the area of **travel intelligence**, the agency will further streamline its capabilities towards the establishment of a European Travel Intelligence Centre. In 2021 this will include an increase in the operational support provided to Member States' investigations, adjustments to the exponential growth of travel data volumes and the expansion of the dedicated liaison network. With the approaching of **ETIAS**, the preparations for the setting up of a 24/7 service to ensure the swift follow-up on hits of travel authorisation applications against Europol data are becoming increasingly important but are not backed yet with the necessary resources, creating a major risk to the delivery of expected services.
- **Drugs Trafficking** remains one of the largest criminal market in the EU and the number of organised crime groups and supply of illicit drugs are increasing. Europol has aligned its initiatives in the area to the extent possible (given available resources) to the new EU Agenda and Action Plan on Drugs 2021-2025. Another policy initiative to which Europol will be contributing is the EU action plan on **firearms trafficking** 2020-2025. The agency will continue to assist Member States in gathering information and building a sound criminal intelligence picture on the use of Dark Web for illicit trade of firearms and will intensify work related to trafficking of weapons through postal and fast parcels. In parallel, Dark Web-enabled **illegal immigration and document fraud** will be in the focus of the European Migrant Smuggling Centre at ESOC, which is expected to bring forward joint investigations. In 2021, the new EU Action Plan against Migrant Smuggling will be presented, which may have an impact on Europol's work as well.
- In the area of **cybercrime** Europol will have at its disposal the new **Decryption platform** in 2021 and will aim at optimising the utilisation of the acquired additional processing capacity in order to improve the speed and efficiency of the recovery of encrypted data seized during criminal investigations. Furthermore, EC3 is planning to strengthen its support to cryptocurrency-related investigations of Member States, the operational and tactical response to ransomware and the malware analysis capabilities of the Europol Malware Analysis Solution (EMAS).
- 2021 will be also a dynamic year in which different policy initiatives in the cybercrime area will be taking shape and start materialising. Europol will coordinate the law enforcement contribution to the future **EU Joint Cyber Unit** and 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 Child Protection Centre** put forward by the new EU strategy for a more effective fight against child sexual abuse.
- 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 ECTC is preparing to address the emerging trend of **right wing extremism** and undertake steps towards the setting up of an EU-wide coordination mechanism to tackle this crime phenomenon.
- Another particular endeavour for Europol is to contribute towards the more efficient handling of online terrorist content by setting up an **EU platform for referrals and removal orders** (Project PERCI) as a communication and coordination tool between Member States and relevant online service providers. Due to the complexity of the project and already overstrained ICT and operational capabilities of Europol, in 2021 the platform will be launched at a minimum viable product level which will continue being developed in the following years as additional resources become available.
- 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 setting up of an operational platform enabling the 24/7 real time crisis response depends directly on the progress of the PERCI project while the taking up of a central role in the coordination of the emergency response by Europol will require further staff investment.
- The EU IRU will continue the effort to facilitate Member States' access to digital data from online service providers through the expansion of geographical scope of the Cross-

Europol Public Information

Border Access to **Electronic Evidence** (SIRIUS) Project and its judicial dimension, among other features. The project should also provide specialised support on the identification of High Value Targets.

- Following its establishment in 2020 the **European Financial and Economic Crime Centre (EFECC)** will continue the process of expanding and optimising its potential to increase Europol’s responsiveness and operational performance in the areas of fraud, money laundering, asset recovery, corruption and counterfeiting. The demand for **financial intelligence** support to Member States’ investigations remains higher than the centre’s capacities and further efforts need to be made in expanding EFECC services towards **all forms of corruption** as a new area of work. There is also a significant number of stakeholders in the Member States (FIUs, Customs, tax agencies, financial investigators and anti-fraud experts) as well as relevant institutional partners in the EU (the EPPO, OLAF, the ECB and the EU-IPO) and private sector with whom enhancing the cooperation will be an important element of EFECC’s work in 2021.
- The implementation of the multiannual **Strategic Housing Roadmap** will continue and in 2021 Europol will be operating from its existing headquarters and the first temporary satellite building, while the second temporary satellite building should also become operational. Construction work at the headquarters has to be undertaken in order to maximise the office space and the preparatory work for a new additional permanent building has to advance in collaboration with the Host State. These activities require a major effort and ultimately an expansion of the necessary facilities, ICT, security and administrative services for the years ahead.
- As a result of the **COVID-19 outbreak in 2020**, Europol implemented a series of measures in order to minimise the impact on the agency’s work. In 2021, Europol will continue to **further develop and implement such future proof activities**, i.e. decentralised working methods, teleworking (including with secure operations network laptops where feasible, due to the nature of the operational information processes), and modernised electronic workflows.

Table: Overview of Europol’s objectives for the year 2021

Europol WP Activity	Objective 2021
A.1. Development of operational ICT and IM capabilities	A.1.1 Develop and maintain reliable and secure operational ICT and IM capabilities.
	A.1.2 Initiate the implementation of the Information Management Strategy.
	A.1.3 Implement improvements to core operational capabilities.
	A.1.4 Implement the New Environment for Operations and further develop other operational ICT capabilities.
	A.1.5 Advance interoperability and connectivity with information management systems at EU level to enhance information exchange.
A.2. Operational Coordination	A.2.1 Ensure the effective functioning of the Operational Centre in managing operational information.
	A.2.2 Utilise the newly acquired access of Europol to the Schengen Information System.
	A.2.3 Provide support to operations and crises management.

Europol Public Information

Europol WP Activity	Objective 2021
	A.2.4 Host the Police Information and Coordination Centre (PICC) at Europol for the UEFA European Championship 2021.
	A.2.5 Streamline Europol's capabilities in the area of travel intelligence towards a European Travel Intelligence Centre (ETIC).
	A.2.6 Provide support to EU Member States in the area of special tactics.
	A.2.7 Provide support and funding opportunities to EU Member States' EMPACT projects.
	A.2.8 Extend Europol's support for the EU Eastern Neighbourhood countries in relation to the EU Policy Cycle.
	A.2.9 Manage and support medium to long-term deployments, incl. Europol's Guest Officers capability.
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 EU Policy Cycle priorities.
	A.3.2 Enhance coordination and operational efforts against High Value Targets.
	A.3.3 Provide support to EU Member States' investigations on drugs supply.
	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.
	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 EU Policy Cycle priorities.
	A.4.2 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.

Europol Public Information

Europol WP Activity	Objective 2021
	A.4.7 Provide support to EU Member States' investigations on non-cash payment fraud.
	A.4.8 Provide support to EU Member States' investigations on the Dark Web.
	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 Establish an EU platform to tackle illegal content online 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.
	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 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 Provide support to EU Member States' investigations in identifying and tracing proceeds of crime.

Europol Public Information

Europol WP Activity	Objective 2021
	A.6.5 Extend Europol's support to EU Member States' investigations on other forms of corruption beyond sports corruption.
	A.6.6 Provide support to EU Member States' investigations on 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 Reinforce analysis training capabilities and coordination at Europol.
	A.7.3 Deliver quality strategic reports.
	A.7.4 Support strategic analysis in the EU Neighbourhood countries.
	A.7.5 Continue to implement Europol's Innovation Strategy by establishing the basic structure and processes underpinning of the Europol Innovation Lab and by hosting the EU Innovation Hub for internal security.
	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 Progress towards the rationalisation and expansion of Europol's facilities services and capabilities.
	A.8.5 Ensure the necessary level of physical, personal and information security at Europol.

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 Security Union Strategy

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

- A future-proof security environment: The Commission will put forward new EU rules on the protection and resilience of critical infrastructure. It will promote public private cooperation to ensure stronger physical protection of public places and detection systems against terrorist attacks. By the end of 2020, the Network and Information Systems Directive should be reviewed. In addition, the Commission has identified the need for a Joint Cyber Unit as a platform for structured and coordinated cooperation.
- 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 how 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 (more below) and will provide as 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. An EU Agenda on Counter-Terrorism, including a «Protect» Action Plan, will be issued in Q3 2021. Key measures to fight organised crime include an Agenda for tackling organised crime, including trafficking in human beings planned for early 2021. The Commission adopted on 24 July 2020 a new EU Agenda on Drugs and a new EU Action Plan against firearms trafficking (more below). Furthermore, the current framework on seizing criminals' assets will be reviewed and a new EU Action Plan against migrant smuggling will be put forward in Q2 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. As part of the review of Europol's mandate, the Commission will look into the creation of a European Innovation hub for internal security.

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. While organised crime affecting the EU has links to more than 130 countries, Europol only has operational agreement with 17. In a globalised world, European law enforcement must be able to share data with countries whose legal systems are not entirely in accord with

Europol Public Information

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. 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", 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.

1.4. 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 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.

1.5. Strengthening cooperation with CSDP missions and operations

Council Conclusions on the implementation of Civilian Compact 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

2.1. EU Agenda and Action Plan on Drugs 2021-2025

The new EU Agenda on Drugs puts forward the following priority areas: targeting high-risk organised crime groups active across the EU, and disrupting criminal business models especially those that foster collaboration between different organised crime groups; proceeds and instrumentalities of organised crime groups involved in the drug markets, and social reuse of confiscated assets; international cooperation with third countries or regions 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 or undeclared crossing of the EU borders. The Agenda 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.

2.2. Action Plan against Firearms Trafficking

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

Europol Public Information

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.

2.3. European Public Prosecutor's Office (EPPO)

Regulation (EU) 2017/1939 establishing the European Public Prosecutor's Office entered into force in November 2017. The office should be fully established by the end of 2020 and Europol is required to assist the office in its mission to investigate and prosecute criminal offences affecting the financial interests of the Union.

2.4. Pact on Asylum and Migration

On 23 September 2020, the European Commission presented the new Pact on Migration and Asylum. Of relevance for Europol will be the proposals for a Regulation introducing a screening of third country nationals at the external borders; 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. The main explicit role foreseen in the Pact for Europol stems from the forthcoming 2021-2025 EU Action Plan against migrant smuggling, which will build on the work of the European Migrant Smuggling Centre and the other JHA Agencies, resulting in stronger inter-agency cooperation to address challenges in the areas of financial investigations, asset recovery and document frauds, as well as new phenomena such as digital smuggling.

2.5. European Council Conclusions October 2018 and Council's package "Enhancing the response to migrant smuggling networks: a comprehensive and operational set of measures" of 6 December 2018

In October 2018, the European Council concluded that the fight against people-smuggling networks needs to be stepped up and recommended the following set of operational measures some of which are directly relevant for Europol:

- Increase the EMSC's capacity to support MSs in migrant smuggling investigations.
- Connect all relevant actors to the Information Clearing House at the EMSC (ICH).
- Enhance the direct link between front line information and information analysis capacities.
- Intensify the use of the EU Policy Cycle/EMPACT.
- Establish a Joint Liaison Task Force on migrant smuggling at Europol (JLT-MS).
- Use regional joint operational platforms.
- Strengthen the financial investigation component.
- Operational needs-based training.
- Strengthen the capacity of the EU Internet Referral Unit within Europol, including by making available additional resources to Europol.
- Strengthen links with CSDP missions/operations.

3. Cybercrime

3.1. European Commission's Cyber policy package of 15 September 2017

In September 2017, the Commission adopted a package on cybersecurity with a wide-ranging set of measures to reinforce the EU's resilience and response to cyber-attacks. The package comprises several elements that are of direct relevance to Europol, as outlined in the Communication "Resilience, Deterrence and Defence: Building strong cybersecurity for

the EU”, the proposal for a Directive on Non-Cash Payment Fraud and the Recommendation “on Coordinated Response to Large Scale Cybersecurity Incidents and Crises”.

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. Directive of 17 April 2019 on combating fraud and counterfeiting of non-cash means of payment

The Directive aims to strengthen the ability of law enforcement authorities to tackle fraud and counterfeiting of non-cash means of payment by expanding the scope of the offences related to information systems to all payment transactions, including transactions through virtual currencies. The new law also introduces common rules on the level of penalties and clarifies the scope of Member States' jurisdiction in such offences. Given the significant trans-border dimension of this area of crime and in particular the volatile nature of the electronic evidence, Member States should be able to promptly deal with urgent requests from the network of points of contact and provide feedback within eight hours. In very urgent and serious cases, Member States should inform Europol.

3.4. 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 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.

3.5. Council Conclusions on combatting the sexual abuse of children

In October 2019, the Council called for continued efforts in combating the sexual abuse of children to better prevent and investigate these crimes, as well as to better protect victims. The Council asked the industry to ensure lawful access for law enforcement to digital evidence without weakening encryption and in full respect of privacy. Cooperation between national law enforcement authorities, internet providers, Europol, Eurojust and Interpol should be enhanced.

3.6. European Strategy for Data

The aim of the Strategy is to make the most of non-personal data as an asset in the digital economy and to create a single market for data. The Commission will support the establishment of Common European data spaces for public administration. Actions in this areas will focus on law and public procurement data and other areas of public interest such as data use for improving law enforcement in the EU in line with EU law, including the principle of proportionality and data protection rules.

3.7. Council Conclusions on the significance of 5G to the European Economy and the need to mitigate security risks linked to 5G

On 3 December 2019, the Council published its conclusions on the issue of mitigating security risks regarding 5G deployment in the EU. The Council 'stresses the need to address and mitigate potential challenges arising from the deployment of 5G networks and services to law enforcement including e.g. lawful interception.'

3.8. White Paper on Artificial Intelligence

The White Paper issued in February 2020 mentions the benefits of AI for services of public interest by equipping law enforcement authorities with appropriate tools to ensure the security of citizens, with proper safeguards to respect their rights and freedoms.

3.9. COSI document on the EU Law Enforcement Emergency Response Protocol

COSI adopted in 2018 an EU Law Enforcement Emergency Response Protocol as a part of the EU Blueprint for Coordinated Response to Large-Scale Cross-Border Cybersecurity Incidents and Crises. The Protocol serves as a tool to support the EU LEA in providing immediate response to major cross-border cyber-attacks through rapid assessment, the secure and timely sharing of critical information, and effective coordination of the international aspects of their investigations. In relation to the Blueprint, the EU is working on a Handbook of Joint Standard Operating Procedures for the EU institutions and agencies such as Europol which will come with obligations for EC3.

3.10. Future Joint Cyber Unit

Commission President von der Leyen has announced a proposal for an EU-wide Joint Cyber Unit. This initiative will aim at further coordinating cybersecurity operational capabilities across the EU. The Joint Cyber Unit which is currently in preparation may result in new or more tasks for EC3.

4. Terrorism and radicalisation

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 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

Europol Public Information

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.

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).

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

The proposal for a regulation on preventing the dissemination of terrorist content online of September 2018 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 is adopted, the EU IRU will be expected to support its implementation and in particular, to facilitate and coordinate referrals and potentially 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 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 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.

5.2. Commission Action Plan for a comprehensive Union Policy on preventing Money Laundering and Terrorist Financing

The European Commission adopted on 7 May 2020 an Action Plan for a Union Policy on preventing Money Laundering and Terrorist Financing putting forward Commission's intentions to propose a more harmonised set of rules and the establishment of an EU-level supervisor. The measure most relevant to Europol's work comprises the setting up of a coordination and support mechanism for Member State Financial Intelligence Units for which the Commission will make a proposal in the first quarter of 2021. Furthermore, the Commission will issue guidance on the role of public-private partnerships to clarify and enhance data sharing between the private sector and law enforcement.

5.3. 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.

5.4. 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 in particular. Commission will also launch an impact assessment (with an outcome by 2023), on the pros and cons of establishing an EU customs agency (either a new one or part of an existing agency).

5.5. 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 consider strengthening the legal framework for virtual assets; on the management of property frozen with a view of possible subsequent confiscation; and on the interconnectivity of national centralised bank account registries. Furthermore, the Commission is invited to re-engage in a discussion with Member States 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 regarding organised crime. It calls on Europol to fully use the potential of the newly created European Financial and Economic Crime Centre.

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

Europol Public Information

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 (not adopted yet) 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 that 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. The Passenger Name Records (PNR) Directive

The PNR Directive provides for the establishment or designation in MS of an authority competent for law enforcement to act as a Passenger Information Unit (PIU). PIUs are entitled to process PNR data and are responsible for the cross-border transfer of both PNR data and the result of its processing thereof to corresponding national PIUs and to Europol. The Commission has evaluated the EU PNR Directive in July 2020, which gave for the time being no particular incentive to adjust the instrument and it will prepare a review of the current approach on PNR data transfer to third countries.

6.9. 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. The Commission is in the process of collecting data for the revision of the API Directive. The Impact Assessment is expected to be ready by February 2021 and a new legislative act will be proposed in the second quarter of 2021.

7. EU Policy Cycle for organised and serious crime 2018-2021

The Council adopted in 2017, on the basis of Europol's SOCTA, ten priorities for the EU policy cycle for organised and serious international crime for the period 2018-2021, which largely determine the priority work of Europol for the given period. The priorities are:

- 1) To fight cybercrime, by (1) disrupting the criminal activities related to attacks against information systems, particularly those following a Crime-as-a-Service business model and working as enablers for online crime, by (2) combating child sexual abuse and child sexual exploitation, including the production and dissemination of child abuse material, and by (3) targeting criminals involved in fraud and counterfeiting of non-cash means of payment, including large-scale payment card fraud (especially card-not-present fraud), emerging threats to other non-cash means of payment and enabling criminal activities.
- 2) To (1) disrupt the activities of Organised Crime Groups (OCGs) involved in the wholesale trafficking of cannabis, cocaine and heroin to the EU, to (2) tackle the criminal networks involved in the trafficking and distribution of multiple types of drugs on EU markets and to (3) reduce the production of synthetic drugs and New Psychoactive Substances (NPS) in the EU and to dismantle OCGs involved in their production, trafficking and distribution.
- 3) To disrupt OCGs that facilitate illegal immigration by providing facilitation services to irregular migrants along the main migratory routes crossing the external border of the EU and within the EU, particularly focussing on those whose methods endanger people's lives and those offering their services online, and making use of document fraud as part of their business model.
- 4) To combat organised property crime by concentrating on disrupting highly mobile OCGs carrying out organised thefts and burglaries across the EU. This should include OCGs using new technologies or enhanced countermeasures which exploit the lacking interoperability of cross-border surveillance tools.
- 5) To fight against the trafficking in human beings (THB) in the EU for all forms of exploitation, including sexual and labour exploitation as well as all forms of child trafficking.
- 6) To disrupt the capacity of OCGs and specialists involved in excise fraud and Missing Trader Intra Community (MTIC) fraud.
- 7) To disrupt OCGs involved in the illicit trafficking, distribution and use of firearms.
- 8) To disrupt OCGs involved in environmental crime, more specifically wildlife and illicit waste trafficking.
- 9) To combat criminal finances and money laundering and facilitate asset recovery in view of effectively confiscating the criminal profits of OCGs, especially targeting money laundering syndicates offering money laundering services to other OCGs and those OCGs making extensive use of emerging new payment methods.
- 10) To combat document fraud in the EU, by targeting OCGs involved in the production and provision of fraudulent and false documents to other criminals.

SECTION II - Multi-annual programming 2021 – 2023

1. Multi-annual programme

The priorities of the Europol Strategy 2020+ will guide the work of the Agency in the years 2021-2023 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 2021-2023 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:

Europol Public Information

- 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 Public Information

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.

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, which appeared while this strategy was being drafted, may affect its implementation in ways that cannot be predicted at the moment.

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.

Europol performing as an integral part of the EU security architecture

The protection of citizens and freedoms is one of the priorities of the Strategic Agenda 2019-2024¹. 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.

¹ 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 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.

Europol Public Information

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 Policy Cycle for organised and serious international crime, 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 negotiations of new agreements allowing personal data exchange, which have achieved limited results during the first years of implementation of the Regulation.

Europol Public Information

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,

Europol Public Information

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 newly created 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**² is also important. Furthermore, Europol will continue filling the gaps in cooperation with other European countries such as **Andorra** and **San Marino**.

² Iceland, Liechtenstein, Norway, Switzerland

Europol Public Information

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 Kosovo³. Europol hosts a community of liaison officers from the region and it is currently implementing a pilot project in three Western Balkan countries⁴. This initiative was assessed by the Management Board in December 2020 and a decision was taken to end the project by December 2021.

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**.⁵ 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 EFEC, 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.

Concerning 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**, 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.

³ 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.

⁴ Albania, Bosnia and Herzegovina, Serbia

⁵ Armenia, Azerbaijan, Belarus, Georgia, Moldova, Ukraine.

Europol Public Information

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 Organisation (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.

2. Human and financial resource outlook for the years 2021-2023

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.

2021 marks the first year of the new multi-annual financial framework of the EU (2021-2027) and Europol's role in the Security Union has a renewed focus on financial investigations and asset recovery, innovation, interoperability, decryption, travel intelligence and countering terrorist content online. While Europol's request for 2021 was not met, the final budget 2021 of € 173M represents an increase of € 23.9M compared to the Final Budget 2020.

At the same time, the European Commission put forward in December 2020 a proposal for a Europol Regulation recast⁶, which includes the need for Europol to be reinforced with an appropriate level of human and financial resources. The legislative financial statement accompanying the COM's proposal foresees a top-up of 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. In light of a zero increase for TAs in 2021, the adoption by the MB of a staffing level of 235 CAs is also supported by the European Commission as of 2021. A budget of € 173M for 2021 is included in the Programming Document, which is an increase of € 23.9M/16% compared to the Final Budget 2020: a significant part of the increase is related to the Legislative Financial Statements for the Interoperability regulations, the Visa Information System (VIS) and the estimated costs of developing and operating an EU referral platform. More specifically, the additional budget and staff in 2021 will be dedicated to the following:

- Enhance the High Value Target (HVT) approach, including funding for Operational Task Forces (OTFs);
- Expanding and optimising potential to increase Europol's responsiveness and operational performance in the areas of fraud, money laundering, asset recovery, corruption and counterfeiting in the European Financial and Economic Crime Centre (EFECC);
- Strengthen forensic support;
- Support the ATLAS network (ATLAS Support Office);
- Further supporting the activities of the newly established Innovation Lab;
- Delivering an ambitious set of Information management and ICT capabilities, including the requirements set by the Interoperability roadmap, as well as the continuation of the EU platform for referrals and removal orders (project PERCI) and the consolidation of the Decryption Platform capabilities.

HUMAN RESOURCES

Temporary agents

Starting from the 2020 Establishment Plan of 615 posts, the net number of posts for 2021 will remain at the same level. For 2022, the Establishment Plan is envisaged to increase by 71 TA posts and in 2023 by 30 posts, in line with the approved MFF 2021-2027 and the Commission's proposal on the Recast of the Europol Regulation.

Contract Agents

The number of CAs in 2021 will be set at the level of 235, as authorised by the Management Board in December 2020. The level of CA posts will remain stable in 2022 and 2023.

⁶ European Commission reference COM(2020) 796 Final - 2020/0349 (COD)

Europol Public Information

Seconded National Experts

The number of Seconded National Experts (SNEs) will remain at the same level as in 2020 for all years 2021-2023, thus maintaining the number at 71.

