

The Hague, 12 May 2016

**2015**

# **Consolidated Annual Activity Report**

Europol Public Information

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### Management Board's analysis and assessment

The Management Board (MB) takes note of the Consolidated Annual Activity Report (CAAR) for the financial year 2015 submitted by the Authorising Officer in accordance with Article 47 of the Financial Regulation (FR) applicable to Europol.

In analysing and assessing the CAAR 2015, the MB has made the following observations:

- The report contains a comprehensive and thorough account of the activities carried out by Europol in implementing its mandate during 2015. The report also provides a detailed overview of the results achieved in relation to the objectives set in the Work Programme 2015, as well as relevant resource management information.
- In response to terrorist attacks in 2015 and the continued migration crisis - and in light of the Commission's Agendas on Security and Migration - Europol was entrusted by both the European Council and the Justice and Home Affairs Council with new or additional tasks expanding its mandate, namely:
  - The EU Internet Referral Unit;
  - The European Migrant Smuggling Centre (EMSC), which built upon the Joint Operational Team Mare to provide on-the-spot deployments;
  - The European Counter Terrorism Centre (ECTC), including the secondment of "guest officers" to carry out secondary security checks supporting EU's external border control and screening activities.
- The MB notes, once again, the ever-increasing demand for Europol's products and services and welcomes the positive feedback from Member States and cooperation partners about the operational and analytical support provided by Europol to their competent authorities. In order to ensure continued resource efficiency while providing on-the-spot assistance, Europol was granted additional staffing levels for the EMSC (33 posts granted by the budgetary authority in 2015).
- The MB also notes the following achievements and developments, which confirm Europol's prominent role as the EU criminal information hub and leading operational support centre across the EU Justice and Home Affairs area:
  - Over 732,000 operational messages received by Member States, Third Parties and Europol through the Secure Information Exchange Network Application – SIENA (+21% compared to 2014); almost 40,000 SIENA cases initiated (+16% compared to 2014);
  - Over 633,000 searches performed in the Europol Information System – EIS (+62% compared to 2014), with an overall increase of objects by 14%;
  - Support provided to 812 operations, including high-profile investigations (+28% compared to 2014); over 4,000 operational reports produced; the interim EU Serious and Organised Crime (SOCTA); 98 Joint Actions coordinated with significant operational results; about 270 operational meetings financially supported; important steps made to improve information sharing in the area of counter terrorism (over 3,740 foreign fighter person objects in the EIS compared to 18 entries at the end of 2014);
  - An increase in cross match reports was accompanied by a decrease in operational analysis and other reports;

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- The continuation of the successful framework for Member States and operational partners to strengthen intelligence exchanges and cross-border investigations in the area of cybercrime by extending the mandate of the Joint Cybercrime Action Taskforce;
- The implementation of the Delegation Agreement (DA) through financial support to the operational action plans under the EU Policy Cycle priorities (€ 3,3 M);
- Progress in the integration of the FIU.net into Europol's structure;
- Continued high levels of user satisfaction (score of 9 out of 10, compared to 8,5 in 2014); growing public awareness of Europol's role in international law enforcement cooperation with over 80,000 media instances referring to Europol.
- A detailed assessment of the overall implementation of the Work Programme 2015 indicates that:
  - Europol made good progress concerning 79% of the Work Programme 2015 objectives (81% in 2014);
  - The overall budget commitment implementation rate exceeded 99% with an overall payment rate of 89% (93% in 2014).
- Europol responded diligently to the comments of the European Court of Auditors and other auditing recommendations addressing improvement areas.
- The MB also takes note of efforts to improve key operational, financial and human resource aspects mentioned in the CAAR and recommends Europol to continue this work, particularly with regard to:
  - Further developing operational analysis and enhancing support to high-profile investigations on serious and organised crime posing a threat to the EU internal security;
  - Streamlining the processes concerning the Analysis Work Files and the establishment of the new Europol Analysis System in order to improve analytical outputs, including reporting and monitoring, to meet the operational demand based on the continuous increase of operational contributions from Member States and cooperation partners;
  - Maintaining the financial management levels achieved while further improving implementation rates of carry forwards and keeping high delivery levels for the ICT budget;
  - Implementing the funds granted under the DA at appropriate levels with a view to financing operational activities of Member States in line with EMPACT priorities, particularly in view of the additional funding granted in 2016 (€ 2 M);
  - Preparing for the entry into force of the Europol Regulation in order to implement correctly the new legal framework, especially concerning the Integrated Data Management Concept.

The Management Board notes that the Director has no critical issues to report which would affect the presentation of the annual accounts for the financial year 2015 to the discharge authority.

The Management Board considers that Europol is effectively and efficiently delivering the expected products and services to the competent law enforcement authorities of Member States and cooperation partners.

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The Management Board attaches this assessment to the CAAR for submission to the European Parliament, the Council, the European Court of Auditors and the Commission in accordance with Article 47(2) of the FR applicable to Europol.

A handwritten signature in grey ink, consisting of several overlapping loops and lines, positioned above the name and title.

Arie IJzerman

Chairperson of the Management Board

### Introduction

The consolidated annual activity report is submitted on behalf of the Director of Europol, as authorising officer of Europol under the Financial Regulation applicable to Europol. This report presents a record of the implementation of the budget granted to the organisation in 2015, setting out the activities performed on the basis of Europol's compliance framework as an EU agency. It is presented in accordance with Article 47 of the Financial Regulation applicable to Europol, which stipulates that the authorising officer shall report to the Management Board on the performance of his/her duties in a form of a consolidated annual activity report.

This report covers the period from 1 January 2015 to 31 December 2015 and contains information on the implementation of the 2015 Work Programme, budget and resources. Information on the internal and external audits performed, the recommendations made and the actions taken to address pending recommendations/observations from previous years can also be found in this report.

The CAAR has been prepared following the template provided by the Commission<sup>1</sup> and developed by the EU Agencies Network – Performance Development Network (PDN) for the preparation of the Consolidated Annual Activity Report (CAAR).

### *Europol's mission*

Europol is the European Union's law enforcement agency whose main goal is to help achieve a safer Europe for the benefit of all EU citizens by supporting law enforcement authorities through the exchange and analysis of criminal intelligence. Europol's mission is to support the Member States in preventing and combating all forms of serious international and organised crime and terrorism.

Europol headquarters are in The Hague (Netherlands) where more than 950<sup>2</sup> people work closely with law enforcement agencies in the 28 EU Member States and in other non-EU partner states.

The agency uses its unique information capabilities and the expertise of its staff to identify and track the most dangerous criminal and terrorist networks in Europe. Law enforcement authorities in the EU rely on this intelligence work and the services of Europol's operational coordination centre and secure information network. This has led to the disruption of many criminal and terrorist networks, to the arrest of thousands of dangerous criminals, to the recovery of millions of euro in criminal proceeds, and to the saving from harm of hundreds of victims, including children trafficked for sexual exploitation. Europol also acts as a major centre of expertise in key areas of law enforcement and as a European centre for strategic intelligence on organised crime.

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<sup>1</sup> Communication from the Commission on the guidelines for programming document for decentralised agencies and the template for the Consolidated Annual Activity Report for decentralised agencies, 16 Dec 2014, C(2014) 9641 final

<sup>2</sup> all people working at Europol premises on 15 December 2015 (Annex III-c)

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### *Challenges of 2015*

In March 2015, the Justice and Home Affairs (JHA) Council, in response to the Paris and Copenhagen terrorist attacks, called upon Europol to establish the European Union Internet Referral Unit (EU IRU), in close cooperation with the private industry, with a view to supporting a comprehensive response to tackle the use of the internet for promoting terrorism and violent extremism. Further to this, the special European Council of April on the migration crisis in the Mediterranean Sea called upon the EU IRU to expand its scope to detecting and requesting the removal of internet content used by traffickers to delude migrants and refugees into life-threatening voyage by sea.

Accordingly, the Commission, in its European Agendas on Security and Migration, which form integral part of the renewed European Union Internal Security Strategy 2015-2020, identified specific additional tasks for Europol which also influenced the development of Europol's strategy 2016-2020. This includes, in particular, a new business delivery concept with Europol providing long term on-the-spot assistance to Member States, supporting law enforcement activities related to the aggravating migration crisis across Southern Europe.

As part of the EU efforts to respond to the migration crisis, and at the explicit request of the JHA Council, Europol was also preparing to establish and develop the European Migrant Smuggling Centre (EMSC) to provide increased operational support to fight against organised people smuggling networks<sup>3</sup>. The EMSC is foreseen to utilise different operational capabilities of Europol to ensure the best operational support: the existing Focal Point Checkpoint, JOT-MARE and regional task forces deployed at Migration hotspots will be further strengthened with mobile investigation and analysis support teams, providing on-the-spot operational and analytical support.

On 20 November 2015, the JHA Council adopted specific conclusions on counter-terrorism, following the wave of terror attacks in Paris on 13 November 2015. All key themes of these Council Conclusions, in particular information sharing, financing of terrorism, strengthening controls of external borders, firearms and Passenger Name Record (PNR), concern Europol and have affected the business planning. These conclusions were reaffirmed by the European Council in December.

As stated in the Council Conclusions Europol launched the European Counter-Terrorism Centre (ECTC) on 1 January 2016 as a platform with which to support Member States in the increase of information sharing and operational cooperation with regard to the monitoring and investigation of foreign terrorist fighters, the trafficking of illegal firearms and terrorist financing.

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<sup>3</sup> EMSC was officially launched on 22 February 2016 and it is not a subject to this report.

### Executive Summary

#### Europol Strategy and Europol Work Programme 2015 implementation

- o Overall progress made in the strategic goals and objectives during 2015 was 79%. For three out of four (75%) of the strategic goals and for ten out of 13 strategic objectives (77%) good progress was made.
- o At annual work programme level, progress made against the Work Programme (WP) 2015 was also 79%. For 16 out of 20 WP objectives good progress was achieved.

#### Key Activities and Achievements in 2015

- o Europol provided operational and analytical support to 812 unique<sup>4</sup> operations, 577 (71%) of which were prioritised cases. This represents a 28% increase in the number of unique operations supported compared to 2014.
- o Europol delivered 4,046 operational reports during 2015 (4,085 in 2014), which include cross match reports (CMR), operational analysis reports (OAR) and other operational reports like technical or forensic analysis. The total number of operational reports produced is slightly lower than in 2014 (-1%). It is worth noting that the distribution of the different types of reports has changed as more cross match reports were produced compared to last year (+7%) and at the same time fewer operational analysis reports (-36%) and fewer other operational reports (-6%) were delivered.
- o A total of 98 Joint Actions were coordinated in 2015. Among them, Blue Amber was the biggest coordination effort made by Europol, targeting EMPACT priorities of Illegal Immigration, Trafficking in Human Beings (THB), Drugs and Organised Property Crime (OPC) and resulting in successful operational outcomes such as nearly 900 arrests, seizure of 7.7 tons of drugs, 1,400 tons of stolen metal, 190 tons of counterfeit pesticides, € 136k in cash and the confiscation of 254 vehicles.
- o The mandate of the J-CAT has been extended after the pilot phase of 6 months. All participating countries and agencies agreed on the benefit of this cooperation model and expressed their willingness to continue.
- o JOT-MARE was launched in March and since then, contributions have been received from 24 countries, Frontex and Eurojust.
- o Since June 2015, Europol is engaged in the EU Regional Task Force (EU RTF) set up in Catania/Sicily (Italy) under the newly developed "hotspot approach".
- o The pilot phase of the EU IRU, based on the Check-the-Web solution, was successfully launched in July 2015. A mid-term assessment was delivered and the project is in transition to the next stage of implementation with a view to reaching initial operating capability by mid-2016. The EU IRU has been able to manage, during this time, a total of 1,605 successful referrals and submit 843 URLs related to terrorism, violent extremism and illegal immigration for assessment.
- o The interim EU Serious and Organised Crime Threat Assessment (SOCTA) was completed in the first quarter of 2015 and updated the recommended priority threats of the SOCTA 2013.
- o Europol supported the MS in dealing with the EU Commission funding for operational activities via the EMPACT Delegation Agreement. 19 applications for funding, concerning 110 actions in the OAP, were received in the first quarter of

<sup>4</sup> This concept refers to the non-duplicated high profile operations supported by Europol.

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2015 amounting to € 4.2 M. In October 2015, Europol published a second Call for Proposals to fund the 2016 EMPACT OAP actions. The call was closed in December with 14 admissible applications amounting to € 3.9 M. The commitment rate for the 2015 OAP actions was 94%, with a payment rate of 76%.

- In 2015, Europol continued fulfilling its role in the Terrorist Finance Tracking Programme (TFTP) agreement with the United States and received 126 requests for search under article 10 TFTP (generating 6,300 leads), 48 spontaneous provisions of information by US under article 9 (generating 1,797 leads) and 12 requests under article 4.
- Regarding the FIU.net integration in Europol's structure, significant progress has been made, both on the ICT and governance work stream.
- 21 strategic partnerships with the private sector were signed.

### Europol's Core Systems

- The total number of SIENA messages exchanged was 732,070 which represents an increase of 21% compared to 2014. 498,077 SIENA messages were received (+23.5% compared to 2014) and 4.6% of them contained Universal Message Format (UMF) structured data (2.6% in 2014). Of these SIENA messages, Europol received 93,496 (+13.3%) and accepted for processing 58,353 (+21.8%). The number of SIENA cases initiated was 39,868 which represents a 16% increase from the previous year.
- The UMF<sup>5</sup> programme proposal, coordinated by Germany in close cooperation with Europol, was submitted for co-funding under the Internal Security Fund (ISF) and was positively evaluated (grant agreement yet to be signed).
- 28 MS, 667 Designated Competent Authorities (DCA), 24 Asset Recovery Offices (ARO) and 32 CT units are now connected to SIENA.
- A total of 633,639 searches were performed via the Europol Information System (EIS) during 2015, with 94% of these searches performed by the MS. The total number of objects increased compared to 2014 (+14%) and so did the number of searches (+62%), both representing new record figures. The number of Cross Border Crime Checks (CBCC) in the EIS was 1,353 and 490 of those CBCC were related to persons.
- As a result of several awareness sessions to increase the CT-related content in EIS, it now contains 4,005 person objects related to terrorism and 3,740 person objects related to Foreign Fighters.
- The total number of Europol Platform for Experts (EPE) user accounts at the end of 2015 was 8,140. More than 2,000 new user accounts were created during the year, surpassing significantly the yearly target of 1,000 new users. The percentage of active users was 24%, which is again above the set target of 20% for 2015. 39 EPE platforms were active at the end of 2015.

### Financial and Human resources

- Europol has been facing a challenge in terms of receiving sufficient human and financial resources to keep up with the increasing workload and a number of new tasks emerging from the priorities set by, among others, the European Agendas on Security and Migration.
- In this context and in light of the increased migratory pressure, the 2015

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<sup>5</sup> The Universal Message Format (UMF) programme is one of the initiatives supported by Europol to promote further interoperability of systems.

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budget was amended with the aim to reinforce Europol's role in the disruption of trafficking and smuggling networks related to the migration crisis. A total of 33 additional Temporary Agent posts were added to the establishment plan.

- o The vacancy rate at the end of 2015 was 0.0% (2.2% in 2014), with 423 staff in post and 60 offer letters<sup>6</sup> sent.
- o Gender balance (33,5% women) and MS representation are at a similar level as in 2014.
- o The appraisal exercise was closed on 15 July 2015 with 92% of the total reports completed. At the end of the year, 469 appraisal reports were finalised (99.6% of the total).
- o The reclassification exercise was completed by the end of the year and the total number of staff reclassified was 73 (13% of the staff population).
- o 2015 budget was € 94.4M compared to € 84.3M in 2014. Overall, 2015 budget outturn was only 0.9% compared to 2.8% in 2014, both well below the 5% target. Commitment rate was 99.8% (99.7% in 2014) and payment rate was 89.0% (93.0% in 2014). The carry forward payment rate improved to 87.8% (74.8% in 2014). Accrual rate was 43% and it is a bit below 2014 (45%).

### Internal Control and Risk Management

- o 75% of all pending audit recommendations, graded as critical/very important, were addressed in the first half of 2015.
- o Next to continuous mitigation activities to address the 12 corporate risks which were open at the end of 2015, the corporate risk log was updated and presented to the Directorate in two occasions (in the first and last quarter). At the end of 2015, it contained 19 actions, 16 (84%) of which were implemented or addressed.
- o Europol's 2014 annual accounts were considered by the European Court of Auditors (ECA) as reliable in all material aspects and the transactions underlying these accounts were deemed legal and regular. In relation to the financial year 2014, Europol was granted discharge by the European Parliament, based on recommendation from the Council, on 28 April 2016.
- o The various audit activities on the financial year 2015 are almost completed. Apart from the representation of fixed assets in the provisional annual accounts, resulting from additional works carried out by the Host State in the Europol Headquarters in 2015, no issues for a qualification of the financial transactions underlying the annual accounts were identified. It is planned that the corresponding update of the representation of the fixed assets will be completed in time for the establishment of the 2015 final annual accounts by 1 July 2016.
- o The Internal Audit Function (IAF) reviewed three processes as part of their consultancy activity: accountancy consolidation, Europol forensic laboratory and ABAC access rights.
- o The Data Protection Office (DPO) conducted an audit in EIS which resulted in issuing five recommendations. The SIENA Data Retention Policy was also reviewed in 2015.
- o The Joint Supervisory Board (JSB) carried two inspections (in March and an extraordinary TFTP inspection in May).
- o The Commission's Internal Audit Service (IAS) conducted an audit on stakeholder management in the first quarter of 2015, issuing 4

<sup>6</sup> Many recruitment procedures took place in the last quarter of the year in relation with the additional 30 posts as part of the budget amendment No 7.

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recommendations, none of which were critical/very important.

### Part I. Europol's achievements in 2015

The Europol Strategy 2010-2014<sup>7</sup> is the framework for the strategic goals and objectives that guide the annual work programmes, including the Work Programme 2015.

The Europol Strategy 2010-2014 follows **four strategic goals**:

Goal 1: Europol will function as the principal EU support centre for law enforcement operations
Goal 2: Europol will become the EU criminal information hub
Goal 3: Europol will expand its capabilities as an EU centre for law enforcement expertise
Goal 4: Europol will grow as a modern, efficient organisation with the best resources, effective governance arrangements and a positive reputation

To achieve these four goals **13 strategic objectives** were defined:

1.1. Delivery of unique operational support services
1.2. Enhance coordination of operational action in the EU
1.3. More effective cooperation with external partners
2.1. Lead development of ECIM
2.2. Improve analysis capability
2.3. Strengthen information management capabilities
3.1. Pioneer new techniques
3.2. Strengthen position of Europol as a platform for specialist areas
3.3. Provide expertise and quality training
4.1. Strengthen Europol's accountability arrangements
4.2. Strengthen ICT and business alignment
4.3. Improve the management of Europol's human and financial resources
4.4. Build a strong Europol culture and a positive external image

#### ***Methodology to assess the progress made***

This Consolidated Annual Activity Report provides an assessment of the progress made against the multi-annual strategic goals and objectives defined in the Europol Strategy and the progress made in the implementation of the 2015 Work Programme objectives.

Europol plans a series of actions and projects to be implemented during the year, which contribute to the achievement of the annual work programme objectives but also to the strategic objectives and goals. The progress made in the implementation of these actions is monitored and reported on a regular basis. Actions are considered on track when their status is on-going as planned or already completed. The reported performance (% progress made) corresponds to the % of actions on track, per work programme objective, strategic objective or strategic goal.

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<sup>7</sup> On the 22-23 May 2013 MB meeting it was agreed that, in case of a delay in the negotiations on the Europol Regulation, the current Europol Strategy 2010-2014 would be extended by one year and be used as a basis for the 2015 annual planning.

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It is important to note that actions that have been deprioritised / cancelled because of **external** or **unplanned** factors are considered as not on track, therefore negatively affecting the progress made. This means, in practice, that Europol applies strict standards when assessing the performance against its objectives.

A progress of 100% would imply that all actions are on track, which, as in any other dynamic organisation, does not constitute a realistic and achievable target, taking into account unplanned changes in priorities and resources. Therefore, a performance above 75% can be considered very satisfactory.

In Part I of this Consolidated Annual Activity Report, progress made at each level (strategic goal, strategic objective or work programme objective) is visualised using a traffic light system (green, orange, red) as follows:

- o **Green** colour to identify *good progress made* (more than 75%).
- o **Orange** colour to identify *some progress made* (between 60% and 75%).
- o **Red** colour when only *limited progress* has been made (below 60%).

### 1.1. Strategic goals

Overall progress made in 2015 for the achievement of the strategic goals was 79%. This can be assessed as **good progress** and it is at a similar level as the progress achieved in 2014 (78%). The progress for each of the four strategic goals is shown in the table below:

Strategic Goal	% Progress made
1 - Operational support	81%
2 - Information Hub	70%
3 - Expertise	92%
4 - Efficient organisation	76%
<b>Strategic Progress made in 2015</b>	<b>79%</b>

For strategic goal 1, related to Europol's operational support and coordination of operations, good progress has been made in implementing the related actions. Overall progress made is assessed at 81% and this can be considered as very satisfactory.

In the case of strategic goal 2, Europol becoming the law enforcement information hub, overall progress made is assessed at 70%, within the satisfactory range although results could be improved.

For strategic goal 3, related to the provision of expertise, overall progress made is 92% and is assessed as very satisfactory. The majority of the related actions have progressed according to plan.

Finally, progress made in strategic goal 4, linked to Europol being an efficient organisation, is 76% which falls in the very satisfactory range.

### 1.2. Strategic objectives

The progress for each of the 13 strategic objectives is shown in the table below:

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Strategic Objective	% Progress made
1.1. Operational support	79%
1.2. Operational coordination	75%
1.3. Cooperation	86%
2.1. ECIM	100%
2.2. Analysis capability	69%
2.3. Information Management	71%
3.1. New techniques	88%
3.2. Specialist platform	92%
3.3. Expertise & Training	100%
4.1. Accountability	80%
4.2. ICT	88%
4.3. Admin & Governance	62%
4.4. Europol image	89%
<b>Strategic Progress made in 2015</b>	<b>79%</b>

Progress made per strategic objective ranges from 100% to 62%. In summary:

- Good progress was made ( $\geq 75\%$ ) in delivering operational support services, enhancing Europol's operational coordination and cooperation, increasing cooperation with partners, implementation of the European Criminal Intelligence Model (ECIM), pioneering new techniques, developing the specialists' platform, providing expertise/training, improving Europol's accountability, aligning ICT developments with business needs and improving Europol's image.
- Some progress was made (60%-75%) in improving the analysis capabilities of Europol, the information management and providing governance and administrative arrangements for Europol.

