

Europol Programming Document

2018 – 2020

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List of Acronyms

ADEP	Automation of Data Exchange Processes
AFIS	Automated Fingerprint Identification System
AP	Analysis Project
ARO	Asset Recovery Office
CAR	Conflict Armament Research
CATS	Coordinating Committee in the area of police and judicial cooperation in criminal matters
CBRN	Chemical, Biological, Radiological and Nuclear
CGN	Carrier-grade network address translation
COM	European Commission
COSI	Standing Committee on Operational Cooperation on Internal Security
CT	Counter-Terrorism
EC3	Europol Cybercrime Centre
ECA	European Court of Auditors
ECD	Europol Council Decision
ECTC	European Counter Terrorism Centre
EDPS	European Data Protection Supervisor
EEAS	European External Action Service
EMAST	EU Mobile Analysis Support Teams
EMIST	EU Mobile Investigation Support Teams
EMPACT	European Multidisciplinary Platform against Criminal Threats
EMSC	European Migrant Smuggling Centre
EPE	Europol Platform for Experts
ESOCC	European Serious and Organised Crime Centre
ETS	European Tracking Solution
EUIPO	European Union Intellectual Property Office
EU RTF	EU Regional Task Force
FIU	Financial Intelligence Unit
HR	Human Resource
HVT	High Value Target
IAC	Internal Audit Capability
IAS	Internal Audit Service
IDMC	Integrated Data Management Concept
iOCTA	Internet Organised Crime Threat Assessment
IRU	Internet Referral Unit
ISF	Internal Security Fund
J-CAT	Joint Cybercrime Action Taskforce
JHA	Justice and Home Affairs
JIT	Joint Investigation Team
JOT	Joint Operation Team
JSB	Joint Supervisory Board
LEA	Law Enforcement Authorities
MB	Management Board
MENA	Middle East and North Africa region
MS	Member State
MTIC	Excise and Missing Trader Intra Community
PIU	Passenger Information Unit
QUEST	Querying Europol's systems
PNR	Passenger Name Record
SIENA	Secure Information Exchange Network Application
SIS	Schengen Information System
SOCTA	Serious and Organized Crime Threat Assessment
TFTP	Terrorist Finance Tracking Programme
TP	Third Parties
UMF	Universal Message Format
US ATF	Bureau of Alcohol, Tobacco, Firearms and Explosives
VIS	Visa Information System

Mission Statement

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

SECTION I – General Context

The following influencing factors were identified during the process of developing the Europol Strategy 2016-2020.

1. European Agenda on Security

The European Agenda for Security 2015 - 2020 focuses on three priorities as interlinked areas: Terrorism and Radicalisation, Serious and Organised Crime, and Cyber Crime. The document confirms the importance of:

- The reinforcement of Europol's support functions by bringing together its anti-terrorism law enforcement capabilities in a **European Counter-Terrorism Centre** within Europol.
- The stepping up of **cross-border investigations** in the area of facilitated irregular immigration with the support of EU agencies; the Joint Operation Team MARE (JOT MARE) coordinated by Europol is cited as a good example for effective Union operation for identifying and tackling organised crime groups.
- The development of Europol's **European Cybercrime Centre** as a central information hub for law enforcement in this area.

In addition to these, other elements in the Agenda affect Europol's activities and create certain expectations which have to be taken into account:

- Requirement for a more joined-up **inter-agency and cross-sectorial approach**; the Agenda specifically mentions the cooperation between Europol and Frontex, and Europol and Eurojust which should be further enhanced.
- Requirement to strengthen further the **cooperation** with enlargement and neighbourhood countries, key strategic partners, and relevant international and regional organisations. The Agenda insists specifically on extending the work of the EU Policy Cycle to **neighbouring countries**.
- Cooperation with the **private sector** is also of critical importance to fight online crime.
- Ensuring better information exchange by improving the existing information tools or create new ones. Member States should use Europol as their channel of first choice for law enforcement **information sharing** across the EU. SIENA is described as a swift, secure and user-friendly way for information exchange. On the other hand, there is no reference in the Agenda about the EIS which could be a signal for a not yet fully utilised capacity of the instrument and low awareness among stakeholders.
- There are already multiple information exchange systems in the EU with relevance to Europol's work which creates a degree of complexity in terms of **information management**. Europol should have a clear overview on the existing information flows in order to make better use of existing systems and should obtain necessary access and optimise the receipt of complementary information, especially in regards to SIS II, PNR and the Smart border package.
- The Commission adopted a package of measures on **firearms** in November 2015 to improve the sharing of information e.g. by uploading information on seized firearms in Europol's information system.

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- Europol together with Frontex is expected to play a key role in the maintenance of the **common risk indicators**, in respect of **foreign terrorist fighters** and for processing of **Passenger Name Records (PNR)** on the basis of information received from Member States.
- The Agenda views positively the **EU Policy Cycle** and recommends that it should be used more by Member States to launch concrete law enforcement operations. As a practical example the Agenda mentions Operation Archimedes, coordinated by Europol in 2014 with the recommendation that such operations should be evaluated regularly in order to identify best practices for future action.
- The Agenda identifies **Joint Investigation Teams (JITs)** as a successful tool that should be used more regularly and draw systematically on the agencies. Cross-border cooperation between national **Financial Intelligence Units (FIUs)** and national **Asset Recovery Offices (AROs)** proved to be another effective way of ensuring operational cooperation to combat money laundering and to access the illicit proceeds of crime. The embedment of FIU.NET in Europol will further enhance capabilities in the fight against terrorist financing.

2. Internal Security Strategy 2015 - 2020

The Council conclusions on the renewed EU Internal Security Strategy 2015-2020 were approved on 16 June 2015. COSI was instructed to develop a well-targeted implementation document with a list of priority actions to implement the ISS, to monitor progress, update the implementation document regularly and carry out a mid-term review.

An implementation paper for the EU ISS in the form of a work plan of the different Council Working Groups under the Luxembourg Presidency was endorsed at the COSI/CATS meeting in July 2015. The Trio Presidency presented the multi-annual implementation plan to COSI in December 2015.

3. European Agenda on Migration

The European Agenda on Migration came into life in May 2015 and granted Europol an active role in the fight against irregular immigration. First, there should be better pooling and utilisation of information to identify and target smugglers. Europol is expected to strengthen the **JOT MARE** and its Analysis Project on migrant smuggling. The result – a European Migrant Smuggling Centre - should be a single entry point for inter-agency cooperation on smuggling². Frontex and Europol are also tasked to develop profiles of vessels which could be used by smugglers, following patterns to identify potential vessels and monitor their movements. Europol and Eurojust will assist the host Member State with investigations to **dismantle the smuggling and trafficking networks**. In addition, Europol will identify **illegal internet content** used by smugglers to attract migrants and refugees, and request its removal.

The Commission set up the **'Hotspot' approach**, where the European Asylum Support Office, Frontex and Europol work on the ground with frontline Member States to swiftly identify, register and fingerprint incoming migrants. The first Hotspots were identified and implemented through the inter-agency EU-Regional Task Force (EU-RTF) in Italy and Greece.

The Agenda on Migration stipulates that the EU Agencies can also assist Member States' authorities in conducting proactive financial investigations, aiming at seizures and recovery of criminal assets, and actions against money laundering connected to migrant smuggling which can be supported through enhanced cooperation with Financial Intelligence Units on **financial flows** and new cooperation with financial institutions, such as banks, international money transfer services, and credit card issuers.

² The European Maritime Safety Agency, the European Fisheries Control Agency and Eurojust should also contribute to this work.

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Cooperation with third countries is also of critical importance. Most of the smugglers are not based in Europe and those who are arrested on the boats in the Mediterranean are normally the last link in the chain. Cooperation to crack down on the local and international criminal groups that control smuggling routes will be a major focus of the intensified cooperation set out above.

4. JHA Council Conclusions 20 November 2015 on Counter-terrorism

In the aftermath of the terrorist attacks in Paris (Nov. 2015), the JHA Council re-affirmed its determination to intensify the efforts in the counter-terrorism domain. The Council supported the launching of the European Counter-Terrorism Centre at Europol as of 1 January 2016, including the EU Internet Referral Unit and urged the Commission to ensure that the necessary resources were made available to reinforce the ECTC. The Council reiterated the urgency and priority of the development of the PNR directive and called for increased inter-agency cooperation and increased cooperation between Member States, including through the EU Policy Cycle in terms of OAP Firearms, the FIU.net for intelligence on financing terrorism and through Europol's AP Travellers.

5. European Commission Communication on Stronger and Smarter Information Systems for Borders and Security

The Commission presented on 6 April 2016 a Communication on Stronger and Smarter Information Systems for Borders and Security³. It is designed to address shortcomings identified in the current systems, gaps in the architecture and limited interoperability, caused by the complexity and fragmentation of information systems at the European level while fully complying with data protection rules. After the Communication, a High Level Expert Group on Information Systems and Interoperability with EU Agencies, including Europol, national experts and relevant institutional stakeholders has started work to elaborate on the legal, technical and operational aspects of the different options proposed in the Communication to achieve interoperability of information systems.

The Communication specifically addresses Europol regarding its access to the main central databases – SIS, VIS and Eurodac, of which the agency has not yet made full use. Europol should accelerate the on-going work to establish the connection to VIS and Eurodac, and should better utilise its existing access to SIS.

6. European Commission Communication on Security Union

Building on the principles and priorities of the European Agenda on Security, the Commission has put forward ideas to pave the way towards an effective and genuine Security Union⁴, in which Member States would work closely together on matters of security, acknowledging that the internal security of one Member State is the internal security of all Member States. The Communication provides a roadmap identifying a number of priority areas in the collective fight against terrorism and corresponding measures to be implemented. The main issues addressed are the threat posed by returning foreign terrorist fighters, preventing and fighting radicalisation, sanctioning terrorists and their backers, cutting the access of terrorists to firearms and explosives, funds, etc.

The Communication paid particular attention on the **strengthening of the European Counter Terrorism Centre**. The Centre should become the law enforcement intelligence hub for threat analysis and support the development of counter-terrorism operational plans. The Commission will bring forward initiatives to develop the Centre into a stronger structure, with the capacity for joint operational planning, threat assessments and law enforcement

³ Communication from the European Commission to the European Parliament, the European Council and the Council: Stronger and Smarter Information Systems for Borders and Security, 6 April 2016, COM(2016) 205 final, Council Secretariat file no. 7644/16

⁴ Communication from the European Commission to the European Parliament, the European Council and the Council: Delivering on the European Agenda on Security to fight against terrorism and pave the way towards an effective and genuine Security Union, 20 April 2016 (COM (2016) 230 Final), Council Secretariat file no. 8128/16

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intelligence coordination. Joint threat assessments on terrorism and radicalisation should start being developed already now as a matter of urgency.

7. Roadmap to enhance information exchange and information management including interoperability solutions in the Justice and Home Affairs area

The roadmap on information exchange⁵ endorsed by the Justice and Home Affairs Council in June 2016 contains specific, practical short- and medium-term actions and long-term orientations to enhance information management and information exchange in the Justice and Home Affairs (JHA) area. The purpose is to support operational investigations, especially in counter-terrorism - realising that there is a close connection between terrorism and crime - and to swiftly provide front-line practitioners such as police officers, border guards, public prosecutors, immigration officers and others with comprehensive, topical and high-quality information to cooperate and act effectively.

In the roadmap Europol has been indicated as one of the Primary Responsible Parties for the implementation of the following objectives and actions:

- Enhance data / information quality;
- Further develop the Universal Messaging Format (UMF);
- Fully utilise access to SIS, VIS and Eurodac including by establishing effective technical connections;
- Connect Eurojust to the AP Hydra at Europol;
- Agree on how information is shared between PIUs and with third countries where possible; Make full use of Europol databases to support PIUs;
- Enhance the security check in hotspots;
- Enhance operational cooperation of EU MS on migrant smuggling through their activities in the hotspots.

Furthermore, Europol is directly referred to the following objectives and actions to be fulfilled by Member States, the European Commission or other stakeholders:

- Increase the data supply to Europol and Eurojust as well as systematic sharing of cases as appropriate;
- Examine the possibility for Europol to become a partner in the Prüm framework with a view to enabling the cross matching of DNA, finger prints and vehicle registration data with third countries with which Europol has an operational agreement while fully taking the information owner principle into account;
- Implement a consistent three-tier information sharing approach regarding FTF by making optimal and consistent use of SIS, the Europol Information System (EIS) and the relevant Analysis Projects (APs) at Europol;
- Make better use of SIENA as a secure channel for the exchange of law enforcement information regarding terrorism and terrorism related activities.

8. European Commission Communication "Enhancing security in a world of mobility"

On 14 September 2016, the European Commission Communication "Enhancing security in a world of mobility: Improved information exchange in the fight against terrorism and stronger external borders"⁶ was released, taking further the objectives of the Security Union communication, released earlier in April 2016.

Next to the topics of European integrated border management, enhanced identity management and identification document security, the Commission Communication outlines

⁵ Roadmap to enhance information exchange and information management including interoperability solutions in the Justice and Home Affairs area, 6 June 2016, Council Secretariat file no. 9368/1/16

⁶ Communication from the European Commission to the European Parliament, the European Council and the Council: Enhancing security in a world of mobility: Improved information exchange in the fight against terrorism and stronger external borders, 14 September 2016 (COM (2016) 602 Final), Council Secretariat file no. 12307/16

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additional focus areas concerning Europol and its ECTC, namely by setting out objectives with a view to:

- **Facilitating information exchange and cooperation** between the ECTC, law enforcement and the security services communities;
- **Upgrading Europol's access to EU databases** (in particular VIS, Eurodac and future systems such as the Entry-Exit System, as well as the full exploitation of Europol's access to SIS II under its existing mandate);
- Introducing an **ECTC programme board** (based on positive experience gained in the context of the establishment of the European Cyber Crime Centre – EC3);
- Exploring **enhanced cooperation with third countries**, with the support of the European External Action Service (EEAS) and the security experts deployed in EU delegations, to exploit efforts concerning anti-terrorism partnerships with countries in the Middle East and North Africa (with a view to improving transmission of information by third countries, including through Interpol as intermediary);
- Boosting the ECTC and related support areas with additional financial, technological and human resources, in order to keep up with the terrorist threat and to handle and process the increased volume of information and intelligence shared with Europol in support of EU Member States.

9. New Europol Regulation

As of 1 May 2017, a new Regulation is applicable to Europol which leads to the following main operational changes:

- Europol has been given a number of **new tasks**, as well as having existing ones broadened. Notably, the agency has now received the explicit competence and task to “coordinate, organize and implement investigative and operational action jointly with MS.” New tasks also include the ability to establish new Union centres of expertise, such as EC3, the ECTC, the EMSC, etc. A specific mandate has been provided for all cybercrime related aspects as well, including the IRU and the making of referrals. Additionally, Europol’s ability to finance activities of MS has been established for any type of crime (rather than only Euro-counterfeiting). This includes naturally also any operational or technical support.
- Europol’s new concept for **Integrated Data Management** allows now to handle data based on the purpose of the processing, rather than on the actual cases / topic itself. Specifically it is foreseen to process data for the purposes of cross-checking, for strategic analysis, for operational analysis and for the facilitation of information exchange. Such information management architecture means that it is future-proof, flexible and operationally driven, and will allow for the implementation of any operational requirements defined in the future.
- **External Relations:** with the new Regulation in place Europol is now able to exchange all non-personal data with any third party (TPs), including private parties, where the agency sees it necessary to do so, without the need for any underlying agreement. The same is valid for the receipt of personal data by Europol from TPs and EU bodies. The exchange of personal data based on Europol’s existing agreements remains valid, and it is also possible if the Commission has provided an adequacy decision on the level of data protection of the TP concerned. There are a number of exceptions to this rule, and the most notable is that where Europol considers a transfer necessary for the prevention or detection or prosecution of a crime, it may nonetheless transfer the personal data.
- The new possibilities for cooperation with **private parties** (PPs) are considerable and include the ability to receive (bulk) personal data from any private party, as long as Europol processes it only to identify the MS concerned. Europol may also send personal data to PPs in individual cases, where it is necessary in the interest of the data subject, for the prevention of imminent crime or, if it is publically available, for any reason to combat cybercrime.