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

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

For 2021, Europol will continue having a number of Contract Agents (CAs) and SNEs directly funded via ad hoc grants or SLAs:

- Grant Agreements – 21 CAs:
 - Deployment of Liaison Officers in the Western Balkans: 4 CAs⁷
 - SIRIUS: 7 CAs – a new contribution agreement for SIRIUS II is also in discussion and expected to start in 2022
 - H2020 Project GRACE: 3 CAs
 - H2020 Project INFINITY: 2 CAs
 - H2020 Project AIDA: 5 CAs
- Contribution Agreement from DG Near on Eastern Partnership (EaP) EMPACT: 2 CAs
- SLAs – 6 CAs and 10 SNEs:
 - EUIPO (IP Crime and IP Fraud): 3 CAs and 7 SNEs
 - The European Union Agency for Law Enforcement Training (new SLA expected as of 2021): 3 CAs
 - European Central Bank: 3 SNEs

FINANCIAL RESOURCES

Revenue:

The proposed revenue for 2021 is €173M, including the subsidy for the European School in The Hague (ESH).

Item	Heading	Budget Outturn 2019	Budget 2020	Final Budget 2021
9000	Regular subsidy from the Community	136,032,458	149,071,567	172,964,254
9001	Subsidy from Community for Type II School ⁸	2,273,000		P.M.
9010	Other subsidies and grants			P.M.
9101	Denmark contribution ⁹			P.M.
9200	Other revenue			P.M.
	Total revenue	138,305,458	149,071,567	172,964,254

⁷ The Western Balkans agreement runs until the end of March 2021. The Management Board decided not to prolong this activity beyond this date with the exception of the deployment to Albania, which should end in December 2021.

⁸ Since the school is fully established the subsidy will no longer be separately reflected in the budget.

⁹ It is envisaged that the budget will be amended later in the year with an additional contribution from Denmark via a separate procedure. The 2020 budget was amended by € 2,965,556. Those funds are handled as external assigned revenue (fund source R0).

Europol Public Information

Expenditure:

Title	Heading	Budget Outturn 2019	Budget 2020	Final Budget 2021	2021/2020	% of the budget
1	Staff	82,060,734	85,945,867	92,331,754	7.4%	53.4%
2	Other Administrative Expenditure	12,440,115	10,765,125	12,594,000	17.0%	7.3%
3	Operational Activities	42,996,151	52,360,575	68,038,500	29.9%	39.3%
	Total expenditure	137,497,000	149,071,567	172,964,254	16.0%	100%

Title 1 – Staff expenditure:

Staff expenditure amounts to € 92.3M and represents 53.4% of the total budget. It reflects a 7.4% increase compared to 2020 which is mainly due to the additional staff and the retroactive weighting increases. No additional salary increase is envisaged for 2021.

The staff and salary budget foresees the expenditure for overall numbers of 615 TAs, 71 SNEs and 235 CAs. 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 € 84M, an increase of € 4.9M / 6.2% compared to the year 2020.

The budget for Socio-medical infrastructure (Chapter 13) and Training (Chapter 14) are increased by € 73.6K compared to current implementation amounting to € 1.1M. The budget for other staff related expenditure (Chapter 15) is envisaged to increase by 24.7%: an increase of € 1.4M compared to 2020 is foreseen to cover higher costs for external security officers, as a consequence of the taking into use of the 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 € 12.6M and represents 7.3% of the total Europol budget. The increase for administrative expenditure compared to 2020 amounts to € 1.8M or 17%.

An increase of almost € 959K or 13.9% for Rental of buildings and associated costs (Chapter 20), compared to the Budget 2020, is due to the further investments related to the Temporary Satellite Building and the Headquarters (HQ) especially considering the continued impact of the Covid-19 pandemic. These also include 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 almost € 1.8M and represents an increase of € 140K / 8.5% compared to 2020. This budget is envisaged to cover activities 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 covers outsourced helpdesk services.

Europol Public Information

An amount of € 2.4M is foreseen for the continuation of other governance, administrative and telecommunication expenditure (Chapter 22 – 24). This represents € 315.6K or 14.9% more than in 2020, which is a result of additional furniture investments. These Chapters include open source and database subscriptions, legal expenses, administrative expertise, uniforms, furniture, car fleet, office supplies, postal and courier services, telecommunications, etc.

For the budget for activities of the Management Board (MB) and its Working Groups under Chapter 25 there is a substantial increase of €414K only due to the fact that during 2020 all MB meetings took place via Video Conferencing (VC) systems while the 2021 plan includes the Q1 2021 MB meeting in VC due to the continued travel and events restrictions imposed by the Covid-19 pandemic with the rest (three) of the MB meetings planned as normal (physical presence) including all regular costs.

Title 3 – Operational activities:

The budget for Operational activities adds up to € 68M and represents 39.3% of the total budget. The increase for operational activities compared to 2020 amounts to € 15.7M or 29.9%.

A budget of € 26.2M for Chapter 30 – Operations, represents an increase of 89% and emphasises Europol's continued focus on operational results and increasing support to Member States. The budget is foreseen to further continue supporting Member States' activities under the EU Policy Cycle by awarding grants (€ 4M). A significant increase of the budget is foreseen for the concept of High Value Targets/ Operational Task Force (HVT / OTF) (€ 5M) which will enable Europol to improve its support to Member States in terms of flexibility, comprehensiveness and magnitude. A foreseen budget of € 4M will allow for the continuation of security checks at hotspots. As part of the agreement, Europol foresees € 3.5M for the support to the ATLAS Network. In addition, a significant part of the budget (€ 9.7M) will be used to support Member States through operational and strategic meetings, missions, trainings and forensic support.

The budget for operational ICT services and programmes under Title 3 (Chapters 31 and 32 together) comes to € 36.2M, which is an increase of € 1.8M/ 5.2% compared to 2020. This budget will be used for the implementation of ICT and IM projects, in particular to deliver the Europol Interoperability roadmap, and continue the work on the EU Referral Platform (PERCI).

Part of the operational expenditure is intended to cover the allowances for 71 Seconded National Experts under Chapter 33, amounting to € 4.2M.

The budget under Chapter 34 and 35 for high level external stakeholder meetings (HENU and Europol Police Chiefs Convention) amounts to € 360K.

With an amending budget of € 5M in 2018 Europol and the Commission's Joint Research Centre initiated a project to build a Decryption Platform. Due to the outbreak of the Covid-19 pandemic and the site in Ispra (Italy) being severely impacted by the activities lockdown during 2020, the platform is now envisaged to be taken into use in 2021, with a budget of € 1M included under Chapter 38 - Decryption platform, to cover for the operational running costs including electricity and further investments.

SECTION III - Work Programme 2021

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 2021, or a project of limited duration (also multiannual). If the title of the objective is on a grey background then the same applies for all the actions under it.

Activities

A.1. Development of operational ICT and IM capabilities

Overview

Ensuring that the optimum communication and operational solutions are in place for operational information exchange, data searching, cross-checking, knowledge sharing and analysis is a core element of Europol's mandate. As the European criminal information hub and in order to provide operational support to MS investigations, Europol makes continuous efforts to evolve its ICT and IM capabilities following a business-driven approach in line with Europol's Strategy 2020+.

Law enforcement operates in an environment of dynamic technological progress and innovation adversely used for criminal purposes. In this context, the agency faces the challenge of continuously increasing information flows and complexity of data sets which requires continuous processing efforts and ultimately fundamental changes in the management of information.

Based on the Europol Regulation the agency works towards the re-designing of its information management architecture which aims at streamlining and modernising the execution and increasing the effectiveness of data processing for the benefit of all partners involved. To that effect, Europol has set up a multi-year transformation programme, the New Environment for Operations (NEO) that leverages the possibilities of the Regulation and implements the concept of Integrated Data Management (IDM). In addition, the new Information Management Strategy developed in 2020 will guide the streamlining and development of information management at Europol in the coming years.

The acceleration of the NEO roadmap towards a capability-based approach on ICT's application landscape will continue. The replacement of existing operational ICT solutions with capabilities bringing forward innovative and novel techniques, like artificial intelligence, machine learning, advanced analytics will enable the EU Law Enforcement community to cooperate better, easier and more efficiently. In the meantime existing systems will remain fully supported until their functions can be accommodated by NEO; where necessary, bridging solutions will be put in place. The introduction of agile modes of delivery, including co-creation with Member States will allow for closer alignment with business needs.

Effort will continue to identify ways to reduce sustainment costs, optimise license spending and ensure right-size security measures and availability.

All the work on the EU Interoperability will continue in line with the European Commission planning and in close cooperation with eu-LISA and will progress in line with the Europol

Europol Public Information

Roadmap on EU Interoperability (endorsed by the MB) and subsequent implementation plan which will be regularly reviewed and, as required, adjusted following new developments, such as adoption of new legal instruments (e.g. VIS Recast), adoption of new implementing acts or re-planning of activities by the European Commission and/or eu-LISA.

The implementation of the IDM concept 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).

2021 Objectives

Core operational ICT and IM capabilities
Objectives and actions
A.1.1 Develop and maintain reliable and secure operational ICT and IM capabilities. <ul style="list-style-type: none">○ Develop and monitor the implementation of strategies in the area of information management in close consultation with all stakeholders.○ Manage business applications (such as EIS, SIENA, EPE, new systems processing personal data), their processes and their evolution in alignment with the relevant strategies, legal requirements and stakeholder expectations.○ Capture and coordinate business demands in order to create a single interface to the ICT function, including analysis and transformation of these requirements into concrete products and services that effectively complement the existing portfolio.○ Manage programs and projects or initiatives in the area of information management.○ Develop and maintain the business and information Architecture, and the portfolio of Business and ICT capabilities, and the landscape of business solutions following their respective roadmaps.○ Establish requirements for ICT solutions aligned to business needs and the Business and Information Architecture.○ Develop a timely, comprehensive ICT portfolio work plan, including demand management and resource allocation and monitor its implementation.○ Manage ICT and IM projects and ensure their delivery according to schedule, scope and cost.○ Manage an overall Solution Portfolio, in sync with the intended capability portfolio.○ Provide end-to-end design of individual solutions.○ Create enabling roadmaps, including retirement / replacement of obsolete solutions.○ Proactively identify and propose technology-driven innovation opportunities.○ Define and monitor Security standards.○ Design, build and operate ICT Security improvements.○ Provide application development services across multiple delivery models.○ Ensure consistent software engineering practices (including secure coding).○ Define delivery methods, tools and standards and quality Assurance processes.○ Perform functionality, performance, continuity and security testing related to software solutions and infrastructure changes. Constantly develop automated testing approach.○ Maintain Solutions on a regular basis in line with the Service Level Agreements (SLAs) in force.○ Implement all changes into all environments of the Europol ICT Landscape.○ Develop and maintain processes and tooling for automated deployments of solutions.

Europol Public Information

- Provide tools used during the Software Development Cycle.
- Manage a system for Solution deployment in Production, Staging and Testing environments.
- Monitor and optimise license spending and ensure right-size security measures and right-size availability.
- Maintain Infrastructure including upgrades and replacements of end-of-life hardware and network equipment.
- Create and periodically test backups.
- Perform periodic patching of all network, server, storage, middleware and application components.
- Perform lifecycle management for all Infrastructure components.
- Provide workplace-related services and customer service and support to users of all Europol ICT capabilities, in-house, in MS and Third Partners.
- Define and implement new services as needed and maintain the Service Catalogue.
- Maintain a periodic overview of all services and solutions in terms of costs and capacity.
- Assess and review the existing SLAs for the full range of storage, networking and processing capacity in view of the business needs for quality of service, resulting from the increased tasking, such the Interoperability programme and more extensive (self-service) use of Europol services by MS.

A.1.2 Initiate the implementation of the Information Management Strategy¹⁰.

- Further develop and enforce information management standards and a single Information Management governance terminology 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.
- Utilise the Innovation Lab within Europol to coordinate consultations and planning on innovation and information management.
- 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.
- Establish 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.
- Review roles and interactions of stakeholder bodies & streamline reporting and consultations, in agreement with Member States.
- Further enhance and streamline the use of a corporate Analytics and Reporting capability (under Objective 8.1) to optimise the use of management information for informed decision making.
- Monitor developments in the planned revision of the Europol Regulation to ensure that expected changes to legal framework are analysed and reflected in information management planning and activities.
- 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.

¹⁰ 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.

Europol Public Information

- Investigate options how to strengthen the overall management coordination for information management at Europol and how to improve the coordination of operational demand for information management capabilities.

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.

MS-facing core operational ICT capabilities

Objectives and actions

A.1.3 Implement improvements to core operational capabilities.

Information exchange, knowledge sharing and collaboration

- Further support the rollout of SIENA to more law enforcement communities and competent authorities, e.g. Police Customs Cooperation Centres (PCCC).
- Connect more authorities to SIENA, including both SIENA BPL and SIENA Confidential level via either the web interface (application) or system-to-system (web services).
- Establish connection to SIENA with third parties with newly signed cooperation agreements with Europol.
- Ensure high level performance of SIENA.
- Implement SIENA BPL as an application.
- Continue improving the SIENA user experience by implementing user interface changes and also offering services such as integration with a translation capability and entity extraction tool, and better use of structured information by continuously extending the application of the UMF standard.
- Advance with establishing the interoperability of SIENA with other Europol capabilities/systems such as the Large File Exchange (LFE), SIRENE, and Analysis Capability.
- Ensure the SIENA training environment is functionally aligned with the SIENA production environment.
- Ensure SIENA supports the data intake and other data processing operations of the Operations Directorate in the appropriate manner to allow for effective, efficient and compliant data processing operations to be in place, striving for a maximum level of automation while allowing for steps requiring human intervention.
- Improve the EPE authentication process to ensure higher security (especially implement 2-factor authentication) and rationalise the process of password resetting.
- Further advocate EPE as the gateway to (national) Law Enforcement specialist databases.
- Attend to any imperfections identified in ONEP¹¹ released in September 2020 by means of bug fixing and change request processes.
- Continue supporting improvement of the UMF standard through participation in the UMF3Plus project. 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

- Continue improving data quality in EIS including but not limited to the implementation of automated data compliance checks for the uploaded data.
- Continue improving the interoperability between EIS and QUEST.

¹¹ Formerly known as EPE on OPS. The re-branding of EPE on OPS to ONEP took place in September 2020.

Europol Public Information

- Continue supporting rollout of QUEST in all Member States for both versions: EU-RESTRICTED and BPL (Basic Protection Level).
- Grant several pilot Member States access to Europol's Analysis Projects through QUEST (web service) on a hit/no-hit basis (QUEST+).
- Finalise extending QUEST with searches for ID documents, Means of Transportation, Means of Communication, and, where possible, any additional business needs.
- Further explore the best way forward to enable hit/no-hit access to Europol data for JHA Agencies and Bodies, within the legal provisions of their mandates and the Europol Regulation.
- Analyse QUEST BPL integration with ETIAS via the European Search Portal (ESP) and start the necessary developments in QUEST BPL.
- Continue the significant performance enhancements to QUEST BPL to support automated queries from ETIAS and the increasing number of end user queries through the European Search Portal (ESP).
- Initiate the implementation of a biometric search and cross check capability (QUEST BIO) by following the decisions taken based on the Biometrics study conducted in 2020.

Identity and access management (IAM)

- Finalise two-factor authentication capability for the needs of applications requiring such a service in the Internet Access Zone (IAZ) such as EPE.
- Implement IAM for BPL solutions as required by future systems, in particular SIENA BPL web application.

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.

Other core operational capabilities - New Environment for Operations (NEO)

Objectives and actions

A.1.4 Implement the New Environment for Operations and further develop other operational ICT capabilities.

Analysis Capability

- Further implement services of the Analysis Capability and their integration into NEO.
- Explore the possibilities for further automated and innovative support for services such as search and cross-check, strategic/thematic analysis and operational analysis.
- Revise and replace legacy, data silo-based, toolsets used for strategic analysis, leveraging central data repository setup and more extensive adoption of predictive analytics and data exploration capabilities.

Data Management Capability

- Revise and expand automated data loading services.
- Expand set of the automated services in the Processing Pipeline for data that is collected through new data loading services.
- Introduce additions and improvements to Data Refinery capabilities in place, enabling data normalisation, transformation and pre-processing of large data sets, across structured and unstructured datasets.

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- Continue providing structural data science capabilities at Europol as evolution of information extraction capabilities in place, enabling systematic AI-based support to analysts and specialists' work.

Case, Workflow, Exhibit and Evidence management

- Support the evolution of face recognition, step up the creation of the Data Science capability in ICT to support techniques such as Image and video analysis, speech processing, Natural Language Processing, Biometrics, Sensor generated data, etc.), in line with the results of the Biometrics study, as conducted in 2020.

Harmful Internet Content management

- Create a comprehensive set of ICT solution to capture, process, safely store and retrieve technically harmful content captured from the Internet.
- Begin the transition of IRU's IFOE environment capabilities onto the central NEO landscape, leveraging existing services and avoiding data / processing silo conditions.

Forensic capabilities

- Complete phase one of NFE project replacing current FITE CFN setup with a new domain, integrated into the overall NEO landscape.

SMART Capabilities

- Analyse business capabilities and needs and propose opportunities for ICT innovation.
- Continuously improve the quality of Smart services based on Machine Learning.
- Identify and develop services for more sophisticated data exploitation, such as advanced pattern recognition (patterns of multiple data items).

Operations support capabilities

- Provide ad-hoc capabilities to support LE 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 and/or investigators (e.g. in the context of HVT taskforces).

Expertise & Knowledge Management

- Investigate the adoption of a forged document identification capability for Europol as well as partners/law enforcement counterparts.

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.

Europol Roadmap on EU Interoperability, biometrics sharing & Europol's access to large scale EU systems

Objectives and actions

A.1.5 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. Represent Europol in relevant committees, boards and fora, e.g. SIS II, VIS, EURODAC, EES, ETIAS, UMF, IXIM and EPRIS.ADEP. Provide technical advice on initiatives related to the implementation of the EU Interoperability Agenda.
- Optimise Europol's access to the Visa Information System (VIS) by implementing available functionalities of the system. Undertake preparatory work enabling the future systematic cross-check of all visa applications against Europol Regulation Article 18.2(a) data, incl. the cross-check of biometric data. Review Europol's capabilities

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<p>related to biometrics, in particular Fingerprints and Facial Recognition. Ensure Europol's biometric capabilities meet the EU Interoperability requirements and are integrated with the EU interoperability components.</p> <ul style="list-style-type: none"> ○ Create/update the internal business processes, develop the necessary ICT solution, and prepare the internal ICT infrastructure in order to support the ETIAS automated processing, the management of the ETIAS Watchlist, the consultation process of Europol in case of a hit on Europol's data, and the Europol search of ETIAS data. ○ Finalise the detailed analysis of the technical requirements and the solution design, and proceed with the implementation of Europol's access to Entry-Exit System (EES). Participate in testing campaign organised by eu-LISA and train internal users. Contribute to the development and delivery of training by CEPOL on interoperability and EES. ○ Finalise the target solution for the integration between Europol's SIRENE Bureau and SIENA. Align Europol's connection to SIS with the SIS Recast and introduce the ability to search biometrics (fingerprints) in SIS. This includes the upgrade of the current SIS line as well as hosting and making operational the required additional infrastructure elements. ○ Explore and develop innovative and interoperable technical solutions for the scaling of the processing of travel related information taking into consideration the exponential growth of data volumes. ○ Continue supporting and increase engagement in the EPRIS.ADEP project. Finalise assessment regarding Europol's involvement in post-project activities, including Europol support to the roll-out of the EPRIS.ADEP solution to MS. ○ Establish access to the CRRS (Central Repository for Reporting & Statistics) website for Europol users. ○ Progress with the implementation of the new disaster recovery and hybrid cloud concepts, achieving the availability and scalability requirements for interoperability. ○ Participate in the follow up activities of the European Commission with regard to PRÜM and the possible new role of Europol in the next generation PRÜM legislation and landscape and provide expert advice and analysis.
<p>Expected results: Europol is a fully integrated part of the European security architecture. The MS' needs in terms of efficient access to information are better met.</p> <p>Interoperability and complementarity of Europol systems and tools with other EU information management systems leads to increased and more efficient exchange of information.</p>

Indicators	Latest result (Q3 2020)	Target 2021 ¹²
Delivery of ICT capabilities (business value)	52.0%	75.0%
Operational Stability - Uptime of Core systems	99.6%	98.0%
% of Active Users on the EPE	44.0%	45.0%
Cross Border Crime Checks in the EIS related to persons	3,707	2,500

¹² A number of indicators throughout the Work Programme also depend on MS demand for Europol's products and services.

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Objects (all types) in the EIS (MS+Europol)	1,551,010	1,650,000
Searches through EIS and QUEST (MS+Europol)	7,670,692	12,000,000
SIENA Cases initiated by MS, TP and Europol	62,433	90,000
SIENA Messages exchanged by MS, TP and Europol (inc. PCCC)	919,567	1,400,000

A.2. Operational Coordination

Overview

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. It also provides support to specific operations and action days both from the office 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.

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 in line with EU legislation. 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, 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 providing administrative and logistical support to the EMPACT action plans and monitoring the EMPACT projects' progress. With dedicated funds integrated into Europol's regular budget the agency is in a position to financially support actions of the OAPs on annual basis. 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 disembarkation in Greece, Italy and Cyprus.

2021 Objectives

Operational Centre
Objectives and actions
<p>A.2.1 Ensure the effective functioning of the Operational Centre in managing operational information.</p> <ul style="list-style-type: none"> ○ Monitor operational data on 24/7 basis as the single point of entry for any incoming information from stakeholders.

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- 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 related information hits including evaluation and reporting (cross-matching).
- Process biometric data.
- Provide permanent monitoring and reporting of Open Source information.
- Manage EIS operational data including the insertion of data on behalf of third parties and hit management.
- Manage operational information exchange with third parties.
- 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, maintain and deliver the 3-month induction training for newly recruited analysts. Contribute to the delivery of the EIS and SIENA trainings.
- Accommodate the potentially significant task of following-up to MS hits with Europol's analysis data once MS obtain hit/no hit access to the Analysis Projects via QUEST.
- Accommodate to the extent possible the potentially significant task of facilitating the exchange of information between the EU Member States and the UK post-Brexit.

Expected results: More efficient data processing is in place leading to optimisation of analytical work.
Increased quality and completeness of Europol's criminal intelligence picture allows for more effective response to MS operational cases and crisis situations.

A.2.2 Utilise the newly acquired access of Europol to the Schengen Information System.

- Operate the newly established SIRENE office within Europol to effectively handle hits on SIS II alerts and the communication with the SIRENE Bureaux of Member States.
/From March 2021 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. This action will be implemented only to a limited extent with the current resource level./
- Search operational data provided by third partners in the VIS and SIS on a case by case basis and include the relevant information retrieved in the operational outputs.
- Finalise the integration of SIRENE mail relay and SIENA.
- Provided that there is a positive outcome of discussions with MS on Europol's role in SIS II, explore with the Commission opportunities for acquiring the legal mandate to evolve the SIRENE office into a fully-fledged 'EU SIRENE Bureau' having the possibility to insert in SISII high-profile individuals or important objects on behalf of Third Parties.

Expected results: Increased quality and completeness of Europol's criminal intelligence picture with regards to SIS II alerts and through the exchange of supplementary information.

Operational Centre

Objectives and actions

A.2.3 Provide support to operations and crises management.

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- 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 departments, 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; Organise and chair corresponding planning meetings.

Expected results: Member States' operations and emergency cases receive quality operational support.