For none of the 13 strategic objectives was the progress assessed as limited (<60%).

Regarding the objectives where *some* progress was made, this was mainly affected by the following:

- *Analysis capability*: a number of actions such as trainings have been delayed; delays have also occurred in the implementation of the new Europol Analysis System (EAS).
- *Information Management*: the Information Management Strategy is delayed pending progress on the Integrated Data Management Concept (IDMC), a business case for exchanging information via Ma3tch technology was drafted but the solution is not yet fully implemented; also the implementation of the Unified Search Engine (USE) has progressed more slowly than planned.
- *Administration & Governance arrangements*: the Local Pension Fund has not closed yet while a number of developments in administrative systems (ABAC, HR system, FMIS, IT tools for planning and reporting) have been de-prioritised, postponed or delayed; delays implementing new ABAC-related tools and the HR system have occurred; additionally, implementation of pending decisions related to EU Staff Regulations were not finalised.

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### 1.3. Work Programme 2015 objectives

Overall progress made in the Work Programme 2015 objectives is 79% which can be assessed **as good progress**. Progress made in 2014 was slightly higher at 81%, although it must be noted that, in 2014 two objectives were assessed with limited progress made compared to only one in 2015. In summary:

- For most of the Work Programme objectives good progress ( $\geq 75\%$ ) has been made. In total, 16<sup>8</sup> out of 20 work programme objectives (80%) fall in this category.
- In terms of increasing the speed, relevance and quality of response to MS demands, having a horizontal focus across crime areas and providing administrative and governance arrangements, some progress (60% - 75%) has been made.
- Only for one objective limited progress ( $\leq 60\%$ ) has been made. This concerns the insufficient progress made in the delivery of the new Europol Analysis System (EAS).

The progress made for each of the 20 Work Programme objectives is shown in the table below:

Work Programme Objective	% Progress made
1.1.1. Speed and quality of response	67%
1.1.2. Unique services	86%
1.2.1. Horizontal focus	67%
1.2.2. ENU, MS and LO roles	83%
1.3.1. Cooperation TP	80%
1.3.2. Coordination EU bodies	87%
1.3.3. Multidisciplinary cooperation	100%
2.2.1. Strategic analysis	100%
2.2.2. Quality of operational reports	75%
2.2.3. EAS	50%
2.3.1. Data processing systems	100%
2.3.2. SIENA and EIS	80%
3.1.1. Innovation & best practices	88%
3.2.1. EU specialist centre	90%
3.2.2. Expand EC3	100%
3.3.1. Train MS LE officers	100%
4.1.1. Europol Regulation	80%
4.2.1. ICT plan	100%
4.3.1. Admin & Governance	63%
4.4.1. Digital communication	83%
Total	79%

<sup>8</sup> Strategic objective 2.1 was considered achieved and, therefore, no work programme objective was set.

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For the Work Programme objective 2.2.3 limited progress was made, due to delay of the delivery of the new *EAS* by the external contractor. The testing of the delivered software is on-going, not yet meeting the entry criteria for Operational Acceptance Testing (OAT) which was planned to be completed with Europol's acceptance by the beginning of June 2016. Against this background, Europol is exploring options to conclude the contractual relationship with the external provider earlier, in order to in-source the *EAS* at short notice and to allow for the finalisation and deployment of a new *EAS* solution to all operational areas as soon as possible.

### 1.4. Overall assessment of the progress made in 2015

Progress made against multi-annual strategic goals and objectives as well as towards work programme 2015 objectives stands at 79%.

It should be noted that **given the new tasks assigned to Europol**, following the European priorities related to the migratory crisis and the terrorist attacks, **some of the previously planned actions and projects had to be de-prioritised** so that Europol could fully engage with the new tasks (EU IRU, JOT MARE, EU RTF, FIU.net and the planning of the new ECTC and EMSC).

Though the shifting of resources to undertake new tasks had a negative effect on some aspects of Europol's work, the **overall progress achieved in 2015 was very satisfactory**.

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### 1.5. Main achievements in 2015

This section contains the most significant achievements of Europol during the year 2015, structured along the strategic and annual Work Programme objectives.



**Goal 1 - Europol will function as the principal EU support centre for law enforcement operations**



*Strategic Objective 1.1 – Ensure effective delivery of a unique set of operational support services*

KEY PERFORMANCE INDICATOR (KPI)	2014	2015		
		TARGET	RESULT	
User satisfaction with operational support (incl. operational analysis reports)	8.5	≥ 8.5	9.0	
No. of (unique) operations supported by Europol	632	≥ 633	812	
No. of (unique) prioritised operations supported by Europol	-	-	577	
No. of operational reports delivered	4085	≥ 4088	4046	
Hit rate (no. of cross match reports and simple answers per 100 accepted contributions)	4.5	≥ 4.4	5.5	
Average speed of response to MS request (days)	-	-	9.5	
No. of organised criminal groups disrupted with Europol support (HQ/MS)	0	-	68	

In 2015, Europol provided operational and analytical support to 812 unique operations, 577 (71%) of which were prioritised cases. This represents a 28% increase in the number of unique operations supported compared to 2014.

At the same time, the satisfaction with Europol's operational and analytical support has increased compared to the previous year (score of 9.0 out of 10.0, compared to 8.5 in 2014), according to the quarterly feedback received from lead investigators and experts in the Member States. In total, questionnaires were sent to 193 investigators involved in 81 operations; 51% of them provided feedback.

Europol delivered 4,046 operational reports during 2015 (4,085 in 2014), which include cross match reports (CMR), operational analysis reports (OAR) and other operational reports like technical or forensic analysis. The total number of operational reports produced is slightly lower than in 2014 (-1%). It is worth noting that the distribution of the different types of reports has changed as more cross match reports were produced compared to last year (+7%) and at the same time fewer operational analysis reports (-36%) and fewer other operational reports(-6%) were delivered.

Hit rate<sup>9</sup> continued to increase, from 4.5 in 2014 to 5.5 in 2015, which indicates an enhanced relevance of the data stored in Europol's core systems. In total, 3,325 CMR or simple answers were provided for a total of 61,252 accepted contributions.

68 organised criminal groups were disrupted with the support of Europol in operations such as the Global Airline action day (online fraud), Snake (money laundering), Triangle (cybercrime) and JIT Mozart (cybercrime).

<sup>9</sup> Hit rate in 2015 measures the number of CMR and simple answers per 100 accepted contributions.



### ***Work Programme Objective 1.1.1 – Improve the speed, relevance and quality of operational response***

93,496 SIENA messages were received by Europol in 2015 with a total of 61,252 accepted contributions (of which 58,353 were to be processed). This means an increase of 13.3% in the number of SIENA messages received and a 21.8% increase in the number of accepted contributions, compared to the previous year. As a result of this growing workload, the number of pending contributions to be processed at the end of 2015 was 8,075, still above the set target.

New versions of the Case Management tool (CAMA) Process and CAMA Prime were released, introducing improvements to streamline the prioritisation of cases, highlight pending requests to be processed, support the production of cross matches and the bulk upload of information from Excel files, among others.

To allow for a more flexible allocation of available analytical resources, depending on priorities, the clustering of Focal Points (FP)<sup>10</sup> was put in place, resulting in temporary reassignments of analysts to support other FPs requiring extra capacity.

19 countries participate in the information flow of the National Centre for Missing & Exploited Children (NCMEC) and 26,117 intelligence packages were distributed during the year.

The Europol Malware Analysis Solutions (EMAS) tool was used to analyse more than 771,000 suspicious files provided to the EC3 by MS or the private sector in 2015. This resulted in the identification of 52,529 malicious files.

The full scope defined for EMAS 2.0 was successfully delivered, providing a platform for automatic analysis of malware samples for both internal use (EC3) and external use (Member States). On the other hand, the tender for the victim identification solution – the Investigation Video and Audio System (IVAS) was not successful. As a result, it was decided to move to a negotiated procedure, which has caused some delays, with the award expected in Q1 2016.

The Large File Exchange (LFE) tool was used to exchange more than 20.4 TB of information. LFE has improved its speed, making it four times faster to download/upload large files.

In order to create more flexibility, efficiency and operational capacity, some adjustments to Europol's building are on-going, including changes to the operational rooms (to be finalised in 2016), the installation of new monitoring screens in the Operational Centre and the Operations department relocation plan (part of the Strategic Housing Map) with office space for the J-CAT.



### ***Work Programme Objective 1.1.2 – Proactively offer unique services in areas where Europol could add most value***

The EU IRU concept was presented to the MB in the May 2015 meeting. The pilot phase, based on the Check-the-Web solution, was successfully launched in July and two Open Sources scanning tools were supplied to the team. A mid-term (first 6 months) assessment was delivered and the project is in transition to the next stage - the initial operating capability phase. From July to December 2015, the EU IRU managed to:

<sup>10</sup> Focal points are described in Annex I.

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- Submit 843 URLs related to terrorism, violent extremism and illegal immigration for assessment
- Identify 1,568 instances of suspicious content
- Identify 225 hits between suspicious content and data in EIS, AWF or SIENA
- Manage 1,605 successful referrals (accounts closed) at an 89% success rate
- Deliver 25 intelligence notifications

Europol supported the MS in dealing with the EU Commission funding for operational activities via the EMPACT Delegation Agreement (DA). 19 applications for funding, concerning 110 actions in the OAPs, were received in the first quarter of 2015 amounting to € 4.2 M. In October 2015, Europol published a second Call for Proposals to fund the 2016 EMPACT OAP actions. The call was closed in December with 14 admissible applications (under evaluation) amounting to € 3.9 M. The commitment rate for the 2015 OAP actions was 94%, with a payment rate of 76%.

Relevant training was delivered to Europol and MS staff, also taking advantage of the EPE DA platform. In each of the 13 OAP drafting meetings held in October, a presentation was given outlining the 2016 DA grant scheme. On 2 December, a whole day information session for Drivers and grant beneficiaries was held at Europol, providing guidance on the grant implementation and information on the second call for proposals. Also, a webinar hosted by the European Police College (CEPOL) in December provided guidance on how to apply to the second call.

An internal control framework (ex-ante and ex-post) was set up and accountability arrangements in view of the annual discharge on the implementation of the DA have been clarified with the ECA. The procurement for an external audit for the DA was concluded in December and the audit is scheduled to take place in Q1 2016.

Europol is exchanging experiences with OHIM<sup>11</sup> to enhance the cooperation in the fight against counterfeiting and piracy of Intellectual Property Rights (IPRs) and continues with the process of creating the EU IPR centre in the context of a Joint Action Taskforce. This has resulted in a grant, amounting to € 500k, from OHIM to Europol, to initiate a multi-disciplinary approach on intellectual property rights.

Europol actively contributed to the identification of High Value Targets (HVT), mainly from cybercrime areas, for further investigation by MS which resulted in hundreds of arrests and a number of criminal groups dismantled.

During this time, Europol continued to provide a wide range of operational services to assist MS in their investigations, such as:

- 24/7 support offered on 42 occasions
- 36 euro counterfeiting investigations financially supported (€ 156 k funded)
- 44 forensic examinations on printed materials
- 155 mobile office deployments
- 109 on the spot deployments of Universal Forensic Extraction Devices (UFED)
- 24 forensic lab deployments
- 20 print and mint shops dismantled
- 597 technical investigations on printing devices
- 12 victims identified using Interpol's International Child Sexual Exploitation Image Database (ICSEDB)

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<sup>11</sup> As a result of the amending Regulation on the EU trade mark that entered into force on 23 March 2016, the OHIM changed the name to the European Union Intellectual Property Office (EUIPO). However, as this report refers to the year 2015, all the references are kept to the former name of the office (OHIM).

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As a response to the Paris terrorist attacks in November, a 24/7 Europol Emergency Response Team was activated and mobile offices were deployed to Paris and Lyon. Europol established *Taskforce Fraternité* to support the on-going French and Belgian investigations. This taskforce was set up with the support of staff members from across the Operations Department and received a significant amount of intelligence from EU MS based on which various operational reports were produced.

In 2015, Europol accepted 1,137 contributions related to FP Travellers and EIS contained a total of 3,740 person objects related to foreign fighters and 4,005 person objects related to terrorism. 24 countries contributed to EIS with terrorism-related objects (17 MS and 7 Third Parties (TP)). Overall 39 countries contributed and were associated to FP Travellers, which produced a total of 92 CMR and 2 operational analysis reports. 32 CT units were connected to SIENA at the end of 2015.



### **Strategic Objective 1.2: Enhance the coordination of operational action in the EU**

KEY PERFORMANCE INDICATOR (KPI)	2014	2015	
		TARGET	RESULT
Number of Joint Actions coordinated/supported by Europol	-	-	98
Number of operational meetings organised and financially supported by Europol	270	-	271

Europol financially supported 271 operational meetings with € 758k committed and € 716k paid in 2015. All 28 MS and other 34 TP participated in these meetings, 67% of which (73% in 2014) were held at Europol HQ.

52 EMPACT meetings were organised during 2015. The total commitment was € 518k and € 503k was paid. Additionally, 8 FP meetings were held amounting to € 105k commitments of which € 95k was paid.

A total of 98 Joint Actions were coordinated. Among them, Blue Amber was the biggest coordination effort made by Europol in 2015, targeting EMPACT priorities on Illegal Immigration, THB, Drugs and OPC and resulting in successful operational outcomes such as nearly 900 arrests, seizure of 7.7 tons of drugs, 1,400 tons of stolen metal, 190 tons of counterfeit pesticides, € 136k in cash and the confiscation of hundreds of vehicles. Other important joint actions included operations Cedar, Global Airline (online fraud), JIT Mozart (cybercrime) and R2D2 (mobile malware) to mention but a few.



### **Work Programme Objective 1.2.1 – Focus on horizontal and functional aspects across crime areas**

Europol has increased its focus on asset recovery and money laundering. FP Sustrans (Suspicious financial transactions) provided support to 12 out of 13 EMPACT priority areas in money laundering and contributed to all EMPACT OAP meetings. Additionally, Sustrans provided material input to strategic products such as Financial Business Model THB, Financial Business Model FII (Facilitated Illegal Immigration), in depth assessment on money laundering, SOCTA 2017 and Money Laundering Professional Enablers.

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877 contributions were accepted by FP Asset Recovery in 2015. 29 unique money laundering investigations were supported and 48 financial intelligence reports were delivered. 3,554 SIENA messages were exchanged between the 24 connected AROs.

Another priority in this work programme objective was the identification of criminal hotspots (airports, hubs, etc.) and the coordination of joint operational activity targeting them. In this respect, SOC produced an intelligence package for Operation Voyager, identifying relevant “hotspots” in the MS. Geospatial analysis support was provided by the operational centre to FPs Checkpoint, Furtum and Travellers, resulting in new investigative leads.

The mandate of the J-CAT was extended after a pilot phase of 6 months (from September 2014). All participating countries and agencies agreed on the benefit of this cooperation model and expressed their willingness to continue. Discussions regarding the possibility to embed the J-CAT as a target group in Europol are still on-going. New draft Terms of References regulating the governance, membership and chairmanship were drafted and will be discussed during the J-CAT Board Meeting in January 2016.

JOT MARE was launched on 17 March in the presence of Commissioner Avramopoulos, the new Secretary General of Interpol Mr Stock, the Deputy Director of Frontex Mr Arias and senior representatives of many Member States. The Commissioner, who visited Europol for the first time, expressed his appreciation for Europol's work and for the common commitment in fighting international crime and terrorism. JOT MARE was staffed with six Seconded National Experts (SNEs) and Europol specialists and analysts.

Since its official launch, JOT MARE delivered, among others, the following:

- o 22,871 entities created
- o 4 Early Warning Notifications (EWN)
- o 9 Investigation Initiation Documents
- o 27 CMR
- o 5 OAR
- o 145 days in mobile office deployments (98% of them in H2 2015)
- o 57 times presence at disembarkations
- o 16 reports on debriefings
- o 5 interviews with media

Input has been received from 24 contributors (including Frontex and Eurojust).

Europol is also fully engaged in the EU Regional Task Force (EU RTF) set up in Catania/Sicily (Italy) under the newly developed “hotspot” approach, with the deployment of Europol staff on a long-term basis. It is expected that in 2016 Europol will also deploy staff to the EU RTF in Piraeus, Greece.

In 2015, Europol continued fulfilling its role in the TFTP agreement with the United States and received 136 requests for searches under article 10 TFTP (generating 6,300 leads), 48 spontaneous provisions of information by US under article 9 (generating 1,797 leads) and 12 requests under article 4.

The 4th extraordinary JSB inspection on the implementation of the TFTP Agreement took place in May 2015. A draft inspection report was provided in June 2015, based on which Europol pro-actively started the implementation of the draft recommendations. The final report was published on the JSB website in September 2015 and, by then, all the recommendations had already been implemented.

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### **Work Programme Objective 1.2.2 – Enhance the role of Europol National Units, MS competent authorities and Liaison Officers at Europol**

Europol Liaison Officers (ELOs) are informed, on a continuous basis, of all relevant information and new developments. Ad-hoc meetings and awareness sessions are held to better involve ELOs in the activities of various FPs and EMPACT, including the Joint Action Days. As an example, ad-hoc operational meetings were conducted on a daily basis with ELOs after the Paris attacks.

Europol provided the necessary support for setting up two new Liaison Bureaux (former Yugoslav Republic of Macedonia; Montenegro) and worked closely with the Heads of the National Desks within the project for workspace optimisation.



### **Strategic Objective 1.3: Develop more effective cooperation with external partners**

KEY PERFORMANCE INDICATOR (KPI)	2014	2015		
		TARGET	RESULT	
No. of SIENA requests and for information messages sent by Europol to external partners	6957	≥ 6960	11353	
No. of SIENA requests and for information messages sent by external partners to Europol	3694	≥ 3900	5278	

Both in terms of SIENA requests sent by Europol to external partners (11,353 requests or +63% compared to 2014) and SIENA requests sent by external partners to Europol (5,278 requests or +42%) the set targets have been exceeded. This is, certainly, a very positive indication of the increased cooperation between Europol and external partners in terms of operational information exchanged.

During 2015, 43 new associations to FPs of Third Parties with an operational cooperation agreement have materialised. Only Monaco was not associated to any FP at the end of 2015.



### **Work Programme Objective 1.3.1 – Strengthen cooperation with third partners**

Europol continued negotiations to reach a cooperation agreement with priority countries. Among these countries are the following:

- **Bosnia-Herzegovina:** the text of the agreement was approved by the Council and is pending to be signed.
- **Israel:** negotiations involving Israel, the Commission and EEAS are on-going.
- **Turkey:** Europol participated in a Commission-led mission to Ankara, Turkey in the context of the visa liberalisation dialogue. The Parliament is still reviewing the Turkish data protection law. Arrangements for the posting of a Liaison Officer to Europol are on-going.
- **Ukraine:** Following positive opinion from the JSB, negotiations for the agreement are expected in February 2016. A delegation of the Ukrainian Security Service visited Europol in September to familiarise themselves with Europol's practises, especially in the areas of cybercrime and counter-terrorism.

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- **Georgia:** negotiations are scheduled for February 2016.
- **Mexico:** the data protection questionnaire was sent in September and no reaction has been received so far, despite all efforts made.
- **Brazil:** Council authorisation is pending.
- **United Arab Emirates:** Council authorisation is pending following the approval of the Civil Liberties, Justice and Home Affairs committee (LIBE).
- **China:** A Europol delegation, including the Director, visited China at the end of May 2015. Negotiations took place for a strategic agreement with the final version still to be agreed by China.
- **Russia:** A meeting between the Russian Federation and the JSB took place in Q4 2015 and the parties agreed to meet again.

In terms of other key non-EU states, cooperation with the Western Balkan countries is further developed through the participation of Europol in a number of high level meetings (e.g. the South East Police Chiefs Association (SEPCA) Police Chiefs meeting, the Police Cooperation Convention (PCC) SEE, Western Balkan Counterterrorism Initiative). WB countries were invited for the first time to the October meeting of the Working Group DUMAS.

Concerning cooperation with the United States of America, the US ICE has shown interest in associating to FP Sustrans. Association of US FBI to FP Travellers has been approved by MS, although the agreement still needs to be signed. US New York Police Department (NYPD) is considering to appoint a Liaison Officer to Europol.

The Operational Centre and LB Washington supported high-level visits to Europol headquarters by the US Department of Homeland Security. LB Washington also represented the Director at the EU-Ameripol Project in Bogota in December.

**World Bank:** Europol Criminal Asset Bureau (ECAB) attended the 6th StAR Global Focal Point Conference in New Delhi and took part in a panel session on virtual currencies. ECAB also represented the Camden Asset Recovery Inter-Agency Network (CARIN) in its role as the CARIN Secretariat.

**INTERPOL:** Regular high-level meetings took place during 2015. The MB endorsed the posting of a Europol Liaison Officer to Singapore in order to ensure close cooperation with the Interpol Global Centre for Innovation. The Joint Action Plan was reviewed and evaluated on the occasion of the biannual meeting between Europol's Operations Deputy Director and Interpol counterparts, with most of the actions considered as achieved. A joint paper on perspectives of international law enforcement cooperation was presented at the Pearls of Policing Conference in June 2015. A joint cybercrime conference (September) and a joint operational forum on migrant smuggling networks (October) were organised. 4 staff from Europol and 3 staff from Interpol participated in the Interpol-Europol exchange programs to stimulate cooperation and strengthen contacts.



### ***Work Programme Objective 1.3.2 – Ensure better coordination with agencies and other EU bodies***

Europol maintained close cooperation with EU institutions: regular contacts with DG HOME, including Commissioner Avramopoulos launching JOT MARE; regular contacts for the preparation of the Standing Committee for the EU Internal Security (COSI) meetings and other Council working groups; numerous visits of Members of the European Parliament; regular interaction with LIBE secretariat, etc. The Director

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was invited to speak at a hearing of the LIBE Committee on the fight against terrorism and the challenges for EU internal security and participated in the meeting of the JHA Council in March, where the establishment of the EU IRU at Europol was endorsed.