10. Major policy developments in 2017

- The **Malta Declaration on the external aspects of migration** from 3 February 2017 and the following Implementation Plan re-confirm and escalate further the role of the European Migrant Smuggling Centre at Europol in supporting EU MS to tackle migrant smuggling and trafficking in human beings. In particular, EMSC is expected to collect, analyse and disseminate evidence and intelligence from/to all relevant actors, with a view to closing intelligence gaps, providing a common risk analysis and assessment and identifying investigative opportunities. Closer cooperation with EU bodies (including missions/operations and EU delegations) and the posting of Europol liaison officers to key partners for the stimulation of enhanced information exchanges should assist this process.
- The high-level expert group on information systems and **interoperability** issued in May 2017 its final report⁷ with set of findings and recommendations. There are ongoing discussions on the way ahead and for some initiatives feasibility studies were initiated by the Commission, e.g. on the European Search Portal. The outcome of the discussions and feasibility studies will determine how the recommendations will be implemented in practice by/at Europol. The final report was followed by the adoption of Council Conclusions on the way forward to improve information exchange and ensure the interoperability of EU information systems on 8 June 2017.
- Following the Senior Official Meeting of the EU Internet Forum on 27 June 2017, the Commission presented an **Action Plan to Combat Terrorist Content Online** which includes actions to be accommodated by the IRU's strategic goals and objectives both in terms of prevention and investigation. Furthermore, the June JHA Council adopted Revised Guidelines for the **EU Strategy for Combating Radicalisation and Recruitment to Terrorism** which also make reference to the work of the ECTC/ EU IRU.
- In September 2017 the Commission adopted a new package of measures on **cybersecurity** with a wide-ranging set of measures to reinforce the EU's resilience and response to cyber-attacks. The package comprises several elements that are of direct relevance to Europol, which are outlined in the Communication "Resilience, Deterrence and Defence: Building strong cybersecurity for the EU"⁸, the proposal for a Directive on Non-Cash Payment Fraud⁹ and the Recommendation "on Coordinated Response to Large Scale Cybersecurity Incidents and Crises"¹⁰.
- On 18 October 2017 the Commission presented alongside its 11th Security Union Report a set of operational and practical measures to better defend EU citizens against **terrorist threats**. The measures aim to address vulnerabilities exposed by recent attacks and will support Member States in protecting public spaces and help deprive terrorists of the means to act. The Commission has also proposed to further strengthen the EU's external action on counter-terrorism by enhancing Europol's cooperation with third countries. For this purpose the Commission will present recommendations to the Council to authorise the opening of negotiations for agreements between the EU and Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Tunisia and Turkey on the transfer of personal data between Europol and these countries to prevent and combat terrorism and serious crimes.

In addition, the Commission also proposed an Action Plan to step up EU level preparedness, resilience and coordination against attacks involving **chemical, biological, radiological and nuclear (CBRN) substances**. Measures proposed include the creation of an EU CBRN security network and a CBRN knowledge hub to be set up in the European Counter-Terrorism Centre in Europol.

- The recast of the Eurodac regulation is expected to be finalised by the end of 2017. If adopted without further modifications Europol will receive improved access to the database and will be mandated to "designate an operating **unit in charge of child**

⁷ <http://ec.europa.eu/transparency/regexpert/index.cfm?do=groupDetail.groupDetailDoc&id=32600&no=1>

⁸ JOIN(2017) 450 final

⁹ Proposal for a Directive of the European Parliament and of the Council on combating fraud and counterfeiting of non-cash means of payment and replacing Council Framework Decision 2001/413/JHA (COM(2017) 489 final)

¹⁰ Commission Recommendation of 13.9.2017 on Coordinated Response to Large Scale Cybersecurity Incidents and Crises (C(2017) 6100 final)

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victims of trafficking in human beings". The ongoing revision of the Schengen Information System (SIS) also aims at extending Europol's access rights to SIS alerts, such as on missing persons and persons who are refused entry or stay within the territory of a MS.

11. Multiannual Financial Framework 2014-2020

The MFF is a key consideration as it provides the **financial and human resource ceilings** for the implementation of Europol's multi-annual programming and annual objectives. Elaborated in 2013, the MFF provided for very limited growth of the agency, despite the establishment of entirely new tasks such as EC3. The growth of cybercrime, the migration crisis and terrorist threats of recent years have triggered some relevant adjustments to the provisions of the MFF, in particular in 2016 and 2017, when Europol received additional resources, to support priority areas of work.

However, as the full impact of new developments and tasks assigned to Europol have not been adequately reflected in these changes so far, Europol assesses its resource needs on an annual basis with a view to adjusting its level of ambition in terms of implementation of its Work Programme.

12. EU Policy Cycle

In 2017, Europol published the SOCTA which identified eight priority criminal threats in the EU. The Council adopted on 18 May 2017 ten priorities of the EU policy for organised and serious international crime 2018-2021, which largely determine the priority work of Europol for the coming years. The priorities are:

1) To fight **cybercrime**, by (1) disrupting the criminal activities related to **attacks against information systems**, particularly those following a Crime-as-a-Service business model and working as enablers for online crime, by (2) combating **child sexual abuse and child sexual exploitation**, including the production and dissemination of child abuse material, and by (3) targeting criminals involved in **fraud and counterfeiting of non-cash means of payment**, including large-scale payment card fraud (especially card-not-present fraud), emerging threats to other non-cash means of payment and enabling criminal activities.

2) To (1) disrupt the activities of Organised Crime Groups (OCGs) involved in the wholesale **trafficking of cannabis, cocaine and heroin** to the EU, to (2) tackle the criminal networks involved in the trafficking and distribution of multiple types of drugs on EU markets and to (3) reduce the production of **synthetic drugs and New Psychoactive Substances (NPS)** in the EU and to dismantle OCGs involved in their production, trafficking and distribution.

3) To disrupt OCGs which **facilitate illegal immigration** by providing facilitation services to irregular migrants along the main migratory routes crossing the external border of the EU and within the EU, particularly focussing on those whose methods endanger people's lives and those offering their services online and making use of document fraud as part of their business model.

4) To combat **organised property crime** by concentrating on disrupting highly mobile OCGs carrying out organised thefts and burglaries across the EU. This should include OCGs using new technologies or enhanced countermeasures which exploit the lacking interoperability of cross-border surveillance tools.

5) To fight against the **trafficking in human beings** (THB) in the EU for all forms of exploitation, including sexual and labour exploitation as well as all forms of child trafficking.

6) To disrupt the capacity of OCGs and specialists involved in **excise fraud and Missing Trader Intra Community (MTIC) fraud**.

7) To disrupt OCGs involved in the **illicit trafficking, distribution and use of firearms**.

8) To disrupt OCGs involved in **environmental crime**, more particularly wildlife and illicit waste trafficking.

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9) To combat **criminal finances and money laundering** and facilitate asset recovery in view of effectively confiscating the criminal profits of OCGs, especially targeting money laundering syndicates offering money laundering services to other OCGs and those OCGs making extensive use of emerging new payment methods to launder criminal proceeds.

10) To combat **document fraud** in the EU, by targeting OCGs involved in the production and provision of fraudulent and false documents to other criminals.

Environmental crime, criminal finances and money laundering and document fraud are entirely new priorities compared to the previous EU Policy Cycle, which ends in 2017.

SECTION II - Multi-annual programming 2018 – 2020

1. Multi-annual objectives

Based on the Financial Regulation and following Commission guidelines, Europol has prepared its Programming Document 2018-2020 containing multi-annual and annual programming components combined with indicative budget and resource allocations.

The multi-annual component of the Programming Document is largely based on the Europol Strategy 2016-2020 which was adopted by Europol’s Management Board on 1 December 2015. The agreed strategic objectives are incorporated in the Programming Document as multi-annual objectives and are linked to the 2018 annual work programme, objectives and actions under Section III. It is envisaged to have a mid-term review of the Europol Strategy in 2018.

In the next three years, Europol will continue to support law enforcement authorities in their fight against serious and organised crime and terrorism, but the strategic emphasis of the organisation will progressively shift from laying the foundation of increased capability to one based on full-scale delivery of operational service and impact. Europol, in its Multi-annual programming 2018-2020, focuses on consolidating all its capabilities and expertise, to deliver the most effective support to MS investigations. The focus of Europol’s work will therefore be placed on two fundamental themes:

- a) making a significant contribution to criminal information management in the EU
- b) delivering maximum operational impact in its operational support to MS



2. Multi-annual programme

Goal 1: Europol will be the EU criminal information hub, providing information sharing capabilities to law enforcement authorities in the MS

The information management capabilities of Europol lie at the heart of its mandate, as they allow for increased cooperation between the Member States and Europol, and are crucial in obtaining the necessary intelligence to tackle cross-border crime. Information management includes the access to, collection and organisation of the structure, processing and delivery of information from multiple sources and in multiple formats to the Member States. To achieve its goal, Europol's work will focus on three axes: firstly on re-evaluating the information architecture of the organisation, in particular in the context of the new integrated data management concept afforded by the new Europol Regulation and in the context of improved EU interoperability of information systems; secondly, on the provision of fast, reliable and uninterrupted first line response and thirdly, on enhancing partnerships to develop a more comprehensive intelligence picture.

1.1 Develop the necessary ICT capabilities to maximise the exchange and availability of criminal information

Europol will exploit new technological developments and be a significant contributor to the increased integration and interoperability of law enforcement systems in Europe.

The new legal framework of Europol removes the emphasis from specific ICT systems and databases and introduces a new integrated data management concept (IDMC) which focuses, first and foremost, on placing the business needs of the law enforcement community as the main driver of obtaining, storing and disseminating the information available. In concrete terms, the rules for information processing are related to the data itself – rather than the systems or databases used to store it. As a consequence Europol, in close consultation with Member States, will have the opportunity to use this flexibility to modernise its systems architecture and information management strategy to ensure the best ways to manage criminal information and enhance the analytical capabilities of Europol based on MS' operational requirements. The integration of data will ensure that links across crime areas will be more easily identified and therefore, analytical support will be of increased value. The implementation of this new concept will lead to an evolution of existing systems such as the EIS and the development of new ICT solutions, including means of innovation such as, data science and 'smart' technologies.

Other major drivers behind information exchange capabilities will be the ever-increasing amount of available information and new technological trends such as de-centralised systems of information sharing. Europol will work towards providing Member States with optimal solutions by examining and applying the most appropriate topologies (e.g. central collecting or connecting data, ADEP concept) to ensure the necessary access to information and the provision of a complete intelligence picture. The access to and cross-checking of data in databases such as Prüm, SIS II and VIS will also be considerations of the new design. Travel intelligence such as PNR and ETIAS are expected to have a significant effect on the requirements of Europol's infrastructure.

Europol will build on the success of SIENA and further develop it as the system of first choice for secure law enforcement information exchange and communication.

1.2. Provide effective and immediate first-line information exchange

The information intake and data handling model will be reviewed in line with the new integrated data management concept and taking into account the increasing influx of high volume data.

Europol will respond to the needs of Member States for fast and uninterrupted service in a number of ways. A first-line 24/7 information hub is available to maximise intake, initial processing and availability of information to Member States. In addition, Europol will work

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with Member States to increase the quality of their cooperation, in particular with regard to the quality of information exchanged and the speed of response (e.g. through increased usage of the Universal Message Format (UMF)).

Finally, Europol will further invest in standardisation, automation of cross-matching, optimisation of information flows and flexible resource allocation with a view to making more efficient use of human resources while managing to respond to all information processing requests in a timely manner.

1.3. Strategically enhance partnerships with cooperation partners

An enhanced multi-disciplinary approach is becoming increasingly more relevant for Europol in delivering its mission, bringing together necessary expertise and information from an expanding range of partners.

Europol will continue to promote and further develop its cooperation with all competent law enforcement authorities including Customs and Counter-Terrorism services in the MS. At the same time, Europol will aim to further strengthen its partnership with third states (e.g. US, Mediterranean countries, the Western Balkans, Middle East and North African countries), through initiatives which preserve Europol's operational nature and its support function to Member States. In view of the global challenges the EU is facing, for example in the area of cybercrime, migration and terrorism, cooperation with Interpol will remain particularly relevant and will be enhanced through closer alignment and setting of common strategic actions.

EU agencies (e.g. Frontex, Eurojust) will remain important partners and cooperation will be further enhanced on the basis of complementarity. In particular, Europol and Frontex will closely cooperate in matters related to irregular migration while Europol and Eurojust will continue strengthening their cooperation through Joint Investigation Teams and in the area of cybercrime. The work of Europol on Intellectual property crime will be enhanced through the cooperation with EUIPO. Cooperation with other agencies, especially in the area of Justice and Home Affairs (e.g. CEPOL, eu-LISA, FRA), is being developed and implemented as needed for initiatives of common interest.

In addition, and more significantly than in the past, Europol's ability to cooperate with the private sector will be key in achieving the best operational results; the provisions of the new Europol Regulation will largely determine the extent to which Europol will cooperate with private partners.

The new External Strategy 2017-2020 as endorsed by Europol's Management Board at the end of 2016 has further defined the focus and steps to be taken towards enhancing cooperation with third countries and international organisations (please see next chapter).

Goal 2: Europol will provide the most effective operational support and expertise to MS investigations by developing and employing a comprehensive portfolio of services

Europol will provide high quality operational support to MS investigations in three key priority areas, aligned with the European Agenda on Security, namely Serious and Organised Crime, Cybercrime and Counter-Terrorism.

In order to achieve maximum impact and operational results, Europol will dynamically adjust its operational delivery models and use of human resources. Existing and new operational capabilities and expertise will be employed as required to tackle the challenges in each of the key crime areas. Europol's Analysis Projects will support MS investigations in the area of Serious and Organised Crime within the priorities set in the EU Policy Cycles (2013-2017 and 2018-2021), while special focus will be placed in the area of facilitated irregular migration. The European Cybercrime centre will continue to drive and support intelligence-led actions and provide specialised forensic and technical support. In the area of counter-terrorism, Europol will focus on promoting and facilitating cooperation and information sharing with a view to improving the intelligence picture and increasing operational support

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to MS. In all priority areas Europol will provide an effective platform for the coordination of operations carried out by MS.

A number of cross-cutting operational capabilities will also be used to support the MS. Europol will further develop and adjust Europol's analytical products to match the needs of the MS. Europol will further support the EU Policy Cycle and aim to increase its impact on the set priorities. The embedment of FIU.net at Europol and the work on asset recovery will aim to increase the use of Financial Intelligence in all crime areas while access to PNR data will allow for identifying further criminal links. Europol will also continue sharing its expertise and building capacity at Member States through its training and special tactics capabilities.

Europol will continue delivering in selected areas and as required by the Member States, central capabilities and expertise that are not available widely at national level, to provide cost-effective and enhanced support where a common European response to threats is required.

Europol will be prepared to swiftly adjust its response as required by MS and work more closely with front-line investigators, providing on-the-spot, real-time information exchange and expertise. Europol will aim to support MS by using the most suitable, tailor-made operational delivery models. Based on the assessment of MS needs, Europol's response could include short and longer-term deployments of Europol experts (e.g. through EU mobile investigation support teams or through deployment of Europol experts to CSDP missions), forming a situation centre to coordinate a response to major security events and crises, creating a task force or supporting the formation of multi-national teams to intensify efforts and achieve immediate operational results in areas demanding attention. Finally, Europol will establish the required connections and develop standard operating procedures or protocols, to be able to respond to emerging incidents.

2.1. Support MS investigations in the area of Serious and Organised Crime

Europol has largely embedded the principles of intelligence led policing in its structure, processes and resources. The EU Policy Cycle priorities will be the main driver for operational support provided to MS in the area of Serious and Organised Crime. Additionally, Europol will support Member States' efforts in tackling hierarchically structured, poly-crime Organised Crime Groups ("Mafia-type" groups). The work on Intellectual Property Crime will also be enhanced through a cooperation agreement with EUIPO. Europol will continue its work of providing operational analysis, coordination and funding of operational meetings. Large-scale operations and joint action days will be coordinated from Europol HQ with the aim of achieving operational results. The clustering and reduction of the number of Analysis Projects and the exchange of best practices between them will serve to achieve consistent results and optimum allocation of human resources. From 2018 onwards, Europol will support Member States in tackling the priorities defined in the new EU Policy Cycle 2018-2021.