Operational Centre

Objectives and actions

A.2.4 Host the Police Information and Coordination Centre (PICC) at Europol for the UEFA European Championship 2021. (postponed from 2020)

- Provide the necessary infrastructure and logistics for the setting up of a command post for the overall information exchange and 24/7 security emergency situations during the European championship 2021.
- Assist in the deployments of National Football Information Points (NFIP) delegates to Europol, who will be responsible for the information exchange with the competent police services in the hosting, visiting and transit countries.
- Support the PICC by providing the relevant Europol operational products and services, as requested by MS/TP.
- Ensure efficient coordination and cooperation with the partner organisations – UEFA, the Council of Europe, NFIP network of the Law Enforcement Working Group of the EU Council and Interpol's project STADIA.

Expected results: Successful implementation of the PICC including smooth cooperation of responsible law enforcement authorities during the event.
Operational police coordination of major international events can better benefit from Europol's coordination capabilities and operational products and services.

Travel Intelligence

Objectives and actions

A.2.5 Streamline Europol's capabilities in the area of travel intelligence towards a European Travel Intelligence Centre (ETIC).

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- 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 (to the extent possible given available resources).
- Define, develop and deliver concrete operational and strategic products and services on the basis of travel information and intelligence to support the Member States.
- Increase the provision of operational support to Member States' investigations.
- Support the necessary adjustments in SIENA, the analysis tools and other relevant data processing environments taking into consideration the exponential growth of travel data volumes.
- Further extend the dedicated liaison network with direct connection with relevant travel intelligence entities in the MS and other partnering countries (subject to the 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.

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.2.6 Provide support to EU 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 and witness protection and undercover policing.
- Develop and maintain expertise about all counter measures used by OCG's to defeat police operations in general and special tactics policing operations in particular.
- Manage the EU Most Wanted List containing high-profile internationally-wanted criminals. Deliver operational support in fugitive search cases by using Europol's core capabilities.
- Manage the High Risk Informant Database (HRIDB) - a coded database allowing a more accurate risk assessment when working with foreign informants. **Redesign HRIDB to allow for the implementation of data protection requirements.**
- Manage and monitor the European Tracking Solution (ETS). Ensure the operational availability at large and aim to connect all interested MS and third parties.
- Manage the Virtual Command Post tool for live information exchange during special tactics operations. **Explore the business need to upgrade the tool.**
- Follow up on the research on the operational use of geospatial images (Copernicus project, EMSA and EUSATCEN) and other space assets for law enforcement.

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- Investigate the options for embedding of additional deconfliction tools at Europol such as the UC blue-on-blue deconfliction tool.
- Support the drafting and implementation of MASPs and OAPs through the involvement in joint investigations, large-scale operations, on the spot deployments and/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.
- Create and manage an EU pool of Guest 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 sosXnet¹³ umbrella and give guidance to the related networks.
- Contribute to the delivery of training in special tactics areas by CEPOL, e.g. on Witness Protection and Informant Handling.

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

EMPACT support

Objectives and actions

A.2.7 Provide support and funding opportunities to EU Member States' EMPACT projects.

- Contribute to identification of key issues and good practices related to the EU Policy Cycle and provide input to the Council's Standing Committee on Operational Cooperation on Internal Security (COSI).
- Provide methodological, administrative and logistical support to drafting the Operational Action Plans (OAPs) related to priorities identified within the framework of the EU Policy Cycle.
- Facilitate the implementation of Operational Action Plans, provide stakeholder management and support strategic and operational meetings.
- Manage the EMPACT Grant scheme, which provides funding opportunities for the implementation of OAPs related to the priorities identified within the framework of the EU Policy Cycle.
- Increase awareness of the Member States about EMPACT funding opportunities and their complementarity with other Europol grant possibilities.
- Monitor and report on the implementation of the Operational Action Plans.
- Maintain contacts with stakeholders in order to identify and report on issues of general relevance for the successful implementation of OAPs.
- Coordinate the planning of Joint Action Days.
- Facilitate communication and collaboration between the crime priorities having common goals and/or interdependencies.
- 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 and adequate funding for the implementation of their OAPs.
Europol's support to EMPACT increasingly contributes to operational outcomes in the Member States.

¹³ Specialist Operational Support Exchange Network

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Improved efficiency of the EU Policy Cycle / EMPACT.

A.2.8 Extend Europol's support for the EU Eastern Neighbourhood countries in relation to the EU Policy Cycle.

- Continue implementing the funding mechanism¹⁴ 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 methodology of the EU Policy Cycle in their national and regional planning.
- Establish and maintain contacts with relevant stakeholders and facilitate productive relationship between the EU Policy Cycle 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 EU Policy Cycle 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 increased 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 EU Policy Cycle priority crime areas.
Enhanced operational cooperation of partner countries with EU Member States and agencies.

Deployment management and support

Objectives and actions

A.2.9 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 responses requested by Member States or partners, such as deployments to hotspots.
- Coordinate, manage and support the guest officer (GO) deployments, including:
 - Maintaining of a pool of GOs ready for deployment;
 - Management of ongoing deployments of GOs;
 - Delivery of 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;
 - Provision of input to the development and common training modules of the Migrant Management Support Teams (MMST) together with Frontex and EASO;
 - Implementation of mobile team arrangements to enable maximum mobility of GO;
 - Facilitation of rapid deployments to support areas facing sudden emergencies;
 - 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;

¹⁴ Funded through a grant through the European Neighbourhood East Instrument and based on an agreement with the European Commission on concrete priorities to be pursued by the programme.

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<ul style="list-style-type: none"> - Liaising with and raising awareness amongst seconding states so as to ensure a sustainable level of secondments to the GO deployment pool. o Undertake preparatory work for the implementation of the Guest Expert concept (subject to endorsement by the MB). Explore areas where Europol may deploy Guest Experts to support Member States’ operational needs and Europol’s priorities.
<p>Expected results: Provision of efficient support to deployments, implementation of safe and effective deployments, and smooth collaboration with the authorities in host and seconding countries.</p>

Indicators	Latest result (Q3 2020)	Target 2021
SIENA Messages exchanged by third parties (TP)	177,736	240,000
Accepted SIENA Contributions	62,879	87,500
Europol Requests for PNR data (Art. 10 PNR Directive)	67	100
Speed of First-Line Response to MS requests	7.0	6.0

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.

Europol has embedded the principles of criminal intelligence-led policing in its structure, processes and resources. The agency facilitated the implementation of the first two EU Policy Cycles for organised and serious international crime and is currently working on the one covering the period 2018-2021 which will be again a key driver for the operational support provided by Europol to MS competent authorities in 2021.

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 to respond to emerging threats.

In 2021 ESOCC will continue the work started under a new structure in 2020, 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 priorities of the EU Policy Cycle.

ESOCC also includes the European Migrant Smuggling Centre (EMSC) which 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.

2021 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 Member States' investigations on SOC and the implementation of EU Policy Cycle priorities.

- Handle ESOCC information; monitor information flows; coordinate ESOCC operations.
- 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.

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- Work closely with front-line investigators by providing on-the-spot, real-time information exchange and expertise (Mobile Forensic Kit, Mobile Office, Virtual Command Post – VCP, secure video conferencing).
- Support MS by using the most suitable, tailor-made operational delivery models, including short and longer-term deployments of Europol experts.
- Set up operational meetings and support priority and HVT investigations, and EMPACT-related operational actions.
- Support the implementation of Multi-Annual Strategic Plans (MASP) and the Operational Action Plans (OAP) under the EU Policy Cycle to combat priority threats.
- Support strategic analysis by providing expertise and contributions to improve the intelligence picture in specific crime areas and on OCGs (within the framework of available resources).
- Support the preparation of prevention materials and campaigns.

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

Improved coordination of action and operational cooperation in the EU against organised crime groups constituting the highest risk for the internal security.

A.3.2 Enhance coordination and operational efforts against High Value Targets.

- Support Member States in identifying High Value Targets (HVT) - individuals and criminal organisations constituting the highest risk of organised and serious crime; support the coordination of investigations and the development of operational tactics to lead to their arrest.
- Support Member States in setting up and operating Operational Task Forces (OTF) 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.
- 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.
- Further develop the Standard Operating procedure on the selection of High Value Targets and establishment of Operational Task Forces at Europol.
- Coordinate the allocation of adequate resources at Europol and the provision of horizontal support to MS's investigations on HVT. Progress with the development of the newly established Operational Coordination Team at ESOCC responsible for:
 - Assessing whether the proposed suspect can be selected as a HVT by applying the standardised process and criteria;
 - Assessing whether an OTF should be established to support the investigation on the selected HVT by applying the standardised process, criteria and Operational Plan;
 - Defining the type of support required from ESOCC to support investigations on serious and organised crime;
 - Assisting the monitoring of the status and results of ongoing investigations;
 - Assessing the analytical and operational products against agreed quality standards.

Expected results: Improved 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.

High value targets are arrested, criminal assets are identified and seized, and criminal networks are disrupted/dismantled.

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 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 drugs supply.

- Support the activities of the Programme Board on drug supply reduction, the drug-related EMPACT operational actions and the implementation of the EU Agenda and Action Plan on Drugs 2021-2025¹⁵ 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 OTF concept.
- 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, 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.
- Support the implementation of special tactics targeting the drug logistical facilitators involved in the production, transportation or financing of the drug related illicit activities.
- Further strengthen the operational cooperation with the maritime ports which are the most vulnerable and targeted ports of the EU for drugs trafficking (e.g. Antwerp, Rotterdam, Le Havre, Gent, Hamburg and Algeciras).
- Prioritise cooperation with high-risk countries¹⁶ 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 markets¹⁷.
- Support 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.

Expected results: High value targets are arrested, criminal assets are identified and seized, and criminal networks are disrupted/dismantled.

¹⁵ COM(2020) 606 final.

¹⁶ Colombia, Brazil, Mexico and China

¹⁷ 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.

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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 EMPACT-related operational actions and the implementation of the 2020-2025 EU action plan on firearms trafficking¹⁸.
- 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.
- 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, and EMPACT-related operational actions.
- Extend the use of biometric technologies (facial recognition) to support surveillance work targeting international weapons trafficking networks.
- Contribute to Member States' operations targeting the threat of the conversion of alarm and signal weapons, and deactivated and illegally reactivated weapons into live firearms at European level, including new methods of trade such as online sales and the use of lost and fake ID on firearms purchases.
- Conduct proactive criminal intelligence gathering on (dark) web-based weapons and explosives trade, in cooperation with the DarkWeb team of EC3.
- 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 optimise the utilisation of the newly obtained access to firearms tracing tools such as Interpol's iARMs.
- 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 brokers.
- Increase focus on trafficking of weapons through postal and fast parcels.
- Explore, in cooperation with the European Commission, the feasibility of rolling out at EU-level a tool to track in real-time firearms-related incidents based on open source intelligence to identify and analyse patterns of firearms-related violence and firearms trafficking.

Expected results: Member States' investigations receive quality analytical and operational support related to illicit trafficking weapons and explosives.

High value targets are arrested, criminal assets identified and seized, and criminal networks are disrupted/dismantled.

¹⁸ COM(2020) 608 final

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

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

Disrupt Ethnic Albanian¹⁹ 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 Organised Crime Groups.

- Identify HVT(s) active in high risk organised crime groups. Proactively support the coordination and the conduct of investigations on these individuals.
- 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.
- Perform data processing, including seized digital and encrypted data.
- Consider how to further tackle encryption and other new technology-related methods employed by organised crime groups to avoid detection and hide their communications. Increase sharing in real-time of actionable and prosecutable information within and between Member States, Europol and Eurojust.
- Support the implementation of special tactics targeting the illicit activities of the members of high risk OCGs.
- Develop specialised expertise for each specific high risk organised crime group.
- Provide dedicated support to EU-financed project²⁰ 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.
- Assist MS in their investigations against clan-based poly-criminal networks, in particular those established across several MS and practicing excessive violence.
- Organise and fund the Annual Plenary Meetings.

Expected results: Member States' investigations receive quality analytical and operational support related to high risk and cross border OCGs.
High value targets are arrested, criminal assets identified and seized, and criminal networks are disrupted/dismantled.

Operations on Property Crime

Combat organised property crime (OPC) committed by Mobile Organised Crime Groups (MOCGs).

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.

¹⁹ 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 descentance, irrespective of whether they live in Albania or elsewhere.

²⁰ Such as the ONNET project supporting 11 international mafia-type investigations, mostly focussed on Italian and Albanian speaking OCGs, including two OTFs.

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- 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, and EMPACT-related operational actions.
- Organise and fund the Annual Plenary Meeting.
- Improve the EU criminal picture on mobile organised property crimes by detecting the most important OPC phenomena and emerging criminal trends; by gathering knowledge on the most active or most professional MOCGs; by getting a better picture on specific OPC phenomena; and by updating fencing and money laundering modus operandi.
- Raise awareness among OPC investigators and promote the investigation on the document fraud aspect of OPC cases.
- Organise a conference on a particular crime field depending on emerging trends.

Expected results: Member States' investigations receive quality analytical and operational support related to property crime.
High value targets are arrested, criminal assets identified and seized, and criminal networks are disrupted/dismantled.

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.

- Develop situational awareness, 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, and EMPACT-related operational actions.
- Identify strategic and operational criminal intelligence gaps, and/or promote coordinate and encourage synergies between EMPACT and other initiatives at EU and international level to tackle environmental crime.
- Organise and fund the Annual Plenary Meetings.
- Contribute to Member States' operations targeting marine pollution, document fraud in wildlife trade, illegal management of waste, trade in illegal refrigerants and fraud with sustainable biodiesel.
- Organise and fund a high level conference to engage Police and Customs agencies of Member States in wildlife trafficking.
- Initiate 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 and provide for reliable evidence which can be used during trials.
- Explore possibilities for establishing closer cooperation and joint actions 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.
High value targets are arrested, criminal assets are identified and seized, and criminal networks are disrupted/dismantled.

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.

- Identify HVT(s) active in migrant smuggling and document fraud. Proactively support the coordination and the conduct of investigations on these individuals by applying standardised OTF concept.
- Perform 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.
- Support and enhance the operational support aimed at improving the law enforcement response against Dark Web-enabled illegal immigration and document fraud through a co-ordinated and multi-disciplinary approach. Enhance criminal intelligence picture regarding the use of Dark Web to facilitate illegal immigration and document fraud and also building common investigations (common arrest days, joint investigation team).
- Monitor migration flows from the perspective of the organised crime involvement and their impact on crime; highlight 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.
- Maintain and update the Vessels of Interest files in Europol's databases to support Member States' investigations with a particular focus on OCGs involved in sea smuggling.
- Perform as the central Europol contact point in the EU Regional Taskforce (EU RTF).
- Support MS to tackle the facilitation of illegal migration with a focus on secondary and third movements within the EU, where OCGs are establishing their business model.
- 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.
- Participate in the deployments of the Migration Mobile Support Teams (MMSTs) within the framework of available capacities. Contribute to the development and delivery of training to MMSTs in cooperation with the relevant EU agencies.
- Contribute to Frontex work on the new Policy Cycle for integrated border management concerning the preparation of the threat assessments and the Multi-Annual Strategic Plans.
- 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.

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- Support the Joint Operational Office Vienna with operational data and 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.
- Integrate new partners to the Information Clearing House (ICH) where a high potential to add value to the work of the ICH has been identified, e.g. the European Asylum Support Office (EASO) and the International Criminal Court (ICC).
- Intensify 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.
- Advance with the implementation of a new tool for document comparison identifying common origin of fraudulent documents.
- Initiate the implementation of emerging new tasks for EMSC from the upcoming 2021-2025 EU Action Plan against migrant smuggling within the framework of available resources.

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.

High value targets are arrested, criminal assets are identified and seized, and criminal networks are affected.

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.
- 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, 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.
- Focus on 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.
- Integrate financial and asset recovery techniques into THB investigations.
- Explore and optimise the use of the data now available, due to the implementation operationalisation of the EU Passenger and Name Record (PNR) Directive, for the purpose of benefitting the THB investigations related to the use of air travel by suspects and victims.

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

High value targets are arrested, criminal assets are identified and seized, and criminal networks are affected.

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Indicators	Latest result (Q3 2020)	Target 2021
Operational Task Forces established	4	10
Operational Reports delivered related to SOC	3,617	3,000
Operations supported related to SOC	673	400
Satisfaction with Operational Support and Analysis in the area of SOC	8.9	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 the services in the Member States competent to fight organised crime and terrorism. 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.

The Communication of the Commission on The EU Internal Security Strategy in Action, further describes the role of the cybercrime centre as follows:

- Strengthen and integrate operational and analytical capacities for cybercrime investigations in the Union, including a reinforcement of the cooperation with Member States, international partners and the private sector;
- Evaluate and monitor existing preventive and investigative measures in the area of cybercrime;
- Support the development of training and awareness-raising initiatives of law enforcement, judicial authorities and the private sector;
- Facilitate the reporting of cybercrimes and simplify subsequent processing of the information by Member States' law enforcement via interlinking national cybercrime alert platforms to a central European cybercrime alert platform;
- Improve cooperation with the European Network and Information Security Agency (ENISA) as well as national/governmental Computer Emergency Response Teams (CERTs) on law enforcement relevant aspects of cyber security.

In addition, the Commission's Communication on Resilience, Deterrence and Defence: Building strong cybersecurity for the EU from September 2017 underlines the importance that Europol should further develop its cyber forensic capability and reinforce the support to investigations on the Dark Web. Another major priority is to increase the technological focus on the abuse of encryption by criminals, which creates significant challenges in the fight against serious and organised crime, cybercrime and terrorism.

2021 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 EU Policy Cycle priorities.

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- Serve as the EU law enforcement hub for collecting, processing, analysing and exchanging information and criminal intelligence of relevance for cybercrime and cyber-enabled (e.g. Dark Web) investigations.
- Provide cross-checking, operational analysis, support, coordination and de-confliction to MS cybercrime investigations in the areas of cyber-dependent crimes, transnational payment fraud, 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).
- Contribute to the EU-wide Coordinated Response to Large-Scale Cybersecurity Incidents and Crises (EU Blueprint)²¹ in accordance with the Joint Standard Operating Procedures of the EU Bodies and Agencies.
- Coordinate the law enforcement contribution to the upcoming EU Joint Cyber Unit²² which will aim at further coordinating cybersecurity operational capabilities across the EU.
- Provide 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, Europol Financial Coalition, EUCTF and the 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 the global discussion on Internet Governance, in forums such as the Internet Cooperation for Assigning Names and Numbers (ICANN) and the Réseaux IP Européens Network Coordination Centre (RIPE NCC), and in relation to EU policy making and legislative process.
- Contribute to the preparation and delivery of standardised prevention and awareness campaigns in the cybercrime-mandated areas. Facilitate the interaction and cooperation with partners such as the Cybercrime Prevention Network.
- 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 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.

²¹ <https://eur-lex.europa.eu/eli/reco/2017/1584/oj>

²² <https://ec.europa.eu/digital-single-market/en/cyber-security>

Digital Forensics

Objectives and actions

A.4.2 Provide 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.
- Optimise 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. vehicle forensics, hardware and Internet of Things (IoT) forensics, mobile extractions and analysis).
- Based on the FITE Task Force and New Forensic Environment Project findings, advance with the establishment of an Exhibit Desk at Europol in order to enforce proper evidence handling and chain of custody requirements.
- Strengthen cooperation with relevant stakeholders such as JRC, ENFSI, ECTEG and academia, and in collaboration with the Forensic Expert Forum further identify gaps in EU LE forensic capacities to tackle top-level criminality.
- Provide advice in relation to Member States' covert digital activities.
- Increase R&D activities of the EC3 Forensic Lab in the area of decryption to maximise practical output of upgraded Decryption Platform. Involve MS and partner law enforcement agencies from third countries 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 Encryption.
- Design the further evolution of the Decryption Platform on the basis of previous experience and developments of new technologies.
- 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 Encryption with relevant stakeholders.
- Deliver the annual Digital Forensic Investigator training course in cooperation with 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 (within the framework of available resources).

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 developed expertise of the EC3 Forensic 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 Member States' investigations concerning false documents, counterfeit currency and printing devices.

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- Provide forensic services, reports and examinations, including forensics services accredited to ISO17020:2012.
- Support Member States' investigations with video enhancement analyses.
- Share the expertise and provide training in false document and currency identification.
- Support EU Policy Cycle priorities on document fraud and related investigations.
- Assist in the dismantling of clandestine print shops.

Expected results: Member States' investigations receive quality document forensics support.
Continuously developed expertise of the EC3 Forensic 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.
- Improve the intelligence position of EC3 and the EU MS by proactively identifying cyber-HVT involved in the most prominent cyber threats.
- Support EU MS with OSINT analysis and expertise, and the development of national cyber intelligence models.
- Enhance the operational and technical support to cryptocurrency-related MS investigations, e.g. by implementing the Cryptocurrency Portal for law enforcement.
- Establish a Malware Information Sharing Platform (MISP) instance at Europol to further strengthen the operational collaboration between cyber law enforcement and cyber security/network, and information security community.

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 Member States' 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.

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- 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 the MS.
- Strengthen 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.
- Provide 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). Continue enhancing malware analysis capabilities of EMAS, by fully integrating malware virology/malware DNA technology and mobile malware analysis solution.

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 providing Victim Identification support through the Image and Video Analysis Solution (IVAS) to MS and hosting of 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.
- Update regularly EU MS experts on intelligence relating to recent and ongoing trends, significant changes in behaviour among victims or offenders and new applications used in the area of child sexual exploitation.
- Provide support to the MS on Operational Taskforces, effective prioritisation of HVTs and identification of optimal follow-up response measures.
- Sustain the establishment of 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.²³
- Contribute to the discussions on the implementation of the Council Conclusions on Combating the Sexual Abuse of Children²⁴ and the "EU strategy for a more effective fight against child sexual abuse²⁵". 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 Child Protection Centre.
- 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.

²³ The action is related to the H2020 grant to the GRACE Project.

²⁴ Ref. 12326/19, adopted in Oct 2019

²⁵ https://ec.europa.eu/home-affairs/what-we-do/policies/cybercrime/child-sexual-abuse_en

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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.

- 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 Non-Cash Payment Fraud

Disrupt criminal networks involved in non-cash payment fraud (card-not-present fraud).

Objectives and actions

A.4.7 Provide support to EU Member States' investigations on non-cash payment fraud.

- 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 cyber-enabled non-cash payment types of fraud.
- Support the MS in cyber-facilitated payment process compromise (business e-mail compromise BEC) investigations.
- Execute the joint operation 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).
- Facilitate MS in increasing cooperation on monitoring, investigating and disrupting carding Darkweb markets and users. Support public-private partnership with interested private sector partners on investigations into carding websites.
- 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).
- Execute the joint operational action against telecom fraud, in collaboration with law enforcement, judiciary and relevant private partners.
- 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.).
- Coordinate the detection, identification, dismantling, prosecution and prevention of money mulling, together with private industry (banking sector, Fintechs, 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).
- Provide 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.
- 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 Online Trade in Illicit Goods and Services

Disrupt administrators and moderators of websites and forums facilitating crime on the Dark Web and support investigations against users.

Objectives and actions

A.4.8 Provide support to EU member States' investigations on the Dark Web.