Highlights, in terms of collaboration with EU Agencies and other bodies, included:

- **Frontex:** the operational cooperation agreement was signed in December 2015 to expand the cooperation in combatting cross-border criminal activities by exchanging information, including personal data of suspected criminals, and by jointly planning operational activities. Implementation of the cooperation agreement is still pending authorisation by the European Data Protection Service (EDPS). Europol continues its cooperation with Frontex, especially within the framework of JOT MARE and the EU-RTF.
- **Eurojust:** Europol continued its cooperation with Eurojust in providing training for the JIT network for the PCC SEE and workshops for the Western Balkans countries. EC3 and Eurojust delivered a Joint Paper on cybercrime legislation gaps. A Eurojust SNE to Europol regularly cooperates with EC3 and attends the weekly J-CAT meetings to discuss cases and projects of mutual interest. In 2015, 34 unique operations were supported in cooperation with Eurojust, mainly in the area of drugs and cybercrime. The Joint Annual Report was finalised and a meeting of JIT Experts was jointly organised. A high-level meeting took place in June 2015 reaching an agreement on the future cooperation structure, while the agencies cooperated in the context of JIT Mozart and Operation Triangle.
- **OHIM:** The OHIM-Europol grant agreement (€ 500k) was signed in November and will be implemented in 2016.
- **CEPOL:** The Director visited CEPOL in February. Cooperation at working level with regard to Europol's contributions to CEPOL courses and webinars, and the organisation of joint activities is continuous. CEPOL requested a direct connection to SIENA. Europol participated in the National Contact Point (NCP) and Governing Board meetings of CEPOL.
- **EMSA:** Europol receives information from EMSA through the SafeSeaNet, which is a European maritime vessel traffic monitoring and information system. Talks between experts from both agencies about the conclusion of an operational agreement are on-going.
- **EEAS:** In December the European Union military operation in the Southern Central Mediterranean (EUNAVFOR MED) and Europol signed a memorandum of understanding to enhance bilateral cooperation to identify and dismantle criminal groups involved in migrant smuggling in the southern central Mediterranean. On another occasion, delegates from the EEAS took part in the discussions on possibilities for future cooperation with Ukraine.
- **ENISA:** the 4<sup>th</sup> joint ENISA – EC3 workshop took place in October involving CSIRTs (Computer Security Incident Response Team) and law enforcement experts, and focused on defining a common taxonomy between CSIRTs and Law Enforcement to facilitate information sharing between the two communities. The Computer Emergency response team (CERT) is examining the potential to create a virtual community on the EPE for CERT-LEA relations.
- **EU-LISA:** Deputy Director Capabilities participated in EU-LISA's MB meeting in March. Negotiations on an MoU resumed and are expected to be concluded in the first semester of 2016.

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- **EU Counter-Terrorism Coordinator (EU CTC):** Regular communication is established in the context of the EU IRU, the ECTC and discussions on CT in the JHA Council. EU CTC office was involved in a number of CT meetings related to the EU IRU. Europol frequently updated the EU CTC on the state of play in FP Travellers and related EIS contributions. Delegates from the EU CTC's team took part in the discussions on possibilities for future cooperation with Ukraine.
- **DG HOME (crisis management):** Close cooperation between DG HOME and Europol CT took place following the Paris attacks on 13 November. DG HOME was involved in a number of meetings related to the establishment of the ECTC. A representative of DG HOME participated in the First Response Network (FRN) Course in October.
- **European Investment Bank (EIB):** A representative from the EIB (compliance unit) participated in the Financial Intelligence Training in June. A meeting between Europol Financial Intelligence unit and EIB took place in October to discuss enhanced cooperation and the basis for a permanent and structured partnership was agreed. A formal strategic partnership is being discussed.



### **Work Programme Objective 1.3.3 – Enhance multidisciplinary cooperation**

In total, 21 strategic partnerships were signed in 2015 with the private sector, 19 of which are related to EC3's activities and the other two related to organised crime (sports corruption).

In the second quarter of 2015, Europol organised the Serious and Organised Crime Forum 2015 – Safer for Business, Safer for Citizens: Opportunities for Cooperation between Private Sector and Law Enforcement. The aim of the conference was to discuss cooperation between the public and private sectors and the challenges they face. The forum brought together high-level law enforcement personnel and risk management experts from leading international companies and academia.

Europol involved all relevant actors (judicial authorities, private sector, customs, border authorities, FIUs, academia, NGOs) in the operational cooperation and the drafting of the annual OAPs in relevant priority crime areas. The Model Action on Money Laundry and Asset Recovery (MAMLAR) was created by Europol's Financial Intelligence unit and approved as part of the OAPs of 12 priority areas. FP Sustrans and FP Asset Recovery continue to monitor its implementation. At the same time, both FPs attended all EMPACT OAP 2016 drafting meetings proposing specific actions and delivering awareness on the importance of financial investigations to all EMPACT drivers, co-drivers and participants.

A strategic review on Europol's cooperation with Customs was presented in the May MB meeting, highlighting 1) that Europol is currently not the preferred channel of communication for Customs, 2) the potential of Joint Customs Operations (JCO) and the benefits of enhancing the cooperation, and 3) that Customs are an invaluable source of information for all goods-related crime areas. MS's Directors of Customs Administrations met at Europol in September.

 **Goal 2: Europol will become the EU criminal information hub**

 **Strategic Objective 2.1: Lead the further development of a European Criminal Intelligence Model and promote its principles with national and EU authorities**

KEY PERFORMANCE INDICATOR (KPI)	2014	2015	
		TARGET	RESULT
% of Europol actions defined in the OAPs implemented by Europol or on track	-	-	67% 
EMPACT meetings supported/facilitated by Europol (incl. OAP strategic meetings, NEC meetings)	54	-	52 
Number of actions in the OAPs monitored by EMPACT SU	224	-	283 

With the successful launch in 2014 of a second EU Policy Cycle for serious organised crime on the basis of the European Criminal Intelligence Model (ECIM) developed by Europol, the corresponding Strategic Objective in Europol’s Strategy is considered achieved and not relevant for 2015 and beyond. The ECIM is now an integral part of the four-year Policy Cycle.

283 actions in the OAPs were closely monitored by the EMPACT Support Unit (SU) in 2015. 67% of the actions led or co-led by Europol (98 in total) are on track or already implemented. 77% of the OAPs have participated in, at least, one Joint Action Day (14 JADs in total, involving 10 OAPs)

52 EMPACT meetings (incl. OAP strategic and National EMPACT Coordinator (NEC) meetings) were facilitated by Europol during 2015.

 **Strategic Objective 2.2: Improve the analysis capability of Europol**

KEY PERFORMANCE INDICATOR (KPI)	2014	2015	
		TARGET	RESULT
No. of strategic analysis reports delivered	46	-	57 
Number of operational analysis reports	446	≥ 447	282 

282 operational analysis reports were produced in 2015, of which:

- o 147 (52%) related to Cybercrime,
- o 99 (35%) related to SOC,
- o 17 (6%) related to Financial Intelligence,
- o 17 (6%) related to counter-terrorism (7 related to Task Force Fraternité),
- o 2 (1%) produced by the Operational Centre.

The production of operational analysis reports has dropped by 36% compared to 2014. As described in strategic objective 1.1., overall operational report production decreased while more cross match reports were delivered. Additionally, 48 financial intelligence reports<sup>12</sup> were produced.

<sup>12</sup> Financial intelligence reports are considered as “Other analysis reports”,.

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A substantial number of strategic analysis reports was delivered in 2015 (for more details, see Work Programme objective 2.2.1).



### ***Work Programme Objective 2.2.1 – Deliver relevant strategic analysis and specialised reports***

The interim EU Serious and Organised Crime Threat Assessment (SOCTA) was completed in the first quarter of 2015 and updated the recommended priority threats of the SOCTA 2013.

In 2015, 27 Early Warning Notifications were produced. These included notifications on Facilitated Illegal Immigration, Missing Trader Intra-Community (MTIC) Fraud, Counterfeit goods, social media, THB, Forensics, cash declarations and the quarterly modus operandi produced by the counter-terrorism unit.

Among the 118 Intelligence Notifications delivered, there were 46 Cyberbits produced by EC3 and 22 weekly EU IRU messages. 14 Intelligence Notifications, produced by the counter-terrorism unit, mainly related to the Islamic State and the Foreign Fighters phenomenon.

A total of 57 strategic reports were delivered: one by the Operational centre (pick pocketing), 24 by SOC (convergence between organised crime and terrorism, counterfeit goods, THB, illegal immigration, drugs market and online illicit trafficking, firearms trafficking, etc.), 12 by EC3 (iOCTA, payment card fraud, encryption, child sexual abuse, etc.), 10 by CT (extremist groups, Syrian refugees and terrorism, changes in modus operandi in Islamic State, the EU Terrorism Situation and Trend report (TE-SAT), etc.), 8 by Financial Intelligence (FI) (cash movements, money laundering, etc.) and 2 by the EU IRU (Caucasian fighters in Syria and Iraq).



### ***Work Programme Objective 2.2.2 – Increase the quality of operational and strategic analysis***

User satisfaction with operational analysis reports, measured via the quarterly feedback surveys sent to lead investigators involved in prioritised cases, was very high, achieving a score of 9.1 surpassing the target of 8.5. This is the highest performance achieved by Europol since the survey process was introduced in 2010.

In order to define internal standards and quality criteria for operational analysis products, Europol established a working group to develop a quality manual and an appropriate template. The working group meets regularly and the templates regarding Operational Analysis have been designed and agreed. Further work is needed to fully develop the quality framework within Operations department.

The training of analysts was another target action and the Operational Centre prepared and fine-tuned the annual training plan for analysts to better adapt to the identified needs. Newly recruited analysts will start their training in the Operational Centre, with a training programme to be spread over 3 months, including theory, practical sessions and mentoring. A new training on Operational Information Handling was developed.

EC3 cooperates and coordinates with all in-house and external stakeholders, including MS, Cyber Intel, FPs, private industry and academia in developing new strategic products and updating existing ones, preparing Terms of Reference in order to ensure proper planning and a quality output. At the last EU Cybercrime

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Taskforce (EUCTF) meeting, EC3 organised a workshop to receive input for the 2015 iOCTA and guidance on the prioritisation of other strategic products. Strategy developed and shared a concept paper on the joint development of strategic products with the European Banking Federation (EBF). The questionnaire for the 2015 iOCTA was shared with MS, external partners as well as the EBF and the EU Financial Sector Information Sharing and Analysis Centre (FI-ISAC).

A Train the Trainer course (TTT) was delivered in May with representatives from several business areas and the FIU.net Bureau. In the last quarter of 2015, an awareness session for FI staff regarding the background, functionalities and technical features of the FIU.net was organised.

Finally, to increase forensic intelligence capabilities, Europol was the action leader for an EMPACT operational action aiming to trigger EIS insertions following Prüm DNA and FP hits. 258 DNA profiles and 1,392 fingerprints were added to the EAS in 2015.



### **Work Programme Objective 2.2.3 – Enhance the Europol Analysis System (EAS) with new functionalities**

The delivery of the new EAS by the external contractor faced further delays by the end of 2015. Europol set a final delivery date by the end of February 2016. The testing of the delivered software is on-going, not yet meeting the entry criteria for Operational Acceptance Testing (OAT) which was planned to be completed with Europol's acceptance by the beginning of June 2016. Against this background, Europol is exploring options to conclude the contractual relationship with the external provider earlier, in order to in-source the EAS at short notice and to allow for the finalisation and deployment of a new EAS solution to all operational areas as soon as possible, also given that the core system accreditation in relation to the current EAS (Interim Authorisation to Operate – IAO) will expire by the end of 2016.

In a second stage, further development work will have to be invested for the new EAS, in particular to reflect the outcome of the implementation of the IDMC.



### **Strategic Objective 2.3: Strengthen the information management capabilities of Europol**

KEY PERFORMANCE INDICATOR (KPI)	2014	2015		
		TARGET	RESULT	
No. of SIENA cases initiated (MS/TP/HQ)	34472	≥ 34480	39868	
No. of SIENA messages received (MS/TP/HQ)	403251	≥ 403260	498077	
Percentage of all SIENA messages sent by MS (requests and answers) containing structured data (MS)	2.6%	≥ 4%	4.8%	
No. of cross border crime checks (CBCC) in the EIS related to persons (MS) per quarter	153	≥ 55	123	
Percentage of MS individual EIS targets achieved (MS)	21.3%	-	24.0%	

The total number of SIENA cases initiated by MS, TP and Europol in 2015 was 39,868, above the target of 34,472, which is a +15.6% increase compared to 2014.

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86% of the cases were initiated by MS, 10.6% by TP and 3.6% by Europol. 21% of the cases initiated were related to EMPACT priorities.

The total number of SIENA messages exchanged was 732,070 which represents an increase of 21% compared to 2014. 498,077 SIENA messages were received during 2015; this is above the target of 403,260 and represents an increase of +23.5% compared to 2014. 46% of the messages received related to EMPACT priorities. 49% of all the messages sent by MS were shared with Europol (when excluding the Police and Customs Cooperation Centres (PCCC) data exchange, this figure increases to 67%).

7.3% of all SIENA messages received by Europol contained structured data; 4.6% of all SIENA messages sent by MS contained structured data (UMF), improving the results from 2014 (2.6%), while this figure came to 8.3% in the case of TP. At the HENUs meeting in March, a proposal on the effective use of UMF was presented and supported by HENUs.

The number of SIENA users increased by 17% to more than **5,500 users**<sup>13</sup> at the end of 2015.

There are currently 5 PCCCs which use SIENA for their operational data exchange:

- EPICC Heerlen (border of NL, BE and DE) since January 2014
- PCCC Basel (border of DE & CH ) since December 2014
- PCC Thoenl-Maglern/Vrata Megvarje (border of AT & SI) since January 2015
- PCC Dolga Vas (border of AT & SI) since June 2015
- PCC Tournai-Doornik (border of FR & BE) since September 2015

PCC Passau (border of DE & AT) is planning to start using SIENA in early 2016. 15,522 cases out of the 39,868 were initiated by the PCCC (39%).

The number of CBCC in the EIS was 1,353 (1,052 in 2014). Of those, 490 were CBCCs related to persons (619 in 2014), which is well above the set target of 55 CBCC related to persons per quarter.

At the end of 2015, 24% of MS individual targets for EIS were achieved, improving the performance of 21.3% at the end of 2014.



***Work Programme Objective 2.3.1 – Improve interoperability, stability and performance between the data processing systems of Europol and MS***

The Universal Message Format (UMF) programme is one of the initiatives supported by Europol to promote further interoperability of systems. The UMF3 programme proposal, coordinated by Germany in close cooperation with Europol, was submitted for co-funding under the Internal Security Fund (ISF) and was successfully evaluated (grant agreement yet to be signed). Germany appointed a programme manager and a kick-off conference is scheduled for Q1 2016. In total, 17 MS and four organisations/agencies<sup>14</sup> participate in the programme.

A pilot to monitor SIENA on a 24/7 basis was launched in July with 14 participating partners (MS and TP). At the end of October, a mid-term evaluation was conducted and the activities of this pilot will continue. A complete evaluation is expected in the first quarter of 2016.

<sup>13</sup> this number does not include users who send/receive SIENA messages via their national systems

<sup>14</sup> FRONTEX, eu-LISA, INTERPOL and EUROPOL

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Europol and the German BKA signed a joint declaration of intent on the future use of SIENA. In this context, a roll-out of SIENA to the central police offices across all federal states in Germany is currently being tested. Furthermore the declaration of intent refers to the upgrade of SIENA's security level to EU CONFIDENTIAL, the gradual implementation of 24/7 monitoring of SIENA and intensification of the UMF structured data format.

Regarding the Automated Data Exchange Platform (ADEP), Europol prepared a position paper including the possible roles Europol could play in this initiative. As a result, Europol's Director signed in December, together with the Ministers of Interior of France, Germany, Finland, Ireland and Spain a joint letter of intent on ADEP.

Europol is actively supporting the Passenger Name Record (PNR) project. Interpol and Europol are also working together to make sure they use the same structure and attributes related to Firearms in order to facilitate MS' future interoperability.

The delivery of an Information Management Strategy has been postponed and will follow the on-going discussions on the IDMC and the new Europol Regulation. Given the re-prioritisation of initiatives towards CT related matters, the QUEST<sup>15</sup> web service developments were also postponed to 2016.

Regarding the Unified Search Engine (USE) project, which intends to allow front line officers in MS to automatically search content in Europol's databases on a hit/no hit basis, the expanded search engine platform was successfully tested and working to specification. However, a significant issue affecting some types of searches is holding up the release to production.

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<sup>15</sup> QUEST stands for Querying Europol Systems and it is a search web service that allows access to Europol databases from national systems.



### ***Work Programme Objective 2.3.2 – Deliver improvements to the Secure Information Exchange Network Application (SIENA) and the Europol Information System (EIS)***

A total of 667 Designated Competent Authorities (DCA) are connected to SIENA in the 28 MS, including 32 CT units. Increasing the usage of SIENA and user satisfaction with the tool was among the priorities of this work programme objective. A SIENA HENU workshop took place in June and the Roadmap on SIENA implementation was discussed. The 24/7 monitoring of SIENA pilot was successfully initiated in July.

SIENA 2.7 was launched according to plan, in July 2015, providing a major technical upgrade including security enhancements, automated deployment and other architectural improvements, as well as several hotfixes and minor functional changes. A new SIENA statistics solution was tested and validated. SIENA 2.8 was successfully released in November 2015, enabling the tool for CT-restricted content. This prompted the connection of more CT units to SIENA. The release of SIENA 3.0 will allow for multi-level security handling.

The EIS improvements planned for 2015 on implementation of security controls and continuous integration have been completed. On top of this, additional changes to the Handling Codes have been implemented to allow MS to enter CT related information in the EIS. The number of EIS users continued to grow reaching around 4.5k users at the end of 2015.

Following the recommendations of the Working Group Dumas on CT, promotion and awareness sessions were conducted to increase the number of objects in EIS that relate to CT and Foreign Fighters. The results were very positive, as the CT and FF related content in EIS has considerably increased since then: 24 countries are sharing CT related data in EIS and around 20 CT units have direct access. CT related content in EIS has consistently increased, with 4,005 person objects related to terrorism and 3,740 person objects related to the Foreign Fighter phenomenon.

At the end of 2015, the EIS contained a total of 295,374 objects, 97% of which were inserted by the MS. 86,629 of these objects were related to persons. A total of 633,639 searches were performed in 2015, 94% of which by the MS. 17 data loaders in 16 countries were operational.

The total number of objects increased compared to 2014 (+14%<sup>16</sup>) and so did the number of searches (+71%), both representing new record figures. However, the overall number of searches and objects in the EIS has not yet reached the expected level as per the recommendations of the MB<sup>17</sup>. The numbers set by the MB are quite ambitious yet achievable if all MS make similar efforts.

Search and cross-matching functions in EIS were enhanced. The Europol Link Manager (ELM) and the Index Function were enhanced with additional objects for cross-matching (ID documents and bank account numbers). These new objects complete the range of currently cross-matched objects (Person/Alias, Organisation, Location, Means of Communication and Means of Transportation).

Regarding the FIU.net integration in Europol's structure, significant progress has been made. On the ICT work stream, the architecture and cryptographic

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<sup>16</sup> Compared to a peak of 259k searches in Q3 2014.

<sup>17</sup> Targets agreed in the MB meeting of 6-7 February 2013 (document MBS015.013)

## **Europol Public Information**

assessment were completed and FIU.net was integrated into Europol's infrastructure as a separated network zone.

On the Governance work stream, the baseline SLAs were agreed and the final SLAs will be signed in 2016. The main processes and governance arrangements were defined and implemented. The First Advisory Group (replacing the former FIU Board of Partners) is planned to take place in February 2016. One of the main risks in the project was related to staffing and knowledge retention.

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**Goal 3: Europol will expand its capabilities as an EU centre for law enforcement expertise**

***Strategic Objective 3.1: Pioneer new techniques to prevent and combat international serious crime and terrorism***

KEY PERFORMANCE INDICATOR (KPI)	2014	2015	
		TARGET	RESULT
Number of projects launched to pioneer new techniques	3	-	3

Three projects pioneering new techniques ran during the course of 2015: EU IRU (launched in 2015), the Automated Fingerprint Identification System (AFIS) and Victim Identification for EC3. The European Tracking solution and the QUEST (Querying Europol Systems) web service were postponed.

An internal audit for the ISO accreditation of the Forensic Lab (counterfeit bank notes) was performed with the support of IAF. The internal audit results<sup>18</sup> and management review were positive and Europol is on the right track to start ISO 17020 accreditation. Europol has applied for accreditation and the process should be finalised in early 2016.

***Work Programme Objective 3.1.1 – Develop new tools and techniques based on innovation at Europol and the identification of best practice in MS and elsewhere***

The European Most Wanted List was launched in January 2016. Administrative users from 26 MS were trained in September to upload targets. By the end of 2015, 36 targets from 19 MS had been selected to be uploaded.

The existing EPE platform on administrative approach and the related handbooks created to share innovative law enforcement techniques and best practices, were promoted at the EMPACT drivers training.

Regarding the implementation of a prevention campaign by EC3 to combat cybercrime, online child sexual exploitation and payment card fraud, some items of the Roadmap 2015 have already been completed (Safer Internet Day 2015, sub-community under SPACE, including a Wiki containing relevant material). A series of awareness videos were produced (on child sexual exploitation (CSE), CIT, and tips to stay safe online) and used in different fora (e.g. in the 2nd WeProtect Children Online Global Summit in Abu Dhabi).

EC3 also published some promotional videos: introduction to EC3 (around 1500 views), FP Cyborg (around 1200 public views) and FP Terminal (more recent, around 300 public views). The EC3 Twitter channel was launched in May with a 3 month pilot phase and it will be an important tool for dissemination of prevention and awareness messages in a swift manner. 2015 closed with 1,963 followers. A dedicated Communication Strategy was drafted detailing among others the management, content and target audience of the account.