As part of the EU efforts to respond to the migration crisis the European Migrant Smuggling Centre (EMSC) established in early 2016 provides increased operational support to MS in their fight against organised people smuggling networks. The EMSC utilises a combination of operational capabilities to ensure the best operational support; the pre-existing Analysis Projects, JOT-Mare and regional task forces deployed at Migration hotspots were strengthened with EU mobile investigation and analysis support teams, providing on-the-spot operational and analytical support. The expertise of the EU Internet Referral Unit is also used to identify and refer online content relating to the provision of irregular migration services.

2.2. Support MS investigations in the area of Cybercrime

In the area of cybercrime, one of the most dynamic and challenging threats faced by MS, Europol will deliver operational support to cybercrime investigations, in particular addressing those crimes i) committed by organised groups, especially those generating large criminal profits such as online fraud, ii) which cause serious harm to their victims, such as online

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child sexual exploitation and iii) affecting critical infrastructure and information systems in the European Union.

The European Cybercrime Centre (EC3) will continue pioneering operational capabilities such as advanced digital forensic, technology tools and platforms supporting the MS in protecting society by providing a collective EU response to cybercrime. EC3 will also enhance its Victim Identification capabilities, in particular with regard to child sexual exploitation and continue its work in delivering prevention material.

EC3 will continue engaging with the law enforcement community, supporting the J-CAT and key partners, such as Interpol's ICGI, to identify, prioritise and coordinate operational action against cyber threats, becoming the EU reference for cybercrime investigators.

Increased cooperation with the private sector, academia and NGOs will be pivotal in acquiring multi-disciplinary expertise, promoting innovation and keeping up with the latest security and technological developments that act as facilitating factors for cybercrime.

EC3 will play an increasingly active role in the efforts of law enforcement against the use of encryption for criminal purposes.

2.3. Enhance cooperation in the area of Counter-Terrorism

In the area of Counter-Terrorism, more work is required to achieve better cooperation and sharing of information. Europol will work towards an intelligence-led, user-driven and sustainable approach to collaboration amongst EU MS, partners and Europol on counter-terrorism issues.

The European Counter-Terrorism Centre (ECTC), operational from 2016 at Europol, brings together Europol's existing capabilities to promote and build the necessary infrastructure to enhance information exchange and the ability to provide analytical and operational support in major investigations. A key role for the centre is to support major CT investigations of Member States.

The EU IRU will be used to tackle online radicalisation, while the increased capabilities afforded by the TFTP and the FIU.net will be used to enhance the intelligence picture on terrorism financing. Trafficking in firearms continues to be an enabler of various forms of serious and organised crime and has also emerged as a key concern in the wake of recent terrorist attacks. Europol will increase its support to Member States in the fight against trafficking in firearms. Similarly, it will continue in its efforts to help MS to combat violent extremism, including in relation to the protection of vulnerable communities.

Europol will continue the effort to apply secure, tailored solutions within its EIS and SIENA systems to promote and enhance information exchange in the area of counter-terrorism. From 2017, a 24/7 CT service is available within the Front Office of Europol.

Additionally, in case of a major terrorist incident, Europol will be able to provide a First Response Network to best support Member States' investigations.

2.4. Develop and manage high quality analytical support and an evolving portfolio of cross-cutting operational capabilities

Operational and strategic analysis will remain the basis of Europol's operational support. Analysis products will evolve in order to remain relevant with the aim to make best use of the information available to Europol to provide unique and valuable intelligence to Member States. This will include identifying the needs of Member States in terms of the type of analysis needed (e.g. tactical, strategic or operational), investing in the training of Europol analysts, further developing and maintaining quality standards for analytical support and exploring new methods such as big data analysis. Focus will also be placed on identifying and assessing future developments of crime. The new opportunities afforded by the integrated data management will ensure the provision of high quality value-adding analytical products.

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Europol will step up its contribution in all stages of the EU Policy Cycle. Europol will support the EMPACT priorities with the aim to improve the operational focus of operational actions and in addition, will provide Grants for the implementation of the actions. Finally, the coordination of cross-border investigations within the EMPACT priorities, including highly complex operations involving numerous operational actions, will be refined in order to identify the best ways to achieve operational impact.

The successful completion of the integration of FIU.net into Europol will present significant opportunities to increase the engagement of national FIUs in Europol's activities and to make better use of financial intelligence in national and international investigations in all priority areas.

Additionally, the use of financial intelligence in combination with other information such as PNR records can enhance the intelligence picture and provide the missing links to Member States in all priority areas; in this respect, Europol will assume an active role in PNR information exchange and gradually develop a travel intelligence capability.

Goal 3: Europol will be an efficient organisation with effective governance arrangements and a positive reputation

As of 1 May 2017, a new Europol Regulation is applicable.

As any organisation, in particular in the continuing climate of economic austerity in the EU, Europol aims at achieving the most efficient and effective use of all its resources (human, financial, facilities, ICT infrastructure and services). As a public organisation, Europol will continue adhering to the highest accountability and governance standards and will strive to introduce further efficiency gains in its processes.

Europol will continue to build its profile as a trusted partner in EU policing and promote the results of cross-border law enforcement cooperation in the EU. Finally, Europol will continue advocating for the needs of the European law enforcement community.

3.1. Ensure effective, efficient and accountable management of Europol's resources

Europol will remain vigilant in managing its human and budgetary resources in the most efficient way with a view to providing maximum operational support to Member States.

Further efficiency gains will be introduced through streamlining of reporting, processes and monitoring of resource allocation (human resources and budget).

ICT and building requirements will be significantly adjusted to support the vision and strategy while, at the same time, adhering to the strict security and data protection standards of Europol. A new ICT delivery strategy will ensure the optimisation of the delivery of ICT systems in line with business needs.

Europol will maintain its high accountability standards by addressing audit and evaluation recommendations and by adhering to its internal control standards. As a consequence of the Europol Regulation, Europol will be subject to new supervision and oversight from the European Data Protection Supervisor (EDPS) and the Joint Parliamentary Scrutiny Group (JPSG). In line with the European Union's policy, Europol will continue enhancing the transparency of its activities by facilitating access to documents through a public access register.

In order to best support Member States, Europol will continue to identify and develop the right staff competencies and skills and strive to obtain the best resources.

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3.2. Promote the added value and achievements of EU law enforcement cooperation to stakeholders and EU citizens

Europol will continue to build its profile as a trusted partner in EU policing and promote the benefits and the value added from cross-border law enforcement cooperation to relevant stakeholders.

Based on on-going efforts Europol will take further actions to raise awareness about its services and the advantages of cooperation to law enforcement actors, decision-makers in the area of police matters and partners from other sectors.

As an EU Agency fostering European cooperation and integration, Europol carries also the responsibility to communicate the added value of its activities to the wider European public.

The joint work of the law enforcement authorities in the EU delivers results which are hard evidence of the added value and benefits that EU cooperation offers to citizens. Success stories of EU police cooperation become indispensable contributions to the positive shaping of citizens' perceptions towards law enforcement, the European Union and its activities.

Europol External Strategy 2017-2020

In order to strengthen Europol's contribution to consolidating the Security Union, in particular the fight against serious and organised crime and terrorism, Europol's activities in the external domain will focus on the following objectives:

- Optimising Europol's **partnerships**, operational and strategic;
- Strengthening Europol's role as the **preferred platform** for international law-enforcement cooperation against threats related to EU security;
- Reinforcing Europol's position within the **EU security architecture**;
- Promoting Europol's **successful cooperation model**.

1. Rationale

Article 12 of the Regulation (EU) 2016/794 of the European Parliament and of the Council of 11 May 2016 on the European Union Agency for Law Enforcement Cooperation (Europol Regulation) explicitly stipulates the establishment of a strategy for relations with **third countries** and **international organisations**, which is also an element of the multiannual overall strategic programming.

Europol's External Strategy, reflecting the Europol Regulation, does not cover cooperation with EU agencies and other partners, such as the private sector.

The Global Strategy for the European Union's Foreign and Security Policy (EU Global Strategy), the European Agenda on Security, followed by the Communication from the Commission delivering on the European Agenda on Security to fight against terrorism and paving the way towards an effective and genuine Security Union and the European Agenda on Migration, represent the basis of Europol's External Strategy for the years 2017 to 2020.

2. Goals

The goal of the External Strategy is to guide Europol's cooperation with third countries and thereby fulfilling the agency's objectives set by the Europol Regulation, which is to support the competent authorities of the Member States and their mutual cooperation in preventing and combating serious crime affecting two or more Member States, terrorism and forms of crime which affect a common interest covered by a Union policy.

2.1. Contributing to the implementation of the EU strategic framework

As stated in the EU Global Strategy, the internal and external security is ever more interlinked. The European Union is expected to play a major role in providing a global security. Europol is firmly embedded in this framework.

Europol's external cooperation with core partners from the third countries, like-minded countries and regional groups will be based on operational requirements and the recognised need for effective law enforcement cooperation based on the above mentioned strategic EU documents.

In accordance with the priorities set by the EU's strategic documents in the area of internal security, such as terrorism, hybrid threats, cyber and energy security, organised crime and external border management, **Europol's recognised operational priorities in the context of this strategy will be mainly in the area of serious organised crime, cybercrime and terrorism**. Hybrid threats are a new phenomenon which has to be further analysed in order to define Europol's role and the possible support it could provide in response to this global threat.

2.2. Implementation of the Europol External Strategy

Europol's external relations should primarily focus on **strengthening Europol's contribution** to the fight against the three areas of crime identified in the European Agenda on Security: **Serious and Organised Crime, Cybercrime and Terrorism**. Among serious and organised crime challenges, **migrant smuggling** is of particular importance.

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Europol's external activities are and will continue to be driven by **operational needs**. They should in particular serve the proper implementation of actions planned under the **Policy Cycle** and foster involvement and active participation of partners – third countries and organisations - in **EMPACT** activities.

Member States remain the leading participants of EMPACT and the mechanism itself primarily serves the internal security of the EU. However, its full and successful implementation, in particular at the operational level, is not possible without close partnership with third states and organisations. Europol will prioritise cooperation with partners that contribute to the implementation of the Policy Cycle.

At the same time, Europol will react flexibly to new or emerging security threats.

3. Objectives

Europol's objectives in the external relations domain are as follows:

3.1. Optimising the **network of partnerships**, operational and strategic

Europol's primary objective is to ensure proper exchange of information and strengthening its role as the **EU criminal information hub**. This can be achieved through strategic and operational partnerships with external partners in accordance with the Art 23 and Art 25 of the Europol Regulation.

3.2. Strengthening Europol's role as the **preferred platform** for international law-enforcement cooperation against threats related to EU security

Europol should continue to offer its partners an **attractive environment for cooperation**, both bilateral and multilateral.

The community of **liaison officers** attached to Europol plays a crucial role in facilitating proactive and coordinated activities against the serious crime. It will remain **one of Europol's unique features**. Europol's partners that contribute to its activities, in particular to its operational tasks, should have the opportunity to benefit from this unique feature and second their officers to Europol. Partners already having their officers seconded should be encouraged to develop their liaison bureaus further, involving various services that might benefit from and contribute to Europol's work. Secondment of counter-terrorism and cybercrime liaison officers should be particularly encouraged.

The development of the liaison officers' network should lead to better and more coordinated international police cooperation, bringing various states and regions closer together; the role of Europol in facilitating trans-Atlantic cooperation should be seen as an example in this regard.

Promoting **SIENA** and the **universal message format** will further contribute to secure and swift information exchange which, if necessary, might be combined with Europol's analytical capabilities.

Europol's Platform for Experts (EPE) should be promoted further in this context, as it offers a secure cooperation environment bringing together security experts. EPE should remain open to those partners with which Europol does not cooperate otherwise.

3.3. **Reinforcing Europol's position within the EU security architecture** , in order to address external threats to the security of the EU

Europol is one of the key actors of the EU internal security architecture and an important part of a coherent European response to external security challenges like terrorism or migrant smuggling. Europol will strive to further develop its contribution to EU security, especially in the field of external relations.

Europol will further **strengthen cooperation with the European Commission and the European External Action Service** in order to ensure the proper exchange of strategic information, to provide joint analysis of threats that have both an internal and external dimension and to facilitate contacts with third countries with which Europol doesn't cooperate yet.

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Europol will further develop its cooperation with **EU operations and missions**, in particular those having executive functions and those operating in areas relevant for the internal security of the EU.

Europol will assess the potential of temporarily **deploying its staff outside of the EU, including to EU delegations, missions and operations**, which could contribute to gathering intelligence related to serious threats, such as migrant smuggling or terrorism.

Europol's role in **capacity building** in third countries will remain limited, focused on areas in which Europol has specific expertise and which are relevant for Europol's core business. Any capacity building activities should be carefully assessed and planned, with due consideration to available resources.

3.4. Promoting Europol's **successful cooperation model**

Regional entities that facilitate international police cooperation might benefit from Europol's successful cooperation model. Subject to available resources, Europol will promote and explain its functioning, its successful cooperation mechanisms and the lessons learned. The objective is to facilitate future cooperation between those regional entities and Europol.

4. Partners

The Europol Regulation gives Europol possibilities for effective and mutually beneficial cooperation with third countries and organisations. It gives Europol a global reach to serve the European law enforcement community.

When choosing cooperation partners, geographical criteria need to be combined with others, as for certain types of crime the geographical proximity of a cooperation partner is not the only criterion.

4.1. Third countries

As foreseen in the Regulation, agreements concluded before 1 May 2017 will remain the basis for future cooperation. Europol will strive to maintain and further develop the **already existing relationships** with all partners that are parties to agreements already in force.

The Europol Strategy states that Europol will aim to further strengthen its partnership with third states. The United States, Mediterranean countries and the Western Balkans are explicitly mentioned.

The United States of America will remain Europol's key partner. Mutual support and operational cooperation should be further reinforced, in particular through the increased exchange of information and active involvement in operational activities. Terrorism and cybercrime will remain main areas of common interest, notwithstanding continued cooperation in other fields, such as organised crime and migrant smuggling.

The migratory crisis and present terrorist threat call for closer cooperation between Europol and **Middle East and North African** countries. Each country of the region has its own specificities and a unique position in the security environment. In developing Europol's cooperation in this region, close cooperation with the European Union Action Service is of particular importance.

The **Western Balkans** will remain a region of particular relevance for Europol. Europol has been prioritising cooperation with the region for many years, which led to the conclusion of numerous operational agreements and successful strategic and operational cooperation. Further implementation of the agreements and full use of the already available mechanisms remain crucial. Migrant smuggling, organised crime and terrorism will remain key areas of common interest.

Europol will continue supporting **regional initiatives in the Western Balkans**, as long as their activities supplement and enhance Europol's operational cooperation with the region.

The above mentioned areas will also require close cooperation with **Turkey**, the development of which depends on the general relations between the EU and Turkey.

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Europol recognises the importance of cooperating with **Asian countries**, such as **India** and **Pakistan**, and will strive to strengthen cooperation with them.

Given the impact of Chinese organised crime on the EU and the high international profile of Chinese criminal groups, building cooperative relations with **China** will be of particular importance.

South- and Central American states will be important partners, in particular as regards drug-related crime. Furthermore, options available for cooperation under the Europol Regulation will be explored for the bilateral relations with **Israel** and **the Russian Federation**.

4.2. International organisations

Interpol will remain Europol's key partner. Respective capabilities and tools are complimentary and Europol remains **focused on supporting EU Members States** and ensuring **EU-wide** law enforcement cooperation. In view of the global challenges the EU is facing, cooperation with Interpol will remain particularly relevant and will be enhanced through closer alignment, increasing joint participation in operational activities and setting of common strategic activities.

Europol will make efforts to enhance its cooperation with **other international organisations** that play a role in the field of security, such as United Nations/ United Nations Office on Drugs and Crime (UN/UNODC), Organisation for Security and Co-operation in Europe (OSCE), World Customs Organisation (WCO) or North Atlantic Treaty Organization (NATO). Europol will strive to strengthen its cooperation in particular with the latter; counterterrorism and tackling migrant smuggling are detected to be the fields of common interest.