- Support the Member States and Europol's Analysis Projects in combating criminal networks involved in the administration and moderation of Dark Web related activities, as well as the related commodity-based vendors and buyers.
- Coordinate, plan and execute joint technical, investigative and prevention actions to maximise impact and reduce crime on the Dark Web.
- Maintain the strategic criminal intelligence picture for the online trade in illicit goods and services online, in particular on the Dark Web and alternative platforms.
- Provide support to the MS on Operational Taskforces, effective prioritisation of HVTs and identification of optimal follow-up response measures.
- Maintain knowledge and expertise on tools, tactics and techniques for conducting Dark Web investigations.
- Support MS and Europol's Analysis Projects in the coordination and development of EMPACT Operational Actions relevant to Dark Web, within the framework of available resources.
- 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, within the framework of available resources.
- 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 cyber SNE.
- 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 Academic Advisory Network 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), further develop expertise on technological innovation such as 5G, encryption, anonymisation services and any other relevant developments.
- Based on the CGN toolbox, develop and maintain a technical solution for MS to resolve a public IPv4 address over a CGNat without the source port number (within the framework of available resources).
- Further define/optimize the possible role of Europol to facilitate access to WHOIS data for MS law enforcement authorities, depending on the developments in 2021.
- 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 (Q3 2020)	Target 2021
Decryption platform successes	11	25
Forensic jobs performed by EC3	1,028	1,500
Operational Reports produced related to Cybercrime	2,255	1,500
Operations supported related to Cybercrime	389	400
Satisfaction with Operational Support and Analysis in the area of Cybercrime	8.9	8.5

A.5. Counter-Terrorism

Overview

The European Counter-Terrorism Centre (ECTC) was established within the organisational structure of Europol in January 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 propaganda, 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 EU Internet Referral Unit (EU IRU) is a capability of the ECTC which 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.

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.

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.

2021 Objectives

<u>The European Counter-Terrorism Centre (ECTC)</u>
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.

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- 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 Member States' counter-terrorism investigations.
- Meet the exponentially growing need for de-confliction of CT-related data with national CT units and follow-up reporting resulting from PNR data flows.
- Provide operational support to MS on-the-spot. Support the deployments of Mobile office and other mobile toolkits. Provide technical/ forensic support.
- Utilise opportunities for embedding ECTC staff members on a temporary basis on operational cases into the Crime Information Cells (within CSPD 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 and the First Response Network. 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.
- 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 terrorism dimension. Provide tailored newsfeeds and 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.
- Increase cooperation between the Counter Terrorism Group (CTG) members and Europol in areas of common interest, 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.
- 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; 2) by participating in capacity building initiatives offered by CEPOL and EU-funded programmes; 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 public and private partners of relevance.
More effective levels of cooperation leading to better coordination and increased operational and strategic results.

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, and Cyprus and wherever needed (within the framework of available resources). Manage CT-related operational information received from the secondary security checks.
- Adjust the provision of secondary security checks according to the changes of Frontex interventions, in particular when Migrant Management Support Teams are deployed with Europol's participation.
- Enhance the use of Europol's face recognition capabilities to the extent possible, including in the context of the secondary security checks. Increase the number of staff trained in the usage of face recognition tools.
- Support Member States in setting up and operating Terrorist Identification Task Forces (TiTF) facilitating complex and high profile resource-intensive investigations against priority Terrorists individuals, groups or organizations, which also require specialised skills and expertise in the most intrusive and covert investigative techniques.
- Following the emerging trend of right wing extremism, progress with the setting up of a dedicated target group and a EU-wide coordination mechanism to tackle this crime phenomenon.

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.

Europol Public Information

- 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.

Expected results: Member States' investigations on war crimes, genocide, crimes against humanity receive analytical and operational support within the framework of available resources.

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 ESOC 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).

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.

Europol Public Information

- 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

Objectives and actions

A.5.7 Provide internet referral services.

- Perform scanning of the cyber environment, including the decentralised web, within the framework of prioritised areas (jihadist terrorism and illegal migration) or act upon Member States' specific requests, within the framework of available resources.
- Coordinate and share the identification tasks (flagging) of online terrorist and violent extremist content with a network of national counterparts.
- Maintain the current level of the joint capability of the Internet Referral Management Application (IRMA) and the Check the Web Portal which supports the referral activity and enables MS to share information on terrorist/violent extremist content on the internet via a secured line. Further developments in terms of scalability and

Europol Public Information

performance are put on hold (in order to ensure efficient use of resources) as they might be superseded by the PERCI project.

- 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 co-leading with the European Commission 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.
- Build a network of academics and researchers in terrorism, radicalisation, computer sciences, information technologies, social network analysis and other pertinent areas of social science.

Expected results: The referral process is managed efficiently within the current level of technical capacity.
Cooperation with the private sector on content detection and referrals is growing.

A.5.8 Establish an EU platform to tackle illegal content online (PERCI) as a communication and coordination tool for referrals and removal orders within the EU.

- Define the business requirements and establish a minimum viable product of an EU platform to tackle illegal content online based on a redesigned technical environment with a new business model. This platform should be accessible by all MS and relevant OSPs allowing for a secured and anonymous real time two-way communication between the EU IRU, national IRUs and OSPs in the context of referrals and removal orders.
- Enable MS to provide input on online illegal content in a standardised format and its instant transfer to relevant OSP.
- Ensure through the Platform that OSPs do not receive duplicates or simultaneous referrals and removal orders for the same content by multiple IRUs.
- Create the possibility for OSPs to directly update the status of referrals and removal orders within the Platform (received/assessed/removed/not removed) through an ad-hoc Application Program Interface.
- Provide OSPs with a secured vehicle to voluntarily report proactively deleted content in order to support attribution and allow for LE follow up.
- Support OSPs in scaling up automatic detection and prevent re-upload of known content. Assist start up and smaller companies to protect their platforms from terrorist abuse in efficient and cost-effective way.
- Enable 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.

Expected results: Coordination and deconfliction of the EU fight against illegal content online.
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 repose and knowledge sharing across sectors.

Europol Public Information

- Provide monitoring and research of new online modus operandi to detect new abuse of technology that could lead to a Christchurch type event (within the framework of available resources).
- Provide input to post attack strategic communication.
- Draft a playbook to serve as an operational guide to implement the protocol.
- Deliver a Table Top Exercise to test the protocol.
- Review the effectiveness of the EUCP.

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.

EU IRU - Internet Investigations

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

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.
- Develop 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 platform of 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.
- 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.

Europol Public Information

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

A.5.12 Further expand the scope of the Cross-Border Access to Electronic Evidence (SIRIUS) Project²⁶.

- 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 High Value Targets (HVT).
- 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.
- Set up a mentorship programme 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.

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 (Q3 2020)	Target 2021
% of persons checked for Secondary Security Checks in Hotspots	8.4%	5.0%
Operational Reports produced related to CT	1,580	2,000
Operations supported related to CT	502	650
Satisfaction with Operational Support and Analysis in the area of CT	8.9	8.5
Volume of Content Assessed by IRU related to Terrorism and Violent Extremism	13,344	15,000

²⁶ Subject to signing an agreement with the European Commission on the extension of the project.

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 decision for 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 framework of the EU Policy Cycle;
- The growing attention to crimes against the financial interests of the Union and the establishment of the European Public Prosecutor Office (the EPPO). Under the EPPO Regulation, Europol is called to provide analytical support to the 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 EU Policy Cycle;
- 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 Investigative Units) as well as relevant institutional partners in the EU and private sector.

2021 Objectives

<u>European Financial and Economic Crime Centre (EFECC)</u>
Objectives and actions
<p>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.</p> <ul style="list-style-type: none"> ○ Enhance operational effectiveness and reinforce the services of Europol in the area of financial and economic crime by increasing the staff level (if permitted by the final Europol budget and establishment plan for 2021) 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 ESOC, 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. ○ 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. ○ Monitor COVID-related developments for the financial and economic crime area. ○ Launch the establishment of a Joint Financial Intelligence Group (JFIG) at Europol to improve communication and cooperation between Europol Liaison Bureaux and EFECC Analytical Projects in order to better align investigative priorities and effectiveness of pursued cases. ○ Develop the Customs cooperation function within the EFECC including the further strengthening of the cooperation with the Commission Service competent for customs matters. ○ Develop cooperation with the new European Public Prosecutor Office (the EPPO) and respond to requests for information and analytical support. ○ Improve operational cooperation with OLAF by making extensive use of the recently established SIENA connection and dedicated OLAF Liaison Officer posted within the EFECC to ensure a multiagency approach for all priority cases. ○ Develop strategic cooperation with the European Banking Authority and the European Investment Bank as new key partners of the EFECC. ○ Contribute to policy development such as guidance drafting and standards revision when requested by the Commission. ○ Prepare for the implementation of applicable to Europol provisions in the Directive (EU) 2019/1153²⁷, in particular the possibility for Europol to request, by initiative, financial

²⁷ 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.

Europol Public Information

information from FIUs and information held in the national centralised bank account registries.

- Prepare for taking up any potential new task arising from the Action Plan for a comprehensive Union policy on preventing money laundering and terrorism financing²⁸ published by the Commission on 7 May 2020.

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.

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 Meeting.
- Continue acting as an early warning channel serving to advise Member States of developing threats, trends and modus operandi in MTIC fraud.
- Continue to develop the recently approved legal framework for exchanging of operational information with the Eurofisc network as to extend Europol's operational and analytical support to Eurofisc international MTIC investigations.
- Organise seminar in cooperation with Eurojust for MTIC investigators on the effects of the implementation of EPPO, due to commence operations in 2020.
- Implement the Service Level Agreement with the EUIPO on acquisition fraud targeting Intellectual Property Offices and Trademarks/Registered Community Designs users by producing operational and tactical analysis, and one annual strategic report.
- Conclude a working arrangement with the Universal Postal Union (UPU)²⁹.

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 criminal intelligence analysis and provide analytical support.
- Provide financial intelligence to the ESOC, EC3 and the ECTC (with regards to terrorist financing).

²⁸ C(2020) 2800 final

²⁹ Subject to approval by the Management Board.

Europol Public Information

- Provide financial intelligence and operational support to EMPACT related activities, including for Joint Action Days (e.g. mobile office deployments).
- Contribute to Member States' operations to detect and disrupt money laundering activities linked to New Payment Systems and Virtual Currencies, in particular bitcoins.
- Contribute to Member States' operations to detect and disrupt illegal online sale of financial and investment services carried out by non-authorized operators.
- 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). Increase the size of the AMON network and the respective platform for experts.
- Support the strategic and operational information exchange between Member States' Financial Investigators.
- 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).
- Support the triparty Working Group on digital currencies (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) to the extent possible given available resources. Involve the EFIPPP community in EMPACT where relevant.
- 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 FATF with regards to the Policy Paper on Practical consideration in Establishing a Public-Private Partnership and on the Update of typologies on Trade Based Money Laundering and Assessment of current challenges associated with confiscation. Support Egmont on the ECOFEL³⁰ policy and training project and Business Email Compromise Project phase II.
- Support the BeCaNet project³¹ creating a network of counter-terrorism financing experts and improving cooperation with private sector on CT matters.
- Support the EBOCS project³² which is aiming at establishing interconnection among business registers across borders in order to provide simplified and unified access to data on business ownership and control structures for financial analysis and investigation purposes.
- 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.

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.
Europol increasingly contributes to operational outcomes in the Member States within money laundering and asset recovery investigations.

³⁰ Egmont Centre of FIU Excellence and Leadership (ECOFEL)

³¹ The BeCaNet Project is the 'best practice, capacity building and networking initiative among public and private actors against Terrorism Financing', led by BKA, Germany.

³² The EBOCS (European Beneficial Ownership and Control Structures) project is carried out with the financial support of the Internal Security Fund and is led by the European Business Registry Association (EBRA), Belgium.

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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.6.4 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.
- Support and host the secretariats the Camden Asset Recovery Inter-Agency Network (CARIN). Involve the contacts of the network more actively in EMPACT.
- Connect to Siena all EU Asset Recovery Offices that are not directly connected yet.
- Assess effectiveness in Asset seizures on cases supported by Europol and the consistency in reporting modalities.
- 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.

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.6.5 Extend Europol's support to EU Member States' investigations on other forms of corruption beyond sports 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) within the framework of available resources.
- Promote the use of SIENA for the information exchange between anti-corruption authorities in the Member States.
- Organise a joint conference Europol-UEFA on sports corruption ahead of the 2021 European Football Championship (postponed from 2020, pending agreement with UEFA).

Europol Public Information

- Conclude a Memorandum of Understanding with the World Anti-Doping Agency (WADA).
- Conclude a Memorandum of Understanding with the International Olympic Committee (IOC) to establish structured cooperation in the area of sports corruption.
- Support strategic activities, including policy developments, relating to sports corruption (provided the availability of resources).

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.

Disrupt the OCGs involved in Euro counterfeiting.

Objectives and actions

A.6.6 Provide support to EU Member States' investigations on 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.
- Organise and fund the Annual Plenary Meetings.
- Implement the Internet Joint Patrol Project on Euro counterfeiting with the European Central Bank by gathering information on vendors of counterfeited 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.
- Provide to Member States technical-tactical training on Euro counterfeiting.
- Support strategic activities, including policy developments, relating to Euro counterfeiting.
- 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.
- 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.
- Launch and coordinate a new recurrent operation against counterfeited toys.
- 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.
- Organise and financially support meetings, training, seminars and a conference at Europol and/or in the Member States 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.

Improved coordination of action in the EU against counterfeiting.

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Member States' investigations in relation to Euro counterfeiting are initiated on the basis of Europol's analysis and receive better and extended support.

Indicators	Latest result (Q3 2020)	Target 2021
Accepted contributions related to Financial/Economic Crime and Counterfeiting	9,992	13,500
Operational Reports produced related to Financial/Economic Crime and Counterfeiting	1,153	1,700
Operations supported related to Financial/Economic Crime and Counterfeiting	312	350
Satisfaction with Operational Support and Analysis in the area of Financial/Economic Crime and Counterfeiting	9.0	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.

In line with the Europol Strategy 2020+, Europol is aiming at positioning itself at the forefront of law enforcement innovation and research. By innovating and through the facilitation of innovation in the wider law enforcement community, Europol will support Member States in addressing the risks and opportunities of emerging technologies. Europol set up an Innovation Lab dedicated to achieve progress in the area and ensure that the intended approach to innovation is future-proof and directed towards the needs of Member States.

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 as well as on increasing outreach to other countries following the requirements of the Europol Regulation, in cooperation with the European Commission.

At the same time, Europol aims to further strengthen 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.

2021 Objectives

Analysis coordination
Objectives and actions
<p>A.7.1 Reinforce criminal analysis coordination and expertise at Europol to ensure provision of quality analysis support to Member States’ investigations.</p> <ul style="list-style-type: none"> ○ Expand the capacity of the newly established Data Analysis Development Team at Europol and enhance its expertise in the following functions: <ul style="list-style-type: none"> ○ 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).

Europol Public Information

- 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.
- 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.
- Ensure compliance with the data protection regulation and mitigate the risk of misconducts of sensitive data usage.
- Manage the online Intelligence Analysis Platform.
- Organise the annual EU Crime Analysis Conference.
- Progress with the establishment of joint analysis teams and platforms with regards to operational and strategic analysis.

Expected results: Increased quality of Europol's operational analysis support to Member States.

Analysis coordination

Objectives and actions

A.7.2 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 analytical competencies and knowledge;
 - Developing and providing in-house analysis trainings;
 - Reviewing and responding to Member States' analysis training needs in collaboration with CEPOL.
- Provide in-house training on new analysis tools integrated in the central data repository.
- Assess the possibilities for accreditation of analysis training in Europol.
- Develop a model for external trainings for Member States and partner countries.
- Cooperate with CEPOL on the delivery of the EU Strategic Training Needs Assessment by providing thematic expertise on training needs.
- Support the organisation of 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.7.3 Deliver quality strategic reports.

- Deliver regular strategic intelligence analysis reports within the areas of serious and organised crime, cybercrime and terrorism, such as
 - EU Serious and Organised Crime Threat Assessment (SOCTA) 2021;
 - EU Terrorism Situation and Trend Report (TE-SAT);
 - Cybercrime reports;
 - Financial crime reports;
 - Reports requested by COSI;

Europol Public Information

<ul style="list-style-type: none"> - Reports requested in the framework of VISA or Schengen evaluations; - Reports in the framework of the EU policy cycle priorities; o Deliver joint strategic intelligence analysis reports with other EU agencies and Europol cooperation partners, including for example: <ul style="list-style-type: none"> - Frontex (Joint Europol-Frontex risk analysis), EMCDDA (EU Early Warning System on new psychoactive substances, Joint EMCDDA-Europol European Drug Markets Report) and EUROJUST³³. o Deliver ad hoc strategic intelligence analysis reports on the themes of serious and organised crime, cybercrime and terrorism based on the business need. o Fully establish the embedded strategic analysis cells in the Operations Departments. o Enhance networking within trusted expert communities (e.g. SOCTA Advisory Group) to advance methodologies, increase access to information and improve the quality of reports.
<p>Expected results: Provision of timely and quality strategic reports.</p>
<p>A.7.4 Support strategic analysis in the EU Neighbourhood countries.</p> <ul style="list-style-type: none"> o Contribute to the EU funded project Euromed Police V. in the MENA region by: <ul style="list-style-type: none"> - supporting and strengthening the network of analysts (ANASPOC); - 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 an 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: <ul style="list-style-type: none"> - 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.
<p>Expected results: Enhanced analytical capacities of the EU Neighbourhood countries to perform threat assessments and other strategic analysis.</p> <p style="padding-left: 40px;">Strengthened strategic cooperation between national law enforcement authorities, as well as between the EU Neighbourhood countries and the EU MS and EU agencies.</p>

<p><u>Innovation</u></p>
<p>Objectives and actions</p>
<p>A.7.5 Continue to implement Europol’s Innovation Strategy by establishing the basic structure and processes underpinning of the Europol Innovation Lab and by hosting the EU Innovation Hub for internal security.</p> <ul style="list-style-type: none"> o Implement an 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 MS. o Establish a sustainable engagement model within Europol that contributes to the achievement of Europol’s innovation objectives by maximising the access of the Lab to the full spectrum of Europol’s internal expertise and resources.

³³ These reports are produced at different frequencies as agreed with the partner agencies.

Europol Public Information

- Initiate the creation of an EU Observatory for innovation. The Observatory should carry out foresight and horizon scanning, to monitor technological developments, including an analysis of the risks, threats and opportunities of emerging technologies relevant for law enforcement.
- Subject to other EU JHA agencies making resources available, launch the EU Innovation Hub for Internal Security and act as its secretariat in line with the functions and governance structure adopted by COSI on 15 May 2020³⁴.
- Create a coordination and prioritisation structure composed of EU Member States' representatives - European Clearing Board (EuCB), and set up its secretariat within the Innovation Lab in coordination with the HENU Secretariat. The structure should channel their needs and operational requirements to the Lab, discuss the creation of core groups and decide on priorities.
- Select a limited set of projects to support, stemming from prioritised strategic goals and establish corresponding Core Groups with participation of MS and other relevant stakeholders to contribute to the project implementation.
- Initiate the development of networks of relevant partners in the industry and academia and organise Industry Days in partnership with existing LEA and industry networks.
- Coordinate Europol's engagement towards funding opportunities, such as Horizon 2020 or Digital Europe. Coordinate the implementation of the currently selected 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 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.
- Create and maintain dedicated Innovation EPEs (Lab, Hub, Core Groups, Observatory etc.).
- Establish a technology foresight coordination mechanism within the Innovation Lab, which will act as an internal coordination structure for the creation and production of Europol technology-focused and trend reports.
- Centralise the management of the Europol Code Repository (ECR) and create an open version in support of Core Group projects.
- Facilitate the training of law enforcement in the field of innovation in close cooperation with Cefpol (within the framework of available resources).

Expected results: Provision of a substantiated overview of the risks, threats and opportunities of emerging technologies.
Coordinated efforts in research and development lead to greater realisation of common projects and technical solutions.

Cooperation with Member States

Objectives and actions

A.7.6 Manage cooperation with Member States.

- Manage strategic cooperation of Europol with Member States' competent authorities including Law Enforcement, Customs and Counter-Terrorism services.

³⁴ EU Innovation Hub for Internal Security main principles for establishment, Council Secretariat reference 7829/20 LIMITE COSI 77 ENFOPOL 109 CYBERE 69 JAI 341.

Europol Public Information

- Coordinate Europol contribution to the Management Board/MB Working Groups and follow up to MB decisions.
- Coordinate and prepare meetings of the Heads of Europol National Units (HENUs).
- 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.
- Enhance cooperation with custom authorities by encouraging MS to intensify the inclusion of customs representatives in their national ENUs, LBs at Europol and the APs where the expertise of customs has been identified as most relevant.
- 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.7.7 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 Israel, Japan and New Zealand.
- Support the implementation of the operational agreement with the USA and manage the Liaison Office in Washington.
- Support the implementation of the strategic agreements with Brazil, China, Russia, Turkey and the United Arab Emirates.
- Monitor the implementation of 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.
- Provide regular reporting on the implementation of the Europol External Strategy to the Management Board.
- Maintain effective operational cooperation with the UK following its exit from the EU³⁵.
- Further develop Europol's relations with the Western Balkans countries. Establish effective cooperation with Kosovo³⁶.
- Manage the deployment of Europol's Liaison officer to Albania for the remainder of the project (i.e. until end of 2021 as decided by the MB in December 2020).

³⁵ The draft Programming Document will be reviewed to take account the outcome of the negotiations on the new partnership between the EU and UK.

³⁶ 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.

Europol Public Information

- Contribute to the EU funded project WB Partnership against Crime and Terrorism (WBPaCT) and monitor the future development of a EU funding scheme to support the operational cooperation in the region.
- Further develop Europol's relations with the countries from the MENA region. Contribute to the EU funded project Euromed Police V. Continue developing strategic dialogue and cooperation, in particular with Tunisia. Advance the negotiation process for establishing a working arrangement.
- Further develop Europol's relations with the countries from the Eastern Neighbourhood region. Contribute to the EU funded project EaP Training and Operational Partnership Against Organised Crime (TOPCOP). Continue expanding the cooperation with Ukraine according to the existing operational agreement.
- Further develop Europol's relations with the Latin America. Establish strategic relations with Brazil according to the recently concluded strategic agreement. Conclude the working arrangement with Chile and initiate its implementation. Explore the possibilities to advance negotiations of working arrangements with other prioritised partners from the region.
- Complete any administrative arrangements needed to implement international agreements concluded by the European Commission.
- Assist the European Commission, where required and requested, in the negotiation of international agreements according to Art.218 TFEU and the assessment of the data protection provisions of existing cooperation agreements according to Art.25(4) of Europol Regulation.
- Elaborate legal advice on new possibilities for case by case cooperation with any third country, in the absence of an agreement or adequacy decision.

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.7.8 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 Parliamentary and Council committees, including the Joint Parliamentary Scrutiny Group (JPSG).
- Enhance cooperation with the Commission and EEAS, 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 Civilian Compact as endorsed by European Council in December 2019.
- Explore the establishment of links with EU defence structures (EU Military Staff, 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.
- Consolidate and coordinate Europol's positions on the recast of the Europol Regulation towards the relevant EU institutions during the legislative process.