<sup>18</sup> Audit results are further detailed in section 2.3.1.

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EC3 developed a Handbook for Law Enforcement on the use of social media for prevention/awareness purposes. It was adopted by the EU CTF, uploaded to EPE SPACE and distributed to the MS via the Cybercrime Prevention Network.

Europol involved non-law enforcement actors to develop applications to support investigations, such as TNO Dark Web Monitor, FP Twins working with INHOPE, study visit with Dutch Mint (KMN) and Innovia Security or the use of Day of Action Tool (developed by a private sector company) to identify fraudulent airline tickets.

Europol provided expertise in the area of money laundering with the publication of a strategic report on cash movements. This report will be presented in Portugal and the UK in Q1 2016. The third Supra-National Risk Assessment meeting in July was attended by an expert from Europol's FI unit. A comprehensive list of pan-European money laundering risks was prepared for the European Commission and delegates from the MS. The Fourth Money Laundering Directive was published, with experts from Europol providing the required advice throughout the drafting process.

Concerning the High Risk Informant Database (HRIDB), 17 MS requested the encoding system and 15 MS have activated the software although it is unlikely that MS who haven't activated the software so far will do so using the current system. Europol will explore the use of pseudonymisation.

The Automated Fingerprint Identification System (AFIS) project could not be fully implemented due to some delays. The tender process started as planned in Q2, using a restricted procedure. An additional round of clarifications is making the award process longer than expected and it will be finalised in Q1 2016.

At the same time, the European Tracking Solution project has been postponed due to lack of resources (Project Managers) and reallocation to other emerging priorities (mainly ECTC and upgrading of SIENA to EU Confidential).



### ***Strategic Objective 3.2: Strengthen the position of Europol as a platform for specialist areas***

KEY PERFORMANCE INDICATOR (KPI)	2014	2015		
		TARGET	RESULT	
Total no. of new authorised EPE user accounts	1626	≥ 1000	2095	
Percentage of active users on the EPE	-	≥ 20%	24%	

The total number of EPE user accounts, at the end of 2015, was 8,140. 2,095 new user accounts were created during the year, surpassing the yearly target of 1,000 new users. The percentage of active users was 24%, above the set target of 20%.



### ***Work Programme Objective 3.2.1 – Further develop as the EU centre for specialist areas, including money laundering, drugs and counterterrorism***

Europol regularly assesses the usefulness and value-for-money for the expert platforms on the EPE and, based on that, decides to close or deactivate the less active platforms. In the course of 2015, two platforms were closed (Homicide Working Group Platform and Counter Terrorism) and several new platforms were

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opened<sup>19</sup>: Europol Data Protection Experts Network (EDEN), Organised Property Crime (OPC), European Network of Forensic Science Institutes (ENFSI), Customs Enforcement, European Network for the Protection of Public Figures (ENPPF), Handbook on controlled delivery, Radio Communication Expert Group and Staff Committee (only internal access). This brings the total number of active EPE platforms to 39.

After a thorough analysis, a decision was reached to migrate the current PIC (drug logo database) solution into an EPE platform (in 2016). This will have a positive impact on simplifying the ICT landscape and reducing maintenance costs.

Workshops and training sessions for different EPE groups were organised along with several “refresher sessions” for Platform Managers and externals to review the functionalities of EPE. Workshops on Witness Protection, DPO, ENFSI and EBDS were also organised.

For the most active platforms (more than 100 members), comprehensive quarterly statistical reports were produced and distributed.

During the first two quarters of 2015, 106 knowledge products were delivered. 84 of these products were produced by EC3 and 14 by Europol’s CT unit. These included, among others: 43 Open Sources Intelligence (OSINT) dashboards, 5 Forensics knowledge products, 5 Infographics for Cyber Prevention and Awareness, 4 CCTV Catalogues, awareness brochures for the iOCTA 2015, EC3 Operations, EC3 Strategy and EPE SPACE, 12 monthly CT reports and 3 OSINT SOC bulletins.

Europol’s Financial Intelligence unit continued its support to CARIN, AMON, ALEFA, S4\_ACA and ARO networks<sup>20</sup>. Several meetings (like the Annual General meetings) and conferences took place and awareness was raised by means of different EPE platforms and workshops; training sessions were also organised.

3,554 messages were sent by AROs using SIENA (a 16% increase compared to 2014). At the end of 2015, 24 AROs were connected to SIENA, with the incorporation of Croatia during the second quarter and Portugal in the third quarter of 2015.



### ***Work Programme Objective 3.2.2 – Expand the core functions of the European Cybercrime Centre at Europol***

Europol’s cybercrime centre (EC3) supported 131 unique prioritised operations related to cybercrime during 2015. It has further improved its capability to analyse cybercrime information via several operational trainings such as the open source forensics (Avila) and CSE (Selm). Additionally, Maltego training (on digital intelligence gathering) was organised for EC3 staff and JCAT. The Training Competency Framework was updated and analysis of the new training needs (for 2016) was performed.

In order to support capacity building in the MS, FP Terminal participated in the credit card fraud webinar and FP Twins supported CEPOL in a training held in Hungary on undercover activities.

<sup>19</sup> Although some of them had not officially been launched at the end of 2015.

<sup>20</sup> Camden Asset Recovery Inter-Agency Network (CARIN), Anti-Money Laundering Operational Network (AMON), Association of Law Enforcement Forensic Accountants Network (ALEFA), SIENA for Anti-Corruption Authorities (S4\_ACA) and Asset Recovery Office (ARO).

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Europol also participated in several multi-sector networks: FEF, EC3 PB, EUFCC, ECTEG, Merchant Risk Council, EAST, AG on Internet Security<sup>21</sup>. Europol also participated in the e-Commerce fraud WG meeting and in the AG meetings for both the financial services and Internet security sectors. An agreement was reached to create a third Advisory Group in 2016 for telecom providers and internet service providers.

A joint paper, identifying the top priority issues to cross-border cybercrime investigations, was delivered by EC3 in cooperation with Eurojust. The paper was presented to the Friends of the Presidency meeting in December and was very positively received. It was taken as input for the discussion on cybercrime legislation challenges at the JHA meeting in December.

Progress on EC3 EPE SPACE platform was made although it is slightly delayed compared to the initial plan. Additional features in the software were released in March and the number of users continues to grow, with a positive feedback received from user communities. The release to connect EPE to Large File Exchange (LFE) was ready at the end of 2015.



**Strategic Objective 3.3: Provide expertise and quality training in key law enforcement techniques**

KEY PERFORMANCE INDICATOR (KPI)	2014	2015	
		TARGET	RESULT
Participant satisfaction with training provided by Europol experts	9.6	≥ 9	9.0 

In 2015, a total of 94 operational training courses were delivered by Europol to external stakeholders. 53 of these correspond to external training courses delivered by Europol and 41 to support CEPOL's training courses.

Additionally, SIENA and EIS training sessions were delivered to Europol and MS staff.

The satisfaction with training courses, measured via evaluation forms sent to the attendees, was 9.0 (with a target of 9.0). This result is slightly below the satisfaction achieved in 2014 but still very satisfactory.

Only 13 training courses were evaluated in 2015, 10 of which were linked to training in EIS and SIENA. Europol launched a new process to ensure that in the future a representative number of training courses are evaluated.



**Work Programme Objective 3.3.1 – Regularly train MS law enforcement officers in the application of new and innovative tools and techniques in prioritised types of crime**

The updated Operational training plan for analysts<sup>22</sup> was developed and approved in March 2015.

<sup>21</sup>Forensic Experts Forum (FEF), EC3 Programme Board, EU Financial Cybercrime Coalition (EUFCC), European Cybercrime Training and Education Group (ECTEG), European ATM Security Team (EAST) and Advisory Group (AG).

<sup>22</sup> Also covered by WP 2.2.2.

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An e-learning module on strategic analysis was developed and hosted in the EPE. Participants in the learning modules are progressing as planned and they are receiving regular feedback from the service provider. E-learning modules were developed for Operational Information Handling (OIH) and Operational Integrated Analysis Training (OIAT) courses.

Europol continued to deliver prioritised training courses, in a wide variety of criminal fields:

- o Financial Intelligence: FI awareness in Lisbon, FI training, CEIFAC<sup>23</sup>, Money Laundering (with CEPOL) and Asset Recovery (with CEPOL), EMPACT Drivers training on financial investigations and several webinars on financial investigations.
- o CT: EEODN/CBRN<sup>24</sup>, First Response Network programme, EBDS<sup>25</sup> users, Radiological Threats for first Responders Training
- o Cybercrime: European Financial Coalition on combatting commercial Child Sex Exploitation, Balkan countries on Cybercrime, Payment fraud, EPE SPACE, CEPOL JIT leaders, Standard Operational Intelligence Analysis, Virtual currencies, UFED, Tactical /Technical Training on Payment card fraud, IT forensics and network investigation.
- o SOC: Illicit lab dismantling, MTIC fraud, THB, Maritime drug trafficking, Container shipment trafficking, Illegal immigration, Excise Fraud Analysis, Facilitated Illegal Immigration via Western Balkans, CEPOL Course on counterfeit goods and intellectual property.
- o Core Systems: EIS and SIENA Train-the-Trainer (TTT) and end-user training courses regularly delivered, internally and externally.

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<sup>23</sup> Collège Européen des Investigations Financières et Analyse financière Criminelle.

<sup>24</sup> European Explosive Ordnance Disposal Network (EEODN) and Chemical, Biological, Radiological and Nuclear (CBRN).

<sup>25</sup> European Union Bomb Data System (EBDS)



**Goal 4: Europol will grow as a modern, efficient organisation with the best resources, effective governance arrangements and a positive reputation**



**Strategic Objective 4.1: Strengthen Europol's accountability arrangements**

KEY PERFORMANCE INDICATOR (KPI)	2014	2015	
		TARGET	RESULT
Percentage of audit recommendations graded as critical/very important addressed within six months	86%	100%	75% 

In terms of addressing critical or very important audit recommendations issued by the different auditing bodies, the overall performance was 75%, thus not achieving the set target of 100% and below last year's performance of 86%. According to the different issuing bodies:

- o 67% of ECA's recommendations have been addressed
- o 100% of IAS's recommendations have been addressed
- o 86% of DPO's recommendations have been addressed
- o 65% of JSB's recommendations have been addressed
- o 50% of IAF's recommendations have been addressed
- o No recommendations from the Ombudsman pending

Sections 2.4 and 2.5 of this report cover in more detail the results of the audits performed by the different auditing bodies and the status of the pending/new recommendations.

The tenders for the external auditors on the annual accounts and the Delegation Agreement were completed in December 2015. The planning for these activities (to take place in the first quarter of 2016) will be further discussed with the successful tenderer.

On the implementation of the 2013 annual accounts, the European Parliament, based on a recommendation from the Council, granted the Director discharge in Q2 2015.

No qualifications were identified by the ECA in the observations on the 2014 annual and the European Pension Fund (EPF) accounts regarding the aspects of reliability (of the presentation of the accounts), as well as the regularity and legality of the underlying financial transactions. The current discharge proceedings in relation to the financial year 2014 proceeded well, following the release of the reports of the European Court of Auditors (ECA) on the annual and Europol Pension Fund (EPF) accounts for the financial year 2014<sup>26</sup>.

<sup>26</sup> Report by the ECA on the annual accounts of Europol for the financial year 2014 (together with Europol's replies to the ECA's observations), 8 September 2015, Europol file no. 797900v2; Report by the ECA on the annual accounts of the Europol Pension Fund for the financial year 2014 (together with the Fund's reply to the ECA's observations), 8 September 2015, Europol file no. 798436v1; both reports were circulated to the Europol MB on 21 October 2015.

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Concerning the financial year 2015, the various audit activities are almost completed, with no issue having been identified that would impair the establishment of the final accounts.

A follow-up status report on the activities undertaken to address the comments in the discharge resolution on the financial year 2013, sent to all EU agencies, was completed in Q3, next to a detailed report to the MB on all open comments from current and previous discharge proceedings.

The corporate risk log was presented to the Directorate on two occasions (in Q1 and in Q4). At the end of 2015, it contained 12 corporate risks, 19 actions, 16 (84%) of which were implemented or addressed. More details can be found in section 3.1. of this report.

Europol established working arrangements with the newly appointed (September 2015) Head of the IAF and provided input for the IAF Work Programme 2016.

The Internal Investigation Service (IIS) has been promoted as a tool to uphold the highest standards of integrity. As a part of the Europol Anti-Fraud Strategy, Europol will also set up 'whistleblowing' arrangements.

In terms of quality management, the following processes were reviewed, updated and approved: Asset Recovery, Security Screening of non-Europol staff, several HR processes (salary, recruitment, probationary period), JSB inspection, FIU.net, Confidentiality Desk and IT service management. Additionally, a training course on process management was organised for Europol staff.

Several projects concern this strategic objective:

- The ICT Disaster Recovery Operationalisation project progressed although its scope was reviewed to focus on MER-to-MER redundancy and postpone the large scale failover test (Disaster Recovery centre in Austria) to mid-2016. Architectural and engineering enhancements have been completed to prepare for the disaster recovery test.
- The Unified Auditing System (UAS) upgrade was implemented. The integration between UAS-USE and UAS-SIENA was performed whereas the integration with SISII was put out of scope (no audit responsibilities at Europol). The integration between UAS and EAS was delayed due to shifting delivery dates for the EAS, although testing has started. Integration with EIS and IxF is planned for 2016 but developments have been already initiated.
- The Security Monitoring Solution (SMS) project was put on hold in Q4 due to re-shifting of priorities. The project will be completed in 2016.
- The delays of the Information Security Management System (ISMS) project were due to the shifting of organisational priorities (Workspace Transformation Project and initial analysis of requirements to upgrade OPS NET and SIENA to EU CONFIDENTIAL/CONFIDENTIEL UE). The Information Security Plan Baselines and the Information Security Organisation have been drafted and are currently under revision.
- Progress made in the Public Access project slowed down due to a drastic increase in the number of public access requests submitted to Europol to which the public access officer had to devote substantial resources.



***Work Programme Objective 4.1.1 – Follow up adoption and plan implementation of the Europol Regulation***

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Negotiations for the new Europol Regulation were finalised in Q4 2015. A vote on the new Europol Regulation in the European Parliament plenary is envisaged for May 2016. The Europol Regulation is expected to be applicable as of May 2017.

A cross departmental Task Force to prepare the implementation of the new Europol Regulation will follow at a later stage, to ensure that all relevant impacts at organisational and process level are supervised and controlled.

In anticipation of the new Regulation, the initiation of the development of a new five-year Strategy for Europol was approved by the MB in May. In Q2, Europol prepared an Evaluation of the Europol Strategy 2010-2014, a review of the mission, vision and values and discussion papers for consultation meetings with relevant stakeholders (HENUs, MB Working Group on Corporate Matters, MB). The new Europol Strategy was approved by the MB on 1 December 2015.

	<b>Strategic Objective 4.2: Strengthen ICT and business alignment</b>
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KEY PERFORMANCE INDICATOR (KPI)	2014	2015	
		TARGET	RESULT
Delivery of ICT projects and programmes according to agreed targets	46%	75%	73% 
Delivery of ICT services and products in line with agreed SLAs	98%	≥ 95%	98.9% 

ICT Work Plan execution, at 73%, is slightly below the set target of 75%. This is mainly due to unforeseen changes in light of the ECTC / EU IRU, causing delays in infrastructure projects and other external projects like the HR System and the Facility Management Information System (FMIS).

98.9% of the ICT products and services were delivered according to the agreed SLA. The ICT Service Catalogue was launched and made available online. Europol experienced a Denial of Service (DDoS) attack against the Europol website which negatively affected this KPI. ICT supported the Operations department in the setup of a CT Situation Centre in the Operational Rooms as well as an additional Operational Room in Q4. During 2015, the availability of core systems was 99.8%<sup>27</sup>.

A strategic study on the Target Network Architecture, including connectivity with Member States, non-EU States, third parties and cooperation partners, was finalised in Q3. The results of this study will be incorporated in the 2016 ICT Work Plan.

The Proof of Concept for the workstation solution (to be used as accredited lightweight Mobile Office) was successful. Several other ICT security improvements took place in 2015. The Europol Integration Platform (EIP) is in production, including proper monitoring, and is used by SIENA, EMAS and UAS. A decision was reached to migrate the current EBDS solution into an EPE platform.

Concerning the projects affecting this strategic objective, the Document Management System (DMS) upgrade was successfully implemented in Q1. The network transformation project is progressing although some actions fell out of the scope of 2015 work.

<sup>27</sup>This indicator includes SIENA, EIS, EAS, EPE, IAM and Good (server)

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The IAM Project and Win 2008 migration project experienced some delays. The SMS integration was successfully deployed but the EAS integration is on hold due to EAS project delays. The detailed planning to support EU Confidential accreditation in Ops Net PC is expected in 2016.

The Integrated Resources Information System (IRIS) or new Europol Content Management (ECM) project was initiated, after a settlement agreement (plus a handover plan) was reached with the external contractor. The main IRIS functionalities were developed and implemented; training to content managers was delivered; and integration with the Europol Library for Meeting Documents is expected for early 2016.



### **Work Programme Objective 4.2.1 – Complete assessment and plan implementation of changes in ICT stemming from the Europol Regulation**

Preliminary internal work on a “Strategic Vision on ICT” paper was undertaken addressing key components like the Integrated Data Management Concept (IDMC) and the ICT operating model as well as the outcome of the benchmark on ICT sourcing models executed earlier in 2015.



### **Strategic Objective 4.3: Improve the management of Europol's human and financial resources**

KEY PERFORMANCE INDICATOR (KPI)	2014	2015		
		TARGET	RESULT	
Vacancy index at the end of the year	2.2%	≤ 2.0%	0.0%	
Budgetary outturn	2.3%	≤ 5.0%	0.9%	
Accrual rate of carry overs	45%	≥ 60%	43%	

More details on Europol's overall financial and human resources management can be found in section 2.2 and 2.3 of this report. Overall, Europol's budget outturn was only 0.9% (or less than € 900k), which is well below the ceiling of 5% and is also an improvement to 2014's results.

On the other hand, the accrual rate target of 60% was not achieved and the performance was slightly lower than in 2014. 13.9% of the payments were late and this is also below last year's performance (and above the recommended ceiling of 5%).

For ICT<sup>28</sup> alone, the commitment rate was 99.8% and the payment rate 72.8%. The ICT carry forward implementation rate was 87.1%. These figures show very good results, especially when taking into account a € 5.7M (+36%) increase to the ICT budget compared with 2014. Nevertheless, € 5.9 M of the ICT budget will be carried forward to 2016.

<sup>28</sup> ICT budget plays an important role in Europol's overall budget (over € 22M) and therefore affects the overall financial performance. In 2015, close financial monitoring of ICT has been implemented to achieve better commitment, payment and carry-forward implementation rates.

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In terms of recruitment, 100% of selection procedures<sup>29</sup> were executed within 4.5 months, with an average time of 3.71 months. The vacancy rate at the end of 2015 was 0%, which means that all the establishment post were either occupied or with offer letters sent. 99.6% of the performance assessments were completed in 2015 (or 459 from a total of 461).

During 2015, no justified audit findings were issued on human resources management, asset management or tender procedures and no legitimate complaints were filed about the recruitment process.

The tender for travel services was awarded in December 2015 and the contract will start as of March 2016. The interpretation services are provided by DG Interpretation Services from the European Commission. A Service Level Agreement was established between DG Interpretation and Europol in June 2015. The tender for interim services was cancelled, due to changes in the Dutch law that created an uncertain legal situation.

The HR system project experienced some delays; however, the payroll and sick leave modules were implemented.

The Facility Management Information System (FMIS) is also experiencing some delays. Two out of the four expected releases were implemented according to plan.



***Work Programme Objective 4.3.1 – Align the management of Europol’s human and financial resources with regulatory changes and the budgetary context***

Spending plans for the business areas, in order to improve the overall budget implementation and ensure appropriate budgetary outturn were established and monitored on a regular basis. This has had a positive effect on the budget implementation figures.

Europol contributed to the proposal to develop an inter-agency competency framework (IACF) which was adopted by the Heads of Administration in October.

A second job screening (benchmarking) exercise was performed in December 2015, showing a 2% increase in the operational posts compared to 2014.

Europol followed the guidelines of the European Commission and applied the suggested template for its Consolidated Annual Activity Report (CAAR) and also for the production of the Single Programming Document. The multi-annual resource plan follows the new Europol Strategy and has been included in the Europol’s Programming Document 2017-2019.

Draft decisions on the use of Temporary Agents (T2f) and middle management were submitted to the MB in October and will be re-submitted and further discussed by the MB in 2016. Work on implementing rules affecting teleworking and interdepartmental work is in progress. Three new model decisions were communicated by the Commission to Europol in December 2015.

As part of the Leadership and Management Development programme, Action Learning Groups for managers (Deputy Directors, Heads of Business Area, Business Managers) and supervisors (team leaders) were launched and attended by 28 staff members. In addition, an externally facilitated Directorate workshop took place in

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<sup>29</sup> Steps 4 to 35 of the selection procedure for TA and CA process.

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October to address and discuss leadership challenges. Managerial objectives for the different Business Areas have been endorsed and relevant targets have been set.

The “Lunch & Learn” concept was introduced to facilitate information exchange and networking. The newcomers' programme was revised to facilitate their prompt integration in the organisation.

The appraisal process was launched according to plan with walk-in and training sessions offered to all staff in February 2015.

There are still 6 open files (compared to 18 in 2014) for the closure of the Europol Pension Fund (EPF).

As a result of a review of the procurement function, a new Business Area (Procurement) was created in the Governance department. Several options to improve contract management have been explored. However, cases of inaccurate planning/budget and poor contract management still took place and need to be further addressed. A half-day contract management training was delivered by Procurement (in collaboration with the Legal unit) two times in 2015 but an in-depth and longer training would help to improve the overall situation.

An MoU with DG DIGIT was signed in order to integrate more tools in the ABAC environment although some delays (particularly on the side of the supplier that needs to liaise with the Commission for the technical set-up) are affecting its implementation. This involves e-Procurement, e-PRIOR, e-Tendering, e-Invoicing and ABAC assets.