Europol is open for cooperation with **regional police cooperation organisations** such as Ameripol, Aseanapol and Afripol. Cooperation mechanisms should reflect operational needs as well as geographical and thematic priorities of Europol. Europol will strive to promote its successful cooperation model to foster regional cooperation.

5. Oversight mechanism – the role of the Management Board

The Management Board adopted guidelines on the implementation of the External Strategy in its meeting of 1 May 2017.

Information on the implementation of the External Strategy will be presented to the Management Board every six months. Moreover, Strategic Reviews concerning particular partners or regions will be submitted to the Management Board on a regular basis in order to present the on-going cooperation and seek guidance on further actions.

3. Human and financial resource outlook for the years 2018-2020

The Multi-annual Financial Framework (MFF) 2014-2020 of the EU had prescribed in 2013 a net reduction of Europol's resources for the years 2014-2020. In 2016, however, the political priorities of the EU made a necessary shift towards the establishment of a Security Union in order to address a number of pressing issues, particularly the increased migratory flows, the elevated terrorist threat, cybercrime or internet-facilitated crime and the fragmented EU information landscape.

Europol's role in the security landscape of the EU has been discussed with increasing intensity, with the Security Union being one of the latest examples. As a result, Europol was entrusted with a number of entirely new functions such as the European Cybercrime Centre (EC3), the European Migrant Smuggling Centre (EMSC), the European Internet Referral Unit (EU IRU), the European Counter-Terrorism Centre (ECTC) and the FIU.net. Though some resources were provided to Europol to perform these new tasks, Europol has depended heavily on internal re-allocation of operational staff and on shifting of posts from support functions to the Operations Directorate.

The discussion of Europol's role in the Security Union including on the latest topics such as innovation, interoperability and decryption, calls for a continuous and comprehensive review of the agency's overall needs for human resources. In order to be able to perform the tasks assigned to it, Europol has to be reinforced with an appropriate level of staff.

Europol is an operational law enforcement agency, supporting the Member States by participating in their operations be it with expertise, analysis, on-the-spot deployments, cross-checking of data and operational meetings among other activities. Therefore, as criminal and terrorism threats are rising and EU cooperation becomes increasingly a vital success factor, the demand for Europol's services continues to grow and requires a corresponding increase in the agency's handling capacity.

Europol sees the necessity for further growth and development over the coming years (2018 – 2020). Factors which already have an impact or will have an impact during the following years have to be taken into account. A small sample of the developments that most affect the security of EU citizens and for which Europol would require further development and resources are:

- Prevent or respond to terrorist attacks
- Take more terrorism propaganda offline
- Increase pressure on smuggling and trafficking networks, including via being present at migration hotspots in affected MS with Guest Officers
- Pioneer law enforcement information processing solutions of the next generation
- Increase capacity of centralised support for cyber forensics and decryption
- Increase the use of financial intelligence in investigations
- Develop a strong victim identification capability particularly to protect children from sexual abuse and exploitation

A comprehensive plan was drafted in December 2016 for the years 2018-2020 in which an annual staff increase of approximately 70 Temporary Agent posts was foreseen. Eventually a more modest staff increase for 2018 was decided by the budgetary authority which amounted to 26 Temporary Agent posts. Following this approach Europol has reduced its staff request also for the years to follow (2019 and 2020) assuming that a bigger resource demand would not be met.

From a high level perspective, for the next three years, Europol foresees the following Temporary Agent staff increases:

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Area of the business	2018	2019	2020
Operations Directorate	+17	+19	+19
ICT Department	+8	+20	+14
Governance and Administration	+6	+4	+4
Staff cuts	-5		
Total	26	43	37

The staff increase provided for 2018 covers only a portion of Europol's needs, while keeping the particularly critical understaffing in the ICT area, which plays a significant role in all areas of the organisation. Under these circumstances difficult choices will have to be made in 2018 to ensure a balanced delivery of Europol's products and services, and some of the planned actions in Section III might not be delivered to the envisaged extent.

Information management capabilities are at the core of Europol's mandate and mission. In the last five years alone, Europol has been accepting at least 15% more contributions of operational data by MS each year, going from around 26,000 contributions in 2012 to more than 70,000 in 2017. During the same period the number of objects in the Europol Information System (EIS) has increased fivefold to containing more than 1 million objects in 2017. Member States have also intensified their usage of EIS – querying the system more than 2 million times in 2017- while more than 1,000 competent authorities are communicating through Europol's SIENA. Beyond the increased information exchange and number of users, technological solutions are continuously being developed and their services used to support the Member States, such as face recognition and victim identification solutions. Finally, Europol is committed to upgrading its information management and systems architecture and to introducing up-to-date, innovative capabilities to ensure that the information shared by Member States results in analysis products that provide the most accurate and comprehensive intelligence picture. This requires transformational as well as incremental change, and commensurate investments.

In past years, the budgetary process has resulted in Europol receiving additional resources specifically for its Operations Directorate, i.e. mainly analysts and specialists with crime analysis and investigation expertise. However, during the same period Europol's ICT capabilities did not see the investment that would be expected to keep up with the growth of demand for the organisation's products and technological developments in the field of information management. It is therefore imperative and long overdue to make a structural correction to the distribution of additional resources to the agency.

HUMAN RESOURCES

Temporary agents

Starting from the initial 2016 establishment plan of 480 posts the net number of posts increased by 70 and comes to 550 for 2017 (+ 14.6%). This is the result of an increase of 25 posts received in the amending budget 2016 for counter-terrorism and 54 additional posts for 2017 (net effect is 45 additional posts when considering the staff cut of 9 posts) for EC3, EU IRU, the ECTC and the FIU.net. For 2018 a net increase of 26 posts is provided.

Contract Agents

In response to business needs, the number of contract agents increased in 2016 to 135 full time equivalent (FTE) posts (150 heads at the end of 2016) which was possible as a consequence of budget availability and the amending budget for the ECTC (+ 5 posts). For 2017 the FTEs come to 165 and for 2018 the number is envisaged to further increase to 212. From 2019 onwards the number of contract agents is expected to stabilise.

Seconded National Experts

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In 2016 the number of Seconded National Experts (SNEs) was 65. For 2017 an increase for the ECTC was implemented (+6 SNEs or +9%). In 2018 no funds are provided to allow for another increase.

For detailed data on different staff categories, see Annex III.

Further details on the envisaged post profiles for 2018-2020 are provided below:

Horizontal Operational Services (incl. the 24/7 Operational Centre)

The reinforcements for Horizontal Operational Services are foreseen for the 24/7 support, for the Financial Intelligence Group, for EMPACT and cross-cutting support, for analysis and training coordination and for additional analysis capacity. 2018-2020 will be also a crucial period for the establishment of Europol's capabilities in the area of travel intelligence and the setting-up of the Europol Travel Intelligence Centre (ETIC).

European Serious Organised Crime Centre (incl. EMSC)

The posts for ESOCC are meant to reinforce the Weapons and Explosives clusters and the Drugs cluster in line with the ambition of the new Europol Drug Strategy. Specifically for the EMSC new posts will contribute to the delivery of the objectives of the Malta Implementation Plan and in particular to the strengthening of cooperation with the MENA countries, including the setting-up of a Clearing House and Regional Cooperation and Implementation Platforms. The provision of adequate support to MS in the framework of the EU Policy Cycle priorities and especially the new priorities will be also reinforced with additional resources.

European Cyber Crime Centre (EC3)

The posts for EC3 are focussing on digital forensics, big data analytics, black market sites (Dark Web and Open Web), cross-departmental encryption support, victim identification, child sexual exploitation, public-private cooperation, cyber bridge function towards global taskforces and further support towards the Joint Cybercrime Action Taskforce. In particular, Europol will aim at further developing and utilising its potential to perform as a European centre of expertise on decryption.

European Counter Terrorism Centre (incl. EU/IRU)

The posts for the ECTC will deal with Genocide and War Crimes, PNR, OSINT monitoring, IRU referrals and check the web, translations, analysis and R&D coordination. Specifically, the tasks arising for Europol from the EU Internet Forum Action Plan to Combat Terrorist Online Content will require the utilisation of additional resources.

ICT and Business Product Management (BPM)

The posts for ICT and BPM are primarily envisaged for innovation profiles ranging from data-lake and cognitive computing operators, technical product managers, solution developers, smart capability testers to data enrichment scientists. In addition, software factory engagement managers and capacity for the implementation of IDMC and BPM for the other operational systems are planned. New ICT posts remain crucial for delivering on the mid-term ICT programmes (NEO for operational projects and nGage for optimisation and efficiency of corporate administration and support processes) established in 2017, which have been hit by a lack of new resources in both 2017 but particularly in 2018. As mentioned above, in addition to the requested posts, the posts envisioned in the COM's proposal on interoperability, will be used to increase the performance of Europol's systems as to make them part of the interoperability landscape.

Governance and Administration

The posts will be used to ensure that the governance and administration capacity stays up to speed with the operations. Staff cuts from last years were for a large part taken by this area while at the same time the previous enlargements for EC3, the ECTC and the EMSC resulted in additional workload. Conversion of local staff into TAs and CAs is foreseen as well as the setting up of a new medical service.

Rate of absorption of additional resources 2018-2020

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The sooner Europol is reinforced with the resources it needs to develop its current and future tasks, the bigger impact it can have by providing operational support to the MS. At the same time, Europol recognises that the resources required would be difficult to absorb in just one year and in all areas. The reinforcement of Europol should be done in a way where there is flexibility to assign the posts within the organisation to best tackle the highest and most urgent priorities, while taking into account recruitment needs to replace existing posts (the turnover rate of Europol can be significant, given the policy of the Agency regarding restricted posts and the rotation principle).

As per best practice, the following principles on priority would apply:

- Posts related to preparing the infrastructure of the organisation to handle the operational growth will be filled first. These can include supporting posts needed for immediate handling of staff growth (e.g. recruitment, facilities) and ICT/BPM posts (e.g. implementing IDMC and interoperability changes, developing tools for operational support, responding to growing demand for support to operations i.e. more systems and more users).
- Operational posts:
 - Posts for vacancies (resignations, end of contract) where there is disruption of service;
 - Posts for new tasks at a rate that allows for swift absorption of staff;
 - Posts for growing tasks to allow for a balanced response to Member States demands.
- Other governance and administrative support posts will be filled at the rate dictated by the growth of the organisation.

Staff cuts / redeployments

The staff cuts for both the initial 5% and for the additional 5% for the re-deployment pool are implemented as planned. Out of a total of 45 posts to be reduced there were 36 posts cut at the end of 2017.

An important factor that was not taken into account in the requirement of staff cuts was that Europol, unlike other EU Institutions and Agencies, was already working on a 40hr week schedule, therefore not being able to recuperate some of the cuts by the increase in working time introduced in 2014 with the new Staff Regulation.

Efficiency gains

Europol continues to strive towards being a more operational agency. Also in the 2016 job screening exercise there is a small increase in the percentage of operational jobs and there are small decreases in the percentages for neutral and administrative/coordination jobs.

FINANCIAL RESOURCES

Revenue:

Item	Heading	Revenue 2015	Revenue 2016	Revenue 2017	Revenue 2018
9000	Regular subsidy from the Community	94,447,000	101,142,000	113,009,613	120,448,520
9001	Subsidy from Community for Type II School	413,000	1,100,000	1,614,000	1,797,000
9010	Other subsidies and grants	-	-	P.M.	P.M.
9200	Other revenue	66,894	32,784	P.M.	P.M.
	TITLE 1 – TOTAL	94,926,894	102,274,784	114,623,613	122,245,520

The Community subsidy is the only source of revenue for Europol. It is broken down into two groups:

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- The regular subsidy contains the estimated revenue € 120.5M to cover for all planned activities.
- The agreement for the funding of the type II European School in The Hague (ESH) between Europol and the Commission specifies that Europol should ensure the budget for the Europol's staff pupils expected to be enrolled in the school year N/N+1. The difference between the higher fee for ESH and the regular education allowances are covered by this extra subsidy (€ 1.8M).

Expenditure:

Item	Heading	Budget outturn 2015	Budget outturn 2016	Draft Budget outturn 2017	Final Budget 2018	2018/2017	% of the budget
1	Staff	58,186,080	65,452,935	71,864,946	79,421,520	111%	65%
2	Other Administrative Expenditure	10,160,978	8,845,382	9,782,622	12,805,100	131%	10%
3	Operational Activities	26,482,962	27,722,888	32,655,720	30,018,900	92%	25%
	Total expenditure	94,830,020	102,021,205	114,303,288	122,245,520	114%	100%

Title 1 – Staff expenditure:

The estimated expenditure for 2018 under Title 1 amounts to € 79.42M which represents 65% of the total budget. This increase (11% compared to 2017) is a direct result from the growth in the number of Temporary Agents (net increase of 26 posts) and Contract Agents (increase of 29 posts) and the full year effect of the new 2017 posts in 2018.

An increase of € 6M is foreseen for the direct salary and allowance expenses (Chapter 11 – Staff in active employment) including recruitment expenditure and relocation allowances related to the staff enlargement in 2017 and 2018.

Expenditure for the European School is expected to still rise because of staff growth and the establishment of new classes for secondary education. It is anticipated that 370 pupils will be registered in the school year 2018/2019, which would be an increase of 23%. The financial effect of the contribution for the European School results in lower education allowance and a considerably higher ESH contribution (€ 2.7M). The difference in the costs is foreseen as a separate extra community subsidy (+€ 1.8M).

Also taking into account various other staff related cost (catering, medical and PMO services, other external services, interim services and training, etc.) the overall amount foreseen for Staff expenditure under Title 1 comes to € 79.42M.

Title 2 – Other Administrative Expenditure:

The estimated expenditure for 2018 under Title 2 amounts to €12.8M. This is a 31% increase compared to the budget 2017 largely for the necessary "one-off" activities related to the strategic housing roadmap (SHR) and the upgrade of the Audio-Visual (AV) systems during the period 2018-2020.

The budget under Title 2 is primarily planned for building-related running costs (€ 9.1M), administrative ICT costs (€ 2.4M), other administrative expenditure (€ 729K) and for Statutory expenditure (e.g. Management Board and Internal Audit Capability) amounting to € 590K.

Concerning the building, besides the two main projects (AV upgrade and SHR), a significant part of the budget is foreseen for the implementation of the service level agreement with the Host State (€ 2.8M). This concerns the contractual maintenance to retain the current service environment and business continuity of the headquarters and involved infrastructure. It also includes other building related adjustments. A part of the budget

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(€ 2.1M) is foreseen for running costs (rent of the data recovery site, energy, cleaning, etc.).

The budget for administrative ICT includes continuation of IRIS (Intranet), FMIS (Facilities Management System), ABAC (the Commission's financial system), E-Procurement and the roll-out of Sysper II - the Commission's HR System.

An amount of € 729K is foreseen for the continuation of other current governance expenditure such as open source subscriptions, legal expenses, administrative expertise, security services, uniforms, etc.

The activities of the Management Board and its Working Groups have been kept at the same level as in 2017. However, an increase in interpretation costs and external meetings might result in additional budget needs.

Title 3 – Operational activities:

The estimated expenditure adds up to € 30M (including € 4M for the continuation of subsidy for the EMPACT activities) and represents 25% of the total budget. The following breakdown of activities under Title 3 is provided:

- A budget of € 9.7M for Chapter 30 – Operations emphasises Europol's continuous focus on operational results and increasing support to Member States. The budget is foreseen to further continue supporting MS activities under the EU Policy Cycle by awarding grants, while a significant part will still be used to support the MS in organising operational and strategic meetings.
- When Europol's Budget 2018 was confirmed, some adjustments compared to the initial planning in the operational area were made to support extra housing initiatives under Title 2. As it is also recognised that Europol has to handle increasing number of activities (operational meetings) and new tasks (additional priorities in the EU Policy Cycle, PNR task forces, etc.), a very close monitoring of expenditure followed by prioritization of activities will be done throughout 2018. As usual Europol will do its utmost to shape implementation and add maximum operational value with the available financial means.
- No budget was provided to cover costs for the continuation of the guest officers' concept to provide secondary security checks at Hotspots.
- The budget for operational ICT services and programmes comes to € 16.1M, a decrease of € 4.3M compared to 2017. Considering the higher prices in the new TESTA contract and the new ORACLE licensing scheme, these increases are, however, unavoidable. This implies that the budget for new initiatives is under considerable additional pressure and the fulfilment of the ICT needs recognised in the demand cycle is at risk. Similar to what is mentioned for operations, very close monitoring will be necessary and it will be challenging to maximise operational value with the means available.
- A part of the operational expenditure is intended to cover the allowances for the Seconded National Experts, amounting to € 3.9M for 71 SNEs. This is an increase of approximately € 0.5M compared to 2017 because the vacancy rate for SNEs for 2018 should be lower than in previous years. Calculations for SNEs still take into account a reasonable vacancy rate.
- The budget for high level external stakeholder meetings (HENU and Europol Police Chiefs Convention) amounts to € 319K.