Europol Public Information

- Follow closely the implementation of the EU Security Union Strategy and of the European Police Partnership Concept for emerging tasks falling within Europol's mandate.
- Support activities regarding Schengen evaluations on police cooperation such as evaluations, on-site visits to Schengen countries and training.
- Follow closely the preparations and discussions on the new Strategy on the future of Schengen.
- 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 and administrative and working arrangements with CEPOL, ECB, ECDC, EEAS, EMCDDA, ENISA, EUIPO, EU-LISA, the European Commission and OLAF.
- Identify synergies with Eurojust in the respective efforts to ensure effective collaboration with the EPPO. Establish regular communication with the EPPO on strategic/policy issues relevant to respective mandates.
- Establish structured collaboration with the European Union Agency for Asylum (ex. EASO).
- 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 FRA, and contribute to the work of the JHA Agencies Network.

Expected results: Alignment of actions at EU level leading to better operational results.

Cooperation with organisations and private parties

Objectives and actions

A.7.9 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.
- Support the implementation of the strategic agreements with the United Nations Office on Drugs and Crime (UNODC) and the World Customs Organisation (WCO).
- 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.
- 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, the Eastern Partnership, MAOC-N, MENA and EUMed,

Europol Public Information

<p>Afripol, the Western Africa Platforms, Aseanapol and Ameripol, and identify areas of collaboration depending on operational needs.</p> <ul style="list-style-type: none"> ○ Further engage with regional organisations in order to develop and to strengthen cooperation in line with Europol's External Strategy and the MB List of prioritised external partners with which Europol may conclude working arrangements. ○ Provide legal advice related to Europol's negotiation and conclusion of working arrangements with international organisations and private parties. ○ Establish 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 particular on the fight against cybercrime.
<p>Expected results: Cooperation with international and regional organisations, and private parties brings forward better criminal intelligence picture and operational results.</p>

Indicators	Latest result (Q3 2020)	Target 2021
New JITs signed	9	25
Operational Analysis Reports produced by Europol	252	300
Strategic Analysis Reports produced by Europol	37	30
Operations supported involving cooperation partners	828	950
Satisfaction with Key Strategic Analysis Reports	-	8.5
Satisfaction with Training Activities delivered to MS/TP	-	8.5
User Satisfaction with Operational Analysis	8.8	8.5

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 financial regulation applicable to Europol, 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.

Europol implemented the staff reductions envisioned in the MFF 2014-2020 in the governance, support and administration related functions, which at the same time faced an increased workload resulting from a growing demand for Europol's recurrent products and services as well as the assignment of additional tasks and staff to Europol. In this context of organisational growth and to materialise efficiency improvements, while at the same time further increasing the operational delivery, Europol adjusted its organisational structure by re-establishing a Finance Unit within the Administration Department and is recurrently designing and reviewing its operational and support processes.

In line with the strategic priorities listed in the Europol Strategy 2020+, an accompanying HR Strategy 2020+ is expected to be implemented from 2021 onwards.

Europol has designed a multi-year transformation programme, next generation Administrative and Governance Environment (ngAGE) to renovate the way the agency operates in the administration domain, providing the organisation with modern and efficient solutions for corporate functions. The pursued target is to rationalise the current diverse application landscape by streamlining the corporate processes and by leveraging and integrating in a coherent manner the Commission-developed, in-house and cloud solutions. In the meantime, existing solutions will remain supported until their functions can be accommodated by ngAGE products.

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

Europol Public Information

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.

The COVID-19 outbreak, and the related restrictions that followed, had a direct impact on Europol's efforts towards implementing a number of actions and reaching the targets outlined in the Work Programme 2020. Europol reacted swiftly and implemented several new activities in order to manage this unprecedented crisis with as little impact on the agency's work as possible, while keeping health and safety as the number one priority. Considering the lessons learned and in order to be future proof, Europol will continue to further develop and implement several measures, i.e. decentralised working methods, teleworking (including with secure operations network (OpsNet) laptops where feasible, due to the nature of the operational information processes), and modernised electronic workflows.

Objectives 2021

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.
- Introduce or further implement related organisational changes to maintain a consistent organisational structure and inheritance of information ownership.
- Provide policy advice and prepare related policy documents; Identify key strategic opportunities for Europol's growth in priority areas.
- Coordinate all audit activities and Europol's response to audit activities and findings. Progress with the implementation of the audit management tool.
- 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.
- Monitor Europol's corporate risks through the Corporate Risk Log. Progress with the implementation of the corporate risk management tool.
- Prepare Europol's multi-annual and annual business planning documents, and quarterly, biannual and annual corporate performance reporting.
- Progress with preparations to enhance and streamline the use of a corporate Analytics and Reporting capability to ensure high-quality and accurate corporate performance measurement and reporting.
- Re-launch the User Survey as a multi-element, modern and continuous stakeholder satisfaction measurement tool.
- Progress with aligning Europol's archiving of official documents with EU Archive Regulation 2015/496 amending Council Regulation 354/1983. Continue the archive restructuring project to improve quality of archiving and archival storage. Support the development and design work for new archive.
- Provide end user support and training for corporate information management systems and services. Continue the preparations to transition to a new Electronic Document and Records Management system. Progress in establishing ICT capabilities that enable electronic workflows and electronic approval.
- Ensure that all processes and protocols for new initiatives are in place to guarantee the methodological consistency of the work.

Europol Public Information

<ul style="list-style-type: none"> ○ 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. ○ Develop and maintain Europol’s legal framework for finance, procurement, grants and facilities. ○ Develop and maintain HR legal framework and implementing rules to the EU Staff Regulations.
<p>Expected results: Europol progresses along the strategic priorities; areas for further development are identified and utilised.</p> <p>Transparency and accountability of the organisation's strategic planning and performance. Increased benefits to Europol's stakeholders.</p> <p>Effective processes, systems and tooling are in place to ensure proper corporate risk and internal control management.</p> <p>Bureaucracy and time spent on document and records management and reporting is reduced while ensuring the availability of reliable information on decision-making, corporate performance and level of compliance.</p> <p>Legal frameworks, implementing rules and corporate processes are up-to-date and compliant.</p>

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 Europol’s website. Migrate and launch new Europol Corporate website.
- Start with the requirements phase of an interactive data visualisation component as part of the website; start with the requirements phase of the new EU Most Wanted website.
- Support high-level visits and organise high-level events such as the European Police Chiefs Convention (EPCC).
- Agree with MS on concrete actions for raising awareness based on the principle of joint responsibility between Europol and MS.
- Provide corporate audio-visual productions and campaigns targeting awareness raising of Europol’s products and services.
- 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.

Europol Public Information

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.
- Further develop Activity Based Budgeting and Costing, including progress in developing an appropriate IT solution and automated reporting.
- Manage tender planning and procedures in line with annual business and budget planning.
- Finalise and coordinate the implementation of the Finance Strategy 2020+; Continue introducing pre- and post-awarding e-procurement solutions (subject to release of e-PRIOR modules by the Commission).
- Manage the salary administration.
- Coordinate the implementation of the HR Strategy 2020+.
- Review and improve HR processes and responsibilities following the internal reorganisation.
- Manage the HR Management System (SYSPER) and coordinate the implementation of additional modules of SYSPER2, as deemed necessary; Explore the possibility to implement Sysper appraisal module for 2022 exercise, subject to EC Sysper project team confirmation. Review HR related processes in view of the implementation of new modules of the HR management system (Sysper2).
- 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.
- Organise the recruitment and selection of staff and SNEs, incl. internal mobility and internships; manage staff contracts, personal files and ECAS accounts.
- Consider additional features on the e-recruitment system including mobile-ready technology; explore the possibility of psychometric testing as part of selection procedures for Temporary Agents (initially on a pilot basis). Explore further remote testing possibilities.
- Coordinate training of staff. Further implement the Leadership and Management Development Program.
- Conduct the biennial Staff Survey and a 360-degree exercise in the framework of Leadership and Management Development Program.
- Introduce and elaborate concepts that are in the new Learning & Development framework such as job shadowing, knowledge sharing, mentoring, etc.
- Implement the Language tender and offer language courses for staff via a single provider.
- Manage the administration and coordination of grants, including EMPACT grants.

Europol Public Information

- 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.

- Fully implement the establishment of a new medical information tool to support the setup of the medical centre at Europol.
- Fully implement the insourcing of the medical service covering both Europol and Eurojust and ensure the quality of the services. The agencies may look into a separate working arrangement to implement this initiative when ready.
- Provide a Covid-19 vaccination programme (if an effective and safe vaccine is available).
- Coordinate and support the activities of Europol Steering Group for Diversity & Inclusion.

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.

Facilities

Objectives and actions

A.8.4 Progress towards the rationalisation and expansion of Europol's facilities services and capabilities.

- Develop and update facilities-related policies, guidelines, processes and templates.
- Manage the facilities-related budget and contracts.
- Manage the non-ICT assets; Manage and improve the Facilities Management Information System to optimise digital workflows and self-service functionalities.
- Deliver meeting and conference services; Manage and improve the Online Registration Tool and Conference Booking Tool.
- Ensure continuity and quality of travel services by Europol's new travel provider.
- 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 and to implement the new office standards and principles, and special functions to fulfil the business needs of the organisation with a view on maximising the use of the building.
- Continue with the implementation of the Strategic Housing Roadmap – Temporary Satellite Building II (TSB II) project to create additional workplaces to relocate staff during the implementation of the MTHS at Europol's headquarters.
- Continue with the implementation of the Strategic Housing Roadmap - Long-Term Housing Measures (LTHM) project to deliver a second permanent headquarters by redeveloping a current office building.
- Complete the setting up of Europol's environmental management system and initiate the registration with 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.
- Continue with Europol's events transformation project, including the development of a sustainable and environmentally friendly conference / travel policy linked to the Guide to Mission and Authorised travel, and the Environmental Objectives and Action Plan (2020 – 2022).

Europol Public Information

- Continue with the replacement of the obsolete local operational network (LON) by a local area network (LAN), as part of the building automation system (BAS).
- Investigate the possibilities to combine the current single facility contracts (catering, hospitality and cleaning) into a main soft service contract to gain efficiency and cost reductions.
- Investigate the possibility to improve the business continuity of the electricity infrastructure of Europol's headquarters, in particular the location of 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.

Security

Objectives and actions

A.8.5 Ensure the necessary level of physical, personal and information security at Europol.

- 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.
- Upgrade the Security Control Room to cope with expanding security tasks (e.g. monitoring of the satellite buildings).
- Increase Europol's capabilities to detect technical surveillance in-house.
- 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.
- Revise the overall Europol Business Continuity Strategy. Start implementing the management decision on the way forward concerning the Disaster Recovery site.

Expected results: Improved security for Europol's buildings, staff and visitors.

Europol fulfils its obligations in terms of confidentiality and information security.

Europol Public Information

Indicators	Latest result (Q3 2020)	Target 2021
% of Female Staff	33%	40%
Budget Outturn Rate	-	5.0%
Budget Commitment Rate	87.8%	95.0%
Budget Payment Rate	58.1%	90.0%
% of Late Payments (in value)	-	5.0%
Vacancy rate	4.6%	2.0%
% of pending critical/very important audit recommendations implemented within the timeline committed to by Europol agreed deadline with the auditing	74%	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).

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: Resource allocation per Activity 2021-2023

Annex II:

A. Human and Financial Resources 2021-2023

Table 1 – Expenditure

Table 2 – Revenue

Table 3 – Budget outturn and cancellation of appropriations

B. Final Budget 2021

Annex III:

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

Table 2 – Multi-annual staff policy plan year 2021–2023

Annex IV:

A. Recruitment policy

B. Appraisal of performance and reclassification/promotions

Table 1 - Reclassification of temporary staff/promotion of officials

Table 2 - Reclassification of contract staff

C. Mobility policy

D. Gender and geographical balance

E. Schooling

Annex V: Buildings

Annex VI: Privileges and immunities

Annex VII: Evaluations

Annex VIII: Risks 2021

Annex IX: Procurement plan 2021

Annex X: Grants 2021

Annex XI: Organisation chart

Europol Public Information

Annex I: Resource allocation per Activity 2021-2023

	Year 2021			Year 2022 [1] Resource estimates			Year 2023 [2] Resource estimates		
	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	42	56,596,000	127	42	64,034,130	130	42	66,917,329
A.2. Operational Coordination	51	17	13,137,000	57	17	14,272,056	61	17	15,232,497
A.3. Combating Serious and Organised Crime	91	26	22,715,000	105	26	24,562,201	109	26	26,268,446
A.4. Combating Cyber Crime	70	23	14,486,000	78	23	16,184,688	82	23	17,318,382
A.5. Counter-Terrorism	75	22	16,137,000	84	22	17,443,464	88	22	18,669,834
A.6. Combating Financial and Economic Crime	43	9	8,338,000	51	9	9,565,218	55	9	10,566,522
A.7. Strategic and Analysis Coordination	43	10	7,434,000	57	10	9,167,882	61	10	10,566,239
Total Operational Activities (A.1-A.7)	492	149	138,843,000	559	149	155,229,639	586	149	165,539,249
A.8. Governance, support and administration (incl. MBF)	123	157	34,121,254	127	157	37,150,772	130	157	38,366,288
TOTAL	615	306	172,964,254	686	306	192,380,411	716	306	203,905,536

[1] [2] 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+.

Europol Public Information

Annex II:

A. Human and Financial Resources 2021 – 2023

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.

Table 1: Expenditure

Expenditure (Only C1 fund source)	Commitment / Payment appropriations			
	2020	2021	2022	2023
Title 1 Staff Expenditure	85,945,867	92,331,754	101,611,000	110,460,720
Title 2 Other Administrative Expenditure	10,765,125	12,594,000	14,530,000	14,820,600
Title 3 Operational Activities	52,360,575	68,038,500	76,239,411	78,624,216
Total expenditure	149,071,567	172,964,254	192,380,411	203,905,536

Table 2 – Revenue

REVENUES (only IC1)	Executed Budget 2019	Budget 2020	DB 2021 Agency request	Final Budget 2021	VAR 2021/ 2020
1 REVENUE FROM FEES AND CHARGES					
2. EU CONTRIBUTION	138,305,458	149,071,567	187,069,500	172,964,254	1.16
Of which assigned revenues deriving from previous years' surpluses	1,158,893	1,106,807	2,363,548	2,363,548	
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)	-	P.M.	P.M.	P.M.	-
4 OTHER CONTRIBUTIONS	-	P.M.	P.M.	P.M.	-
5 ADMINISTRATIVE OPERATIONS	-	P.M.	P.M.	P.M.	-
Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)	-	P.M.	P.M.	P.M.	-
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT	-	P.M.	P.M.	P.M.	-
7 CORRECTION OF BUDGETARY IMBALANCES	-	P.M.	P.M.	P.M.	-
TOTAL REVENUES	138,305,458	149,071,567	187,069,500	172,964,254	1.16

Table 3 – Budget Outturn Cancellation of appropriations

Calculation Budget Outturn

BUDGET OUTTURN	2017	2018	2019	Draft Outturn 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
	1,158,893	1,106,807	2,363,548	3,349,469

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).

Cancellation 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 non-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);
- € 2.1M relates to Title 3, which is 18.8% of the carried forward under Title 3 (€ 11.4M).

Europol Public Information

Annex II:

B. Final Budget 2021³⁷

Final Budget 2021

	Budget Outturn 2019	Budget 2020	Final Budget 2021	VAR 2021/ 2020
Title 1 Staff Expenditure	82,060,734	85,945,867	92,331,754	1.07
11 Salaries & allowances	76,635,530	79,079,994	83,973,254	1.06
- of which establishment plan posts	64,035,980	66,778,994	69,973,254	1.05
- of which external personnel	12,599,550	12,301,000	14,000,000	1.14
13 Sociomedical infrastructure	1,022,569	987,373	1,052,000	1.07
14 Training	135,000	114,000	130,000	1.14
15 Other staff-related expenditure	4,174,885	5,693,500	7,102,000	1.25
16 Entertainment and representation expenses	92,749	71,000	74,500	1.05
Title 2 Other administrative expenditure	12,440,115	10,765,125	12,594,000	1.17
20 Rental of buildings and associated costs	8,057,847	6,891,700	7,851,000	1.14
21 Information and communication technology	1,610,299	1,640,000	1,780,000	1.09
22 Movable property and associated costs	1,156,936	899,300	1,026,000	1.14
23 Current administrative expenditure	301,130	384,400	457,000	1.19
24 Postal charges and telecommunications	726,963	836,725	953,000	1.14
25 Statutory expenditure	586,941	113,000	527,000	4.66
Title 3 Operational activities	42,996,151	52,360,575	68,038,500	1.30
30 Operations ³⁸	14,837,852	13,874,275	26,223,500	1.89
31 Operational information technology	22,633,869	33,517,900	35,070,000	1.05
32 Telecommunication costs for operational activities	936,390	903,800	1,150,000	1.27
33 Seconded National Experts (Operational)	4,109,141	4,000,000	4,235,000	1.06
34 EPCC	267,964	-	300,000	-
35 Heads of Europol National Units	90,000	19,000	60,000	3.16
38 Decryption Platform	120,934	45,600	1,000,000	21.93
TOTAL EXPENDITURE	137,497,000	149,071,567	172,964,254	1.16

Quarterly estimate of cash payments and receipts:

Chapter	RECEIPTS	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	Total 2021
90	Regular subsidy from the Community	43,241,064	43,241,064	43,241,064	43,241,064	172,964,254
	Total Receipts	43,241,064	43,241,064	43,241,064	43,241,064	172,964,254

Title	PAYMENTS	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	Total 2021
1	Staff in active employment	22,967,524	22,967,524	22,967,524	22,967,524	91,870,095
2	Other administrative expenditure	2,203,950	2,203,950	2,203,950	2,203,950	8,815,800
3	Operational activities	13,607,700	13,607,700	13,607,700	13,607,700	54,430,800
	Total Payments	38,779,174	38,779,174	38,779,174	38,779,174	155,116,695

	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
Receipts - Payments	4,461,890	4,461,890	4,461,890	4,461,890
Cumulative	4,461,890	8,923,779	13,385,669	17,847,559

³⁷ Figures are rounded so the sum of the individual amounts may differ from the totals.

³⁸ Including, among others, €3.5M for ATLAS.

Europol Public Information

Annex III:

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

Staff population [1]		Actually filled as of 31.12.2018 [2]	Authorised under EU Budget 2019 [3]	Actually filled as of 31.12.2019 [4]	Authorised under EU budget for year 2020 [5]	Final Budget 2021 [6]	Envisaged in 2022 [7]	Envisaged in 2023
TA	AD	549	559	547	583	583	668	698
	AST	24	32	23	32	32	18	18
	AST/SC							
TOTAL TA [8]		573	591	570	615	615	686	716
CA GF IV		36.00	52	42.80	52	52	59	59
CA GF III		99.22	118	97.56	121	121	118	118
CA GF II		41.22	62	51.17	62	62	58	58
CA GF I								
TOTAL CA [9]		176.43	232	191.52	235	235	235	235
SNE [10]		77.42	71	82.20	71	71	71	71
<i>Structural service providers [11]</i>		29.9	50	39.7	50	50	50	50
TOTAL		856.75	944	883	971	971	1042	1072
<i>External staff[12] for occasional replacement[13]</i>								

[1] This table provides all staff categories at Europol except trainees and Europol Liaison Officers. At the end of 2019 there were 16 trainees and around 262 Europol Liaison Officers (including Law Enforcement trainees and other staff in the Liaison Offices).

[2] The figures below include 18 TA posts (all in AD function group) that were not filled on 31.12.2018 but for which recruitment procedures were finalised and offer letters sent to selected candidates.

[3] As authorised for officials and temporary agents (TA) and as estimated for contract agents (CA) and seconded national experts (SNE).

[4] The figures below include 21 TA posts (all in AD function group) that were not filled on 31.12.2019 but for which recruitment procedures were finalised and offer letters were sent to selected candidates.

[5] As authorised for officials and temporary agents (TA) and as estimated for contract agents (CA) and seconded national experts (SNE).

[6] Number of CAs as authorised by the Management Board and in line with the MFF 2021-2027 and Legislative Financial Statement of the Commission's proposal for a recast of the Europol Regulation.

[7],[8] The human and financial resources outlook for 2022 and 2023 is in line with the MFF 2021-2027 and the Legislative Financial Statement of the Commission's proposal for a recast of the Europol Regulation.

[8] Headcounts

[9] FTE (annual averages) for the actually filled figures (31.12.2018 and 31.12.2019).

[10] FTE (annual averages). The figure reported as of 31.12.2019 excludes FTE for SNE Guest Officers and SNE funded by Grants.

[11] FTE (annual averages)

[12] FTE (annual averages)

[13] Annual average FTE of CA's covering TA's on maternity leave, long-term sick leave and TA's working part-time. As these staff concern CAs the figure is from 2017 onwards fully integrated in the line for TOTAL CA.

Europol Public Information

Annex III: Table 2 - Multi-annual staff policy plan 2021-2023

Category and grade	Establishment plan in EU Budget 2019	Filled as of 31/12/2019	Modifications in year 2019 in application of flexibility rule [1]	Establishment plan in voted EU Budget 2020	Actually filled as of 31/12/2020	Establishment plan in Final EU Budget 2021	Establishment plan aligned with actual posts in 2021 [2]	Envisaged Establishment plan 2022 [3]	Envisaged Establishment plan 2023 [3]
	TA only	TA only	TA only	TA only	TA only	TA only	TA only	TA only	TA only
AD 16									1
AD 15	1	1	1	1	1	1	1	1	0
AD 14	1	3	1	3	3	3	3	3	3
AD 13	5		5	5		5	1	1	2
AD 12	11	7	11	11	7	11	9	10	11
AD 11	17	5	16	14	5	10	7	8	10
AD 10	28	14	23	25	15	23	17	18	21
AD 9	61	28	61	50	34	51	36	43	47
AD 8	94	67	89	84	68	85	72	83	92
AD 7	132	151	132	148	171	152	172	193	216
AD 6	171	260	192	211	276	211	270	299	287
AD 5	38	11	28	31	9	31	9	9	8
Total AD	559	547	559	583	589	583	597	668	698
AST 11	0	0	0	0		0	0	0	0
AST 10	0	0	0	0		0	0	0	0
AST 9	0	0	0	0		0	0	0	0
AST 8	3	0	0	1		2	0	1	1
AST 7	5	3	5	5	2	5	2	2	2
AST 6	6	2	6	6	2	6	2	4	5
AST 5	7	5	7	7	4	7	4	4	4
AST 4	7	8	8	7	7	6	6	4	3
AST 3	1	1	3	3	1	3	1	1	2
AST 2	3	4	3	3	4	3	3	2	1
AST 1	0	0	0	0		0	0	0	0
Total AST	32	23	32	32	20	32	18	18	18
AST/SC6	0	0	0	0		0	0	0	0
AST/SC5	0	0	0	0		0	0	0	0
AST/SC4	0	0	0	0		0	0	0	0
AST/SC3	0	0	0	0		0	0	0	0
AST/SC2	0	0	0	0		0	0	0	0
AST/SC1	0	0	0	0		0	0	0	0
Total AST/SC	0	0	0	0		0	0	0	0
TOTAL	591	570	591	615	609	615	615	686	716

[1] In line with Article 38(1) of the financial regulation applicable to Europol, the management board may modify, under certain conditions, the establishment plan by in principle up to 10% TA only of posts authorised, unless the financial rules of the body concerned allows for a different % rate.