A Long Term Strategic Housing Roadmap (SHR), to align the housing requirements and the organisational business needs until the end of the lease contract in 2031, progressed according to plan, with the first results of the “Occupancy Workspace Measurement Exercise” presented in December to the SHR working group.

In terms of the environmental awareness programme, training for a staff member to become an ISO 14001 (requirement to obtain certification from the EU-Eco-Management and Audit Scheme) specialist will take place in 2016. Europol is sharing knowledge and best practices with the GIME-Group – the EU Inter-institutional Group on Environmental Management.

The new Online Registration Tool (ORT) has been successfully implemented and will be used for the organisation of all Europol funded meetings. The implementation of the Conference module in FMIS and the logistic Asset Management Tracking System in the building were both postponed.

Improvements to the current Audio Visual (AV) systems for the conference area are on-going. The first phase started in the last quarter of 2015 and contains the preliminary design of the system and the development of the Technical Programme Requirements. The implementation of the improvements to the system is expected in 2016.

	<b><i>Strategic Objective 4.4: Build a strong Europol culture and a positive external image</i></b>
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KEY PERFORMANCE INDICATOR (KPI)	2014	2015	
		TARGET	RESULT
Europol User Survey results on overall satisfaction	70.6	≥ 70.6	70.6 
Europol User Survey results on image	75.5	≥ 75.5	75.5 

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User satisfaction is measured every 2 years and the figures in the KPI table correspond to the last User Survey conducted in 2014. The main findings of the User Survey 2014 were communicated to all relevant stakeholders (Staff, Directorate, HENU, MB) in March.

Several high-level meetings took place during 2015 to raise awareness on Europol's role and support to MS's fight against organised crime and terrorism.

The concept of the EPCC was revised according to the feedback received from the participants in the 2014 edition. The EPCC 2015 took place in September and was widely regarded as a success. Preparation for EPCC 2016 has started.

In order to improve intra- and inter- departmental communication, notably horizontally between teams/crime areas, regular Business Areas meetings were held with the attendance of other "guest" teams.



### ***Work Programme Objective 4.4.1 – Develop Europol's digital communication tools***

Europol will launch a new website. The contract has been divided in several phases: Phase I and II are completed and for Phase III & IV an agreement was signed in December. The development of the website continues according to plan and the expected "go-live" is Q3 2016.

The production plan for publications was finalised and endorsed by the Director. This includes a shift from printing to fully digital publications. A QR system to download digital publications is being implemented for the new publications.

A new Road Show concept to increase awareness about Europol's operational activities and added value was implemented and fine-tuned during the year. The concept includes proactive press work in the MS, contacts with all the relevant Law Enforcement communication units, major national news agencies and preparation of press conferences. The Road Show concept was already used in Croatia, Albania and the Czech Republic. A total of eight Road Shows were arranged by Europol in the MS during 2015.

Europol appeared nearly 80,000 times in the media (press, radio, TV) during the year and grew its social media presence, with 19,100 followers on Twitter and more than 14,000 likes on Facebook.

The Europol alumni initiative was cancelled, due to lack of resources. The final delivery of a Press Skype Studio is scheduled for Q4 2016.

### Part II. Management

#### 2.1. Management Board

The Management Board gives strategic guidance, oversees the implementation of Europol's tasks and performs other functions as mandated by the Europol Council Decision. It comprises one representative of each Member State and one representative of the European Commission. As a general rule, it takes its decisions by two-thirds majority, with each member having one vote.

The Management Board met four times in 2015 with the majority of decisions falling in one of the following categories:

- **Budget and planning:** e.g. Annual Activity Report 2014, Work Programme 2016, Multi-Annual Staff Policy Plan 2016-2018, Estimate Revenue and Expenditure 2016, IAF internal Audit Programme 2016, Europol Strategy 2016-2020, amending budgets 2015.
- **Operational:** e.g. Establishment of the ECTC as of 1 January 2016, including the IRU; establishment of JOT-MARE; J-CAT; FIU.net integration; Europol liaison officer at INTERPOL Global Complex for Innovation (IGCI).
- **Cooperation with Third Parties / Agencies:** e.g. Cooperation with Bosnia and Herzegovina, United Arab Emirates, Brazil, eu-LISA, OHIM, Frontex, EUNAVFOR MED; cooperation with Customs authorities.
- **Human Resources:** e.g. Appointment of a Deputy Director (Capabilities) and a Head of the Internal Audit Function, key performance indicators for the Director, Director's appraisal, dissolution of the Europol Pension Fund.
- **Systems:** e.g. Accreditation of systems, network and connectivity principles, Prüm helpdesk.

#### 2.2. Budgetary and Financial management

##### *2.2.1. Revenue*

The revenue of Europol was almost fully covered by the Community subsidy, amounting to € 94.9M in 2015. Out of that total, € 413K related to the Subsidy for the European School. An amount of € 490K was added after the 2015 budget was amended with the aim to reinforce Europol's role in the disruption of trafficking and smuggling networks related to the migration crisis and for the bank interest received in accordance with Article 58 of the Financial Regulation.

All instalments of the Community subsidy including the subsidy for European School for the year 2015 were received from the Commission, amounting to € 94.9M.

The outstanding amount from 2014 (€ 21K) was carried over to 2015 and was mainly relating to open recovery orders for Non-EU States connections and other secure communication links, travel expenditure and recoveries for court cases. Only half of the established revenue (€ 10.5K) was cashed and the outstanding amount is carried forward to 2016.

During 2015 other revenue (including proceeds of taxation) amounting to € 916K was established and 67% of this was cashed. This revenue is linked to expenditure budget items where it will be re-used for future expenditure of the same nature in the new budgetary year (2016).

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The externally assigned revenue was € 7.5M. This amount is excluded from the budgetary outturn and will be further implemented for its specific purpose in 2016.

The externally assigned revenue relates to two different agreements for which the implementation started in 2015 and which will continue into 2016:

- o € 7M for a Delegation Agreement with DG Home which entrusts Europol with support tasks during a portion of the policy cycle 2014-2017 for EMPACT activities (European Multidisciplinary Platform against Criminal Threats) prioritised by JHA Council and as laid down in the Operational Action Plans. During 2015 € 4.4M was committed and payments were made amounting to € 3.3M.
- o € 500K for a grant agreement with the Office for the Harmonization in the Internal Market (OHIM) for the fight against Intellectual Property Rights infringements. No payments were made in 2015 but commitments amounted to € 310K.

### RO - Other External assigned revenue and expenditure

Expense link item	Appropriations	Commitments	Payments
Operational expenditure related to subsidies and grants	7,000,000	4,409,043	3,344,245
Operational expenditure related to research and development projects	500,000	310,000	-
<b>Total</b>	<b>7,500,000</b>	<b>4,719,043</b>	<b>3,344,245</b>

The cash balance on the bank account was just under € 15.3M at the end of the year.

### 2.2.2. Expenditure

The commitment implementation rate at the end of December was 99.8% and was 0.1% higher compared to the final implementation rate in 2014. A very limited amount of the total budget 2015 was not committed (€ 199K), representing only 0.2% of the budget 2015.

The payment rate came to 89% and was 4% lower than in the year 2014. However, it has to be borne in mind that there has been a considerable budget increase compared to 2014 (+ € 10M) and that, in absolute figures, both the level of commitments (+ €10.6M) and payments (+ € 5.9M) are higher than in 2014.

The next table shows the budget implementation per Budget Title at the end of the year 2015:

Heading for Title	Budget (a)	Commitments (b)	Payments (c)	Commitment Rate (b/a)	Payment Rate (c/a)	Carry forward to 2016 (b-c)	Lapsed Budget (a-b)
T1 – STAFF	58,195,516	58,186,081	57,558,561	100.0%	98.9%	627,520	9,435
T2 - OTHER ADMINISTRATIVE EXPENDITURE	10,181,944	10,160,978	5,990,164	99.8%	58.8%	4,170,814	20,966
T3 - OPERATIONAL ACTIVITIES	26,549,434	26,381,169	20,900,055	99.4%	78.7%	5,481,114	168,265
<b>Total</b>	<b>94,926,894</b>	<b>94,728,228</b>	<b>84,448,779</b>	<b>99.8%</b>	<b>89.0%</b>	<b>10,279,449</b>	<b>198,666</b>

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In order to measure the budget performance, several key performance indicators (KPIs) directly linked to the Europol Work Plan 2015 were set at the beginning of the year, following the recommendations from the European Commission and the European Court of Auditors.

The budget performance was measured for the overall budget based on the implementation of the budget (commitments and payments). The target set for the commitment implementation rate was at least 95% and for the payment implementation rate it was recommended at least 90% of the budget at the end of the year in order to secure a reasonable carry forward to the next year.

The final outcome of the KPIs for 2015 is as follows:

- The implementation of commitment appropriations must reach at least 95%. This target was achieved as the implementation rate reached 99.8%.
- The targets for the payment implementation rates are, at least, 90% for Title 1, 80% for Title 2 and 70% for Title 3. In line with the expectation, Europol exceeded the target for Title 1 and Title 3 while for Title 2 the target was not reached. The reason for not achieving the target for Title 2 (Administrative expenditure) is mainly due to the structure of the expenditure and the lengthy process which is necessary before (sub-) contractors and the Host State can invoice SLA activities related to maintenance and additional work to the building. The payment rate for Title 1 and Title 3 was above target (98.9% and 78.8% respectively) while the payment rate for Title 2 (58.8%) was below the target set. The overall payment rate was slightly under the overall target of 90% and came to 89%.
- The cancellation of the carry forward commitments from 2014 should not exceed 5%. This target was not reached as the cancelled carry forward amounted to 12%. A total of € 700.5K was not used and is incorporated in the final budget outturn. The unused carry forward from 2014 to 2015 mainly relates to an overestimation of some commitments for running costs (the final reimbursement of various meeting and mission expenditure turned out to be lower than expected) and lower final expenditure for ICT consultancy and sTesta.

### Title 1 – Staff related expenditure

The implementation rate of commitments for Title 1 was 100% and the payment rate came to 98.9%.

A number of transfers from other Titles were made to Chapter 11 to cover for the shortage in the budget related to the salary increase.

### Title 2 – Other administrative expenditure

The implementation rate for commitments came to 99.8 % and the payment rate came to 58.8%.

The expenditure for the large building related projects (operational room, video wall) will only incur in 2016 and other building related expenditure is traditionally slow as requires involvement of (sub-) contractors and Host State before invoicing. In addition, a transfer was made late in the year to place orders for furniture (for the new staff resulting from amending budget) and the invoices will only be received in 2016.

The commitment implementation rate for the administrative ICT was 100% and relates mostly to on-going running network and telecommunication expenditure

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(Call centre services, ABAC fees, internet website hosting, etc.) as well as software maintenance and consultancy services for the ICT administrative systems (FMIS, HR, IRIS, etc.).

For the rest of this Title, the majority of the budget is foreseen for statutory expenditure (Management Board, including working groups and JSB) with a high commitment implementation rate (98.8%).

### Title 3 – Operational activities

The overall commitment implementation rate under Title 3 came to 99.4% and the payment rate was 78.7%.

The implementation for the operational ICT amounted to € 18.8M out of which € 11.9M corresponds to services (software maintenance renewals for different systems, consultancy, service desk, etc.) and around € 6.9M relate to different projects and work-packages. The main areas of lower payment implementation are consultancy (for example for EAS due to project implementation issues) and operational telecommunication (Testa) due to the delay in invoicing.

An amount of € 5.48M is carried forward, representing 20.6% of the budget in Title 3. Out of the carried forward amount, 94% is for the operational information and telecommunication costs; the remaining 6% is for operational activity related costs (Chapter 30).

#### **2.2.3. Carry forward from 2014**

The carry forward to 2015 came to a total of € 5.7M payment appropriations to cover existing commitments, representing 6.7% of the 2014 budget. This is almost € 3.8M lower compared to the previous year (payment appropriations carried forward from 2013 to 2014).

The final implementation rate of the carry forward was 87.8% at the end of the year, which is 13% higher than in 2014. A total of € 700.5K was not used and is incorporated in the final budget outturn. The unused carry forward from 2014 to 2015 mainly relates to an overestimation of some commitments for running costs (the final reimbursement of various meeting and mission expenditure turned out to be lower than expected) and lower final expenditure for ICT consultancy and sTesta.

#### **2.2.4. Accrual rate**

The accrual rate in 2015 was 43% (compared to 45% in 2014), with € 4.5M accrual (amount of products/services already delivered in 2015 but not yet paid) and a total carry forward of € 10.5M. The main reason for having a low rate is due to ICT (taking commitment late in the year for consultancy) and facility management (maintenance covering a period mainly in 2016 or beyond).

The five highest carry forward commitments (from 2015 to 2016) amount to € 3.6M, representing 34% of the total carried forward value. The implementation of those commitments will be particularly closely monitored as the final implementation rate will very much depend on it.

- o € 1.533M for Functional and Technical implementation of the Operational rooms
- o € 948K for EAS new scope 2015
- o € 485K for Testa
- o € 311K for additional works to the building

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- o € 307K for ICT Storage extension

### 2.2.5. Late payments

The percentage of late payments came to 13.9% in 2015, compared to 7% in 2014. Although the % of late payments in October was well below the target of 5%, in November and December a high number of payments were made too late, thus, affecting the overall results. This was mainly due to the lack of capacity in the Budget Administration team during the above-mentioned period.

Europol has raised awareness among budget holders in order to improve this low performance and return to % of late payments below the target value of 5%.

No interests related to late payments had to be paid in 2015.

### 2.2.6. Procurement

In 2015, Europol closed and awarded **31 tender procedures**:

- o Open procedures: 4
- o Restricted procedures: 2
- o Negotiated procedures: 1
- o Middle/Low value tenders: 2
- o Mini competition (under framework contracts): 20
- o Tenders under Call for Expression of Interest (CEI lists): 2

This list, as further detailed below, includes the largest tender in Europol's history (ICT consultancy for an amount of € 35M) and another complex tender (ICT racks for an amount of € 10M).

Open procedures		
Subject	Reference	Amount (€)
IT Training services	D/C1/1509	840,000
Travel Agency services	D/C551/1510	300,000
Furniture	D/C58/1404	1,000,000
Hospitality and conference services	D/C58/1431	3,300,000
Restricted procedures		
IT Consultancy (4 lots) services	D/C1/1430	35,000,000
ICT racks & other related components	R/C1/1503	10,000,000
Negotiated procedures		
Security guards services	N/G5/1511	1,000,000
Mini tenders (under framework contracts with reopening of competition)		
17 procedures under IT Consultancy	D/C1/1060	2,229,000
	D/C1/1430	
2 procedures for Audit services (under DG BUDG contracts) (annual account and Delegation Agreement)	BUDG/11/PO	40,100

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1 procedure for Legal Services	D/G2/1309	30,000
<b>Tenders under CEI list:</b>		
Training Maltego	D/EC3/1419	13,000
Training Network Intrusion	D/EC3/1419	14,832
<b>Middle/Low value</b>		
Interim services	A/C1/1508	60,000
Hotels services	A/C551/1505	60,000

No formal challenge or proceeding was brought before a Court against Europol in 2015.

### 2.3. Human Resources management

In the last years and, particularly in 2015, Europol has been facing a challenge in terms of receiving sufficient human and financial resources to keep up with the increasing workload and a number of new tasks emerging from the priorities set, among others, by the European Agendas on Security and Migration. Since 2013, Europol's budget has increased from € 82.5M to € 94.4M (excluding amending budgets) while the number of staff in the Establishment Plan had decreased from 457 in 2013 to 450 in the beginning of 2015.

In light of the increased migratory pressure, the 2015 budget was amended with the aim to reinforce Europol's role in the disruption of trafficking and smuggling networks related to the migration crisis. A total of 33 additional Temporary Agent posts were added to the establishment plan and the vast majority of the related recruitment procedures were finished before the end of the year with most of the new posts being filled in the first quarter of 2016 for the setting up of the new European Migrant Smuggling Centre (EMSC).

In addition, Europol has been required to step up its activities and take on additional new tasks: establishing the EU IRU, launching JOT MARE, implementing the "hot spot" approach. At the same time, there is a rapidly increasing need to support cybercrime operations by EC3 and the FIU.net will have to be integrated in Europol's structure.

The Justice and Home Affairs (JHA) Council conclusions on counter-terrorism state that "the Commission is invited to propose that Europol be reinforced with the necessary resources to support ECTC". In addition, the JHA Council Conclusions of 12 March 2015 on the establishment of the EU Internet Referral Unit (EU IRU) mention that "adequate resources will have to be made available for Europol to take on that additional responsibility as early as possible." The draft European Council Conclusions of 17/18 December 2015 reaffirm this aspect.

As a consequence Europol has been tasked to launch the European Counter-Terrorism Centre (ECTC) at the beginning 2016, which should become the central hub in the fight against terrorism in the EU, contributing to a coordinated reaction in the event of a major terrorist attack. It will support the EU Member States by providing operational and analytical capacity for investigations and cooperation with international partners.

An injection of additional counter-terrorism resources is expected in 2016 via a budget amendment.

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### **2.2.1. Staff figures and Establishment Plan**

On 31 December 2015 the total number of **staff employed by Europol** was 627: 483 staff in Establishment Plan posts, 140 Contract Agents (CAs) and 4 Local staff. The number of **non-Europol staff** (Seconded Experts, Liaison Officers and staff of Liaison Bureaus, Trainees and Contractors) was 386.

During 2015 86 **new staff** started work at Europol: 45 Temporary agents and 41 Contract Agents and 62 **staff left** the organisation: 49 Temporary Agents and 13 Contract Agents.

The initial 2015 Establishment Plan had the same total number of 450 TA posts as in 2014. This was the result of a reduction of 9 TAs following Commission instructions (1% reduction per year and 1% to create a pool for redeployment) compensated by the addition of 4 TAs for EC3 and 5 TAs for ICT in line with the adopted 2015 budget.

Following the adoption of the European Commission Amending Budget No 5 to the General Budget 2015 (Responding to migratory pressures) and in accordance with Article 34 of the Europol Financial Regulation, the Management Board adopted in September an Amending Budget 2015 adding 3 AD6 posts to the original Establishment Plan.

Following the adoption of the European Commission Amending Budget No 7 to the General Budget 2015 (Managing the refugee crisis) and in accordance with Article 34 of the Europol Financial Regulation, the Management Board adopted in December an Amending Budget 2015 adding 2 AD9 posts, 4 AD7 posts and 24 AD6 posts to the original Establishment Plan.

The **vacancy rate** at the end of the year was 0.0% (423 of 483 posts were in post and 60 offer letters were sent). The target was to have a vacancy rate of maximum 2% at the end of the year. Many recruitment procedures took place in the last quarter of the year in relation with the additional 30 posts as part of the amending budget No 7.

### **2.3.2. Gender balance**

At the end of December 2015, female staff made up 33.5% of all staff working for Europol and occupied 28.1% of the establishment plan (TA) posts filled. Women represented 15.4% of staff in Senior Specialist / Senior Analyst positions (i.e. 21 of 136 staff in these posts). The percentage of female staff members in Business Manager or higher positions was 3.6% (i.e. 1 of 28 staff in these posts).

### **2.3.3. Member States representation**

The countries with the largest representation among the Europol staff are the Netherlands, Spain, Germany, France, Italy, Belgium, Romania, the United Kingdom, Poland and Greece.

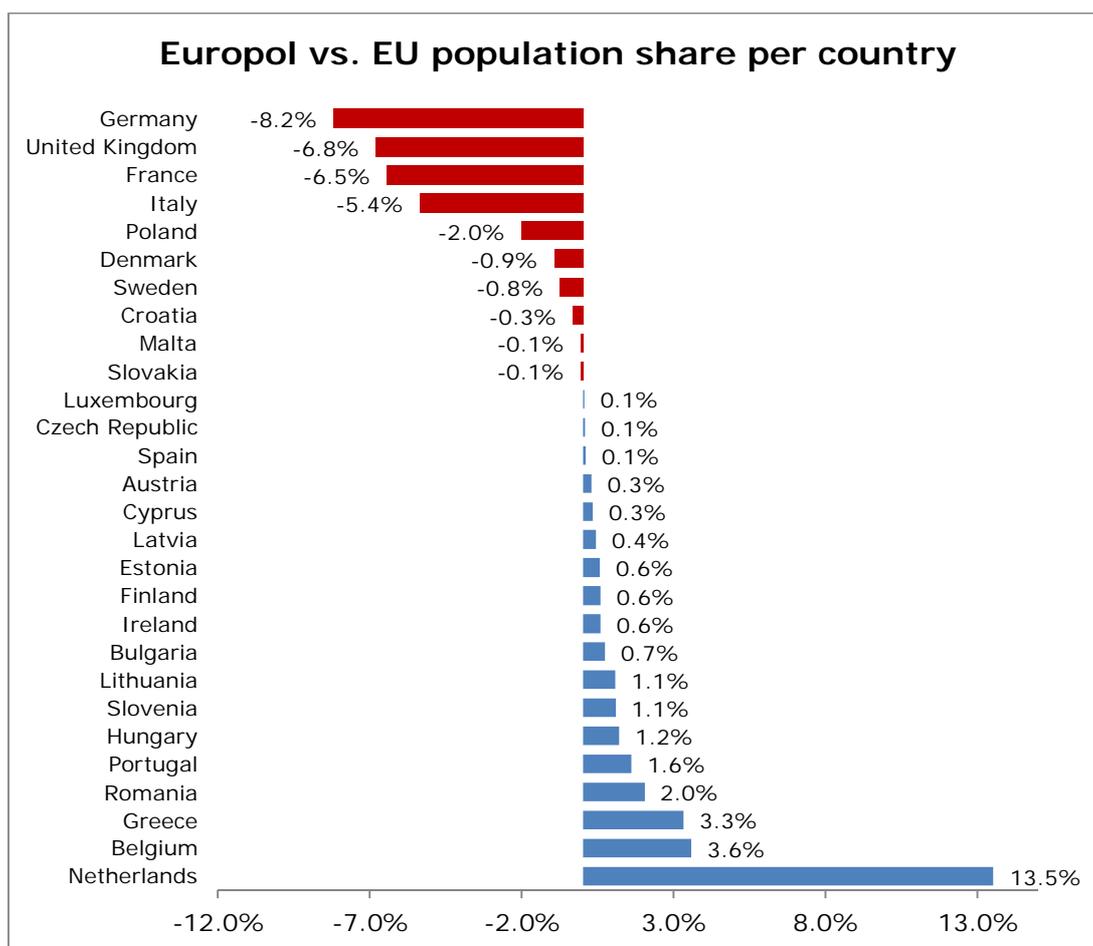
When comparing Europol's staff nationality share to the EU MS population share, Germany, the United Kingdom, France, Italy and Poland are still underrepresented<sup>30</sup>. One MS – Malta – is not represented among Europol staff.