SECTION III - Work Programme 2018

1. Executive summary

Europol's Work Programme 2018 gives a comprehensive overview of the regular work portfolio of the agency and at the same time describes the specific annual objectives for 2018 for each area of operation. Initiatives coupled with concrete actions are envisaged for each of Europol's seven main Activities. Nevertheless, given the current security risk in Europe, in particular in terms of terrorism threats, which demands a stronger and more efficient response, Europol will specifically focus on supporting the development of the EU Security Union by i) reinforcing the ECTC and the EU IRU and ii) further developing its capabilities in other areas, including but not limited to EC3, which can further contribute to the necessary response to priority threats.

In the Work Programme 2018 Europol has integrated the proposals put forward by the European Commission in its Communication "Enhancing security in a world of mobility: Improved information exchange in the fight against terrorism and stronger external borders"¹¹ with the following focus areas:

- To accelerate exchange of operational and strategic terrorism-related information by upgrading Europol's access to EU databases and exploitation of the available information, and by fostering the cooperation between the ECTC and MS' CT competent authorities, including the national security services through the Counter Terrorism Group (CTG) members;
- To boost Europol's operational support to Member States' counter-terrorism investigations by setting up a 24/7 service; reinforced secondary security checks at the MS hotspots; and an extended investigation support as well as on-the-spot deployment capabilities for large-scale and possibly simultaneous CT operations by the ECTC;
- To develop the referrals and online capabilities of the EU Internet Referral Unit and the EC3 technical and analytical capabilities for a response to terrorist attacks using cyber means and horizontal cyber support to the ECTC;
- To increase financial intelligence capabilities related to terrorism financing; reinforce overall actions (including financial intelligence) regarding illicit trafficking of firearms, explosives, explosives precursors and eventually CBRN, as well as
- To explore enhanced cooperation with third countries, with the support of the EEAS, in relation to anti-terrorism partnerships with countries in the Middle East and North Africa in order to improve the exchange of information, including through Interpol as an intermediary.

¹¹ Communication from the European Commission: Enhancing security in a world of mobility: Improved information exchange in the fight against terrorism and stronger external borders, 14 September 2016 (COM (2016) 602 Final), Council Secretariat file no. 12307/16 JAI 761 COSI 136

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Table: Overview of Objectives 2018
Correlation between Strategic Objectives 2016-2020 and Objectives 2018

Strategic Objective 2016-2020	Europol WP Activity	Objective 2018
Goal 1: Europol will be the EU criminal information hub, providing information sharing capabilities to law enforcement authorities in the MS		
1.1. Develop the necessary ICT capabilities to maximise the exchange and availability of criminal information	A.1. Development of operational systems	A.1.1. Advance the implementation of the new information management architecture and continue improving operational systems and tools by focusing on automation and modernisation.
		A.1.2. Advance interoperability and connectivity with information management systems at EU level to enhance information exchange.
1.2. Provide effective and immediate first-line information exchange	A.2. Information Hub	A.2.1. Broaden the information and tactical analysis capabilities of Europol's 24/7 Front Office.
1.3. Strategically enhance partnerships with cooperation partners		A.2.2. Implement effective cooperation processes with the EU Institutions and bodies, and with external partners on the basis of Europol's External Strategy 2017-2020.
Goal 2: Europol will provide the most effective operational support and expertise to MS investigations by developing and employing a comprehensive portfolio of services		
2.1. Support MS investigations in the area of Serious and Organised Crime (SOC)	A.3. Combating SOC	A.3.1. Reinforce EMSC's capabilities to better support Member States in the fight against organised crime related to irregular migration and trafficking in human beings.
		A.3.2. Implement the objectives and actions identified in the EU Policy Cycle priorities for the fight against serious and organised international crime between 2018- and 2021.
		A.3.3. Further increase Europol's analytical capabilities and cooperation with third parties in regards to trafficking of firearms and explosives.
		A.3.4. Undertake and support improvements in the strategic and operational approach followed by the MS and Europol in targeting the reduction of drug supply.
		A.3.5. Strengthen the fight against counterfeiting and intellectual property crime.
2.2. Support MS investigations in the area of cybercrime	A.4. Combating cybercrime	A.4.1. Accelerate Europol's analytical capabilities to provide support to MS' cybercrime investigations and extend the services to the area of counter-terrorism.
		A.4.2. Further develop Europol's capabilities for data processing in the cybercrime area.
		A.4.3. Foster international cooperation, in particular with industry partners, and identify/implement joint activities to address common challenges in the cybercrime area in a unified manner.

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Strategic Objective 2016-2020	Europol WP Activity	Objective 2018
2.3. Enhance cooperation in the area of counter-terrorism (CT)	A.5. Counter-terrorism	A.5.1. Utilise opportunities to facilitate greater information exchange between Europol and MS' CT competent authorities, including national security services, and relevant EU information systems.
		A.5.2. Accelerate the development of Europol's capabilities to provide better and extended operational support to Member States' counter-terrorism investigations.
		A.5.3. Further strengthen the internet referral capabilities of the European Counter-Terrorism Centre and continue expanding their scope.
		A.5.4. Increase financial intelligence capabilities related to terrorism including beyond the framework of the TFTP.
2.4. Develop and manage high quality analytical support and an evolving portfolio of cross-cutting operational capabilities	A.6. Provision of cross-cutting operational capabilities	A.6.1. Strengthen Europol's capabilities to handle and analyse large volumes of data.
		A.6.2. Optimise Europol's support including the new financial mechanism for the implementation of MS' actions within the EMPACT framework.
		A.6.3. Increase the provision of comprehensive financial intelligence to MS regarding money laundering and asset recovery, including possible links to other criminal areas.
		A.6.4. Build up Europol's capabilities in the area of travel intelligence.
Goal 3: Europol will be an efficient organisation with effective governance arrangements and a positive reputation		
3.1. Ensure effective, efficient and accountable management of Europol's resources	A.7. Governance, support and administration	A.7.1. Continue optimising Europol's corporate processes.
3.2. Promote the added value and achievements of EU law enforcement cooperation to stakeholders and EU citizens		A.7.2. Further rationalise the management and use of Europol's facilities including the building, and review and enhance the Business Continuity.
		A.7.3. Further promote Europol's work and contribution in building an effective EU Security Union.

2. Activities

A.1. Development of operational systems

Overview

Ensuring that the optimum communication and operational tools are in place for operational information exchange, data cross-checking and analysis is one of the core elements of Europol's mandate. Europol puts in place the necessary ICT systems to support its function as the European criminal information hub and as a provider of operational support for MS investigations.

As of 1st May 2017, the Europol Regulation governs data processing at the agency and its cooperation with Member States and cooperation partners. An important change compared to all previous legal frameworks for Europol, is that the explicit references to systems (EAS, EIS, new systems) for the processing of data have been removed and replaced by the mandatory indication of the purpose(s) for which data is processed. This change will have an effect on the way Member States and Europol cooperate, offering concrete opportunities for streamlining, innovating the execution and increasing the effectiveness of the work of all partners involved.

To that effect, Europol has designed a multi-year transformation programme, New Environment for Operations (NEO) that leverages the possibilities of the Regulation and implements the concept of Integrated Data Management (IDM). The NEO programme introduces fundamentally new ways of processing information using data science, machine learning, artificial intelligence and other technologies that are making today their mark in industry. In the meantime existing systems will remain supported until their functions can be accommodated by NEO. Where necessary bridging solutions will be put in place.

Europol is also coming forward with a package of actions and initiatives towards the implementation of the Roadmap to enhance information exchange and information management including interoperability solutions in the Justice and Home Affairs area¹² adopted by the Council in June 2016. The agency is preparing to follow up on the recommendations of the High Level Expert Group on Interoperability and overall already a significant portion of Europol's work in the domain of developing operational systems is devoted to improving the efficiency of information sharing and the connectivity with the relevant EU information systems and networks.

The implementation of the IDM concept will duly incorporate data protection safeguards as prescribed in Europol's Regulation. Any work on interoperability and connectivity with information management systems at EU level will build on the provisions for protection of fundamental rights and freedoms of natural persons in the legal instruments of the respective systems.

¹² Council doc. 9368/1/16

Recurrent actions

Core operational systems, specialised systems and tools and key IM initiatives
<p>Development/implementation and maintenance of¹³:</p> <ul style="list-style-type: none"> ○ Europol Analysis System (EAS) ○ Secure Information Exchange Network Application (SIENA) ○ Europol Information System (EIS) with (semi)automated functionalities to input data (Data Loaders) and to search data (QUEST - Querying Europol Systems) ○ Internet Referral Management application (IRMa), including specialised internet scanning tools ○ Europol Platform for Experts (EPE) ○ Universal Message Format (UMF) ○ Image and Video Analysis Solution (IVAS) ○ Europol Malware Analysis Solution (EMAS) ○ Enhanced Risk Entities Solution (ERES) ○ Mobile Office ○ EC3 Service Design and forensic tools (e.g. Mobile Forensic Kit) ○ FIU.net (existing solution maintenance) ○ Automation of Data Exchange Process (ADEP) ○ Fingerprint Analysis solution (AFIS) ○ Face Recognition system (FACE) ○ Unified Search Engine (USE) ○ Identity and Access Management (IAM) ○ Unified Audit System (UAS) for data protection ○ European Tracking Solution (ETS) <p>Connectivity and support to:</p> <ul style="list-style-type: none"> ○ Schengen Information System (SIS II) ○ Visa Information System (VIS) ○ Eurodac ○ Passenger Name Records (PNR) network ○ Prüm framework
Main tasks
<p><i>Business product management of Information Management systems</i></p> <ul style="list-style-type: none"> ○ Develop and maintain Information Management (IM) policies and procedures; ○ Analyse and evaluate existing workflows and business processes; ○ Manage business cases for establishing access to relevant EU information systems; ○ Contribute to the work on interoperability and connectivity of IM systems at EU level; ○ Represent Europol in relevant committees and boards, e.g. SIS II, VIS, EURODAC, UMF, DAPIX and ADEP.
<p><i>Embedded ICT Security</i></p> <ul style="list-style-type: none"> ○ Define and monitor security standards; ○ Check ICT infrastructure for weaknesses; ○ Design and build ICT security improvements; ○ Handle security-related calls; ○ Enable and enforce secure software coding best practices in software development; ○ Review solutions, spot security issues and propose improvements; ○ Define and implement security processes and procedures, including staff training; ○ Perform audits on implementation of the security processes and procedures; ○ Define roadmap and necessary steps to ensure ICT continuity.
<p><i>Solutions Operations</i></p> <ul style="list-style-type: none"> ○ Daily / periodic maintenance of the solutions and infrastructure; ○ Own and evolve monitoring & response operations practices;

¹³ The list is not exhaustive.

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- Create and periodically test backups;
- Maintain the Configuration Management Database for all non-work place services related systems and components;
- Patch periodically all network, server, storage, middleware and application components;
- Implement technical product manager roles for all commercial off-the-shelf solutions.

Solutions Deployment

- Define and manage the Change and Release management processes;
- Implement all changes into all environments of the Europol ICT landscape;
- Develop and maintain processes and tooling for automated deployments;
- Provide tools to be used during the software development cycle;
- Own the Team Foundation Server system (or equivalent) for deployment in Production, Staging and Test.

Law Enforcement Accelerated Provisioning

- Coordinate the provisioning of ad-hoc capabilities to support LE operational needs;
- Engineer and deploy ad-hoc processing environments;
- Engineer and implement data pre-processing tools;
- Identify opportunities for reuse, and define new services when appropriate;
- Guarantee security and data protection considerations.

Application Delivery Services

- Provide application development services across multiple delivery models (e.g. external software factory);
- Ensure consistent software engineering practice (including secure coding);
- Define delivery methods, tools and standards.

Test & Quality Assurance

- Own the quality assurance processes and standards;
- Perform functionality, continuity and security testing related to software solutions and infrastructure changes;
- Continuously develop an automated testing approach.

ICT Solution Architecture & Engineering Coordination

- Own the overall Solution Portfolio;
- Ensure that ICT solutions are aligned with the intended capability portfolio;
- Own the end-to-end design of individual solutions;
- Provide services to implementation projects;
- Create enabling technology roadmaps, including replacement of obsolete solutions;
- Proactively identify and propose technology-driven innovation opportunities.

Project management

- Ensure that the projects and work packages deliver according to agreed schedule, scope and cost;
- Proactively identify and manage risks, perform stakeholder management and relevant communication to involved parties;
- Support key projects with technical expertise;
- Coordinate ICT work planning capacity; validate estimations and assumptions.

ICT Capabilities Lifecycle Coordination

- Maintain the portfolio of ICT capabilities and business solutions, and their respective roadmaps, while ensuring evolution in alignment with business needs and strategy;
- Analyse business capabilities and needs, propose opportunities for ICT innovation, and drive architectural decisions;
- Establish requirements for ICT solutions aligned to business needs and the Business and Information Architecture;
- Analyse processes and user interaction to support development and procurement initiatives with the appropriate set of solution requirements;

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- Propose functional design to reach the optimal implementation considering business needs and technical capabilities.

2018 Objectives

A.1.1. Advance the implementation of the new information management architecture and continue improving operational systems and tools by focusing on automation and modernisation.

Actions

Continue the implementation of the Integrated Data Management Concept, as a part of the NEO programme and as designed and agreed with MS in the course of 2017. Enable the setting up of IDM by replacing operational ICT solutions and with the transition towards novel techniques, like artificial intelligence, machine learning, predictive analysis, data mining, etc.

Advance the integration within IDM of crime-relevant data sets from competent authorities, commercial information providers, open sources and data sharing initiatives.

Finalise the implementation of the reviewed SIENA architecture and the implementation of the multi-level security concept. Further support the roll-out of SIENA to more competent authorities and law enforcement communities. Continue improving SIENA usability for this purpose.

Ensure effective means for the MS to determine the processing purpose(s) for data upon submission to Europol.

Increase the use of structured data by Europol. Explore the possibilities for utilising UMF when delivering analysis packages. Improve the functionalities for processing/querying structured information.

Define a roadmap for the EIS evolution from 2018 to 2020. Initiate the re-designing of EIS based on novel technologies in order to address performance issues related to the increased use of the system and the growing amount of data it holds. Ensure the compatibility of new data loader schemas with UMF.

Further integrate the access to data at Europol into single search solutions of Member States. Add more entities to the Search webservice (QUEST). Continue developing QUEST in line with MS needs, in particular its access via a multi-level security network and the possibility to do automated batch searches of large volumes of data.

Commence work on the automation of the immediate follow-up processes for successful searches and hits resulting from cross-checks against Europol data (EIS/QUEST), and between Member States (ADEP, Prüm, PNR). Depending on a specific approach to be chosen by MS this initiative may trigger significant re-architecture and rebuilding of systems and underlying architecture to match availability target and processing volumes.*

Progress with the implementation and integration of the Automated Fingerprint Identification System (AFIS) into Europol's information management architecture. Analyse the

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possibility of Europol using or storing data on the Shared Biometric Service as introduced by the Commission.

Finish the implementation of the EPE upgrade and ensure a smooth transition to the new version.

Facilitate access to selected databases of the European network of forensic science institutes (ENFSI), by integrating them into the Europol ICT landscape.

Make bridging extension and scalability improvements in the current ICT infrastructure to support handling of increased volumes of data whenever appropriate, while developing target solutions.

Address the discrepancy between the outdated low volume architecture of the current FIU.net solution and rapidly growing volume of processed FIU information, by developing a new FIU solution.