[2] In line with the Commission's Opinion of 5 January 2021, whereby "the Commission invites Europol to align its establishment plan more closely with the staff in place".

[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.

Europol Public Information

Reclassification adjustments in the Establishment plans for 2021, 2022 and 2023

Europol implements reclassification on an annual basis. The establishment plans for 2021 to 2023 not only reflect the changes required in relation to new staff allocations but also changes to facilitate the reclassification process and potential changes to staff grades. At the end of the reclassification 2019 6% of staff (temporary agents) was reclassified. For future years depending on the grades the establishment plan foresees approximately 10% reclassification.

Annex IV:

A. Recruitment policy

Europol follows the Staff Regulations of Officials of the European Communities (EUSR) and Conditions of employment of other servants of the European Communities (CEOS)³⁹. Europol's recruitment and selection procedure is independent from that of other EU institutions and agencies. Europol has no permanent officials, but is staffed by Temporary Agents and Contract Agents.

On 23 May 2019 the Decision of the Management Board of Europol on types of post and post titles was adopted and is now in force.

Key functions	Type of contract (official, TA or CA)	Function group, grade of recruitment*
Core Functions		
Level 1 Manager* (Executive Director & Deputy Executive Director) incl. Head of Directorate	TA	AD14 - AD15
Level 2 Managers Head of Unit or equivalent (HoD and HoU)*	TA	AD9 - AD12
Level 2 Managers Head of Department* (eq. HoU)	TA	AD9 - AD12
Senior Specialist/Senior Analyst*	TA	AD7
Specialist/Analyst*	TA	AD5
Support Functions		
Head of Administration* (level 2 above)*	TA	AD12
Head of Finance (level 2 above)	TA	AD9
Head of HR (level 2 above)	TA	AD9
Head of Communications*	TA	AD7
Head of IT (level 2 above)	TA	AD12
Senior Specialist*	TA	AD7
Specialist*	TA	AD5
Admin Assistant or equivalent*	TA/CA	AST1 / FGII
Special functions		
DPO*	TA	AD9
Accounting officer*	TA	AD9
Internal Auditor*	TA	AD9
Management Board Sec.*	TA	AD9

****Please note function group and grade represents likely grade at appointment. With the transition Europol has staff occupying higher graded posts. Functions identified within Europol as close as possible given that there is no adequate definition of functions provided with the PD or following guidelines. Junior officer, senior/junior assistant, secretary, mail clerk, secretary to the Executive Director are not a recognised position at Europol. There is no equivalent.***

³⁹ Laid down by Council Regulation (EEC, EURATOM, ECSC) No 259/68 and last amended by Regulation (EU, Euratom) No 1023/2013 of the European Parliament and the Council of 22 October 2013 (OJ L 287, 29.10.2013, p. 15).

Europol Public Information

Europol has adopted implementing provisions for the use and engagement of both Temporary (TA2f) and Contract Agents (CA3a) and is conducting its selection procedures in line with these provisions.

Key decisions governing Europol's selection procedures are listed below:

Temporary Agents (TAs):

- 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;
- Decision of the Executive Director of 28 March 2019 on the Duration of Contracts of Employment for Temporary Agents under Article 2(f) of the Conditions of Employment of Other Servants of the European Union at Europol;
- Decision of the Executive Director of 24 July 2020 on Internal Selection Procedures for temporary staff under Article 2(f) of the Conditions of Employment of Other Servants of the European Union⁴⁰;
- Decision of the Management Board of Europol of 07 August 2020 defining the Europol posts that can be filled only by staff engaged from the competent authorities of the Member States ("restricted posts")⁴¹;
- Decision of the Management Board of Europol of 04 October 2019 on middle management staff; and
- Commission Decision C(2013) 8970 of 16 December 2013 laying down general implementing provisions concerning the criteria applicable to classification in step on appointment or engagement, applicable to Europol by analogy by virtue of the Decision of the Management Board of Europol of 22 May 2014.

Contract Agents (CAs):

- Decision of the Management Board of Europol of 04 October 2019 laying down rules on the procedures governing the engagement and the use of contract staff at Europol;
- Decision of the Executive Director of 19 November 2019 on the Duration of Contracts of Employment for Contract Staff under Article 3a of the Conditions of Employment of Other Servants of the European Union at Europol;
- Decision of the Executive Director of 19 November 2019 on Internal Selection Procedures for contract staff under Article 3a of the Conditions of Employment of Other Servants of the European Union;
- Decision of the Executive Director of 19 November 2019 on the exercise enabling advancement to a higher function group for contract staff under Article 3a of the Conditions of Employment of Other Servants of the European Union.

⁴⁰ Repealing *Decision of the Executive Director of 26 April 2019 on Internal Selection Procedures for temporary staff under Article 2(f) of the Conditions of Employment of Other Servants of the European Union*, applicable in 2019.

⁴¹ Repealing *Decision of the Management Board of Europol of 06 September 2019 defining the Europol posts that can be filled only by staff engaged from the competent authorities of the Member States ("restricted posts")*, applicable in 2019.

Seconded National Experts (SNEs):

- Decision of the Management Board of Europol of 4 October 2019 laying down rules on the secondment of national experts to Europol; and
- Decision of the Executive Director of 3 April 2020 on the selection procedure for Seconded National Experts⁴².

Europol announces vacant posts on its website and through the Europol National Units, EPSO, in social media and any other media as deemed appropriate. The vacancy notice provides information on the purpose of the post, tasks and responsibilities pertaining to the position, eligibility and selection criteria as well as terms and conditions of employment and outlines further details on the selection process.

Employment at Europol is open to nationals of any of the 27 EU Member States. There is no nationality quota system in operation but Europol strives for a broad range of nationalities in order to keep a well-balanced geographical distribution among its staff members.

Candidates are recruited on the condition they are citizens of the Member States of the EU and are entitled to full rights as citizens. They also must have fulfilled any obligations imposed on them by the laws concerning military service and meet the physical and character requirements for the duties involved.

All candidates are required to demonstrate knowledge of English, which is Europol's main language of internal communication. The required level of English knowledge is assessed during a written and/or practical test and at the interview, in accordance with the requirements of the vacancy notice and the level of command that is necessary to perform the duties of the post. In addition, all candidates must fulfil the language eligibility requirement and provide evidence of a satisfactory knowledge of another language of the European Union (corresponding at least to B1 level of the Common European framework of reference for the levels of languages). This requirement will be checked by the Selection Committee based on the certificates and diplomas obtained by the candidate and, where necessary, further assessed during the selection procedure.

Europol has implemented a declaration of conflict of interest for the selected applicants. Before the employment contract will be concluded by Europol, successful candidates have to declare any conflict of interest situation.

Temporary Agents:

Temporary Agent posts are classified in two function groups according to the nature of the duties to which they relate: Administrators (AD) and Assistants (AST) in ascending rank order. Function group AD comprises twelve grades from AD 5 to AD 16. Based on the requirements of the Europol Regulation the posts within function group AD are divided further into two categories: posts that can be filled only by staff engaged from the competent authorities (restricted posts⁴³) and non-restricted posts open to citizens of one of the Member States of the European Union. AD6 is generally applied as entry grade in order to ensure it remains attractive for candidates who already have a career at national level.

Function group AST comprises eleven grades from AST 1 to AST 11.

Europol seeks to apply the flexibility provided by the rules when looking to recruit suitably qualified staff to fill its positions so that the organisation may fulfil its mission and achieve its objectives.

⁴² Repealing *Decision of the Executive Director of 20 May 2016 on the selection procedure for Seconded National Experts*.

⁴³ Decision of the Management Board of Europol defining the Europol posts that can be filled only by staff engaged from the competent authorities of the Member States of 6 September 2019, repealed in 2020 by the Decision of the Management Board of Europol of 07 August 2020.

Europol Public Information

Function	Summary duties and tasks
AD Function group:	
Executive Director	<ul style="list-style-type: none"> • Manages an administrative and operational entity of the highest level (Europol) in accordance with the Europol Regulation setting up Europol • Reports directly to the Management Board of Europol; • Provides leadership and direction to the organisation and assumes responsibility for performance of operations and strategic development; • Is Europol's legal representative; • Is Europol's delegated Authority Authorised to Conclude Contracts of Employment ('AACC'); • Is Europol's Authorising Officer.
Deputy Executive Director (Head of Directorate)	<ul style="list-style-type: none"> • Assists the Executive Director in managing Europol by providing leadership and supervision to his Directorate and its relevant Departments; • Sets up, develops and monitors relevant strategies for his Directorate; • Replaces and represents the Executive Director as and when required.
Head of Department	<ul style="list-style-type: none"> • Provides leadership and direction in the Department, including the setting, implementation and delivery of policies and objectives; • Plans, directs and coordinates the use of the Organisation's resources in the delivery of the Department activities, maximising effectiveness and increasing efficiency; • Business planning, business evaluation and performance management within the Department, including responsibility for the quality of the Department's products and services; • Represents the Department and Europol (as appropriate) in internal and external meetings and conferences.
Head of Unit	<ul style="list-style-type: none"> • Manages the Unit, while planning, directing and coordinating the use of the Organisation's resources in the delivery of the Units activities, maximising effectiveness and increasing efficiency; • Leads the delivery of one or more of the products and services within the Unit, as agreed with the Head of Directorate and Head of Department; • Ensures the quality and timeliness of the products and services delivered; • Manages and supervises staff in relation to those products and services; • Represents the Unit in external and cross-departmental engagements.
Senior Specialist	<ul style="list-style-type: none"> • Engaged in providing expert knowledge and particular skills required at a highly developed level either in relation to a particular crime field or area of competence; • May include project management responsibilities and supervisory duties.
Senior Analyst	<ul style="list-style-type: none"> • Engaged in providing expert analyst knowledge and particular skills required at a highly developed level either in relation to a particular crime field or area of competence; • May include project management responsibilities and supervisory duties.
Specialist	<ul style="list-style-type: none"> • Engaged in providing specialist knowledge in relation to a particular crime field or area of competence; • May include advisory or supervisory duties.
Analyst	<ul style="list-style-type: none"> • Engaged in providing analytical knowledge of a particular work area or crime field.

Europol Public Information

Function	Summary duties and tasks
AST Function group:	
Officer	<ul style="list-style-type: none"> • Engaged in providing expertise and particular skills required at a highly developed level either in relation to a particular area of competence; • May include project management responsibilities.
Support Officer	<ul style="list-style-type: none"> • Provides specialist knowledge in relation to a particular area of competence.

Contract Agents

Contract Agent posts are classified in the four available function groups FG I to FG IV according to the nature of the duties to which they relate.

Selection procedures for Temporary and Contract Agents

Equal Opportunity:

Europol is an equal opportunity employer and accepts applications without distinction on grounds of gender, sexual orientation, national, ethnic or social origin, religion or beliefs, family situation, age, disability, or other non-merit factors. Employment decisions are based on business needs, job requirements and qualifications, experience and skills.

Europol lives diversity and provides an inclusive work environment to all. The Organisation strive to recruit, develop and retain a diverse and talented workforce through application of equal opportunity and impartiality.

Application process:

Candidates applying for TA and CA posts are required to complete an application form in English through the e-Recruitment tool available on Europol’s website. In case of internal selection procedures, candidates are required to complete an application form and send it by email to the Recruitment and Selection team.

Receipt of all applications is confirmed by an email of acknowledgement.

Selection procedure:

A Selection Committee is set up for each selection procedure on the basis of the EUSR and CEOS as well as applicable implementing provisions. The Selection Committee determines the suitability of candidates for the position by assessing their qualifications, experience and skills and makes an initial selection from the applications received.

The responsibility for any decision made during this exercise lies with the Selection Committee. Failure to comply with one of the formal requirements or eligibility criteria will result in disqualification of the candidates concerned. Shortlisted candidates are invited to participate in a post-related selection procedure, generally consisting of written and/or practical tests as well as competency-based interviews and Assessment Centres for middle management posts, designed to evaluate the capacities of the candidates to perform the key tasks outlined in the vacancy notice. During the interview special attention is paid to the specific knowledge for the post and the suitability and capacity of the candidates to adapt to a multicultural environment.

The work of the Selection Committee ends with the drawing up of a list of successful candidates which is submitted to the delegated AACC. The delegated AACC makes a decision on the most suitable candidate on the basis of the advice from the Selection Committee and informs the members of the Committee of the decision. All candidates who attend the selection procedure are informed of the outcome.

Europol Public Information

In case of middle management positions, a Pre-Selection Panel shortlists candidates for a written / practical test and interview, in order to identify candidates for participation in an Assessment Centre and final interview with an Interview Panel chaired by the Executive Director of Europol.

Reserve list:

All candidates who attend an external selection procedure are informed whether they have been placed on a reserve list.

The reserve list is composed of candidates to be appointed to suitable posts should vacancies arise. Reserve lists are valid for a limited period of time (1 year), but can be extended for another year. Inclusion on a reserve list does not guarantee appointment.

Contract Duration

Temporary Agents:

The initial contract for Temporary Agents on **restricted posts** is in principle concluded for a period of 5 years. The contract may be renewed only once, in principle, for a period of 4 years. Successful candidates for **non-restricted posts** are offered an initial contract for a period of in principle 4 years. The contract may be renewed, in principle, for a period of 2 years. Any further renewal will be for an indefinite period.

If the successful candidate to a **non-restricted** selection procedure is already a member of temporary staff 2(f) in the relevant function group, he/she will be offered the opportunity of contract continuity, subject to establishment plan availabilities in case of inter-agency mobility.

Contract Agents:

The initial contract for Contract Agents will be concluded for a period of in principle 4 years. The contract may be renewed, in principle, for a period of 2 years. Any further renewal will be for an indefinite duration.

Shorter contracts may be offered, notably in the context of grant-funded projects.

In case of successive contracts under Article 3 a) of the CEOS, the duration of the contract offered will be set in accordance with the provisions of the Management Board decision on the employment of contract staff.

European Communities Personnel Selection Office (EPSO):

Europol considers it important to preserve the opportunity to recruit staff that possess knowledge as well as professional experience, given the need to ensure expert advice and operational support to the national competent authorities. Europol believes that the recruitment policies applicable to administrative services may not in all cases serve the interests of the Organisation and its customers; therefore, Europol follows a broader recruitment approach to ensure access to a specialised professional market, where necessary.

However, Europol recognises the important role that is played by EPSO in relation to maintaining standards, ensuring consistency and possibly providing candidates for Europol posts. It would be the intention to consider the use of EPSO where value might be added to the selection processes run in-house and subject to the availability of the required specialist knowledge within EPSO. Europol has a service level agreement with EPSO and has started advertising vacancies for non-restricted posts on EPSO's website in Q3 2019. Since Q1 2020, restricted posts are also advertised on EPSO's website.

Seconded National Experts (including cost-free):

Seconded National Experts (SNEs) enable Europol to benefit from their high level of professional knowledge and experience. Any secondment must be authorised in line with

Europol Public Information

Europol's annual budget. Profiles of SNEs sought are laid down in notices of secondment describing tasks and responsibilities as well as experience and skills required.

Eligibility criteria:

As described in the MB Decision laying down the rules on the secondment of national experts to Europol a SNE must possess, in principle, at least 3 years of professional experience in the field of law enforcement relevant to the duties to be carried out during the secondment and produce evidence of a thorough knowledge of one Community language and a satisfactory knowledge of a second language.

Application process:

Secondment notices are forwarded to the Europol National Units via their Liaison Bureaux and are published on IRIS and Europol website as well for a minimum duration of 28 days. Candidates endorsed by the national competent authorities are required to complete the application form and submit it by email via their National Unit (and the Liaison Bureau where applicable) to Europol. The application form must be accompanied by a letter from the sending authority to the Executive Director of Europol expressing willingness to second the candidate. Applications must be received by Europol at the latest on the day of deadline specified in the notice of secondment. Applications received after the deadline cannot be accepted.

SNE selection procedure:

A Selection Committee chaired by the Deputy Executive Director concerned (the Head of the relevant Department for selection procedures prior to 03 April 2020) or a senior representative and composed by a representative of the respective Unit as well as the HR Unit determines the suitability of candidates by assessing their skills, experience and qualifications in relation to the notice of secondment and makes an initial selection from the applications received. For the initial selection, the operational contributions from the competent service to the project to which the SNE will be seconded are taken into account. The Selection Committee conducts at least a telephone interview with the shortlisted candidates in English in order to evaluate their language skills, validate their experience and assess whether they possess the key skills required. Depending on the profile of the secondment, the shortlisted candidates might be invited to participate in a selection procedure, consisting of a test or comparable practical exercise and an interview.

On the basis of the outcome of the (telephone) interview (and test/practical exercise where applicable) the Selection Committee makes a recommendation for the Deputy Executive Director Capabilities (DEDC) to endorse.

The secondment is finally authorised by the DEDC and effected by an exchange of letters between the DEDC and the seconding authority, specifying the details of the secondment as described in the MB Decision.

Duration:

Periods of secondment, including any extension, shall not exceed a total of 4 years.

Cost-free Seconded National Experts

Europol can exceptionally engage cost-free SNEs in the following cases:

Upon request of Europol

In case a new operational need arises after the elaboration of the work programme and budgetary resources are not available for additional SNEs, Europol can engage SNEs on a cost-free basis and will specify in the notice of secondment that Europol does not cover any expenses other than those related to the performance of duties during the secondment. This provision is intended for highly exceptional situations.

Upon request of a Competent Authority

Europol Public Information

If a Competent Authority expresses an interest to start a new project or to extend the scope of an existing project with new products or services a business case outlining how the seconded expert will contribute to the work programme of the Department and what additional products, services or improvements will be introduced must be compiled by the Competent Authority. This business case has to be sent via the Europol National Unit to Europol's HR Unit, together with an accompanying letter addressed to the Executive Director formally supporting the secondment as well as an application form completed by the seconded expert. Upon receipt Europol will assess the feasibility of the secondment and will make a recommendation to the Directorate concerned and the Executive Director.

In case a seconded expert is engaged cost-free Europol can waive the requirement to interview the candidate.

Structural service providers⁴⁴

The use of structured service providers (contractors) occurs across Europol in various work areas. A number of service providers are engaged in providing reception duties for the HQ and basic clerical activities and for specific security services supporting the security services provided by contract agents. The security staff and reception services are engaged through open tender procedures.

The majority of external service providers is, however, engaged within the ICT functions at Europol where they provide helpdesk support, software development and technical assistance. The utilization of structured service providers in ICT is envisaged to stabilise over the planning period. External service providers will be used as staff augmentation to cope with increasing volumes and additional tasks. Services are provided mostly in the following areas:

- ICT Development services
- Project Management Services
- Testing services
- Project Support services
- Help desk services
- Infrastructure/operations expert services
- ICT Standards and procedure services

During the year contractors may be engaged in turnkey projects; in this case they work on the delivery of projects but are not separately identified in the MSPP.

All contractors are engaged after the conclusion of tender procedures.

For those contractors engaged to fulfil ICT related tasks, framework contracts have been established with a number of individual companies associated with the contract. When a new need is identified a new process is opened whereby interested companies submit new offers for the services that are considered by Europol and awarded in line with the necessary provisions.

Most contractors are engaged through group contracts or framework contracts. The duration of their service at Europol varies from a number of months to a number of years, depending upon the nature of the contract.

⁴⁴ NB Structural service providers are not employed by the agency.

Annex IV:

B. Appraisal of performance and reclassification/promotions

Appraisal

Europol’s first implementing rule on appraisal was adopted in October 2011. The first exercise was run in January 2012 to cover the period from the change to agency status until 31/12/2011. The appraisal exercise has been repeated every year.

The appraisal process was reviewed in 2014 to comply with the new EU Staff Regulations. The Management Board approved on 15.09.2014 for temporary agents the application by analogy of the Commission Decision C(2013)8985 of 16.12.2013 laying down general provisions for implementing Article 43 of the Staff Regulations and implementing the first paragraph of Article 44 of the Staff Regulations. Similarly for contract agents the Commission Decision C(2014)2226 on general provisions for implementing Article 87(1) of the Conditions of Employment of Other Servants of the European Union and Implementing the first paragraph of Article 44 of the Staff Regulations Commission Decision was approved on 03/12/2014.

Reclassification

Reclassification was for the first time implemented at Europol in 2014. The Management Board adopted the (unchanged) Commission Decision C(2013)8968 of 16 December 2013 laying down general provisions for implementing Article 45 of the Staff Regulations. These general provisions applied to the reclassification organised in 2019 for the temporary staff (TAs) and contract staff (CAs).

As from 2020, the reclassification at Europol is governed by the following decisions:

- For TAs: Europol Management Board Decision of 10 December 2019 laying down general implementing provisions regarding Article 54 of the Conditions of Employment of Other Servants of the European Union;
- For CAs: Europol Management Board Decision of 10 December 2019 on general implementing provisions regarding Article 87(3) of the Conditions of Employment of Other Servants of the European Union.

Reclassification of temporary staff

Category and grade	Staff in activity at 01.01.2018		How many staff members were promoted / reclassified in 2019		Average number of years in grade of reclassified/ promoted staff members
	officials	TA	officials		
AD 16					
AD 15		1		0	
AD 14		1		0	
AD 13		2		0	
AD 12		6		0	
AD 11		11		0	
AD 10		10		0	
AD 9		36		2	7.0
AD 8		73		3	7.5
AD 7		114		6	4.3
AD 6		240		20	3.7

Europol Public Information

Category and grade	Staff in activity at 01.01.2018		How many staff members were promoted / reclassified in 2019		Average number of years in grade of reclassified/ promoted staff members
	officials	TA	officials		
AD 5		12		0	
Total AD		506		31	
AST 11				0	
AST 10				0	
AST 9				0	
AST 8				0	
AST 7		3		0	
AST 6		4		0	
AST 5		7		0	
AST 4		9		1	3.3
AST 3		1		0	
AST 2		4		0	
AST 1				0	
Total AST		28		1	
Total		534		32	

Reclassification of contract staff

Function Group	Grade	Staff in activity at 01.01.2018	How many staff members were reclassified in 2019	Average number of years in grade of reclassified staff members
CA IV	18			
	17			
	16	2		
	15	1		
	14	19	3	3.3
	13	10		
CA III	12	1		
	11	23		
	10	26	7	5.8
	9	31	4	3.8
	8	19	4	2.8
CA II	7	1		
	6	4		
	5	30	3	4.8
	4			
CA I	3			
	2			
	1			
Total		167	21	

Annex IV:

C. Mobility policy

a) Internal mobility

Europol is conducting internal selection procedures for **non-restricted** positions in line with the applicable decisions of the Executive Director of Europol⁴⁵. Internal selections allow temporary staff to change tasks and responsibilities in different areas of Europol without impact on the current contract of employment with Europol and thereby create opportunities for further professional development.

b) Mobility between agencies and Institutions

Following the adoption of the Management Board Decision on the general implementing provisions on the procedure governing the engagement and use of temporary staff under Article 2(f) CEOS, and of the Management Board Decision laying down rules on the procedures governing the engagement and the use of contract staff at Europol, the modalities of filling a post through inter-agency mobility are currently being reviewed and prepared for future implementation.