On the other hand, the Netherlands, Belgium, Greece and Romania are overrepresented.

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<sup>30</sup> With a gap  $\geq 2\%$  when comparing the population share in Europol and in the EU.

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### 2.3.4. Annual Assessment and reclassification

The **appraisal** exercise 2015 was closed on 15 July 2015 with 92% reports completed. At the end of the year 469 appraisal reports were completed which is 99.6% of the 471 appraisal reports expected (this excludes appraisal reports for which there was a justified reason not to have them completed, such as for staff that had in the meantime left the organisation).

The 2015 Europol **reclassification** exercise for temporary agents/administrators, for temporary agents/assistants and for contract agents was launched through Administrative Notice published on 17 July 2015 (following closure of the annual assessment 2015). The legal basis for the reclassification exercise is the Decision of the Management Board of 15 September 2014 on the entry into force at Europol of the general provisions adopted by the Commission for implementing Article 45 of the Staff Regulations.

The budgetary limit for the reclassification exercise 2015 was set at a maximum of 25% of eligible staff taking into account reclassification targets per grade (on average over 5 years) defined in Annex IB of the EUSR, the Staff Establishment Plan and the financial resources available. The exercise was completed by the end of year and the total number of staff reclassified was 73 (53 AD, 6 AST and 14 CA) which is 13% of the staff population (posts filled).

### 2.4. Assessment of the audit results during 2015

#### *2.4.1. Internal Audit Capability (IAC)*

The duties and responsibilities of the Internal Audit Capability (IAC), according to the Financial Regulation (FR) applicable to Europol, are performed by the Internal Audit Function (IAF) of Europol, established under the Europol Council Decision.

In line with the IAF Annual Work Plan 2015, the IAF reviewed the following process areas:

- Accountancy consolidation: The scope was to review the process of determining the contractual liabilities and the capitalisation values of internally developed intangible assets. 4 recommendations were issued, 2 of which are very important. The very important recommendations relate to the establishment of a uniform contract management system and a central database containing all contracts, although both are being addressed by the new Business Area Procurement.
- Europol Forensic Laboratory: Two audits were performed. The scope of these audits was the comparative forensic examination of euro banknotes with unclear authenticity, based on standard ISO/EC 17020:2012. The Forensic Laboratory is in the preparation phase for ISO 17020 accreditation. Although in the first audit four non-conformities (NC) and two "opportunities for improvement" (OFI) were issued, NC or OFI were not identified in the second audit.
- ABAC access rights: A similar engagement was performed in 2013 and 2014, and included all the information relevant to the authorisations granted to ABAC users of Europol. In previous years, the IAF had issued 2 recommendations with the aim to improve ABAC user management and simplify the appointment of financial actors. Although several improvements were introduced, the IAF has issued 2 recommendations regarding the subject matter (1 important and 1 desirable recommendation).

The overall delivery of services by the IAF was negatively affected by the circumstance that two staff members (67%) of the IAF left the organisation during 2015.

On the way forward, and taking into account that the new Head of IAF took up duties only in September 2015, an overview of the key pending recommendations will be established in Q1 2016, including an assessment of the state of implementation of all recommendations issued over the period 2010-2014.

#### *2.4.2. Data Protection Office (DPO)*

In 2015, the DPO conducted an audit in the Europol Information System (EIS) which resulted in the issuing of five recommendations to management. Also, the SIENA Data Retention Policy was reviewed.

A total of 56 recommendations, graded as critical or very important, had been identified by DPO in the course of their audits during the past years. Out of these, 8 recommendations are pending (related to archiving and medical files), meaning that no action has been initiated to address them. 19 recommendations have been fulfilled and all the rest can be considered as "addressed", meaning that although the recommendation is not completely fulfilled and it will take at least one year to be fulfilled (e.g. recommendations depending on the EAS), action has been

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initiated. Overall, 86% of the critical or very important recommendations have been fulfilled.

DPO also takes care of Data subjects' requests (Art. 30 requests). In 2015, the DPO handled 198 requests of this type. This means a decrease in the number of received requests but an increase in the number of hits compared to previous years. While in 2014 there were two full hits and 8 partial hits, in 2015 the DPO registered 3 full hits and 9 partial hits with Europol databases. Furthermore, the DPO is processing one request for Article 31, on correction and deletion of information, on a full hit resulted from a request in 2014.

Europol's policies for dealing with data from publicly available sources have been reviewed by the DPO, with the Anonymous Internet Service (AIS) use and Management Policy recently approved.

The DPO created, launched and maintains a new EPE platform for experts, called EDEN, to facilitate communication between law enforcement data protection experts. It was launched on 28 January 2015 (Data Protection day) and the number of active users has been continuously growing since. Data Protection awareness has been raised within and outside the organisation by means of YouTube videos, an e-learning module and regular training sessions.

In addition, the DPO supported the organisation by providing advice on several core business projects. Furthermore, the DPO assisted in filling the details and ultimately published in the register 9 data protection notifications related to a number of administration processes.

### ***2.4.3. Joint Supervisory Body (JSB)***

JSB carried two inspections in 2015 (March and an extraordinary TFTP inspection in May) and visited Europol on three occasions for discussion under the New Projects Group, a sub-committee created for consultation with Europol, following Article 19 of the Analysis Rules.

The implementation plan for JSB audit recommendations was updated by DPO. The 2015 JSB inspection report introduced a consolidation of former inspections which led to an overall change in its content and computing system. There are a total of 74 recommendations issued in 2015. Out of these 74, 5 critical recommendations are considered as fulfilled by the JSB. There are 15 critical recommendations partially fulfilled and 17 critical recommendations pending while for 3 critical recommendations the status of fulfilment is not available. The majority of critical recommendations partially fulfilled or pending are related to the area of information processing, quality control, data retention, security or risk management amongst others.

### ***2.4.4. Internal Audit Service (IAS)***

On the basis of the risk assessment concerning Europol's process landscape, performed by the IAS in November 2013, the Europol MB endorsed the "**IAS Strategic Audit Plan 2014 – 2016**" in May 2014. The following audit topics were identified in the strategic audit planning on the way forward, in the following order: (a) recruitment, (b) stakeholder management, (c) procurement and (d) data management and information security.

The action plan submitted by Europol to the IAS in the first quarter of 2015, regarding the assurance audit on recruitment, was accepted by the IAS and is being implemented. The action plan concerns 3 recommendations made by the IAS,

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graded as important, concerning refinements to the recruitment process, job descriptions and an update to the data processing notifications in relation to the recruitment process and the handling of personnel files.

An audit on stakeholder management was performed by the IAS in March 2015. The final audit report was issued in July 2015; the action plan was submitted by Europol to the IAS at the end of Q3 2015 and accepted by the IAS in October 2015.

From an overall perspective, the IAS concluded that “the management and control systems set up by Europol to support its stakeholder management process are well designed and efficiently and effectively implemented.” However, the IAS considered that there was room for further improvement in four specific areas, i.e.: Strengthening of internal coherence of stakeholder management; more focused monitoring and reporting on relations with Member States; strengthening the monitoring of cooperation agreements; and the overall implementation of Europol’s internal communication strategy. All four recommendations were graded as important, but no critical or very important recommendations were issued.

### ***2.4.5. European Court of Auditors (ECA)***

With the changes in 2014 in the Financial Regulation (Article 107 of the FR) applicable to Europol, the audit activities carried out by ECA are now supported by an external audit contractor.

For Europol, this change has led to an increase in human resource effort compared to the previous situation, mainly due to the fact that Europol has now to coordinate its input with an additional audit entity, while being at the same time responsible for tendering for the external audit services (tender evaluation etc.).

The current discharge proceedings in relation to the financial year 2014 proceeded well, following the release of the reports of the European Court of Auditors (ECA) on the annual and Europol Pension Fund (EPF) accounts for the financial year 2014<sup>31</sup>.

It should be noted that the ECA considered Europol’s annual and EPF accounts for the financial year 2014 as reliable in all material aspects while, at the same time, assessed the respective financial transactions underlying the 2014 annual accounts as legal and regular.

The overall positive budgetary management trend concerned the financial year 2014 (commitment implementation rate: 99.7%, payment rate across the budget: 93%) was acknowledged in the report of the ECA.

Europol continues to address the remaining two comments of the ECA concerning the financial year 2014 (adequate levels of carry-forward for administrative related expenditure to the next financial year and robust monitoring of the implementation of carry-forwards from the previous financial year to avoid cancellations), as well as the two comments from previous audits of the annual accounts (level of authorised exceptions and effectiveness of procurement).

In relation to the financial year 2015, the audit activities by the ECA on the aspects of regularity and legality of Europol’s financial transactions for 2015 were conducted at Europol on 1-5 February 2016. The external audit on the annual accounts (reliability of the information underlying the accounts) was carried out from 29

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<sup>31</sup> Report by the ECA on the annual accounts of Europol for the financial year 2014 (together with Europol’s replies to the ECA’s observations), 8 September 2015, Europol file no. 797900v2; Report by the ECA on the annual accounts of the Europol Pension Fund for the financial year 2014 (together with the Fund’s reply to the ECA’s observations), 8 September 2015, Europol file no. 798436v1; both reports were circulated to the Europol MB on 21 October 2015.

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February to 9 March 2016. To date, no issues were identified which would indicate a qualification on the establishment of the final accounts and the underlying transactions for the financial year 2015.

Europol reports separately on the implementation of the Delegation Agreement (DA) to the European Commission (the implementation of the DA is not part of the discharge accountability of Europol in relation to the annual accounts), while disclosing overall financial information regarding the DA implementation in the 2015 annual accounts.

The external audit on the implementation of the DA for the financial year 2015 was carried out at Europol on 8-10 February 2016. On receiving the audit opinion by the external audit contractor in March 2016, the ECA may carry out additional audit activities. Also regarding the implementation of the DA, no issues were identified which would call into question a positive audit opinion.

### **2.5. Follow up of recommendations and actions plans for audits**

In 2015, Europol responded diligently to audit findings of external assurance providers. No critical or very important audit findings were pending in relation to the ECA or the IAS, while further follow-on action concerning the JSB recommendations will be undertaken under the auspices of the DPO.

### **2.6. Follow up of observations from the discharge authority**

In October 2015, Europol provided an update to the European Parliament (EP) concerning the follow-on actions taken by Europol in relation to the EP's discharge decision taken in April 2015 for the financial year 2013, in line with previous reporting to the Europol MB<sup>32</sup>.

At the beginning of January 2016, in response to a questionnaire from the Standing Committee on Budgetary Control (CONT) of the EP, addressed to all EU agencies, Europol explained the response of the organisation concerning the observations of the ECA on the financial year 2014 and provided further information on horizontal governance, as well as Europol specific topics<sup>33</sup>. On 28 January 2016, the first hearing of the CONT Committee of the EP for the 2014 discharge proceedings was held and the follow-on actions reported by EU agencies were also assessed. On 28 April 2016, discharge was granted to Europol by the EP.

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<sup>32</sup> Report from Europol to the discharge authority: "Discharge proceedings by the European Parliament (EP) on the implementation of the budget for the financial year 2014 – Follow-up by Europol - Discharge decision of the European Parliament (EP) on the implementation of the budget for the financial year 2013", 16 October 2015, Europol file no. 797655v1

<sup>33</sup> Europol answers to the questionnaire of the Budgetary Control (CONT) Committee of the European Parliament (EP), 28 December 2015, Europol file no. 809515v3. Report from Europol: "Discharge proceedings by the European Parliament (EP) on the implementation of the budget for the financial year 2014 - Europol's answers to the specific questions by the Budgetary Control (CONT) Committee of the European Parliament", 11 January 2016, Europol file no. 811281v1A

### Part III. Assessment of the effectiveness of the internal control systems

A list of critical (severe impact and high probability) threats (negative effect) and opportunities (positive effect) was provided in Annex B of the WP 2015. Among this list of threats and opportunities, some have materialised:

- Europol has been approached by various stakeholders (mainly political) to implement ad hoc requests (new tasks).
- Reduced availability of resources at Europol has negatively affected the capability to effectively and efficiently process and analyse contributions from MS and TP.
- Tight human resources levels in ICT has resulted in the re-prioritisation of relevant core systems developments and other projects, causing Europol to further explore the outsourcing possibilities (outsourced ICT consultancy services have more than doubled) with the increased risk profile that this implies.

#### 3.1. Risk Management

During 2015, risk management activities at Europol focused on addressing, next to internal risks, improvement areas identified by the ECA, IAS, IAF and the Ombudsman. Risk activities also included monitoring the risks affecting the core business objectives set for the Work Programme 2015.

By the end of 2015, the organisational risk log contained 12 corporate risks, with 19 corresponding mitigation actions, of which 16 were addressed in a timely manner (84%).

The most significant risks affecting Europol in 2015 were:

- Key change projects: New tasks assigned to Europol had an organisation-wide impact and particularly affect the ICT work plan implementation. The termination of the Enterprise Content Management (ECM) solution for document management and internal communication was contained effectively by reprioritisation. The delayed delivery of the EAS into 2016 affected the planning, as Europol is required to maintain the current EAS solution beyond the intended lifecycle.
- Budget and human resources challenges: While resources for Europol's additional tasks regarding the ECTC including the IRU have been proposed in an amending budget in March 2016, the resource pressure on infra-structure areas continued in 2015. Externalised ICT services more than doubled by the end of 2015 (compared with the end of 2013).
- The assimilability of change, given a significant expansion of Europol's tasks and profile in 2015 (ECTC including the IRU, secondary security checks on the spot, the EMSC etc.) including the related additional internal impact, as well as external delivery expectations.

The above summarised risk profile continues to affect Europol's further development in 2016, next to the implementation risks under the Europol Regulation, with a view to achieving an appropriate balance between operational business needs, data protection as well as governance arrangements.

### 3.2. Compliance and effectiveness of Internal Control Standards

Following the adoption of the set of Internal Control Standards (ICS) by the Europol Management Board (MB) in 2011, Europol worked to address the recommendations identified by the IAS of the Commission.

The implementation of the standards focuses on continuously refining processes, and identifying key internal controls which need further development or review in order to ensure proper process implementation and reduction of the risks related to the performance of the processes and subsequent outcomes.

The Internal Audit Function (IAF) is a key stakeholder in this endeavour, next to on-going internal quality and process management. Europol completed the pending recommendations from the IAS regarding the establishment of ICS at Europol in 2013. In order to re-assess the status of the 16 ICS at Europol, the IAF carries out an audit engagement in Q1 2016.

In the meantime, also based on on-going activities by (external) assurance providers as reflected in this report, Europol's overall assessment is that the ICS are adhered to in an effective and efficient manner, with a view to allowing an adequate level of assurance towards the discharge authority regarding the proper fulfilment of Europol's duties and implementation of the budget granted to the organisation.

### Part IV. Management assurance

#### 4.1. Review of the elements supporting assurance

Europol's building **blocks of assurance** are founded on 6 key elements:

1. A **strong financial model**, with: (a) up-to-date appointment authorisations of financial actors, (b) a charter for authorising officers which promotes transparency and informed decision-making, (c) a central financial verification function for ex-ante and ex-post checks outside the organisational set-up of decentralised budget holders and (d) clear guidance to all staff on the expected behaviour (Code of Conduct).
2. A robust **planning and performance measurement capability** at corporate level, covering all aspects of Europol's delivery, including core business performance and the related stakeholder management, with regular reporting and management supervision at Directorate level.
3. A **central contact point** for ensuring that the guidance by **external assurance providers** (in particular the ECA and the IAS) and the discharge authority are communicated and followed up within the organisation.
4. A **Data Protection Officer** (DPO) which upholds highest standards of data protection, in particular in view of Europol's role as a law enforcement agency.
5. An experienced **Accounting Officer**, supported by a team of 2 staff members, which is functionally independent to perform the respective duties foreseen by the Financial Regulation (FR) applicable to Europol.
6. An **Internal Audit Function** (IAF) which provides an additional element of assurance to the Authorising Officer (AO) of Europol over the entire year.

Europol's overall assessment is that **Europol's building blocks of assurance provide sufficient input for the Director's statement of assurance** as contained in this consolidated activity report.

#### 4.2. Reservations

No issues requiring a reservation were identified, apart from the representation of fixed assets resulting from additional works carried out by the Host State of Europol within Europol Headquarters. This is disclosed in the provisional accounts of Europol which were circulated in line with the provisions of the Financial Regulation to Europol. It is envisaged that the corresponding update of the representation of fixed assets will be completed in time for the establishment of the final accounts 2015.

## Part V. Declaration of Assurance

I, the undersigned, Director of Europol,

In my capacity as Authorising Officer for the organisation, declare that:

- o The information contained in this report provides a true and fair view (reliable, complete and correct view) of the state of affairs at Europol.
- o I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principle of sound financial management, and that the controls put in place are dedicated to guarantee the legality and regularity of the underlying (financial) transactions.

This reasonable assurance is based on my own judgement and the information from the building blocks of assurance at my disposal, in particular the work of the Europol Internal Audit Function (IAF) and the Accounting Officer of Europol, the observations of the Internal Audit Service (IAS) of the European Commission and reporting from the European Court of Auditors (ECA) in charge of issuing the statement of assurance on the annual accounts of Europol. The assurance is also based on the observations made during the year by the Management Board and the JSB, acting in their capacity as statutory organs of Europol.

Herewith I confirm that I am not aware of any circumstance not reported in this report which could impede the accountability of Europol towards the budgetary authority.

The Hague,



Rob Wainwright

## Europol Public Information

### Annex I. List of Focal Points

Name	Subject
<b>APATE</b>	Payment order fraud
<b>ASSET RECOVERY</b>	Asset Recovery
<b>CANNABIS</b>	Cannabis
<b>CHECKPOINT</b>	Facilitated Illegal Immigration
<b>COLA</b>	Networks involved in cocaine trafficking and production
<b>COPPER</b>	Ethnic Albanian Organised Crime Networks
<b>COPY</b>	Intellectual Property Rights + public health and safety
<b>CYBORG</b>	Cybercrime
<b>EE-OC TOP 100</b>	East European Organised Crime Networks
<b>FIREARMS</b>	Illicit trafficking of Firearms
<b>FURTUM</b>	Itinerant burglary gangs
<b>GNST</b>	General Nature and Strategic Type Resource
<b>HEROIN</b>	Networks involved in heroin trafficking and production
<b>ITOC</b>	Mafia-structured Organised Crime Groups (OCG) originating in Italy and impacting other European Union (EU) Member States (MS).
<b>MONITOR</b>	Outlaw Motorcycle Gangs
<b>MTIC</b>	Missing Trader Intra Community Fraud
<b>PHOENIX</b>	Trafficking of Human Beings (THB)
<b>SMOKE</b>	Illicit Tobacco Trade
<b>SOYA</b>	Counterfeiting of the Euro
<b>SPORTS CORRUPTION</b>	Sports corruption - Match Fixing
<b>SUSTRANS</b>	Suspicious financial transactions
<b>SYNERGY</b>	Synthetic Drugs
<b>TERMINAL</b>	Payment card fraud
<b>TWINS</b>	Child pornography networks on the internet
<b>CHECK THE WEB</b>	Check the Web
<b>DOLPHIN</b>	Non-Islamist extremist terrorist organisations threatening the EU
<b>HYDRA</b>	Islamist Extremist Terrorism
<b>MARITIME PIRACY</b>	Piracy
<b>TFTP</b>	TFTP
<b>TRAVELLERS</b>	Foreign Terrorist Fighters

## Europol Public Information

### Annex II. Key Performance Indicators

GOAL	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	2015			
			2014	TARGET	RESULT	
1 - Europol will function as the principal EU support centre for law enforcement operations	1.1 - Ensure effective delivery of a unique set of operational support	User satisfaction with operational support (incl. operational analysis reports)	8.5	≥ 8.5	9.0	
		No. of (unique) operations supported by Europol	632	≥ 633	812	
		No. of (unique) prioritised operations supported by Europol	-	-	577	
		No. of operational reports delivered	4085	≥ 4088	4046	
		Hit rate (no. of cross match reports and simple answers per 100 accepted contributions)	4.5	≥ 4.4	5.5	
		Average speed of response to MS request (days)	-	-	9.5	
		No. of organised criminal groups disrupted with Europol support (HQ/MS)	0	-	68	
	1.2 - Enhance the coordination of operational action in the EU	Number of Joint Actions coordinated/supported by Europol	-	-	98	
		Number of operational meetings organised and financially supported by Europol	270	-	271	
	1.3 - Develop more effective cooperation with external partners	No. of SIENA requests and for information messages sent by Europol to external partners	6957	≥ 6960	11353	
No. of SIENA requests and for information messages sent by external partners to Europol		3694	≥ 3900	5278		
2 - Europol will become the EU criminal information hub	2.1 - Lead development of ECIM and promote its principles	% of Europol actions defined in the OAPs implemented by Europol or on track	-	-	67%	
		EMPACT meetings supported/facilitated by Europol (incl. OAP strategic meetings, NEC meetings)	54	-	52	
		Number of actions in the OAPs monitored by EMPACT SU	224	-	283	
	2.2 - Improve the analysis capability of Europol	No. of strategic analysis reports delivered	46	-	57	
		Number of operational analysis reports	446	≥ 447	282	
	2.3: Strengthen information management capabilities	No. of SIENA cases initiated (MS/TP/HQ)	34472	≥ 34480	39868	
		No. of SIENA messages received (MS/TP/HQ)	403251	≥ 403260	498077	
		Percentage of all SIENA messages sent by MS (requests and answers) containing structured data (MS)	2.6%	≥ 4%	4.8%	
		No. of cross border crime checks (CBCC) in the EIS related to persons (MS) per quarter	153	≥ 55	123	
Percentage of MS individual EIS targets achieved (MS)	21.3%	-	24.0%			

## Europol Public Information

				2015		
GOAL	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR (KPI)	2014	TARGET	RESULT	
3 - Europol will expand its capabilities as an EU centre for law enforcement expertise	3.1: Pioneer new techniques	Number of projects launched to pioneer new techniques	3	-	3	
	3.2 - Strengthen the position of Europol as a platform for specialist areas	Total no. of new authorised EPE user accounts	1626	≥ 1000	2095	
		Percentage of active users on the EPE	-	≥ 20%	24%	
	3.3 - Provide expertise and quality training in key law enforcement techniques	Participant satisfaction with training provided by Europol experts	9.6	≥ 9	9.0	
4 - Europol will grow as a modern, efficient organisation with the best resources, effective governance arrangements and a positive reputation	4.1 - Strengthen Europol's accountability arrangements	Percentage of audit recommendations graded as critical/very important addressed within six months	86%	100%	75%	
	4.2 - Strengthen ICT and business alignment	Delivery of ICT projects and programmes according to agreed targets	46%	75%	73%	
		Delivery of ICT services and products in line with agreed SLAs	98%	≥ 95%	99.1%	
	4.3 - Improve the management of Europol's human and financial resources	Vacancy index at the end of the year	2.2%	≤ 2.0%	0.0%	
		Budgetary outturn	2.3%	≤ 5.0%	0.9%	
		Accrual rate of carry overs	45%	≥ 60%	43%	
	4.4 Build a strong Europol culture and a positive external image	Europol User Survey results on overall satisfaction	70.6	≥ 70.6	70.6	
Europol User Survey results on image		75.5	≥ 75.5	75.5		

## Annex III. Establishment Plan and Human Resources management

### Annex III-a. Establishment Plan

Category and grade	Establishment plan in EU Budget 2015	Modifications in year 2015 in application of flexibility rule <sup>34</sup>	Filled as of 31/12/2015
AD 16	0	0	0
AD 15	1	1	1
AD 14	0	0	1
AD 13	3	3	2
AD 12	7	7	7
AD 11	15	15	12
AD 10	16	16	11
AD 9	67	60	50
AD 8	94	90	86
AD 7	104	111	100
AD 6	71	113	176
AD 5	24	24	9
<b>Total AD</b>	<b>402</b>	<b>440</b>	<b>455</b>
AST 11	0	0	0
AST 10	0	0	0
AST 9	0	0	0
AST 8	0	0	0
AST 7	3	3	3
AST 6	8	8	4
AST 5	11	8	6
AST 4	20	18	10
AST 3	2	4	3
AST 2	0	2	2
AST 1	0	0	0
<b>Total AST</b>	<b>44</b>	<b>43</b>	<b>28</b>
AST/SC6	0	0	0
AST/SC5	0	0	0
AST/SC4	1	0	0
AST/SC3	1	0	0
AST/SC2	1	0	0
AST/SC1	1	0	0
<b>Total AST/SC</b>	<b>4</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>450</b>	<b>483</b>	<b>483</b>

<sup>34</sup> In line with Article 38(1) of the framework Financial Regulation, 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. This includes 33 posts from Amending Budget 5/2015 and 7/2015.