Progress with the setting-up of an Internet-facing Operational Environment that includes critical revision of key connectivity concepts and deployment of appropriate modern technologies such as mobile and cloud capabilities to appropriately support responsive law enforcement activities on the internet while maintaining standards of security and data protection.

Work towards a structural approach to regularly experiment and introduce innovative capabilities that are crucial for automating cross matching, pattern search, effective processing of large and diverse data volumes. Step up the creation of the Data Science capability in ICT to support techniques such as Image and video analysis, speech processing, Natural Language Processing, Biometrics, Sensor generated data etc.

Increase the number of Mobile Offices in line with the growing demand for on-the-spot operational support.

Improve the support to operations by introducing the Virtual Command Post (VCP).

Expected results

The MS needs in terms of operational support are better met.
Evolution of communication and operational tools and facilities.
New forms of data management and processing are in place resulting in process optimisation, enhanced decision-making and identification of links.

A.1.2. Advance interoperability and connectivity with information management systems at EU level to enhance information exchange.

Actions

Ensure advanced access to EU databases such as Schengen Information System (SIS II) and Visa Information System (VIS). Increase interaction between SIS II and Europol data by extending the batch search functionality with other data types.

Following the new legal framework on Eurodac assess the technical requirements of Europol's connection with the system.

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Assess the results of the Automation of Data Exchange Processes (ADEP) pilot project and undertake follow-up actions.

Continue the cooperation with Interpol and eu-LISA on the broader utilisation of UMF standard and PNR, EES or ETIAS data in view of achieving greater interoperability of information systems.

Promote and support the connection of all PIUs to SIENA.

Implement existing standards for automated data processing on travel related information and promote the development of standards for prioritised data types where such standards do not yet exist. Ensure alignment with UMF-framework.

Depending on the final texts of the regulations on EU Travel Information and Authorisation System (ETIAS) and Entry-Exit System (EES) and allocation of specific tasks and access to Europol, prepare for setting up of the appropriate technical capability for their realisation.*

Assess the possibility to become an information exchange partner in the Prüm framework.

Provide access to Europol data for OLAF and Eurojust on a hit-no hit basis.

Provide technical advice on initiatives related to the implementation of the EU Roadmap on information exchange and interoperability. Follow up on the recommendations relevant for Europol of the High Level Expert Group on Interoperability, e.g. on the European Search Portal, Shared Biometric Matching Service, SISII Hit Repository etc.

Expected results

The MS needs in terms of efficient access to information are better met.

Interoperability and complementarity of Europol systems and tools with other EU information management systems leads to increased and more efficient exchange of information.

(* The level of implementation of actions marked with an asterisk throughout the Work Programme depends on the availability of additional resources.)

Indicators ¹⁴	Latest result ¹⁵	Target 2018
<i>Operational Stability - Uptime of Core Systems</i>	99.7%	98.0%
<i>Core business project delivery (% of milestones achieved for projects that entail a core business component)</i>	45.0%	75.0%
Number of organisational sub-entities' SIENA mailboxes in MS and TP connected to SIENA	1,008	1,150
<i>Number of SIENA messages exchanged</i>	738,750	1,100,000

¹⁴ Indicators marked in italics are the Corporate Key Performance Indicators.

¹⁵ Q3 2017

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Indicators ¹⁴	Latest result ¹⁵	Target 2018
<i>Number of SIENA cases initiated</i>	46,926	65,000
<i>% of all SIENA messages received by Europol containing structured data</i>	10%	12%
% of MS individual EIS targets achieved (MS)	29%	36%
<i>Number of objects in the EIS (MS+Europol)</i>	926,990	1,000,000
Number of person objects in the EIS	147,096	160,000
<i>Number of EIS searches</i>	1,903,510	2,600,000
Number of MS EIS data loaders	16	17
Cross-border crime checks (CBCC) related to persons	6,044	1,500
Number of active expert platforms on the EPE	50	52
Number of EPE user accounts	12,215	15,000
% of active users on the EPE	39%	45%
Number of MS connected to QUEST production	-	5
Number of searches in SISII	-	-
Number of hits triggered by searches in SISII	-	-

A.2. Information Hub

Overview

Europol aims to be the EU criminal information hub, providing information-sharing capabilities to law enforcement authorities in the Member States. In this context, Europol's Front Office is the gateway for all operational information and intelligence channelled through Europol and strives to deliver fast, real-time and quality services to its stakeholders. Another important element of being the EU criminal information hub is the strategic enhancement of relationships with cooperation partners, to ensure that necessary strategic and operational information is made available and exchanged through Europol to better support the MS in tackling serious and organised crime, cybercrime and terrorism.

Europol's Front Office is responsible for the handling of all incoming information and for managing the workflow of non-prioritised cases in terms of data processing, data handling and hit reporting. It also provides support to specific operations and action days both from the office and on the spot. In case of serious incidents it initiates emergency procedures and coordinates Europol's immediate response. Finally, the Front Office presents up-to-date business intelligence to management, enabling decision making on a permanent 24/7 basis and assures the continuity of the operational business outside office hours.

Facilitating the cooperation among all competent law enforcement authorities including Customs and Counter-Terrorism services in the Member States is a crucial element of Europol's work and mandate. The agency supports the Liaison Bureaux of Member States and other cooperation partners at Europol and maintains Europol liaison offices in other countries and organisations. It organises on a regular basis consultations with the Heads of the National Units of MS.

In view of the global challenges which the EU is facing, effective investigations depend often on the information exchange with third countries and private partners. In the past years Europol succeeded in establishing cooperation with key external partners and it will continue working on the implementation of the different cooperation agreements as well as on increasing outreach to other countries following the requirements of the new Europol regulation.

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

Recurrent actions

Front Office

Operational Information Management

- Monitor operational data on 24/7 basis as the single point of entry for any incoming information from stakeholders;
- Decide on the acceptance of information into Europol's databases;
- Assign (distribute) operational messages within the Operations Directorate;
- Process and handle non-priority cases and manage related information hits including evaluation and reporting (cross-matching);
- Process and handle urgent messages in priority cases, in close cooperation with competent analysis projects;
- Process biometric data;

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- Manage EIS operational data including the insertion of data on behalf of third parties and hit management;
- Manage operational information exchange with third parties.

Support of Operations

- Act as 24/7 contact point for urgent operational requests from MS Liaison bureaux/ENUs/competent authorities and for officers' reporting during on-the-spot deployment;
- Maintain organisational overview of on-the-spot deployments;
- In close cooperation with the Special Tactics team and other departments, guarantee 24/7 access to expertise and specialised operational knowledge;
- Manage the overview of mobile offices and other operational equipment;
- Manage the operational rooms;
- Support the coordination of operations and large-scale joint actions;
- Provide remote support to on-going actions/operations/major international events/on-the-spot deployments.

Initiating immediate actions and crisis response mechanisms

- Initiate the emergency procedures and crisis response steps in case of operational emergencies / terrorist attacks within the EU or impacting the security of the EU;
- Provide support to crisis management during serious incidents;
- Coordinate Europol's immediate response;
- Initiate specialised assistance;
- Liaise with Europol's partners (MS and third parties) affected/involved.

Monitoring

- Provide permanent monitoring on Europol's information flow;
- Provide permanent monitoring and reporting of Open Source information;
- Deliver to MS daily/weekly crime reports.

Business Intelligence

- Prepare weekly intelligence briefing reports to inform internally about main operations, trends and patterns;
- Maintain dashboards for management to provide business information for decisions;
- Monitor on 24/7 basis information flow, requests for operational support and open sources to enable fast information to management when necessary;
- Implement the induction training programme for newly recruited analysts.

Strategic cooperation

Strategic cooperation with MS

- Manage strategic cooperation of Europol with MS;
- Coordinate Europol participation in the Management Board (MB);
- Coordinate and prepare meetings of the Heads of Europol National Units (HENUs);
- Support the liaison officers' community based at Europol, including by facilitating regular Heads of Desk in-house meetings and supporting the Joint Investigation Teams (JIT).

Strategic cooperation with third countries

- Manage strategic cooperation of Europol with third countries;
- Support the implementation of the operational agreements with Albania, Australia, Bosnia and Herzegovina, Canada, Colombia, Former Yugoslav Republic of Macedonia, Iceland, Liechtenstein, Moldova, Monaco, Montenegro, Norway, Serbia, Switzerland and Ukraine;
- Support the implementation of the operational agreement with USA and manage the Liaison Office in Washington;
- Support the implementation of the strategic agreements with China, Georgia, Russia, and Turkey. Agreements with Brazil and the United Arab Emirates are pending entry into force;

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<ul style="list-style-type: none"> ○ Monitor the implementation of agreements and the fulfilment of obligations and commitments.
<p><i>Strategic cooperation with EU institutions, agencies or bodies</i></p> <ul style="list-style-type: none"> ○ Manage strategic cooperation of Europol with EU institutions, agencies or bodies; ○ Provide (technical) advice and contribute to the implementation of new EU political and legislative initiatives; ○ Support the implementation of the operational agreements with Eurojust and Frontex; ○ Support the implementation of the strategic agreements with CEPOL, ECB, ECDC, EEAS, EMCDDA, ENISA, EUIPO, EU-LISA and OLAF; ○ Collaborate with other relevant EU agencies such as EASO, EMSA and FRA, and contribute to the work of the JHA Agencies Network.
<p><i>Strategic cooperation with international and regional organisations</i></p> <ul style="list-style-type: none"> ○ Manage strategic cooperation of Europol with international organisations; ○ Support the implementation of the operational agreement with Interpol and manage Europol's Liaison Offices in France and Singapore; ○ Support the implementation of the strategic agreements with UNODC and WCO; ○ Support the work of regional organisations and collaboration platforms such as the Baltic Sea Task Force, Danube River Strategy group, Western Balkan regional initiatives, the Eastern Partnership, MAOC-N, the Western Africa Platforms and the Police Community of the Americas (Ameripol).
<p><i>Legal services - EU and International Law</i></p> <ul style="list-style-type: none"> ○ Provide legal advice on the implementation of Europol's legal framework and data protection rules; ○ Advice on legality and compatibility of new Europol initiatives with EU law, as well as on new EU initiatives having an impact on Europol; ○ Implement the external relations regime as per the Europol Regulation; ○ Conclude Administrative and Working Arrangements; ○ Upon request provide assistance to EU COM's negotiations of international agreements and / or input to the process of preparing adequacy decisions; ○ Provide legal advice on new possibilities for case by case cooperation with any third country, in the absence of an agreement or adequacy decision; ○ Conclude undertakings from third countries, international organisations and EU bodies exchanging personal data with Europol; ○ Implement and guide on new possibilities for cooperation with private parties stemming from the new Europol Regulation.

2018 Objectives

<p>A.2.1. Broaden the information and tactical analysis capabilities of Europol's Front Office.</p>	
<p>Actions</p>	<p>Fully utilise newly acquired access to external databases (e.g. SIS II, VIS).</p> <p>Implement a follow-up mechanism for hits resulting from decentralised data queries of MS (if the interoperability of information systems has sufficiently advanced).</p> <p>Enhance Europol's monitoring capacity through the utilisation of the European Tracking Solution.</p> <p>Enable the Front Office to expand the monitoring of open sources including social media through specialised tools and corresponding training.</p>

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Develop techniques and good practices to allow the identification of polycriminals, High Value Targets (HVT), new criminal trends and crime hubs.

Further develop and maintain business intelligence reporting based on tactical analysis in order to ensure Europol's coordinated cross-crime area response to crime threats as well as emergency and crisis situations.

Provide support to international major events and in particular carry on the engagement with the expert group on the implementation of the UEFA 2020 coordination centre.

Engage with external stakeholders with similar capabilities as the ones of Europol's Front Office in order to streamline activities (e.g. with Interpol Command & Coordination Centre, Frontex Situation Centre, etc.)

Expected results

Increased quality and completeness of Europol's intelligence picture with a view to providing effective response to MS operational cases and crisis situations.

Potential new cases/types of criminality are identified based on tactical analysis.

A.2.2. Implement effective cooperation processes with EU institutions and bodies, and with external partners on the basis of Europol's External Strategy 2017-2020.
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Actions

Establish a Europol office in Brussels to reinforce the relationship with the EU institutions and bodies in line with the new legal provisions and agreed objectives.

Further develop the liaison officers' network at Europol involving both various MS' and TP' services that might benefit from and contribute to Europol's work (notwithstanding logistical limitations).

Identify practical arrangements (e.g. status- and security-wise) for opening the liaison officers' network to third countries and organisations with which Europol cannot exchange personal data, while providing the necessary security safeguards.

Explore the operational need and requirements for offering SIENA connections to partners willing to develop cooperation with Europol, e.g. World Customs Organisation, EU Delegations and CSDP missions and operations, especially those dealing with terrorism, facilitated irregular migration or other forms of serious and organised crime, with a view to establish such connection where appropriate.

Offer awareness sessions to selected EU personnel to be deployed to relevant EU Delegations and CSDP missions and operations.

Initiate a mid-term review of the implementation of Europol's External Strategy.

Expected results

Strengthened multi-disciplinary character of the liaison officers' network allowing for better cooperation in all areas of crime.

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

Increased involvement of Europol in information exchange, including with the customs community, and better access to information from any EU presence abroad.

Indicators	Latest result	Target 2018
<i>Speed of first-line response to MS requests (days)</i>	20	18
<i>Accepted contributions to be processed</i>	55,317	72,500
<i>Operational Information Backlog (number of operational contributions pending processing)</i>	5,107	4,000
% of total SIENA messages exchanged (by Europol) outside of office hours	6%	10%
Hit rate (Number of cross match reports and SIENA Hit Notifications per 100 accepted contributions)	8.3	8.0
Number of Mobile office deployments	292	320
<i>SIENA messages exchanged by third parties (TP)</i>	90,984	125,000
<i>Operations supported by Europol involving cooperation partners</i>	438	550
Operations supported by Europol involving private partners	43	60

A.3. Combating Serious and Organised Crime

Overview

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

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

ESOCC's work focuses on disrupting Organised Crime Groups (OCGs) active in the areas of Commodities, Economic and Property Crimes. Within each group the Analysis Projects (APs) are clustered and aligned to the priorities of the EU Policy Cycle. APs are focused on processing data, drafting analysis and knowledge reports, organising operational meetings and providing expertise and on-the-spot support to MS investigations, including Joint Action Days.

ESOCC also includes the European Migrant Smuggling Centre (EMSC) which encompasses Europol's work on criminal activities related to irregular migration with a particular focus on the Central Mediterranean area and in line with the Implementation Plan stemming from the Malta Declaration on migration. The goal of the EMSC is to have a decisive role in proactively supporting MS to target and dismantle organised crime networks involved in migrant smuggling, with special attention provided to existing and emerging EU hotspots. A closely linked dedicated analysis project on Trafficking in Human Beings deals with different forms of human exploitation.

Recurrent actions

Main tasks
<p><i>Provision of Operational Support</i></p> <ul style="list-style-type: none"> ○ Handle ESOCC information; monitor information flows; ○ Coordinate and support ESOCC operations; ○ Perform ESOCC intelligence analysis and provide analytical support; ○ Support MS with operational capabilities and expertise that are not available widely at national level to provide cost-effectiveness; ○ Work closely with front-line investigators by providing on-the-spot, real-time information exchange and expertise (Mobile Forensic Kit, Mobile Office); ○ Manage migrant smuggling-related operational information received from the guest officers deployed at the hotspots; ○ Support MS by using the most suitable, tailor-made operational delivery models, including short and longer-term deployments of Europol experts (e.g. regarding technical support for counterfeit goods and currency, dismantling of drug labs); ○ Provide testimony in court; ○ Set up operational meetings and support Joint (EMPACT) Action Days.
<p><i>Implementation of EU Policy Cycle priorities</i></p> <ul style="list-style-type: none"> ○ Support the EU Policy Cycle and increase its impact on the set priorities;

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- Support the implementation of Multi-Annual Strategic Plans (MASP);
- Support the implementation of Operational Action Plans (OAP) to combat priority threats.