The following tables provide for 2019 the numbers of staff that were recruited from other EU institutions and agencies and the numbers of staff that were recruited by other EU Institutions and agencies:

Europol Staff in post as per December 2019 recruited from:	Number
European Institutions	
European Commission	2
EEAS	1
EU Agencies	
FRONTEX	1
EU SatCen	1
EMA	1
EUROJUST	1
Other	
Total	7

⁴⁵ For CAs : Decision of the Executive Director of 19 November 2019 on Internal Selection Procedures for contract staff under Article 3a of the Conditions of Employment of Other Servants of the European Union; and For TAs: Decision of the Executive Director of 24 July 2020 on Internal Selection Procedures for temporary staff under Article 2(f) of the Conditions of Employment of Other Servants of the European Union, repealing the Decision of the Executive Director of 26 April 2019.

Europol Public Information

Europol Staff leaving post during 2019 recruited by:	Number
European Institutions	
European Commission	2
European Parliament	1
European Council	1
OLAF	2
EU Agencies	
ECDC	1
EUIPO	1
EMA	3
ESMA	1
EU LISA	2
FRONTEX	1
EMCDDA	1
SRB	2
EBA	1
FRA	1
Total	20

Annex IV:

D. Gender and geographical balance

Gender balance

Europol values diversity and recognizes differences between people as an asset in achieving better results through increased innovation and creativity, improved decision-making and faster problem-solving.

Gender breakdown at Europol (on 31.12.2019)

Post	Gender	Number	Percentage
Temporary Agents	Female	156	28%
	Male	393	72%
AD Function group	Female	140	27%
	Male	386	73%
AST Function group	Female	16	70%
	Male	7	30%
Contract Agents	Female	110	53%
	Male	97	47%
Seconded National Experts	Female	30	24%
	Male	95	76%
Overall	Female	296	34%
	Male	585	66%

One of the main target communities for Europol posts is law enforcement, which requires increased efforts and outreach in relation to attracting female candidates. Europol continues its cooperation with competent authorities in Member States to improve its gender balance, particularly in relation to Senior Specialist and middle management posts.

The long-term target is that gender balance will be closer to 60/40% in each staff category and in Europol as a whole.

Efforts include:

- Addressing barriers to career development of women;
- Balancing personal and professional life; and
- Sensitising staff to gender equality and equal opportunities.

Europol strives to:

- Increase participation of women in Selection Committees;
- Encourage female Temporary Agents to participate in Europol's management training and networking events and exchange for increased peer support;
- Identify the factors which influence the career development of men and women;
- Develop a gender-sensitive work culture which takes account of female and male values, differences in attitudes, priorities, in working methods, as well as of gender specific needs;
- Make adjustments in the organisation of work to improve the compatibility with family responsibilities, and in the operation of personnel policies;
- Enhance an even share of responsibilities and increased involvement of women in decision-making, as well as their professional development throughout their career;
- Modernise recruitment and career policies; and
- Establish accompanying measures for the reconciliation of professional and private obligations.

Europol Public Information

Specific strategies:

- Removing barriers to the career development of women;
- Actions in relation to recruitment and selection; Gender balance in the composition of Selection Committees where possible;
- Advertisement of vacancies in a gender neutral manner;
- Actions in relation to training;
- Equal treatment regarding promotions; and
- Measures concerning mobility and career guidance.

Europol, like other agencies, continues to promote the use of policies and procedures to encourage family friendly working conditions within the framework of the EUSR. A positive approach is taken with the implementation of the new working time regime allowing for flexible working arrangements and the possibilities for part-time work and parental leave.

Geographical balance

The table below provides an overview of staff from each EU Member State working at Europol as on 31.12.2019.

Country	TA's			CA's	SNE's	Total	ELO's
	AD	AST	TOTAL				
Austria	5	0	5	1	2	8	8
Belgium	28	1	29	3	1	33	4
Bulgaria	14	2	16	9	7	32	2
Croatia	12	0	12	3	4	19	2
Cyprus	3	0	3	2	3	8	2
Czech Republic	10	1	11	2	2	15	3
Denmark	1	0	1	0	4	5	5
Estonia	5	0	5	1	1	7	3
Finland	11	0	11	3	0	14	5
France	34	1	35	5	11	51	14
Germany	42	2	44	8	10	62	12
Greece	45	0	45	15	12	72	4
Hungary	11	0	11	10	1	22	6
Ireland	7	1	8	1	0	9	4
Italy	40	2	42	23	26	91	8
Latvia	3	1	4	0	0	4	3
Lithuania	9	1	10	3	1	14	3
Luxembourg	0	0	0	1	0	1	5
Malta	2	0	2	0	0	2	2
Netherlands	40	6	46	53	3	102	23
Poland	22	2	24	9	1	34	9
Portugal	21	1	22	13	6	41	1
Romania	53	0	53	16	1	70	4
Slovakia	7	0	7	2	0	9	2
Slovenia	11	1	12	3	0	15	2
Spain	61	1	62	18	27	107	11
Sweden	6	0	6	1	0	7	7
United Kingdom	23	0	23	2	2	27	21
Third States/ Organisations							81
Total EU MS	526	23	549	207	125	881	175
Overall Total	526	23	549	207	125	881	256

Europol Liaison Officers, whilst working at Europol do not form part of the staff of the organisation and are thus excluded from the total figures but included for information only

Annex IV:

E. Schooling

The European School adds to the education facilities currently provided in The Hague. Children of expatriate staff currently attend the International School, the British School Netherlands, the French Lyceum, the German International School, the American School or the Lighthouse. Alternatively they may attend Dutch schools, based on parental choice.

The establishment of the European School of The Hague was agreed in 2011 and it opened its doors in school year 2012-2013. The school is an accredited European School which, although not forming part of the network of European Schools organised by the intergovernmental organisation 'The European Schools', offers a European education that meets all pedagogical requirements laid down for European Schools. It is set within the framework of the Dutch national school network and thus remains outside the legal, administrative and financial framework to which the European Schools are compulsorily subject.

For its accreditation, the school is regularly visited by the European accreditation inspectors who provide a recommendation for accreditation separately for the Primary and Secondary departments. In addition, the school regularly receives the Dutch school inspectors to ensure its compliance with Dutch educational law.

The school offers Primary education in English, Dutch, German, French and Spanish. The Secondary department currently provides education in English, Dutch and French. At the end of school year 2018-2019 the school awarded the first European Baccalaureates to its pupils.

For school year 2020-2021, 1505 pupils have been registered in the school, of which 903 children attend Primary education and 602 children attend Secondary education. More than a quarter of this total, i.e. 380 pupils, are children of Europol staff (228 in Nursery & Primary and 152 in Secondary). In addition, 45 children of SNEs and Liaison Officers attend the ESH, therefore Europol's workforce accounts for approximately 28% of the pupils enrolled in the European School The Hague.

Due to the growth of the school the Executive Director of the Stichting Rijnlands Foundation and the school management of the European School have decided, with support of the municipality of The Hague, on the opening of a second location as the school's initial expansion plans of the current facility were not sufficient to cope with the demand. In March 2017 the school location Oostduinlaan 50, (former Aloysius College) was officially appointed to the European School The Hague. To alleviate the location on the Houtrustweg, school management decided to move the Secondary department to the Oostduinlaan as from school year 2018-2019.

The location at the Oostduinlaan required a complete structural renovation to bring the building up to modern standards and construction works commenced in the summer of 2018. During the full period of the renovation, the secondary pupils were housed in temporary classrooms placed at the building's grounds.

Since the start of school year 2020-2021, part of the school became available for student housing. As from the beginning of 2021, the renovation works of the accommodation at the Oostduinlaan will have been fully completed and the pupils will have access to the completely renovated school building. The temporary classrooms will be removed.

The Advisory Board of the school, which consists of representatives of the five European Agencies in The Hague vicinity (Europol, Eurojust, ESA/ESTEC, EMA and EPO) is regularly updated by the school management on the developments and provides strategic advice, upon request or upon its own initiative, for the further development of the school.

Europol Public Information

Annex V: Buildings

	Name, location and type of building	Other Comment
<i>Information to be provided per building:</i>	Headquarters, Eisenhowerlaan 73, 2517 KK, The Hague Netherlands	The Dutch Central Government Real Estate Agency is owner of the building. Europol is responsible for the user related elements which are linked to the business of the organisation e.g. catering, ICT, Security and AV systems.
Surface area (in square metres)	Gross floor space building is 32.500 m ² .	Number of workplaces has increased from 850 to 1,040.
Annual rent (in EUR)	N/A	Building provided free of charge by the Host State.
Type and duration of rental contract	Lease Agreement is valid for 20 years and was signed on 1 March 2011.	Lease Agreement Europol New Headquarters, reference EDOC-#532152.
Host country grant or support	Host State support by providing and maintaining the accommodation.	The maintenance regarding the owner related elements.
Present value of the building	N/A	

	Name, location and type of building	Other Comment
<i>Information to be provided per building:</i>	Jan Willem Frisolaan 13, 2517JS The Hague	The Dutch Central Government Real Estate Agency is owner of the building and responsible for the owner and user related elements due to the issues with the Plank Floor Slabs in the HQ. Europol is responsible for the services linked to the business of the organisation e.g. catering, cleaning, etc.
Surface area (in square metres)	Gross floor space building is 2,700 m ² .	Number of workplaces is 170.
Annual rent (in EUR)	N/A	Building provided free of charge by the Host State.
Type and duration of rental contract	Lease Agreement is valid for 4 years and was signed on 1 March 2019.	Lease Agreement Europol New Headquarters, reference EDOC-#1022367.
Host country grant or support	Host State support by providing and maintaining the accommodation.	The maintenance regarding the owner and user related elements.
Present value of the building	N/A	

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 1,040 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)

As part of the Mid-Term Housing Solution, new Office Standards and Principles were developed to optimise the utilisation of the current office environment. The office environment will be further modified to provide 1,100 workplaces, additional meeting spaces and to prepare for flexible usage of the workplaces. The teleworking experience, stemming from the COVID-19 measures, will be taken into consideration.

Europol envisages to implement a workplace ratio of 0.84 per workplace (1 FTE will have 0.84 workplace), to facilitate up to 1,200 FTEs in the office environment. In addition, it is foreseen that the conference environment will be extended with 150 meeting seats to fulfil the needs for extra meeting and operational rooms, as well a further optimisation of the main infrastructure in the building (e.g. power and cooling) to support the increase of data storage and processing capacity in the data centres in regards to the heat emission.

Besides, there are safety issues with the Plank Floor Slabs in the building, which should be strengthened in line with the applicable national procedures and rules of the Dutch Government. The project is in the Preliminary Design stage and the construction works are forecasted in 2023.

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 will be initiated by the Host State to start the replacement of the LON in 2021.

Temporary Satellite Building I

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. Due to the situation, 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.

Temporary Satellite Building II

The Host State is investigating alternative office buildings in the surrounding of the HQ to establish a Temporary Satellite Building II. This temporary building is required to move staff from the headquarters, to create move space in the building, required for the execution of the construction works, as a result of the implementation process of the Mid-Term Housing Solution. Besides, equally as for Temporary Satellite Building I, this building will also be used to cover organisational growth. The occupation of this building is linked to the implementation process of the Long-Term Housing Solution, which is the realisation of HQ2.

Europol Public Information

The project is in the Definition Phase and should be operational end-2022, so that the implementation process of the Mid-Term Housing Solution, the actual construction works can start in 2023.

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. The Definition Phase of the development of the new office building is in progress and the Host State is investigating the expansion possibilities of the building and grounds (m2). Europol concluded the Spatial Programme of Requirements (SPoR) (dated 25 January 2019) and the Functional Programme of Requirements (FPoR) (dated 9 September 2019) of the user elements. The drafting process of the Technical Programme of Requirements (TPoR) of the user elements is in progress and should be completed in January 2021.

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. The implementation of the Long-Term Housing Measures for HQ2 should be completed in 2027.

Data Recovery Site Austria

The purpose of the Europol data centre recovery site in Austria is to support the business continuity of Europol's data storage capacity. The Agreement with the Republic of Austria will expire on 31 July 2021 and the negotiation process to extend the current lease agreement is foreseen in January 2021.

Europol Public Information

Annex VI: Privileges and immunities

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
<p>According to Article 63(1) Europol Regulation the Protocol on Privileges and Immunities of the European Union ("Protocol No. 7"⁴⁶ to the Treaty on European Union and the Treaty on the Functioning of the European Union) applies to Europol.</p> <p>The Protocol is supplemented by the Agreement of 15 October 1998 between the Kingdom of the Netherlands and Europol concerning the Headquarters of Europol (<i>see Art. 70 Europol Regulation</i>).</p>	<p>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):</p> <ul style="list-style-type: none"> - 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) <p>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 (<i>see Art. 70 Europol Regulation</i>), which is itself supplemented regarding staff privileges and immunities by a number of <i>Notes Verbales</i> 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 <i>Notes Verbales</i> of 25 October 2007.</p>	<p>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.</p>

⁴⁶ 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 VII: 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.

The **Europol Internal Control Framework (ICF)** was adopted by the MB in December 2018, 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 in particular. The ICF applies as of 2019, thereby replacing the ICS adopted by the Management Board in 2011. The ICF is monitored through a set of control indicators that are integrated in the corporate performance reporting of Europol.

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 ER. 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.

Europol Public Information

In addition to law enforcement data, the DPO also ensures the protection of Europol staff data as so far determined by Regulation (EC) No 45/2001⁴⁷, since 11 December 2018 replaced by Regulation (EC) No 2018/1725⁴⁸.

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 envisaged to start 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 audits 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 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.

⁴⁷ 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.

⁴⁸ 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.

Annex VIII: Risks 2021

Europol's corporate risk management process aggregates risks (including the related responses) at organisational level. In doing so, Europol expands risk management from a vertical (e.g. in departments or programmes/projects) to a horizontal perspective (corporate, organisational wide view), meeting the required elements on risk management set out in the Internal Control Framework (ICF) of Europol⁴⁹, which is based on the COSO ICF⁵⁰ and the European Commission's ICF⁵¹. In line with this, 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.

For Europol, a risk is an uncertain event or set of events that, should it occur, would have an effect on the achievement of objectives related to the annual business planning (i.e. Work Programme) and the Europol Strategy 2020+ from an overall perspective. Risks are understood in two dimensions: **Threats** (expected negative effect on a business objective) or **opportunities** (expected positive effect on a business objective). Both types of risk – those identified as threats and opportunities – are listed below. The overview only shows critical risks.

A **critical risk** is defined as a potential event or set of events in the future where the **impact** of the risk concerned is assessed as **severe** (meaning the viability of the entire concerned objective may not be reached (threat) or easily be achieved (opportunity) in comparison with the given planning) and the **probability** is considered to be **high** (i.e. the risk event – threat or opportunity – is likely to occur). A risk may also be included in the reporting without a formal assessment of impact and probability, based on professional judgement, in particular in view of the following aspects: Implications for multiple organisational objectives, Europol's corporate interest(s) and position (reputational, financial, compliance related etc.), as well as overall implications for Europol's (operational) partners in Member States and beyond etc.

Given the current risk exposure concerning the business planning, the following critical risks are identified for the 2021 planning⁵². The overview also reflects the outcome of the risk assessment peer review exercise among JHA Agencies in 2020 (chaired by Europol), during which Europol's risk management approach also served as a baseline for all EU agencies.

⁴⁹ Internal Control Framework (ICF) of Europol, Europol file no. EDOC #951032v13

⁵⁰ Committee of Sponsoring Organisations of the Treadway Commission (COSO) Internal Control Integrated Framework, May 2013

⁵¹ Communication to the Commission – Revision of the Internal Control Framework, C(2017) 2373, Europol file no. EDOC #911042v1

⁵² It should be noted that the critical risks, in terms of threats and opportunities, represent an aggregate "snapshot" at a moment in time. The corporate risks are integrated into the risk register as part of the corporate risk management process at regular intervals for discussion and decision making within Europol and follow-on monitoring. This facilitates and ensures that the risks are regularly assessed and amended where required. The Europol MB is informed of any significant change to the risks presented on the following pages.

Europol Public Information

(1) Overview of threats (risks which could have a negative effect on the 2021 business planning)

Ref. n°	Risk description (cause, event and effect)	Objective area	Response type ⁵³	Key response measures
01	<p>Europol may not meet the operational demand identified in the strategic priorities 2020+, thus may not deliver a unique and valuable set of operational support services according to expectations of Member States, cooperation partners, including the needs of front-line investigators, as well as the political level, due to the lack of:</p> <ul style="list-style-type: none"> • Speed, relevance as well as quality of operational response and analysis provided; • Capabilities which allow for direct, secure and user-friendly communication, in real time, during operations; • First-hand and live access – at federal, regional and local levels – to serious organised crime and terrorism related investigative data during operations supported by Europol, in particular on-the-spot at the request of national authorities (as part hotspot deployments, including in the EU RTF); • Member States’ preparedness to share live, high quality investigative data (including relevant context) with Europol, reflecting sufficient awareness of, or trust in, Europol’s capabilities as an operational partner; • Progress on operational cooperation between the ECTC and Member States’ CT competent authorities, including security services through the CTG members especially; • Adequate cyber investigation support to counter-terrorism, as well as EU IRU capabilities to effectively respond to radicalisation and terrorism content online and an EU TFTS mechanism; • Europol’s capability to effectively and efficiently process and analyse contributions, in particular in light of data protection considerations on handling of so-called ‘large data sets’; 	All objectives	Share	<ul style="list-style-type: none"> • Develop and maintain reliable and secure operational ICT and IM capabilities (Objective A.1.1); • Implement improvements to core operational capabilities (Objective A.1.3); • Implement the New Environment for Operations and further develop other operational ICT capabilities (Objective A.1.4); • Advance interoperability and connectivity with information management systems at EU level to enhance information exchange (Objective A.1.5); • Ensure the effective functioning of the Operational Centre in managing operational information (Objective A.2.1); • Utilise the newly acquired access of Europol to the Schengen Information System (Objective A.2.2); • Provide support to operations and crises management (Objective A.2.3) and enhance operational support and coordination (Objectives A.2.4 to A.2.9); • Ensure the effective functioning of the ESOCC in providing strategic and operational support to EU MS’ investigations on SOC and the implementation of EU Policy Cycle priorities (Objective A.3.1), including in the areas of High Value Targets (Objective A.3.2), drugs (Objective A.3.3., weapons and explosives (Objective A.3.4), high risk and cross border Organised Crime Groups (Objective A.3.5), property crime (Objective A.3.6), environmental crime (Objective A.3.7), migrant smuggling (Objective A.3.8) and trafficking in human beings (Objective A.3.9);

⁵³ Threat risk type responses are: Reduce (pro-active actions are undertaken to minimise the probability or impact; the responsibility for the risk effect(s) and response measure(s) stay with Europol); Remove (changing the scope of the business objective concerned); Transfer (a third party takes responsibility for the risk); Retain (conscious and deliberate decision to accept the risk and, especially, the possible effect(s) on the business objective); Share (the responsibility for the risk effect(s) and risk response measure(s) are shared between the involved parties, i.e. Europol and Member States take responsibility for certain aspects of the risk).

Europol Public Information

Ref. n°	Risk description (cause, event and effect)	Objective area	Response type ⁵³	Key response measures
	<ul style="list-style-type: none"> • Effective coordination of law enforcement activities against cross-border organised crime affecting the EU, based on an accurate and thorough understanding of priority crime areas and emerging (regional) threats; • Enhanced operational cooperation with third parties and source countries for key crime areas and relevant countries/bodies on a global scale, including the operational impact by the Europol Western Balkan Liaison Officers; • Access to non-law enforcement expertise and relevant information, in particular from the private sector in the area of cyber security; • Overall availability of human resources (scarcity both in numbers and profiles) at Europol, in Member States and within authorities of cooperation partners; • Budget and expert support availability to directly support operational actions, including for EMPACT and secondary security checks in migration hotspots; • Adequate (human) resources in 2021 for joint investigation activities, especially in light of current modest prospects regarding an adequate growth of Europol's workforce in 2021, seen against the increase of workload and expanding responsibilities (e.g. on-the-spot deployments, challenges as highlighted in i-OCTA, TE-SAT etc.), including in light of the recast of the Europol Regulation; • Knock-on effects regarding the implementation of the Strategic Housing Roadmap in 2019-2020 (e.g. desk sharing, satellite office space); • Impact of the COVID-19 pandemic on the support to law enforcement authorities and related emerging trends in criminal activities; • Effective and efficient future cooperation arrangements with the law enforcement services of the UK following the end of the transition period; • Increased mandate and demand for support in the area of innovation including the hosting of the EU Innovation Hub at Europol; 			<ul style="list-style-type: none"> • Ensure the effective functioning of EC3 in providing strategic and operational support to EU MS' investigations on cybercrime and the implementation of EU Policy Cycle priorities (Objective A.4.1); • Further strengthening and expansion of Europol's capabilities to provide Digital Forensics support to EU MS' investigations (Objective A.4.2), support to MS in document forensics (Objective A.4.3), cyber intelligence and cyber-dependent crimes (Objectives A.4.4 & A.4.5), child sexual exploitation (Objective A.4.6), non-cash payment fraud (Objective A.4.7), and Dark Web (Objective A.4.8); • Provide support and operational coordination to the J-CAT operations and activities (Objective A.4.9); • Proactively develop expertise and solutions related to challenges in cybercriminal investigations (A.4.10); • Ensure the effective functioning of the ECTC in providing strategic and operational support to EU MS' investigations related to counter-terrorism (Objectives A.5.1 to A.5.12) including support to the ATLAS network (Objective A.5.6), the establishment of an EU platform to tackle illegal content online as a communication and coordination tool for referrals and removal orders within the EU (Objective A.5.8), further development and implementation of the EU Crisis Protocol (EUCP) on a collective response to viral spread of terrorist and violent extremist content online (Objective A.5.9) and the further expansion of the scope of the Cross-Border Access to Electronic Evidence (SIRIUS) Project (A.5.12); • Reinforce the European Financial and Economic Crime Centre (EFECC) to extend the provision of strategic and operational support to EU MS' investigations on financial and economic crime (Objectives A.6.1 to A.6.6) including fraud, money laundering, investigations in identifying and tracing proceeds of crime, other forms of corruption beyond sports corruption, and counterfeiting;

Europol Public Information

Ref. n°	Risk description (cause, event and effect)	Objective area	Response type ⁵³	Key response measures
	<ul style="list-style-type: none"> • Appropriate capabilities of Europol’s cooperation partners to protect the integrity and confidentiality of information exchange and operational (analysis) data, provided by or through Europol; • Clear responsibilities and participation of other EU agencies involved in the concerned operational work. 			<ul style="list-style-type: none"> • Reinforce criminal analysis coordination and expertise at Europol to ensure provision of quality analysis support to MS investigations (Objectives A.7.1 to A.7.4); • Continue to implement Europol’s Innovation Strategy by establishing the basic structure and processes underpinning of the Europol Innovation Lab and by hosting the EU Innovation Hub for internal security (Objective A.7.5); • Manage cooperation with Member States (Objective A.7.6) and with third countries (Objective A.7.7); • Manage cooperation with EU institutions, agencies or bodies (A.7.8) as well as international and regional organisations, and private parties (Objective A.7.9); • Continue optimising Europol’s corporate functions (Objective A.8.1); • Ensure effective internal and external communication (Objective A.8.2); • Ensure efficient human resources and budget management (Objective A.8.3); • Progress towards the rationalisation and expansion of Europol’s facilities services and capabilities. (Objective A.8.4) and ensure the necessary level of physical, personal and information security (including business continuity related aspects), at Europol (A.8.5); • Engaging with Europol Liaison Bureaux, as a backbone for Europol’s operational engagement, in particular through the Operational Centre (across all related objectives); • Member States and cooperation partners take up responsibility to submit and facilitate live investigative data flow from federal, regional and local levels to Europol and communicate the opportunities Europol can offer at national levels (across all related objectives).
02	The further development of, in particular, core capabilities and the related support activities in 2021, further to an increased demand towards Europol for interoperability, information management including the connectivity and use of EU databases, the use of novel	A.1.3 A.1.4 A.2.1 A.4.1	Reduce	<ul style="list-style-type: none"> • Guide business delivery by the principles of simplification, convergence, unification and continuity, thus aiming to drive the changes planned in 2021, in particular in view of