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### ***Annex III-b. Information on the entry level for each type of post<sup>35</sup>***

Key functions	Type of contract	Function group, grade of recruitment*	Indication whether the function is dedicated to administration support, policy (operational) or neutral
<i>Manager (Director &amp; Deputy Director)- Level 1</i>	TA	AD13 - AD14	Operational
<i>Manager Head of Business Area/Business managers (eq. HoU) – Level 2</i>	TA	AD9 – AD12	Admin or Operational depending upon field
<i>Senior Specialist/Senior Analyst - Restricted Posts (eq. Senior officer)</i>	TA	AD7	Operational
<i>Specialist/Analyst - Restricted Posts (eq. Officer)</i>	TA	AD6	Operational
<i>Senior Specialist</i>	TA	AD7	Admin/Neutral/Operational depending upon field
<i>Specialist</i>	TA	AD6	Admin/Neutral/Operational depending upon field
<i>Admin. Assistant or equivalent</i>	TA/CA	AST2/4 / FGII/III	Admin/Neutral/Operational depending upon field
<b>Special functions</b>			
<i>DPO</i>	TA	AD9	Admin
<i>Accounting officer</i>	TA	AD9	Neutral
<i>Internal Auditor</i>	TA	AD11	Admin
<i>Management Board Sec.</i>	TA	AD11	Admin

<sup>35</sup> This table has been produced according to the template provided in the Communication from the Commission on the guidelines for programming document for decentralised agencies and the template for the Consolidated Annual Activity Report for decentralised agencies, 16 Dec 2014, C(2014) 9641 final. Information in this template therefore differs from the one used for MSPP purposes.

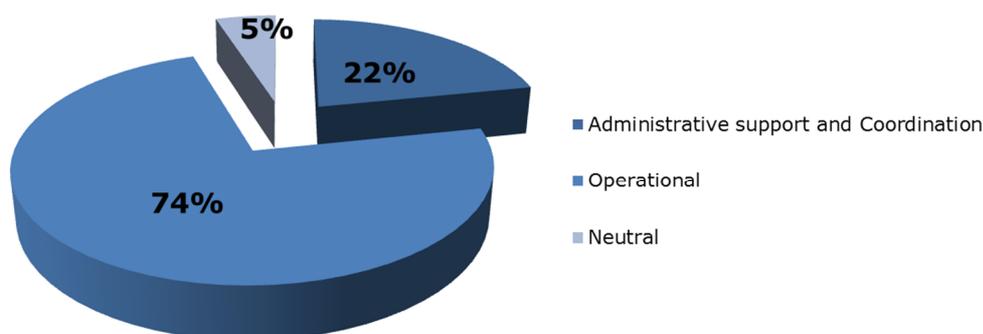
## Europol Public Information

### Annex III-c. Benchmarking exercise

The job screening exercise was done for the second time in 2015, according to the guidelines defined by the EU Agencies Network and based on all people working at Europol's premises on 15 December 2015. This not only includes Temporary Agents, Contract Agents and SNEs but also Europol Liaison Officers, trainees and external service providers based at Europol's premises.

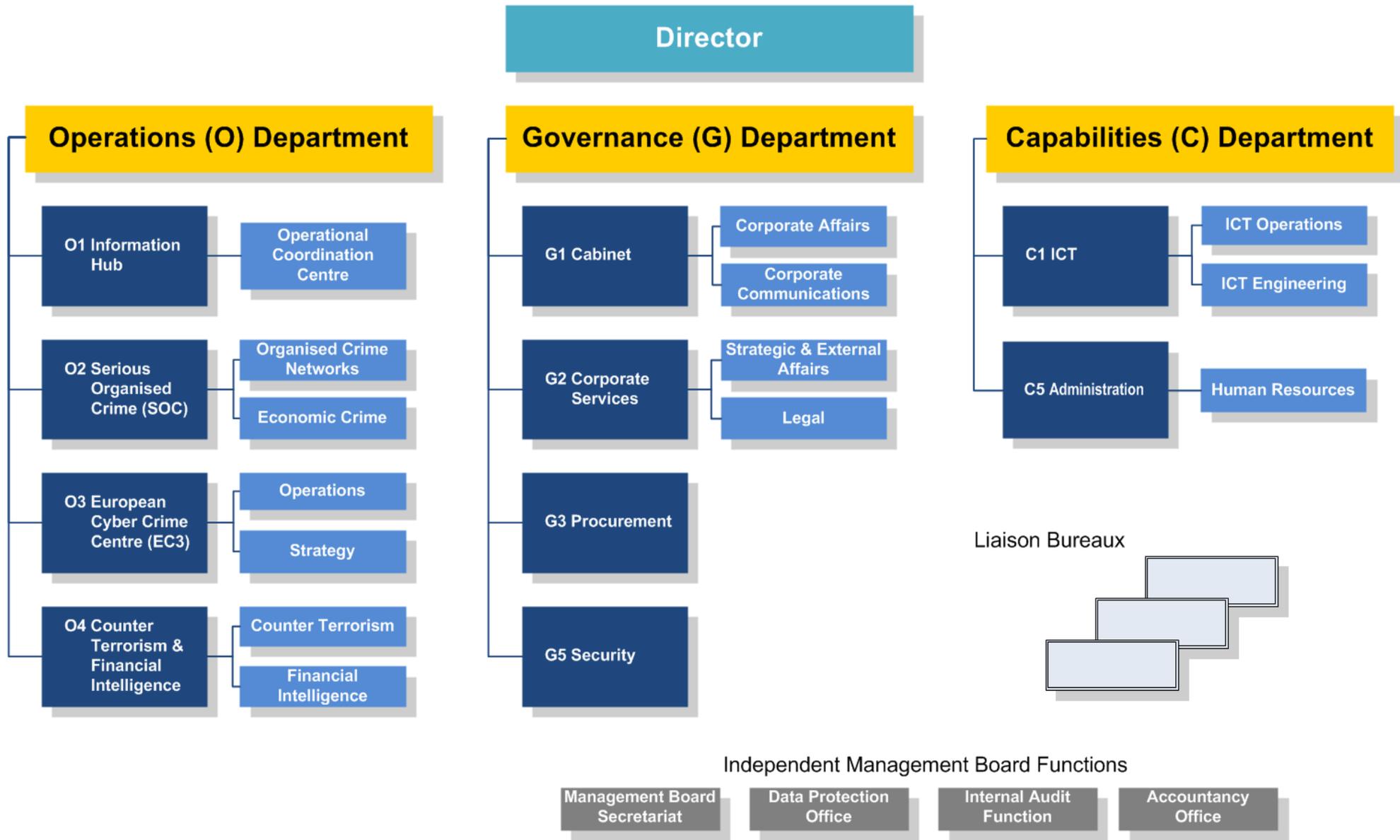
Compared to 2014 the **Operational Jobs have increased by 2 percentage points to 74%** and the jobs dealing with administrative support and coordination have decreased by 2 percentage points to 22%. Neutral jobs have remained at 5%.

The increase in Operational Jobs is explained by the significant increase in the number of jobs from 885 to 972 and the fact that the vast majority of these posts are operational. This increase applies to Temporary Agents for which the 2015 budget was amended (33 extra posts in 2015 to deal with Migration) but there is also a considerable increase in the number of Contract Agents (33 more compared to 2014) and SNE's (27 more SNEs compared to 2014, including cost-free SNEs).



Job Type category	2014 Jobs	2014 (%)	2015 Jobs	2015 (%)	Δ 2015
<b>Administrative support and Coordination</b>	<b>206</b>	<b>24%</b>	<b>209</b>	<b>22%</b>	↓ -2%
Administrative support	121	14%	126	13%	↓ -1%
Coordination	85	10%	83	9%	↓ -1%
<b>Operational</b>	<b>633</b>	<b>72%</b>	<b>715</b>	<b>74%</b>	↑ 2%
General Operational	454	51%	531	55%	↑ 4%
Programme Management	155	18%	160	16%	↓ -2%
Top level Operational Coordination	24	3%	24	2%	↓ -1%
<b>Neutral</b>	<b>46</b>	<b>5%</b>	<b>48</b>	<b>5%</b>	0%
Finance	46	5%	48	5%	0%
	<b>885</b>	<b>100%</b>	<b>972</b>	<b>100%</b>	

Annex IV. Organisational Chart



Annex V. (Revised) Provisional Accounts

BALANCE SHEET – ASSETS	Note	2015	2014	Variation
<b>NON CURRENT ASSETS</b>				
<b>Intangible fixed assets</b>	3.1.1.	<b>2,602,060</b>	<b>4,531,989</b>	<b>-1,929,929</b>
<b>Tangible fixed assets</b>	3.1.1.	<b>23,475,866</b>	<b>26,730,379</b>	<b>-3,254,513</b>
Land and buildings		9,645,684	10,232,857	-587,173
Plant and equipment		329,265	447,376	-118,111
Computer hardware		6,232,610	6,645,840	-413,230
Furniture and vehicles		2,176,543	2,515,760	-339,217
Other fixtures and fittings		5,091,764	6,888,546	-1,796,782
Leasing		-	-	-
Tangible fixed assets under construction		-	-	-
<b>Investments</b>		-	-	-
Guarantee Fund		-	-	-
Investments in associates		-	-	-
Interest in joint ventures		-	-	-
Other investments		-	-	-
<b>Loans</b>		-	-	-
Loans granted from the budget		-	-	-
Loans granted from borrowed funds		-	-	-
Term deposits over 12 months		-	-	-
<b>Long-term pre-financing</b>		-	-	-
Long-term pre-financing		-	-	-
<i>LT pre-financing with consolidated EU entities</i>		-	-	-
<b>Long-term receivables</b>		-	-	-
Long-term receivables	3.1.2.	6,915	6,915	-
<i>LT receivables with consolidated EU entities</i>		-	-	-
<b>TOTAL NON CURRENT ASSETS</b>		<b>26,084,841</b>	<b>31,269,283</b>	<b>-5,184,442</b>
<b>CURRENT ASSETS</b>				
<b>Inventories</b>		-	-	-
<b>Short-term pre-financing</b>	3.1.3.	<b>2,224,752</b>	-	-
Short-term pre-financing		3,144,245	-	3,144,245
<b>Accrued charges on short-term pre-financing</b>		-919,493	-	-919,493
<i>Short-term pre-financing with consolidated EU entities</i>		-	-	-
<b>Short-term receivables</b>		<b>2,306,317</b>	<b>2,314,213</b>	<b>-7,896</b>
Current receivables	3.1.4.	945,674	911,672	34,002
Term Deposits between 3 months & 1 year		-	-	-
Long-term receivables falling due within a year		-	-	-
Sundry receivables	3.1.5.	84,754	88,647	-3,893
Other	3.1.6.	1,275,513	1,311,443	-35,930
Accrued income		27,568	275,226	-247,657
Deferred charges		1,247,945	1,019,425	228,520
<i>Deferrals and Accruals with consolidated EU entities</i>		-	16,793	-16,793
<i>Short-term receivables with consolidated EU entities</i>	3.1.7.	377	2,451	-2,075
<b>Short-term Investments</b>		-	-	-
<b>Cash and cash equivalents</b>	3.1.8.	<b>15,925,888</b>	<b>7,820,470</b>	<b>8,105,418</b>
<b>TOTAL CURRENT ASSETS</b>		<b>20,456,957</b>	<b>10,134,683</b>	<b>10,322,274</b>
<b>TOTAL</b>		<b>46,541,798</b>	<b>41,403,966</b>	<b>5,137,832</b>

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BALANCE SHEET - LIABILITIES	Note	2015	2014	Variation
<b>Net assets</b>	1.4.	33,023,639	34,908,915	-1,885,275
<b>Reserves</b>		-	-	
<b>Accumulated surplus/deficit</b>	1.4.	34,908,915	42,063,546	-7,154,631
<b>Statement of financial performance - result of the year</b>	1.2.	-1,885,275	-7,154,631	5,269,356
<b>Minority interest</b>		-	-	-
<b>NON-CURRENT LIABILITIES</b>		<b>611,113</b>	<b>578,392</b>	<b>32,720</b>
<b>Employee benefits</b>		-	-	-
<b>Provisions for risks and charges</b>		-	-	-
<b>Financial liabilities</b>		-	-	-
Borrowings		-	-	-
Held-for-trading liabilities		-	-	-
<b>Other long-term liabilities</b>	3.1.9.	<b>611,113</b>	<b>578,392</b>	<b>32,720</b>
Other long-term liabilities		611,113	578,392	32,720
<i>Other LT liabilities with consolidated EU entities</i>		-	-	-
<i>Pre-financing received from consolidated EU entities</i>		-	-	-
<i>Other LT liabilities from consolidated EU entities</i>		-	-	-
<b>TOTAL</b>		<b>33,634,752</b>	<b>35,487,307</b>	<b>-1,852,555</b>
<b>CURRENT LIABILITIES</b>		<b>12,907,046</b>	<b>5,916,659</b>	<b>6,990,387</b>
<b>Provisions for risks and charges</b>	3.1.10.	<b>46,399</b>	<b>77,845</b>	<b>-31,446</b>
<b>Financial liabilities</b>		-	-	-
Borrowings falling due within the year		-	-	-
Held-for-trading liabilities due within the year		-	-	-
Other current financial liabilities		-	-	-
<b>Accounts payable</b>		<b>12,860,647</b>	<b>5,838,814</b>	<b>7,021,833</b>
Current payables	3.1.11.	13,130	121,997	-108,867
Long-term liabilities falling due within the year		-	-	-
Sundry payables	3.1.12.	863,006	40,055	822,950
Other	3.1.13.	5,206,154	3,055,440	2,150,714
Accrued charges		5,056,341	3,033,748	2,022,593
Deferred income		149,130	8,906	140,224
<i>Deferrals and accruals with consolidated EU entities</i>		683	12,786	-12,103
<i>Accounts payable with consolidated EU entities</i>	3.1.14.	6,778,357	2,621,321	4,157,036
<i>Pre-financing received from consolidated EU entities</i>		6,778,357	2,582,353	4,196,005
<i>Other accounts payable against consolidated EU entities</i>		-	38,969	-38,969
<b>TOTAL CURRENT LIABILITIES</b>		<b>12,907,046</b>	<b>5,916,659</b>	<b>6,990,397</b>
<b>TOTAL</b>		<b>46,541,798</b>	<b>41,403,966</b>	<b>5,137,832</b>

## Europol Public Information

STATEMENT OF FINANCIAL PERFORMANCE	2015	2014	Variation
Subsidy from the Commission	95,081,643	81,667,236	13,414,407
Grants	-	-457,641	457,641
Income taxes <sup>36</sup>	5,362	24,767	-19,406
Other income – fixed assets	-	22	-22
Other operating revenue	651,964	646,854	5,110
<b>TOTAL REVENUE</b>	<b>95,738,968</b>	<b>81,881,240</b>	<b>13,857,729</b>
<b>Administrative expenses</b>	<b>-77,224,665</b>	<b>-73,612,711</b>	<b>-3,611,954</b>
All Staff expenses	-54,420,104	-52,739,026	-1,681,079
Fixed asset-related expenses	-9,528,678	-10,593,445	1,064,767
Other administrative expenses	-13,275,882	-10,280,240	-2,995,642
<b>Operational expenses</b>	<b>-20,394,579</b>	<b>-15,418,371</b>	<b>-4,976,208</b>
Other operational expenses	-20,394,579	-15,418,371	-4,976,208
<b>TOTAL EXPENSES</b>	<b>-97,619,244</b>	<b>-89,031,082</b>	<b>-8,588,162</b>
<b>SURPLUS/DEFICIT FROM OPERATING ACTIVITIES</b>	<b>-1,880,276</b>	<b>-7,149,843</b>	<b>5,269,567</b>
Financial revenue	-	-	-
Financial expenses	-5,000	-4,789	-211
Movement in pensions (- expense, + revenue)	-	-	-
Share of net surpluses or deficits of associates and joint ventures accounted for using the equity method	-	-	-
<b>SURPLUS/ DEFICIT FROM NON OPERATING ACTIVITIES</b>	<b>-5,000</b>	<b>-4,789</b>	<b>-211</b>
<b>SURPLUS/DEFICIT FROM ORDINARY ACTIVITIES</b>	<b>-1,885,275</b>	<b>-7,154,631</b>	<b>5,269,356</b>
Minority interest	-	-	-
Extraordinary gains	-	-	-
Extraordinary losses	-	-	-
<b>SURPLUS/(DEFICIT) FROM EXTRAORDINARY ITEMS</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>RESULT OF THE YEAR</b>	<b>-1,885,275</b>	<b>-7,154,631</b>	<b>5,269,356</b>

<sup>36</sup> Taxes from Europol Staff receiving the unemployment allowance under Europol's old Staff Regulation and adjustments for accrued income.

## Europol Public Information

CASH-FLOW STATEMENT (indirect method)	2015	2014
<b>Cash-flow from ordinary activities</b>		
<b>Surplus/deficit from ordinary activities</b>	<b>-1,885,275</b>	<b>-7,154,631</b>
<b>Operating activities</b>		
<u>Adjustments</u>		
• Amortization (intangible fixed assets)	2,292,974	2,393,357
• Depreciation (tangible fixed assets)	6,823,059	8,151,587
• Increase/(decrease) in Provisions for risks and liabilities	-31,446	-1,483,214
• Increase/(decrease) in Value reduction for doubtful debts	-	-
• (Increase)/decrease in Stock	-	-
• (Increase)/decrease in Long term Pre-financing	-	-
• (Increase)/decrease in Short term Pre-financing	-2,224,752	-
• (Increase)/decrease in Long term Receivables	-	-
• (Increase)/decrease in Short term Receivables	5,821	-160,167
• (Increase)/decrease in Receivables related to consolidated EU entities	2,075	-296
• Increase/(decrease) in Other Long term liabilities	32,720	-33,230
• Increase/(decrease) in Accounts payable	2,864,797	-1,524,940
• Increase/(decrease) in Liabilities related to consolidated EU entities	4,157,036	163,557
• Other non-cash movements <sup>37</sup>	192,846	940
<b>Net cash-flow from operating activities</b>	<b>12,229,855</b>	<b>352,962</b>
<b>Cash-flow from investing activities</b>		
Increase of tangible and intangible fixed assets	-4,139,740	-4,381,063
Proceeds from tangible and intangible fixed assets	15,303	47,539
<b>Net cash-flow from investing activities</b>	<b>-4,124,437</b>	<b>-4,333,524</b>
<b>Increase/(decrease) in Employee benefits</b>	<b>-</b>	<b>-</b>
Net increase/decrease in cash and cash equivalents	8,105,418	-3,980,562
<b>Cash and cash equivalents at the beginning of the period</b>	<b>7,820,470</b>	<b>11,801,032</b>
<b>Cash and cash equivalents at the end of the period</b>	<b>15,925,888</b>	<b>7,820,470</b>

<sup>37</sup> Net amount of other changes in tangible and intangible fixed assets.