Strategy and Outreach

- Coordinate strategic intelligence collection and management;
- Provide dedicated strategic and tactical analysis support on SOC;
- Provide analytical contributions to improve the intelligence picture in different crime areas;
- Prepare and support prevention materials and campaigns;
- Develop expertise in the serious and organised crime mandated areas;
- Coordinate demand and development of new technical solutions;
- Coordinate R&D involvement;
- Organise major stakeholder events and conferences;
- Coordinate partnerships and stakeholder networks.

Operations - Commodities and Organised Crime Networks

Operations on Drugs

- Disrupt the Organised Crime Groups (OCGs) involved in cocaine trafficking and distribution (AP Cola);
- Disrupt the OCGs involved in heroin trafficking and distribution (AP Heroin);
- Disrupt the OCGs involved in synthetic drugs trafficking and distribution (AP Synergy);
- Disrupt the OCGs involved in Cannabis trafficking and distribution (AP Cannabis).

Operations on Top Organised Crime Groups

- Disrupt Mafia-structured OCGs originating in Italy and impacting other MS (AP ITOC);
- Disrupt Ethnic Albanian Organised Crime Networks (AP Copper);
- Disrupt Eastern European Organised Crime (AP EEOC);
- Disrupt Outlaw Motorcycle Gangs (AP Monitor).

Operations on Weapons & Explosives

- Disrupt illicit trafficking in firearms and explosives (AP Weapons & Explosives).

Operations - Economic and Property Crime

Operations on Fraud

- Disrupt the capacity of OCGs and specialists involved in excise fraud;
- Disrupt the capacity of OCGs and specialists involved in Missing Trader Intra Community fraud (AP MTIC);
- Disrupt the capacity of OCGs involved in Illicit Tobacco Trade (AP Smoke);
- Disrupt the capacity of OCGs involved in payment order fraud/ CEO fraud (AP Apate);
- Disrupt the capacity of OCGs and specialists involved in sport corruption (AP Sports corruption).

Operations on Counterfeiting

- Disrupt the OCGs involved in the production and distribution of counterfeit goods violating health, safety and food regulations, and those producing sub-standard goods (AP Copy);
- Disrupt the OCGs involved in Euro Counterfeiting (AP Soya);
- Manage the Intellectual Property Crime Coordination Coalition (IPC³) established in cooperation with EUIPO; disrupt intellectual property crime through (i) interdiction and investigation of Organised crime groups and networks, (ii) outreach to the public and to law enforcement through awareness raising and delivering training on intellectual property crime and, (iii) effective and efficient leverage of available resources, skills and capabilities of all stakeholders (AP Copy).

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Operations on Property Crime

- Combat organised property crime committed by Mobile Organised Crime Groups (AP Furtum).

European Migrant Smuggling Centre and Trafficking in Human Beings

Operations on Facilitation of Irregular Migration

- Act as the EU Centre of expertise on migrant smuggling;
- Proactively support MS to target and dismantle organised crime networks involved in migrant smuggling (AP Checkpoint, JOT Mare and dedicated operational and technical support);
- Improve and strengthen the investigation and analytical support on the spot with the help of Europol Mobile Investigation Support Teams (EMIST) and Europol Mobile Analytical Support Teams (EMAST);
- Monitor migration flows and their impact on crime; highlight links between migrant smuggling and other crime areas and terrorism;
- Be the central Europol contact point in the EU Regional Taskforce (EU RTF).

Operations on Trafficking in Human Beings (THB)

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

2018 Objectives

A.3.1. Reinforce EMSC's capabilities to better support Member States in the fight against organised crime related to irregular migration and trafficking in human beings.

Actions

Enhance Europol's presence in the EU RTFs and locations of interests outside the EU in order to support the local authorities with the high priority cases, technical expertise and overall analytical support to investigations.

Organise and coordinate action days focussing on embarkation points and other key logistical hubs (together with Frontex, Interpol and other relevant partners).

Disrupt the business model of smugglers through enhanced operational action, within an integrated approach involving Libya and other countries on the route and relevant international partners, engaged Member States, CSDP missions and Frontex, in line with the Malta Implementation Plan. On the basis of a benefits assessment, further deploy Europol's liaison officers to MENA countries or make use of available EU resources and representations abroad.

Utilise opportunities for enhanced information flow and operational cooperation emerging from the deployment of Europol's liaison officers to selected Western Balkan countries.

Explore possibilities to further reinforce the on-the-spot support to MS by utilising the Guest Officers concept and potentially extend its scope to other crime areas.* Follow up

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on the recommendations of the Guest Officers concept evaluation from 2017.

Initiate the establishment of the Information Clearing House to enhance information exchange between EU MS relevant law enforcement authorities, EU CSDP civilian and military missions and EU delegations in third countries.

Increase the focus on tackling the production of fraudulent documents for the growing criminal market associated with the migrant crisis.

Fully exploit Europol's capabilities to enrich the criminal intelligence with biometric data in view of improving Europol's investigation support.

Explore means to boost Europol's expertise, preventive actions and support to MS' investigations in relation to unaccompanied minors under potential exploitation and missing children within the migration flow. Ensure compliance with legal requirements and tasks stemming from upcoming legislative acts affecting the work of Europol in this area.*

Continue upgrading Europol's internet monitoring and referral capabilities to efficiently and successfully takedown online content facilitating irregular migration.

Expected results

MS investigations receive better and extended support in relation to irregular migration, THB and dismantling of organised crime groups active in this area.

A.3.2. Implement the objectives and actions identified in the EU Policy Cycle priorities for the fight against serious and organised international crime 2018-2021.

Actions

Reinforce Europol's work on disrupting OCGs involved in environmental crime, more particularly wildlife and illicit waste trafficking through the newly established Analysis Project.

Undertake measures to enhance multi-agency cooperation in the area of environmental crime, e.g. between law enforcement, customs and environmental management authorities.

Develop/support initiatives aiming at identifying possible obstacles in investigations and prosecutions of wildlife and illicit waste trafficking. Produce an Environmental Crime strategic report by the end of 2018.

Assist the utilisation of Europol's Dark Web Project for supporting operational actions on online trade in licit and illicit goods and services in the area of environmental crime.

Continue improving operational support to prioritized cases on organized property crimes.

Produce a report on the overall EU intelligence picture of the MTIC fraud threats, modus operandi and HVT targeting the MS based on national/regional MTIC fraud threat assessments done by MS.

Identify relevant international fora organised in/or involving third countries where the EU anti-MTIC fraud message can be delivered and key contacts can be established.

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Improve the intelligence picture of organized crime abuse of the EU excise transit procedures. Support the exchange of information and the analysis on risky procedures and movements of tobacco products from third countries via/ to EU MSs.

Contribute to the assessment on how to create a unified control mechanism to the final EU destination in order to prevent false shipments and excise fraud.

Implement Europol’s standardized process for the Selection of High Value Targets and if appropriate establish Operational Task Forces.

Enhance tracing and confiscation of proceeds of crimes by ensuring systematic support to investigations with asset tracing functions.

Expected results	<p>Improved coordination of action in the EU against common priorities.</p> <p>MS investigations in the framework of the Policy Cycle priorities receive better and extended support.</p>
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A.3.3. Further increase Europol’s analytical capabilities and cooperation with third parties in regards to trafficking of firearms and explosives.

Actions	<p>Build up capabilities to reinforce actions regarding online trafficking of firearms, including the increasing diversion of trade towards the Dark Web. Make use of the EU Internet Referral Unit to possibly monitor illicit sources of firearms, explosives, explosives precursors and eventually CBRN.</p> <p>Continue improving the collection of information and intelligence related to firearms, including trafficking, seized and stolen firearms and modi operandi to produce timely knowledge products/Early Warning Notifications and an updated threat assessment covering, inter alia, firearms trade fairs.</p> <p>Increase the engagement in the area of firearms tracing. Assess the possibilities to conclude cooperation agreements with tracing tools owners (such as INTERPOL - iARMS, US ATF - eTRACE and CAR- iTRACE).</p> <p>Further develop the cooperation on firearms with third parties emerging as hot spots for firearms/explosives trafficking, including conflict countries and their neighbouring countries.</p>
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Expected results	<p>Possible security gaps in the trade with firearms are better identified.</p> <p>Identified firearms trafficking networks are targeted by joint operational action.</p>
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A.3.4. Undertake and support improvements in the strategic and operational approach followed by the MS and Europol in targeting the reduction of drug supply.

Actions	<p>Identify and focus on high priority cases and top targets by establishing Task Forces with Member States and Third countries to tackle specific drugs threats and regions.</p> <p>Enhance the exchange of real-time operational information during investigations by providing MS with a secure mobile application.</p> <p>Assess the needs regarding the forensic and surveillance technologies needed for the investigation of cross-border drug trafficking and develop Europol's capabilities in that respect.</p> <p>Focus on obstructing the use of anonymous and open networks for drugs marketing by delivering technical and tactical expertise on the detection and investigation of drug crimes in the internet environment.</p> <p>Enhance tracing and confiscation of proceeds of drug crimes by ensuring systematic support to investigations with asset tracing functions.</p> <p>Conduct regular communication and awareness campaigns highlighting EU drugs threats as well as the EU efforts for combating this phenomenon.</p>
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Expected results	<p>Improved coordination and efficiency of action in the EU against common and high level priorities in the area of drug supply reduction.</p> <p>MS investigations in relation to drug crime receive better and extended support.</p>
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A.3.5. Strengthen the fight against counterfeiting and intellectual property crime.

Actions	<p>Further build up the operational and technical support to the MS' fight against Intellectual Property Crime through the Intellectual Property Crime Coordinated Coalition (IPC3) in cooperation with the European Union Intellectual Property Office.</p> <p>Promote the exchange of information and pooling of intelligence and expertise across jurisdictions with both, operational and technical nature. Share good practices on prevention, detection, disruption, investigation and prosecution of intellectual property crime.</p> <p>Set up Europol's own ICT infrastructure for redirecting IP infringing websites seized by MS law enforcement authorities.</p> <p>Continue raising public awareness on intellectual property crime by developing crime prevention materials and awareness campaigns.</p> <p>Increase the focus on strengthening the network between National Central Offices for Currency Counterfeiting by establishing closer cooperation with less active Member States having on-going cases.</p>
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Expected results Improved coordination of action in the EU against common priorities in the area of counterfeiting and intellectual property crime.

MS investigations in relation to counterfeiting and intellectual property crime receive better and extended support.

Indicators	Latest result	Target 2018
<i>Operational reports delivered related to SOC</i>	1,967	1,400
<i>Operations supported related to SOC</i>	657	650
<i>Satisfaction with operational support and analysis in the area of SOC</i>	8.5	8.5
Operations supported by EMSC	137	130
<i>SIENA messages exchanged related to irregular migration</i>	14,649	20,000
<i>On-the-spot support deployed related to EMSC (days)</i>	1,577	1,800
Volume of content assessed by the EU IRU related to irregular migration	268	1000
% of decisions for referral by the EU IRU related to irregular migration	84%	90%
% of successful referrals by the EU IRU related to irregular migration	75%	85%
Operations supported related to environmental crime	-	20
Operations supported related to Counterfeiting	21	32

A.4. Combating Cyber Crime

Overview

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

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

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

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

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

Recurrent actions

Main tasks

Provision of Operational Support

- Collect information on cybercrime and cyber-facilitated crime from a wide array of public, private and open sources;
- Monitor and handle information flows and service delivery activities;
- Serve as the primary point of contact to report all cybercrime investigations;
- Provide operational analysis, support and coordination to MS cybercrime investigations in the areas of cyber-dependent crimes, transnational payment fraud, child sexual exploitation and cross-cutting crime enablers (the cybercrime mandated areas);

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- Support multidisciplinary cyber investigations and deliver emergency services to law enforcement, public and private partners;
- Provide knowledge products in regard to technology and new criminal modi operandi online, and data source exploration and exploitation.

Document Forensics

- Provide forensic services and examinations with regard to travel documents, counterfeit banknotes, etc;
- Share the expertise and provide training in document identification;
- Support MS with technical challenges to their investigations regarding false documents and counterfeit currency;
- Support EMPACT priority on document fraud and related investigations;
- Support the dismantling of counterfeit documents print shops.

Digital Forensics

- Provide forensic services, including expertise, examination and training in regard to digital forensics, mobile devices, computers and ICT infrastructure, such as the Forensic IT Environment;
- Provide technical support to MS investigations obstructed by encryption via the dedicated Decryption Platform;
- Actively support MS in overcoming the technical challenges to their cyber and cyber-facilitated investigations, by identifying suitable tactics, developing dedicated tools, and sharing best practices to respond to the emerging operational needs (e.g. cryptocurrencies/Blockchain and Big Data analysis, etc).

Strategy and Outreach

- Facilitate the multi-disciplinary interaction between partners and stakeholders, including Advisory Groups, Cybercrime Prevention network, Internet Governance network and the Academic Advisory network, in the prevention and combating of cybercrime in an integrated, adaptive and holistic cyber security ecosystem;
- Foster and facilitate the preparation and delivery of prevention and awareness campaigns in relation to the cybercrime mandated areas;
- Interact with law enforcement representatives in the EU, industry and academia to develop and present collective views in relation to EU policy making and legislative process;
- Represent and promote the views of public safety and law enforcement agencies in the global discussion on Internet Governance;
- Coordinate and support the demand, development and delivery of comprehensive cybercrime training under the umbrella of a Training Governance Model at EU level;
- Coordinate strategic intelligence collection and management, and further develop expertise with a view to supporting pro-active and innovative approaches;
- Interact with partners to facilitate effective cooperation in the development and delivery of strategic analysis and forward-looking products;
- Coordinate the demand and development of new technical solutions and products, including R&D with the Forensic Experts Forum and other relevant stakeholders;
- Coordinate and provide advice to R&D priorities at national and EU level, particularly in relation to EU funding programs.

Thematic operations

Operations on Cyber-Dependent Crimes

- Provide operational coordination and support to Member States' investigations in regard to cyber-dependent crimes, such as malware, ransomware, hacking, phishing, intrusion, botnets, identity theft, internet related fraud, etc. (AP Cyborg);
- Focus on preventing and combating cyber criminality affecting critical infrastructure and network and information systems, in collaboration with the cyber security community;
- Focus on preventing and combating cybercrimes associated with organised groups generating large criminal profits and cybercrime-as-a-service schemes;

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- Provide a dedicated, secure, automated, complex malware analysis platform to MS through the Europol Malware Analysis System (EMAS).

Operations on Child Sexual Exploitation

- Support the EU MS in preventing and combating all forms of criminality associated with the sexual exploitation of children (AP Twins);
- Tackle forms of criminal online behaviour against children, such as grooming, self-generated indecent material, sexual extortion and coercion, and web live streaming;
- Fight distribution of child sexual exploitation material including preventing, intercepting and stopping the sharing through peer-to-peer networks, commercial platforms, and the Dark Web, as well as addressing the commercial sexual exploitation of children via the European Financial Coalition (EFC) chaired by EC3;
- Enhance the Victim Identification efforts, including the development of the Image and Video Analysis Solution (IVAS) and hosting of the Victim Identification Taskforce to foster cooperation and pooling of expertise from different police agencies and Interpol;
- Tackle the phenomenon of transnational child sex offenders by supporting the EU MS in detecting and intercepting child sexual offenders travelling to abuse children, among others with the help of the newly adopted EU PNR Directive;
- Enable the establishment of dedicated information flows and communication mechanisms to receive, process and disseminate information on suspected child sexual exploitation online from pertinent non-law enforcement actors to the relevant competent authorities in the EU MS in a secure and time-sensitive manner.

Operations on Payment Fraud

- Support the MS in combating criminal networks in regard to various types of online payment fraud (card-not-present fraud), including e-commerce fraud, and coordinate large-scale multi-sector joint operations against it (AP Terminal);
- Tackle forms of payment fraud such as skimming (duplication of a card's magnetic strip often through devices hidden within compromised ATMs and Point-Of-Sale terminals), carding (unauthorized use of credit or debit card data to purchase products and services in a non-face-to-face setting, such as e-commerce websites) and other cyber-enabled non-cash payment types of fraud;
- Support the MS in addressing new emerging trends and criminal Modi Operandi (e.g. payment process compromise, ATM malware, compromise of Near Field Communication transactions, etc.);
- Coordinate the detection, identification, dismantling, prosecution and prevention of money muling, together with key partners (Eurojust, financial sector, etc.);
- Facilitate cooperation among LEAs, the private sector and regulators (the European Central Bank at the European level and National Banks at a domestic level);
- Actively engage with priority regions to address payment fraud migration.