Europol Public Information

Ref. n°	Risk description (cause, event and effect)	Objective area	Response type ⁵³	Key response measures
	<p>and innovative solutions (artificial intelligence, machine learning etc.), may lead, in view of the implementation of the Integrated Data Management Concept (IDMC) as part of the New Environment for Operations (NEO) and the related evolution of, especially, analysis capabilities, alongside continuous staff scarcity, especially in ICT and infrastructure areas but also in horizontal support functions (Contract Agents), to a critical risk profile regarding the production of deliverables on time, within budget margins and against compliance requirements, especially in light of (the):</p> <ul style="list-style-type: none"> • A paradigm shift introduced with the IDMC in the Europol Regulation, compared with the regulatory principle applied since Europol was established, i.e. access by data processing purpose, not related to processing systems defined in the regulatory founding act any longer, thus implying an overhaul of the entire information architecture of Europol's IT systems; • Continuous development of additional requirements for enhanced access and interoperability with core applications and databases at EU level, which are of direct relevance to Europol's core business (e.g. SIS, EES, ETIAS, potential EU TFTS), with a view to providing adequate support services towards MS and cooperation partners; • Increased technical support to manage access to and the handling of operational live data, resulting from elevated operational cooperation needs (by making use, for instance, of standardised information exchange and search capabilities, for instance in the area of travel intelligence); • The envisaged (gradual) implementation of future-proof 'data lake' solution concept, on the basis of a single common data repository platform (integrated data set) for all core business data, to be developed and maintained under the in-house lead of Europol; • Continuously advancing (forensic) IT capabilities especially in the area of EC3 and regarding the accredited forgery of Euro currency laboratory; • Maintenance and further development of a new decryption platform; • Tight human resource levels in infrastructure and ICT areas (given priority staffing in the core operational business) next to a lack of growth expectation of the establishment plan staff in 2021; 	<p>A.4.2 A.6.1 A.7.1 A.7.5 A.8.1 A.8.3 A.8.5</p>		<p>the Europol Regulation being operational (impact across all objectives);</p> <ul style="list-style-type: none"> • Enhancement of Information Management capabilities as part of the Europol Strategy 2020+ implementation; • Implement the New Environment for Operations (NEO) and further develop other core operational ICT capabilities, making use of machine learning, artificial intelligence and state-of-the art technologies (Objective A.1.4); • Advance interoperability and connectivity with information management systems at EU level to enhance information exchange (Objective A.1.5); • Ensure the effective functioning of the Operational Centre in managing operational information. (Objective A.2.1); • Ensure the effective functioning of EC3 in providing strategic and operational support, including in the area of digital forensics, to EU MS' investigations on cybercrime and the implementation of EU Policy Cycle priorities. (Objectives A.4.1 and A.4.2); • Reinforce the European Financial and Economic Crime Centre (EFECC) to extend the provision of strategic and operational support to EU MS' investigations on financial and economic crime (Objective A.6.1); • Continue to implement Europol's Innovation Strategy by establishing the basic structure and processes underpinning of the Europol Innovation Lab and by hosting the EU Innovation Hub for internal security (Objective A.7.5); • Continue optimising Europol's corporate functions (Objective A.8.1) and ensure efficient human resources and budget management A.8.3); • Ensure the necessary level of information security at Europol (Objective A.8.5).

Europol Public Information

Ref. n°	Risk description (cause, event and effect)	Objective area	Response type ⁵³	Key response measures
	<ul style="list-style-type: none"> • Elevated audit, security as well as data protection requirements, in particular in light of heightened governance provisions in the Europol Regulation and during the forthcoming recast; • De-prioritised development and maintenance of non-core systems and applications in the past years; • Limited funding levels dedicated to new ICT delivery scope; • Expected increase of costs to sustain the current ICT architecture of Europol, coupled with the knock-on effects of the 2020 sustainment costs which reduces the delivery of new scope in 2021 in particular; • Expanded ICT support services in general, also driven by business continuity needs in light of the continued COVID-19 pandemic. 			
03	<p>Europol is approached by various key stakeholders, including the political level, to implement additional (ad hoc) requests. Performing the resulting tasks reduces the resources available for the achievement of the objectives for 2021. Accordingly, the implementation of the strategic priorities of Europol's Strategy 2020+ may be at risk.</p>	All objectives	Reduce	<ul style="list-style-type: none"> • Perform robust planning as well as performance measurement processes, close monitoring of the annual work planning, based on quarterly performance reporting (across all objectives); • Operating, on a continuous basis, an organisational demand management process which contributes to the appropriate re-prioritisation within the organisational mandate and reflects the principle of an efficient and effective use of available resources, in consultation with and guidance by relevant stakeholders and assurance providers (in particular the Europol MB concerning prioritisation and resource considerations); • Ensure communication which reflects realistic ambitions and plans (all activities under A.8 'Governance, support and administration').

Europol Public Information

Ref. n°	Risk description (cause, event and effect)	Objective area	Response type ⁵³	Key response measures
04	Europol encounters a multifaceted, complex business continuity risk profile, ranging from continuous business and organisational changes, staff turnover, resource (re-)prioritisation, the pace of ever-evolving technology developments, cyber security threats and related attack scenarios, the COVID-19 pandemic, uncertain effects in view of Brexit, and overall political as well as public opinion related contingencies etc.	All objectives	Reduce and share	<ul style="list-style-type: none"> • Europol carries out robust planning as well as performance measurement processes, next to close monitoring of the annual work planning, based on regular performance reporting, to identify and implement changes as required (Objectives A.8.1 & A.8.3); • Europol ensures efficient internal and external communication (Objective A.8.2); • Europol continuously refines existing business continuity arrangements and related response capabilities, in particular with regard to its cyber response to ensure the necessary level of physical, personal and information security at Europol (Objective A.8.5).

Europol Public Information

(2) Overview of opportunities (risks which could have a positive effect on the 2021 business planning)

Ref. n°	Risk description (cause, event and effect)	Objective area	Response type ⁵⁴	Key response measures
01	<p>The EU Security Union Strategy 2020-2025, including its related 4 strategic priorities, the interoperability agenda of EU information systems, as well as the evolution of the Europol Regulation, the Multiannual Financial Framework (MFF) 2021-2027, including the ongoing EU security initiatives and elevated preparedness in light of 'lessons learnt' from the COVID-19 pandemic, combined with strong governance at EU level under the auspices of the European Commission and the other EU institutions enhance coherence, thus promoting opportunities for:</p> <ul style="list-style-type: none"> • A significant increase of resources allocated in the area of internal security, recognising its importance to uphold cohesion and solidarity across the EU in times of political fragmentation; • An enhanced security architecture across the EU JHA landscape, ascribing Europol a central information hub, analysis as well as operational support role for law enforcement agencies in the EU and beyond, concerning the fight against serious and organised crime (including cybercrime, migration) and terrorism; • New enhanced operational cooperation between security services (through the CTG members) and the ECTC in particular, with a view to effectively responding to the continuously developing threat from international terrorism, in line with Article 4 of the TEU and Article 67 of the TFEU; • An enhanced future-proof legal basis and a dedicated resource boost for Europol through the Europol Regulation recast and the related legislative financial statement, to effectively address the challenges ahead, in particular in today's digital world; • A framework to allow parliamentary oversight and elevated levels of transparency regarding Europol's work in a controlled environment, in line with best (practice) standards adopted at national and EU levels; 	All objectives	Exploit	<ul style="list-style-type: none"> • Monitor the implementation of the IDMC and the New Environment for Operations (NEO) in achieving and maintaining an enhanced information architecture at Europol, providing for a flexible, future-proof framework to manage interoperability and the related information flows in an efficient and effective manner, meeting highest security standards, while reflecting equitable and fit-for-purpose governance and data protection principles that allow for efficient governance mechanisms and automated data handling - in contrast to single transaction and ad-hoc data management (in particular: Objectives A.1.1 to A.1.5); • Progress with the delivery of Europol's core business objectives in the area of Serious and Organised Crime (SOC), cybercrime, counter terrorism, as well as financial and economic crime (Activities A.3 to A.6); • Manage cooperation with Member States and third countries (Objectives A.7.6, A.7.7) and Manage cooperation with EU institutions, agencies or bodies (Objective A.7.8); • Consolidate the implementation of the Europol Regulation, based on strong governance, support and administration (activities under A.8 'Governance, support and administration'); • Allocation of human resources (regardless of the type) is considered by the actors involved at EU Level based on the mandate and operational delivery need, allowing for adjustments of financial programming where justified and required.

⁵⁴ Opportunity risk type responses are: Realise (identifying and seizing a chance to realise the concerned business objective with less resources or earlier than planned); Enhance (seizing and improving on an identified opportunity, thus achieving additional gains of relevance to more than one concerned business objective); Exploit (expanding the scope of business objectives by taking advantage of multiple benefits).

Europol Public Information

Continued from above	<ul style="list-style-type: none"> Exploiting the benefits of the Integrated Data Management Concept at Europol in particular from a technical perspective, to realise a balanced approach between data protection and effective, as well as efficient achievement of annual objectives and long-term strategy goals, taking due care of the trust invested by Member States and other partners regarding the secure handling of information and intelligence by Europol. 	Continued from above	Continued from above	
Ref. n°	Risk description (cause, event and effect)	Objective area	Response type ⁵⁵	Response measures
02	<p>The EU Security Union Strategy 2020-2025, including its related 4 strategic priorities, the maturing EU policy cycle (implementation of the EMPACT priorities of the EU SOCTA), based on direct operational funding, and the further development of the ECTC, the ESOCC, EC3, the Operational Centre services at Europol, as well as the establishment of the European Financial and Economic Crime Centre (EFECC), supported by the New Environment for Operations (NEO), as well as dedicated units and teams for Analysis, Drugs, Top Organised Crime Groups and Forensic Support, may result in a further profile and awareness boost for Europol as the key agency in the EU's internal security architecture, supported by refinements to the Europol Regulation. This may also support overall cohesion and solidarity across EU Member States, given internal security being perceived as a connecting factor across Member States.</p>	All objectives	Enhance	<ul style="list-style-type: none"> Building a strong and positive culture and image is supported by all stakeholders and partners of Europol, taking part in realising a further increase of Europol's profile and awareness about the unique capabilities the organisation can offer (across all objectives); Successful delivery of the Strategy 2020+ from an overall perspective and the establishment of dedicated specialised units (see also first key response action under Opportunity 01 above); Build sustainable relationships with EU institutions and bodies as well as agencies and take up new opportunities for cooperation, in particular, with the support of the Europol Liaison office in Brussels (Objective A.7.8); Establish a permanent funding role of operational action by Europol is promoted by Europol's stakeholders, including with appropriate funding levels, within the annual budget allocation.

⁵⁵ Opportunity risk type responses are: Realise (identifying and seizing a chance to realise the concerned business objective with less resources or earlier than planned); Enhance (seizing and improving on an identified opportunity, thus achieving additional gains of relevance to more than one concerned business objective); Exploit (expanding the scope of business objectives by taking advantage of multiple benefits).

Annex IX: Procurement plan 2021

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 Regulation⁵⁶ states that: *“as regards procurement, Title VII of Regulation (EU, Euratom) 2018/1046⁵⁷ 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

- 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:

⁵⁶ Decision of the Europol Management Board on the adoption of the Financial Regulation applicable to Europol (EDOC#1032027v6 4 October 2019).

⁵⁷ 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.

Europol Public Information

- Legal and regulatory capacity;
 - Economic and financial capacity;
 - 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 2021

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 2021** is provided in Table 2 below. The table indicates the **number of the main contracts** (i.e. above EUR 15,000) in force in 2021 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 2021. 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;
- 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).

Europol Public Information

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 ⁵⁸	Number of contracts / SLA / etc	Expected number of procurements
		2019	2019	2020	2020	2021	2021	2021
Part A	Total Procurement (non-ICT)	25,139,066	23,020,323	28,652,066	19,612,949	29,163,075	80	15
Part B	Total ICT procurement	23,424,000	25,951,201	42,198,000	36,825,102	39,850,000	75	2
Total							(155)	(17)
Parts A & B	Total all procured budget value	48,563,066	48,971,524	70,850,066	56,438,051	69,013,075		
	% of the Europol budget for procurement initiatives	34%	36%	35%	38%	39.9%		

⁵⁸ Estimated value, subject to change.

Europol Public Information

Table 2: Overview of the main procurement initiatives for 2021

TABLE PART A - Main procurement initiatives 2021 (Non ICT-related activities)

List of running contracts in 2021 (Framework Contracts (FWC), Direct Contracts or Other, such as Service Level Agreements, 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 2021	Type of contracts	Number of tenders to be initiated by EUROPOL
Category A1	Staff-related expenditure, excluding salaries or allowances (medical services, training, etc.)	5,337,000	25	FWC Direct Other	4
Category A2	Building-related expenditure (e.g. rent, energy, cleaning, maintenance, furniture, security, hospitality, etc.)	10,791,000	22	FWC Direct Other	7
Category A3	Administrative –related expenditure (e.g. postal services, stationary, open source, library, catering, insurance, publication, uniform, legal, PR items, etc.)	4,297,920	28	FWC Direct	4
Category A4	Meeting-related expenditure (e.g. travel, Hotels, interpretations, Translations, meetings)	8,737,155	5	FWC Other	0
Sub-Total Category A		29,163,075			15

Europol Public Information

Tentative detailed overview of tender procedures (non-IT sector) to be initiated in 2021						
No	Type of Procurement initiatives (as divided in accordance with table above)	Subject	Estimated budget in Euro⁵⁹	Indicative timeframe		Comments
				Indicative time frame for tender initiation	Indicative time frame for tender completion	
1	Category A2	Uniforms for security guards, staff and deployed personnel	Above EU threshold (around 200,000 out of 4 years)	Q1.2021	Q2-Q3.2021	Recurrent needs: 25.07.2021 <i>(removed from 2019 planning)</i>
2	Category A2	Forensic equipment and other operational equipment	Below EU threshold (around 60,000-80,000 out of 1 year)	Q1.2021	Q2.2021	New initiative <i>(Tentative - to be initiated only if the 2020 procurement procedure for IT equipment cannot cover Europol's needs)</i>
3	Category A2	Catering and Banqueting Services	Above EU threshold (around 1,900,000 out of 4 years)	Q1.2021	Q1.2022	Recurrent needs: 15.04.2022
4	Category A2	Facilities Consultancy Services	Above EU threshold (around 3,900,000 out of 4 years)	Q1.2021	Q3.2021	<i>Recurrent needs: 15.12.2021 (from 2020 planning – including Consultancy for strategic housing road map (from design phase until the final delivery)</i>
5	Category A2	Move Services	Above EU threshold (around 7,300,000 out of 4 years)	Q4.2021	Q3.2022	Recurrent needs: 16.07.2022
6	Category A3	Legal Services	Above EU threshold (around 250,000 out of 4 years)	Q2.2021	Q4.2021	Recurrent needs Existing Contracts expiry date: 19.12.2021
7	Category A3	Courier Services	Above EU threshold	Q2.2021	Q4.2021	Recurrent needs

⁵⁹ Estimated amounts provided for information only where available. Below EU threshold = below EUR 139,000; Above EU threshold = above EUR 139,000.

Europol Public Information

			(around 250,000 out of 4 years)			Existing Contracts expiry date: 16.11.2021 (<i>Tentative - Europol has joint a procedure of the Host State in 2020</i>)
8	Category A3	Gift and Promotional items	below EU threshold (around 40,000)	Q2.2021	Q3.2021	Recurrent needs: (<i>Tentative, only if an existing contract cannot be used</i>)
9	Category A1	Laboratory services	Above EU threshold (around 480,000 out of 4 years)	Q1.2021	Q3.2021	New needs: Insourcing of medical services (<i>from 2020 planning – Medical services</i>)
10	Category A3	Contents, glass, and vehicle insurance services	Above EU threshold (around 290,000 out of 4 years)	Q2.2021	Q4.2021	Recurrent needs: Existing Contract expiry date: 16.11.2021
11	Category A1	Consultancy services on Dutch pension systems	below EU threshold (around 40,000)	Q1.2021	Q2.2021	New need (<i>from 2020 planning</i>)
12	Category A1	Temporary workers (interim services – administrative profiles)	Above EU threshold (around 3,000,000 out of 4 years)	Q2.2021	Q4.2021	New initiative ⁶⁰ (<i>Tentative only - from 2020 planning</i>)
13	Category A2	Technical Surveillance Countermeasures TSCM (incl. training)	Above EU threshold (around 300,000 out of 4 years)	Q1.2021	Q3.2021	New needs (<i>Services previously provided by the Host State</i>) (<i>from 2020 planning</i>)
14	Category A1	Specialised Training for Europol's security officers	Below EU threshold (around 25,000 out of 1 year)	Q1.2020	Q4.2020	Recurrent needs Existing Contract expiry date: Third quarter 2019. No

⁶⁰ Need for interim services not yet decided at the time of production of procurement plan. The estimate amount is indicative only and it will be adjusted depending on internal HR policies.

Europol Public Information

						contract in 2020. Europol might launch an exceptional negotiated procedure to cover this need
15	Category A1	Specialised Training courses for the Cyber Crime Center (EC3)	Below EU threshold (around 90,000 out of 1 year)	Q1.2020	Q2.2020	Existing Contracts expiry date: Third quarter 2019. No contract in 2020. Europol might launch an exceptional negotiated procedure to cover this need

Europol Public Information

TABLE PART B - Main procurement initiatives 2021 (ICT-related activities)

Part B - Main procurement initiatives 2021 (ICT-related activities)					
Category	Main procurement initiatives (services, supplies/goods and other initiatives) (categorised per budget headings)	Value (in Euro)	Contracts⁶¹		Tenders
			Nr of main contracts valid in 2021	Type of contracts	Nr of tenders to be initiated by EUROPOL
Category B1	Administrative and operational purchase and maintenance of Hardware and Software	22,105,000	18 + 18	FWC	1
Category B2	Administrative and operational ICT External Service Provision including development and maintenance of solutions and strategic consultancy services	14,745,000	12 + 12 +6	FWC	
Category B3	Administrative and operational Telecommunications costs	2,000,000	6 + 2	FWC	1
Category B4	Decryption Platform	1,000,000	1	SLA	
Sub-Total Category B		39,850,000			2

⁶¹ A contract may cover several categories and be counted more than once.

Europol Public Information

Tentative detailed overview of IT-related tender procedures to be initiated in 2021:						
No	Category	Subject	Estimated budget ⁶²	Indicative timeframe		Comments
				Indicative time frame for tender initiation	Indicative time frame for tender completion	
14	Category B3	Helpdesk Services	Above EU threshold (around 2,200,000 out of 4 years)	Q2.2021	Q1.2022	Recurrent needs: Existing Contract expiry date: 23.02.2022
15	Category B1	Racks, cabling, and other passive infrastructure for Europol Recovery Site and Europol Premises	Above EU threshold (around 3,000,000 ⁶³ out of 4 years)	Q1.2021	Q3.2021	Recurrent needs: Existing Contract expiry date: 23.01.2022 (for acquisition)

⁶² Below EU threshold = below EUR 139,000; Above EU threshold = above EUR 139,000.

⁶³ Tentative amount depending on the scope of the maintenance and the sites to be covered (recovery sites and Europol headquarters. Business decision not taken yet at the stage of preparing the plan).

Annex X: Grants 2021

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 2018 and 2021, doc. 9450/17 COSI 107 of 19 May 2017.

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 fourth year of the implementation of the EU Policy Cycle 2018-2021.

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. In the current EU Policy Cycle the OAPs address the following crime areas: Cybercrime: (i) Attacks against Information Systems, (ii) Child Sexual Exploitation and (iii) Non-cash payment fraud; Cannabis, Cocaine and Heroin; New Psychoactive Substances and Synthetic Drugs; Facilitated Illegal Immigration; Organised property crime; Trafficking in Human Beings (THB); Excise Fraud; MTIC Fraud; Firearms; Environmental crime; Criminal finances, money laundering and asset recovery; and Document fraud⁶⁴.

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

⁶⁴ Document fraud is a cross-cutting crime priority without a dedicated OAP.

Europol Public Information

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 on 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

Europol Public Information

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 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 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 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 year N-1 Award of grants: Q1 year N	EUR 2,500,000

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 EU Policy Cycle for Serious and Organised Crime.

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 2018 and 2021, doc. 9450/17 COSI 107 of 19 May 2017.

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 fourth year of the implementation of the EU Policy Cycle 2018-2021. 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.

Europol Public Information

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 thirteen 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. In the current EU Policy Cycle the OAPs address the following areas: Cybercrime: (i) Attacks against Information Systems, (ii) Child Sexual Exploitation and (iii) Non-cash payment fraud; Cannabis, Cocaine and Heroin; New Psychoactive Substances and Synthetic Drugs; Facilitated Illegal Immigration; Organised property crime; Trafficking in Human Beings (THB); Excise Fraud; MTIC Fraud; Firearms; Environmental crime; Criminal finances, money laundering and asset recovery; and, Document fraud⁶⁵.

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 6 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

⁶⁵ Document fraud is a cross-cutting crime priority without a dedicated OAP.

Europol Public Information

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 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 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 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 year N Award of grants: Q1-Q4 year N	EUR 1,500,000 + 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.

Europol Public Information

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
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Q1-Q4	150,000 + internal assigned revenue ⁶⁶
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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 (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).

The main priority for the year 2021 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 standardized 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.

Next to the already operating "Centre of Excellence-Aircraft" is the future "Common Training Centre - Medic" ready for implementation. An ATLAS "Centre of Excellence-Naval" is in the further assessment of feasibility.

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

⁶⁶ as mentioned in the guidelines EDOC #878276

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- 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
 - sniper techniques
 - first aid
- sharing of experiences and best practices between EU Member States
- 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 Member States
- activities focussed on evaluation of training and cooperation results

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	Maximum EUR 3,500,000

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-ESOC, 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.

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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.

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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 Procedure⁶⁷ 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:

- 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 2021 Award of Grants: Q1-Q4 2021	Maximum € 5,000,000

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

95%

⁶⁷ EDOC #901933 v13 "Standard Operating Procedure - Selection of High Value Targets and establishment of Operational Task Forces within O2-ESOC".

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

B2020 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 the EU Policy Cycle.

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 EU Policy Cycle priority 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

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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 public body established in an EU Member State.

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 has a status of a law enforcement authority.

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

Europol Public Information

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 – Q2 2022	€ 710,000

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

95%

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Annex XI: Organisation chart