## Europol Public Information

STATEMENT OF CHANGES IN NET ASSETS	Accumulated Surplus/Deficit	Economic result of the year	Net assets (total)
Balance at 31 December 2014	42,063,546	-7,154,631	34,908,915
Fair value movements	-	-	-
Movement in Guarantee Fund reserve	-	-	-
Allocation of the Economic Result of Previous Year	-7,154,631	7,154,631	-
Amounts credited to Member States	-	-	-
Economic result of the year	-	-1,885,275	-1,885,275
Other	-	-	-
<b>Balance at 31 December 2015</b>	<b>34,908,915</b>	<b>-1,885,275</b>	<b>32,023,639</b>

### Budgetary outturn

Budget Revenue	2015	2014
Commission subsidy	94,860,000	84,249,589
Other subsidies and grants	7,500,000	92,247
Other revenue (amending budget)	66,894	90,231
Other revenue	624,606	287,748
Proceeds of taxation of staff	2,544	12,267
<b>TOTAL REVENUE (a)</b>	<b>103,054,044</b>	<b>84,732,082</b>
Budget Expenditure		
<b>Title I: Staff</b>		
Payments during year	57,616,341	56,432,891
Appropriations carried over to next financial year	698,537	479,841
<b>Title II: Administrative Expenses</b>		
Payments during year	6,068,532	5,071,680
Appropriations carried over to next financial year	4,517,694	1,951,385
<b>Title III: Operating Expenditure</b>		
Payments during year	24,342,104	17,387,803
Appropriations carried over to next financial year	9,915,097	3,597,506
<b>TOTAL EXPENDITURE (b)</b>	<b>103,158,304</b>	<b>84,921,106</b>
<b>OUTTURN FOR THE FINANCIAL YEAR (a-b)</b>	<b>-104,260</b>	<b>-189,024</b>
Adjustments and corrections		
Cancellation of unused payment appropriations carried over from previous year	700,502	2,370,547
Adjustment for carry-over from previous year of appropriations available at 31.12.15 arising from assigned revenue	302,926	418,698
Corrections	-	-12,222
Exchange differences for the year (gain +/-loss -)	-1,318	-5,647
<b>BALANCE OF THE OUTTURN ACCOUNT FOR YEAR</b>	<b>897,850</b>	<b>2,582,353</b>

## **Annex VI. Main decisions of the Management Board**

This note records major decisions taken by the Management Board (MB) in 2015.

### **Meeting 11 February 2015**

#### **Indefinite contracts**

The MB took positive note of the implementation of the applicable policy and authorised the Director to initiate the procedure for granting indefinite contracts to Temporary Agents occupying non-restricted posts and Contract Agents whose second contracts will expire in 2016.

#### **Staffing decisions**

The MB endorsed Europol's proposals to transform two posts (Senior Specialists Corporate Communications and Recruitment) from restricted to non-restricted and to post a liaison officer at the IGCI.

#### **Preliminary Work Programme 2016**

The MB adopted the Preliminary Work Programme 2016 for submission to the Commission.

#### **Draft multi annual Staff Policy Plan 2016-2018**

The MB adopted the multi annual Staff Policy Plan 2016-2018 for submission to the Commission.

#### **Draft Estimate of Revenue and Expenditure 2016**

The MB adopted the estimate of Revenue and Expenditure 2016 for submission to the Commission.

#### **Recruitment procedure for a Deputy Director**

The MB adopted the reasoned opinion on the appointment of a Deputy Director and agreed to submit it to the Council.

#### **IAF Annual Audit Programme 2015**

The MB endorsed the IAF Work Programme 2015.

#### **Cooperation with Bosnia and Herzegovina**

The MB agreed to submit the draft operational cooperation agreement with Bosnia and Herzegovina to the Joint Supervisory Body (JSB) for an opinion.

#### **Funding of activities concerning intellectual property crime by the Office for Harmonisation in the Internal Market (OHIM)**

The MB endorsed the amendment of the strategic cooperation agreement with OHIM and authorised the Director to sign the revised agreement.

#### **Cooperation with Frontex**

The MB endorsed the draft operational cooperation agreement with Frontex, as amended following the relevant JSB opinion.

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### **Meeting 12-13 May 2015**

#### **Process for the 2016-2020 Strategy**

The MB agreed to initiate the process for the elaboration of the 2016-2020 Strategy and decided to support the preparatory work through its Working Group on Corporate matters.

#### **Dissolution of the Europol Pension Fund**

The MB agreed to propose to the Council the dissolution of the EPF and the redistribution of the surplus to each contributor pro rata to their contributions. The MB also agreed to renew the mandate of the members of the EPF management board appointed by the MB until the adoption of the relevant Council Decision.

#### **Recruitment of the Head Internal Audit Function**

The MB appointed Mr Jaime Fernandes as the Head of the Internal Audit Function for a term of five years starting on 1 September 2015.

#### **Consolidated Annual Activity Report 2014, including a draft MB analysis and assessment**

The MB adopted the analysis and assessment of the Consolidated Annual Activity Report (CAAR) 2014 with a view to its inclusion in the report to be submitted to the European Parliament, the Council, the Commission and the Court of Auditors in accordance with Art. 47(2) of the Financial Regulation applicable to Europol.

#### **Developments in Counter-Terrorism, including TE-SAT 2015**

The MB supported the establishment of the Internet Referral Unit (IRU) and the European Counter-Terrorism Centre (ECTC) and underlined the need for adequate resources to support new tasks.

#### **Joint Cybercrime Action Taskforce (J-CAT)**

The MB endorsed Europol's proposal on the future of J-CAT.

#### **Cooperation with Bosnia and Herzegovina**

The MB agreed to transmit the draft agreement to Council for authorising the conclusion of an operational cooperation agreement with Bosnia and Herzegovina.

#### **Cooperation with the United Arab Emirates**

The MB agreed to submit the draft agreement to Council for authorising the conclusion of a strategic cooperation agreement with the United Arab Emirates.

#### **Cooperation with Ukraine**

The MB agreed to submit the data protection report on Ukraine to the JSB for an opinion.

#### **Accreditation of the Europol Operations Network**

The MB endorsed the accreditation decision of the Security Committee for "full authority to operate" of the Europol Operations Network for a period of 60 months.

### **MB meeting 6-7 October 2015**

#### **Appraisal of the Director**

The MB drew lots to designate the Member States which shall assign its MB member to act, along with the ex officio member for the Commission, as reporting

## **Europol Public Information**

officer for the annual (2015) appraisal of the Director. The MB also agreed that the same members will act as reporting officers for 2016 and that the Europol Work Programme would serve as the basis for the Director's objectives.

### **Network and connectivity principles**

The MB endorsed the revised network and connectivity principles.

### **Cooperation with Brazil**

The MB agreed to submit the draft strategic cooperation agreement with Brazil to the Council in order to authorise its conclusion.

### **Cooperation with Ukraine**

The MB took note of the opinion of the JSB on the data protection report on Ukraine and authorised the Director to enter into negotiations on the conclusion of an operational agreement which should take into account the observations made by the JSB.

### **Cooperation with Georgia**

The MB took note of the data protection report on Georgia and agreed to submit it to the JSB for an opinion.

### **EU Most Wanted List**

The MB expressed its support to the project and invited Europol to finalise its implementation.

## **MB meeting 1 December 2015**

### **Preliminary draft Strategy 2016 - 2020**

The MB adopted the Europol Strategy 2016-2020.

### **Evaluation of the ECD implementation**

The MB agreed to waive the evaluation of the implementation of the Europol Council Decision in view of the latter's future replacement by the Europol Regulation.

### **Amending budget 2015**

The MB adopted Europol's proposal to amend the 2015 budget in order to allow the transfer of €500,000 from the OHIM which will fund activities concerning intellectual property crime carried out by Focal Point Copy.

### **Budget 2016**

The MB adopted the final budget and establishment plan for 2016.

### **IAF Work Programme 2016**

The MB endorsed the IAF Work Programme for 2016.

### **Cooperation with EUNAVFOR MED**

The MB endorsed the proposal to conclude a Memorandum of Understanding with the EU military operation in the Southern Mediterranean.

### **Cooperation with Georgia**

The MB authorised the Director to enter into negotiations with Georgia for the conclusion of an operational cooperation agreement.

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### Accreditation decisions

The MB approved the accreditation of the **Europol Platform of Experts**.

The MB approved the extension of the Interim Approval to Operate for the **Europol Analysis System**.

The MB approved the extension of the accreditation duration for **SIENA, IAM, Check-the-Web** and the **Europol Information system**.

### Written procedures

#### **4 December 2014 – 10 February 2015**

The MB adopted the Budget and Work Programme 2015.

The MB authorised the Director to seek the Commission's agreement not to apply the Commission Decisions on the promotion of officials and the reclassification of Contract Agents.

#### **12 February 2015 – 11 May 2015**

The MB adopted the General Report on Europol Activities 2014.

#### **14 May 2015 – 15 October 2015**

Assignment of a Member State representative to participate in the Selection Committees concerning restricted posts during the second semester of 2015.

The MB endorsed Key Performance Indicators for the assessment of the Director.

The MB adopted an opinion on Europol's annual accounts 2014 to be submitted with the final accounts, to the Commission's Accounting Officer, the European Court of Auditors, the European Parliament and the Council.

The MB adopted amending Budget No 5/2015, aiming at reinforcing the EU resources to manage migration and refugee flows.

#### **8 October 2015 – 30 November 2015**

The MB endorsed the draft Council Implementing Decisions approving the conclusion by Europol of the Agreement on Operational and Strategic Cooperation between Bosnia and Herzegovina and Europol and of the Agreement on Strategic Cooperation in the fight against serious crime and terrorism between the United Arab Emirates and Europol.

The MB adopted an amending budget concerning: (1) amending budget No 7/2015 to the 2015 general budget of the EU aiming at reinforcing the Union's resources to managing the migration crisis; (2) the retention of bank interests generated by the contribution paid by the Commission.

#### **1 December 2015 - 31 December 2015**

Assignment of a Member State representative to participate in the Selection Committees concerning restricted posts during the first semester of 2016.

The MB adopted the list of public holidays (2016) for Europol personnel who remained under the Europol Staff Regulations.

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### Annex VII. Main internal and external events in 2015

This chronological outlook<sup>38</sup> contains the main events, high-level meetings and visits, conferences and agreements that occurred in 2015:

JANUARY
<ul style="list-style-type: none"><li>o US Ambassador to the EU visits Europol</li><li>o National Contact Point LIECHTENSTEIN connected to SIENA</li><li>o 1st Call for Proposal - Delegation Agreement</li></ul>
FEBRUARY
<ul style="list-style-type: none"><li>o MoU between EC3 and S21sec</li><li>o MoU between EC3 and Anubis Networks</li><li>o Awareness session on financial intelligence in Lisbon</li><li>o Europol representatives in Washington met with the Department of Homeland Security, FBI, Customs and Border Protection, US Secret Service, Immigration and Customs Enforcement (Homeland Security Investigations), the Drug Enforcement Administration, the US Food and Drug Administration, US Department of the Treasury, United States National Central Bureau Interpol and the Intellectual Property Rights Task Force</li></ul>
MARCH
<ul style="list-style-type: none"><li>o MoU between Europol and ENFSI</li><li>o Joint operational team (JOT MARE) launched</li><li>o US ICE signs agreement to join FP Checkpoint</li></ul>
APRIL
<ul style="list-style-type: none"><li>o First Response Network members training at Europol</li><li>o MoU between EC3 and Shadowserver Foundation</li><li>o National Contact Point MOLDOVA connected to SIENA</li><li>o Her Royal Highness Crown Princess Victoria of Sweden visits Europol</li><li>o Europol awareness seminar (roadshow) in Albania</li><li>o Situation report on counterfeit goods in the EU (cooperation with OHIM)</li><li>o Europol hosts working conference 'Barriers to Outlaw Bikers'</li><li>o Global Conference Cyberspace in the Hague</li><li>o Expert Meeting on Financial Investigations and Asset Recovery related to Human Trafficking</li></ul>
MAY
<ul style="list-style-type: none"><li>o Europol holds awareness seminar for Croatian law enforcement agencies in Zagreb</li><li>o Peer review of Czech Asset Recovery Office</li><li>o Europol's Serious and Organised Crime Forum 2015</li><li>o Annual conference for law enforcement communications at Europol</li><li>o Europol awareness seminar (roadshow) in the Czech Republic</li></ul>
JUNE
<ul style="list-style-type: none"><li>o MoU between EC3 and CISPA</li><li>o Best practice and new cooperation opportunities to tackle Intellectual Property (IP) crime conference in Alicante (OHIM, Europol and Eurojust)</li><li>o Annual experts meeting on combating child sexual exploitation</li><li>o MoU between Europol and Sportradar</li><li>o Financial Intelligence training hosted by Europol</li><li>o Europol Director meets Chinese State Councillor and Minister of Public Security</li><li>o Third Forensic Expert Forum held at Europol</li><li>o Europol supports the organisation of the G7 Summit in Germany</li><li>o 12th EC3 Programme Board meeting at Europol</li></ul>

<sup>38</sup> This outlook doesn't include operational support or coordination events.

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- o MoU between Europol and Group-IB
- o Commissioner of the US CBP visits Europol
- o 2nd conference of the EU Financial Cybercrime Coalition hosted at Europol
- o CBRN training in Spain (Europol, CEPOL and Spanish National Police)
- o MoU between Europol and Citibank
- o 4th Meeting of the German Working Group on EIS at Europol
- o Virtual Currencies Conference at Europol
- o Mandate of J-CAT extended

### JULY

- o Europol's Deputy Director visits the EU RTF in Catania
- o EU Internet Referral Unit launched
- o Operation Commander of EUNAVFOR MED visits Europol
- o Europol's Intellectual Property Crime Unit wins the 2015 Global Anti-Counterfeiting Awards
- o Europol participates in the International conference to raise awareness on environmental crimes and their threat to food safety
- o "Why cash is still king?" strategic report published
- o Joint Europol-CEPOL training course on dismantling illicit synthetic drugs laboratories
- o Third edition of Europol's training course on Open Source IT Forensics
- o Europol experts participate in CEPOL's webinar on cocaine concealment methods
- o Europol's new training course on payment card fraud forensics

### AUGUST

- o MoU between Europol and FireEye
- o MoU between Europol and ING Group

### SEPTEMBER

- o Parliamentary State Secretary from the German Ministry of Interior visits Europol
- o INTERPOL Secretary General and Europol Director meet at the INTERPOL General Secretariat headquarters
- o US Attorney General visits Europol
- o DG Home (Crisis Management Centre) visits Europol
- o EC3 hosts first international Project VIC meeting
- o Member States' Directors of Customs administrations (and WCO) meet at Europol
- o FBI Director visits Europol
- o European Police Chiefs Convention (EPCC) held at Europol

### OCTOBER

- o 3rd Europol – INTERPOL Cybercrime Conference
- o Ukrainian Security Service visits Europol
- o Joint Declaration of Intent regarding the roll-out of SIENA to Police Offices in Germany
- o 4th joint ENISA – EC3 workshop between CSIRTs and law enforcement
- o Annual CARIN meeting coordinated by Europol
- o 16th Europol training course on 'Combating the Online Sexual Exploitation of Children on the Internet' (COSEC) held in Selm, Germany
- o INTERPOL and Europol Operational Forum on Countering Migrant Smuggling Networks
- o European counter-terrorism experts meet in Budapest to discuss the foreign fighters phenomenon
- o Europol Roadshow in Germany
- o Second Call for Proposals - Delegation Agreement
- o MoU between Europol and Dr Web
- o 5th EnviCrimeNet Annual General Meeting attended by Europol
- o International payment card fraud meeting in Bogota

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### NOVEMBER

- Europol supports the French authorities in response to Paris terror attacks
- Europol participates in the IP rights conference held at OHIM
- 2nd #WePROTECT summit backed by Europol
- Europol receives the National Intelligence Professional Award
- Europol provides training on response to radiological incidents and emergencies (cooperation with IAEA)
- Council conclusions on counter-terrorism (CT)
- Danish Prime Minister visits Europol
- Norwegian Minister of European Economic Area (EEA) and EU Affairs visits Europol

### DECEMBER

- Europol and Frontex sign an agreement to exchange information on cross-border crime
- Security Awareness Week 2015
- Conference on international pickpocketing gangs held at Europol
- Closure of Operation Blue Amber
- High ranking CT experts meeting in Europol
- MoU between Europol and EUNAVFOR MED to enhance bilateral cooperation
- Prime Minister of Norway visits Europol to discuss illegal immigration, counter-terrorism and cooperation between Norway and Europol

# Europol Public Information

## Acronyms and abbreviations

ABAC - Accrual Based Accounting tool	9, 12, 41, 46, 51
ADEP - Automated Data Exchange Platform	28
AFIS - Automated Fingerprint Identification System	31, 32
ARO - Asset Recovery Office	8, 19, 33
AWF - Analysis Working File	17
CAAR - Consolidated Annual Activity Report	2, 3, 4, 5, 40, 72
CAMA - Case Management tool	16
CARIN – Camden Asset Recovery Inter-Agency Network	76
CBCC - Cross Border Crime Check	8, 27
CBP - Customs and Border Protection	76
CBRN - Chemical Biological Radiological & Nuclear	76
CEPOL - European Police College	17, 22, 33, 34, 35, 76
COSI – Standing Committee for the EU Internal Security	21
CSE - Child Sexual Exploitation	31, 33
CT - Counter Terrorism	77
DA - Delegation Agreement	3, 17, 54
DCA - Designated Competent Authorities	8, 29
DG HOME - Directorate General for Migration and Home Affairs	21, 23
DMS - Document Management System	38
DPO – Data Protection Office	9, 33, 36, 51, 52, 57, 63
EAS - Europol Analysis System	12, 13, 14, 26, 37, 38, 39, 46, 51
ECA - European Court of Auditors	9, 17, 36, 53, 54, 55, 57, 58
ECAB - Europol Criminal Asset Bureau	21
ECIM - European Criminal Intelligence Model	10, 12, 24
ECM - Europol Content Management	39, 55
ECTC - European Counter Terrorism Centre	2, 6, 14, 23, 32, 38, 43, 48, 72
EDEN - Automated Fingerprint Identification System	33, 52
EDPS - European data Protection Service	22
EEAS – European External Action Service	20, 22
EIB - European Investment Bank	23
EIS - Europol Information System	2, 8, 17, 18, 23, 26, 27, 29, 34, 35, 37, 38, 51, 76
ELO - Europol Liaison Officer	20
EMAS - Europol Malware Analysis System	16, 38, 41
EMPACT - European Multidisciplinary Platform Against Criminal Threats	3, 7, 17, 18, 20, 23, 24, 26, 27, 31, 44
EMSA - European Maritime Safety Agency	22
EMSC - European Migrant Smuggling Centre	2, 6, 14, 48
ENFSI - European Network of Forensic Science Institute	75
ENISA - European Agency for Network and Information Security	22, 76
ENPPF - European Network for the Protection of Public Figures	33
EP - European Parliament	54
EPCC - Europol Police Chiefs Convention	76
EPE - Europol Platform for Experts	8, 17, 22, 31, 32, 33, 34, 35, 38, 52
EPF - Europol Pension Fund	36, 41, 72
EU CTC - European Counter Terrorism Coordinator	23
EU IRU - European Union Internet Referral Unit	6, 7, 14, 16, 22, 23, 25, 31, 38, 48
EU RTF - EU Regional Taskforce	76
EUCTF – EU Cybercrime Taskforce	26
EU-LISA - European Agency for the operational management of large-scale IT systems	22
Eurojust	7, 19, 22, 34, 75
Consolidated Annual Activity Report 2015	78

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EUSR - EU Staff Regulations	50
EWN - Early Warning Notification	19
FBI - Federal Bureau of Investigation	75, 76
FI - Financial Intelligence	25, 26, 32, 35
FIU - Financial Intelligence Unit	3, 7, 14, 23, 26, 29, 30, 37, 43, 48
FP - Focal Point	75
FR - Financial Regulation	2, 43, 51, 53, 57
FRN - First Response Network	23
Frontex	7, 19, 22, 43, 71, 77
HENU - Head of Europol National Unit	27, 29, 38, 42
HRIDB - High Risk Informant Database	32
HVT - High Value Targets	17
IAF - Internal Audit Function	9, 31, 36, 37, 43, 51, 55, 56, 57, 58, 71, 73
IAS - Commission's Internal Audit Service	9, 36, 52, 53, 55, 56, 57, 58
ICE – Immigration and Customs Enforcement	75
ICS - Internal Control Standards	56
ICT - Information and Communications Technology	3, 7, 10, 12, 29, 37, 38, 39, 45, 46, 47, 49, 55
IDMC - Integrated Data Management Concept	12, 28, 39
INTERPOL	21, 27, 43, 76
IOCTA - Internet Organised Crime Threat Assessment	25, 26, 33
ISF - Internal Security Fund	8, 27
IVAS – Investigation Video and Audio System	16
J-CAT - Joint Cybercrime Action Taskforce	76
JHA - Justice and Home Affairs	6, 22, 23, 34, 44, 48
JIT - Joint Investigative Team	15, 18, 22, 35
JOT - Joint Operational Team	6, 7, 14, 19, 21, 22, 43, 48, 75
JSB – Joint Supervisory Board	9, 19, 20, 21, 36, 37, 46, 52, 58, 71, 72, 73
KPI - Key Performance Indicator	38, 42, 45
LB - Liaison Bureau	21
LFE - Large File Exchange	16, 34
LIBE – Civil Liberties, Justice and Home Affairs	21
MB – Management Board	2, 3, 4, 10, 16, 21, 22, 23, 29, 36, 37, 38, 40, 42, 52, 53, 54, 56, 71, 72, 73, 74
MO - Modus Operandi	25
MoU - Memorandum of Understanding	75, 76, 77
MS - Member States	7, 8, 13, 16, 17, 18, 19, 20, 21, 23, 25, 26, 27, 28, 29, 31, 32, 33, 34, 42, 49, 55, 59
MTIC - Missing Trader Intra-Community	25, 35, 59
NCMEC - National Centre for Missing & Exploited Children	16
NCP – National Contact Point	22
NEC – National EMPACT Coordinator	24
NGO - Non-Governmental Organisation	23
NYPD - New York Police Department	21
OAP - Operational Action Plans	7, 17, 23, 24
OHIM - Office for the Harmonisation of the Internal Market	17, 22, 43, 44, 71, 73, 75, 77
OIAT - Operational Integrated Analysis Training	35
OIH - Operational Information Handling	35
OPC - Organised Property Crime	7, 18, 33
OSINT - Open Sources Intelligence	33
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