Operations on Online Trade in Illicit Goods and Services

- Enhance the intelligence picture of the online trade in illicit goods and services online, in particular on the Dark Web;
- Provide a common law enforcement response to criminality on the Dark Web by combining EC3's expertise with the crime specific knowledge of other Europol operational teams towards forming a central Dark Web Investigation Unit with satellites throughout the relevant crime areas;
- Strengthen the operational coordination, de-confliction, prioritisation and investigation of Dark Web related crimes at an international level;
- Execute joint technical and investigative actions;
- Further develop knowledge and expertise on tools, tactics and techniques for conducting Dark Web investigations.

J-CAT

- Host and support the work of the Joint Cybercrime Action Taskforce (J-CAT) composed of Cyber Liaison Officers from closely involved Member States, non-EU law enforcement partners and EC3;

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- Stimulate and facilitate the joint identification, prioritisation, preparation and initiation of cross-border investigations and operations by the J-CAT partners;
- Pro-actively drive intelligence-led, coordinated action against jointly identified, key cybercrime threats and top targets;
- De-conflict and identify synergies for joint operational activities with the other global cybercrime taskforces and key cyber operational centres (NCFTA and INTERPOL) towards optimising resources and the effectiveness of operations;
- Maintain an attachment scheme to the J-CAT within which non-Taskforce members of operational relevance would be temporarily working with the J-CAT on a case-basis.

2018 Objectives

A.4.1. Accelerate Europol's analytical capabilities to provide support to MS' cybercrime investigations and extend the services to the area of counter-terrorism.

Actions

Significantly strengthen Europol's cyber and forensic capabilities which have a horizontal application to investigating various crime areas, including terrorism. Create and develop new digital solutions in support of investigation needs.*

Develop further expertise on cryptocurrencies and alternative means of payment used by criminals and terrorists. Provide analysis of online payment fraud and its facilitating role for terrorism, irregular migration, cybercrime and other serious and organised crime.*

Develop expertise on commercial child sexual exploitation cases. Increase the support to MS regarding Victim Identification in the analysis of child abuse material. In addition, the service can be used for suspect identification in counter-terrorism investigations.

Further specialise on operational support on black market sites (Surface Web, Deep Web and Dark Web) to provide cross-departmental support to other Europol crime areas (ex. firearms, drugs, irregular migration, terrorism, etc.) and to MS' investigations.

Explore possibilities and R&D opportunities for utilising advanced/novel cyber-forensic approaches such as predictive policing, machine learning and artificial intelligence, and other tooling for combating cybercrime.*

Expected results

MS receive better analytical and technical support to their investigations.

Increased number of joint operations of EC3 with other crime areas.

A.4.2. Further develop Europol's capabilities for data processing in the cybercrime area.

Actions

Improve and expand the functionalities of the Europol Malware Analysis System.

Further develop the Image and Video Analysis Solution (IVAS) regarding image sensor fingerprint integration, image object recognition, face recognition, age/gender recognition, reverse geocoding, etc.

Improve processing of large volumes of data and varied types of data collected within operations and from open sources through the development of the EC3 Search Hub and forensic capabilities. Optimise the processing, indexing, analysing, and visualising of the cross-matching and the findings.

Further develop Europol's capabilities and tools to address the growing need for decryption of data collected within operations, and the misuse of encryption and anonymisation techniques by (cyber) criminals and terrorists to conceal their identities and illicit activities.

Expected results

Enhanced role of Europol in victim identification in child sexual exploitation cases.

Increased use and quality/functionalities of Europol's dedicated tools.

MS investigations receive better and extended technical and forensic support.

A.4.3. Foster international cooperation, in particular with industry partners, and identify/implement joint activities to address common challenges in the cybercrime area in a unified manner.

Actions

Further engage with key cyber intelligence centres and cyber operational international taskforces (such as Cyber Defence Alliance, INTERPOL Global Complex for Innovation, National Cyber-Forensics & Training Alliance, etc.) in order to facilitate the alignment, de-confliction and operational cooperation.

Increase the outreach to relevant industries - financial sector, internet security, networking and telecommunication equipment manufacturers, telecoms and internet service providers, and the corresponding Advisory Groups. Explore possibilities to develop partnerships with new industry sectors such as energy and automotive.

Implement a structured 'incentive and reward scheme' based on the annual evaluation of the existing partnerships and aimed at promoting those partners who contribute positively to EC3's objectives and priorities.

Strengthen the support to the European Financial Coalition against Commercial Sexual Exploitation of Children Online, as well as the Academic Advisory Network, the Internet Governance Network and the Forensic Expert Forum.

Increase the collaboration with the National Centre for Missing and Exploited Children (US) and the National Child Exploitation Coordination Centre (Canada), and extend relevant information flows and intelligence packages to all MS.

Defend the law enforcement needs for attribution at the appropriate international fora (ICANN, RIPE NCC, etc.) and push for policy changes and best practices towards properly attributing entities on the internet.

Support CEPOL in close collaboration with EU Cybercrime Task Force (EUCTF) and other stakeholders in setting training priorities at the EU level. Continue delivering the Internet

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Governance training and mentoring programme aimed at EUCTF members and their staff.

In line with the Commission's Communication on Resilience, Deterrence and Defence: Building strong cybersecurity for the EU, contribute to develop IPv6 deployment advocacy campaigns and awareness activities to reduce the use of carrier-grade network address translation (CGN) by electronic service providers.

Expected results Improved joint operational activities with public and private partners of relevance.

More effective levels of cooperation leading to increased operational and strategic results.

Indicators	Latest result	Target 2018
<i>Operational reports produced related to cybercrime</i>	12,209 ¹⁶	2000
<i>Operations supported related to cybercrime</i>	151	175
<i>Satisfaction with operational support and analysis in the area of cybercrime</i>	8.5	8.5
Number of forensic jobs performed by EC3	1,035	1,100
Number of files submitted to EMAS by MS	349,876	425,000
Number of malicious files identified through EMAS	147,116	200,000
Number of victim identification related intelligence packages	10	12
Number of prevention campaigns organised	5	6
Number of forensic examinations on printed materials (e.g. euro banknotes, brand labels, documents etc.)	29	30
Number of Europol Forensic Lab deployments on the spot by the EC3 Lab	6	10
Number of on the spot mobile device examination kit deployments in all crime areas	50	65
Number of cooperation agreements or working arrangements concluded with private sector	3	10

¹⁶ Includes one-off intelligence packages, excluded from measurement in 2018.

A.5. Counter-Terrorism

Overview

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

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

Recurrent actions

Counter-terrorism Operations

Provision of Operational Support

- Coordinate criminal intelligence collection and management;
- Monitor open source and law enforcement information flows on 24/7 basis;
- Manage CT-related operational information received from secondary security checks performed by the guest officers deployed at the hotspots;
- Provide tailored newsfeeds on terrorism trends and other relevant information by means of daily and monthly reporting to MS;
- Perform in-depth analysis of CT information;
- Identify emerging threats and developments;
- Detect links between terrorism and organised crime in close cooperation with the other Europol centres;
- Provide operational support to MS in a wide range of terrorism-related areas and in the field of responding to a major terrorist crisis;
- Manage the CT JLT operational platform and the First Response Network;
- Support the deployments of Mobile office and other mobile toolkits;
- Provide technical/ forensic support on the spot;
- Provide testimony in court;
- Organise operational meetings at Europol.

Counter Terrorism Financing

- Deal with MS requests for data on financial payments linked to terrorism including in accordance with the EU-US Terrorist Finance Tracking Programme Agreement (TFTP);
- Verify the link to terrorism in requests for data on financial payments;
- Provide support, including information on financial transactional data, to all major operations where there is a link to terrorism;

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- Liaise with FIU.NET and Analysis Project Sustrans (Suspicious financial transactions) to close information gaps.

Strategy & Expertise

Strategy and Outreach

- Administer and support the MS working group which aims at providing MS' strategic guidance to the ECTC and enhancing the info exchange related to Foreign Fighters;
- Contribute to specific ECTC developments such as improving connectivity of relevant systems and tools; closing the intelligence gap between terrorism and organised crime;
- Reinforce the outreach to MS security services, within the remit of the regulatory frameworks at national level and in coordination with the Counter Terrorism Group (CTG) members, in line with the counter-terrorism policy developments at EU level and by fully respecting the sole competence of Member States for national security;
- Provide support on drafting reports on strategic developments in terrorism threats, including trend analysis, early warnings, the 6-month high profile Outlook on developments in Jihadist terrorism and the annual high profile TE-SAT report;
- Cooperate with EU institutions and agencies and international organisations on CT matters;
- Oversee the establishment and management of external relationships with law enforcement, academia, and private sector entities with a particular focus on stakeholders at policy level;
- Perform the role of CT Program Board secretariat in assistance to its Chair;
- Organise major stakeholder events and conferences.

Modus Operandi Monitor (MOM)

- Identify new terrorist Modus Operandi;
- Raise awareness on new Modus Operandi to all relevant partners;
- Undertake joint actions with all relevant partners on preventive measures.

CBRN/E

- Manage and administer the Europol Platform for Experts pages:
 - EPE/EBDS (European Bomb Data System);
 - EPE/EEODN (European Explosives Ordnance Disposal Units Network);
- Ensure the permanent secretariat and the continuity of the activities of EEODN;
- Liaise with AP Weapons and Explosives to track possible new threats, trends and modus operandi involving CBRN materials and Explosives;
- Prepare strategic and technical reports on CBRN and Explosives;
- Deliver capacity-building initiatives for MS on CBRN and Explosives.

Internet Referral

Internet Monitoring and Referrals

- Perform scanning of social media and cyber environment, within the framework of prioritised areas (terrorism and irregular migration) or act upon MS' specific requests;
- Coordinate and share the identification tasks (flagging) of online terrorist and violent extremist content with a network of national counterparts;
- Maintain the Internet Referral Management application (IRMa) to support the referral activity;
- Maintain Check the Web Portal which enables MS to share information on terrorist/violent extremist propaganda on the Internet via a secure Europol network;
- Support the provision of high-level strategic analysis;
- Deliver relevant products such as referral packages, situation reports, knowledge products and the EU IRU weekly message;
- Participate in and contribute to the work of the High-Level Commission Expert Group on radicalisation;
- Participate in and raise awareness through the EU Internet Forum and other events; Maintain a close dialogue with the internet industry in the framework of the Forum;

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- Organise and coordinate Referral Joint Action Days in cooperation with experts from MS and online service providers (OSPs) by forming task forces that drive targeted referral activities;
- Build a network of academics and researchers in terrorism, radicalisation, computer sciences, information technologies, social network analysis and other pertinent areas of social science;
- Organise ECTC Advisory Group meetings and conference on online terrorist propaganda.

Operations and Internet Investigation Support

- Produce intelligence packages, operational analysis reports and cross-match reports;
- Organise operational meetings;
- Provide operational support and support coordination of CT Internet-based investigations;
- Support MS in connecting with online service providers and analysing the digital footprint of a target in CT investigations through the SIRIUS capability.

Technical Support and R&D

- Provide technical support to the Referrals and Operations teams;
- Establish a European centre of excellence, by strategically enhancing partnerships with cooperation partners and investing resources in Research & Development (R&D)
- Act as an Innovation Hub for Europol and the EU MS in the field of counter-terrorism;
- Contribute to the Innovation work-stream within the Operations Directorate by investing on prototyping initiatives;
- Maintain the SIRIUS Platform to support Internet-based investigations;
- Develop projects together with the private sector and academia on new techniques and tools in the context of Horizon 2020.

2018 Objectives

A.5.1. Utilise opportunities to facilitate greater information exchange between Europol and MS' CT competent authorities, including national security services, and relevant EU information systems.

Actions

Fully utilise Europol's access to the Schengen Information System (SIS II) under its existing mandate. Continuously assess and promote the opportunities of implementing a consistent three-tier information sharing approach with SIS II, EIS and AWF regarding terrorism-related phenomena, in particular foreign terrorist fighters.

Exploit Europol's access to other EU databases and specifically the Visa Information System (VIS).

Identify opportunities for cooperation between the Counter Terrorism Group (CTG) members and Europol in areas of common interest as agreed at the JHA Council meeting of 18 November 2016, while fully respecting the sole competence of Member States for national security.

Consolidate MS CT information exchange through the usage of SIENA (up to EU Confidential level). Explore the need of MS for developing a communication system allowing information exchange up to EU Secret.

Further promote the connection of EU MS CT Units to EIS and encourage the seeking of solutions in the case of legal constraints. Support increased installation and usage of data-loaders.

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Further build up Europol's CBRN expertise into a knowledge hub to support law enforcement authorities on CBRN security in line with the Commission's Action Plan on CBRN¹⁷. Optimise the use of Europol tools (notably EBDS and EEODN) to enhance the sharing of information and the collective knowledge on CBRN threats.

Explore avenues with the Commission, EEAS and Interpol for enhancing cooperation with third countries, in particular in the Western Balkans, Middle East and North Africa, in collaboration with the EMSC initiatives in the regions, in order to establish anti-terrorism partnerships including improved transmission of information. Support deployments of MS security experts to the EU Delegations and civilian CSDP-missions.

Expected results

Increased CT information exchange between MS CT competent authorities and Europol.

Increased CT information exchange between third countries and Europol.

Increased number of joint operations of Europol with the MS CT competent authorities.

EIS as first line investigative support in fighting terrorism at EU level in line with MS' needs.

A.5.2. Accelerate the development of Europol's capabilities to provide better and extended operational support to Member States' counter-terrorism investigations.

Actions

Ensure the fast processing of incoming information related to CT by the 24/7 CT service by providing quick follow-up of hits and first analysis of data, including biometrics.

Strengthen Europol's capabilities to set up and maintain for the necessary duration ad hoc operational analytical and support task force(s), as well as on-the-spot deployments, for dedicated and comprehensive support to large-scale and possibly simultaneous transnational CT investigations.

Follow up on the recommendations of the Guest Officers concept evaluation from 2017. Explore the needs and possibilities for applying the concept to further areas of CT operations, if in line with the recommendations.*

Fully develop the Programme Board of the European Counter-Terrorism Centre as a supplementary governance tool and steering mechanism for its work.

Mitigate the impact of technological disruption over investigative processes through the SIRIUS capability by identifying technical hurdles to CT investigations (CGN, encryption) and by organising a codefest to produce technical tools as potential solutions.

Explore possibilities and R&D opportunities for utilising smart services as a response to big data challenges in CT investigations by using cutting edge technology (e.g. object/pattern/text/voice recognition, video robust matching, language processing, voice to text, etc).

¹⁷ EU Action Plan to strengthen chemical, biological, radiological and nuclear (CBRN) security, Oct 2017

Investigate technical possibilities for modelling modus operandi prior to attacks in order to extract trends and contribute to operational tactics.

Prepare Europol to take up tasks, including the establishment of an Analysis Project, related to its new mandate to support MS investigations into genocide, war crimes and crimes against humanity following the applicability of Europol's Regulation as of 1 May 2017.

Expected results	Enhance uninterrupted provision of Europol's CT services on 24/7 basis. Increased identification, analysis and follow-up of hits. MS CT investigations receive better and extended support, especially in the case of simultaneous operations and crisis response.
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A.5.3. Further strengthen the internet referral capabilities of the European Counter-Terrorism Centre and continue expanding their scope.

Actions	Further focus resources on developing capabilities to tackle internet-facilitated terrorism activities and enhance the operational support to MS' investigations. Continue upgrading tools for open sources scanning and anonymous search for suspicious content on the internet. Expand the scope of EU IRU by ensuring internet monitoring and referrals for other relevant crime areas (e.g. illicit online trafficking of firearms, explosives and explosives precursors ¹⁸).* Support EU law enforcement activities with regard to the EU Radicalisation Awareness Network, countering violent extremism initiatives in EU MS and third countries, and develop knowledge and best practices in this field based on strategic analysis on the trends of terrorist propaganda in order to develop effective prevention strategies.* Implement the EU Internet Forum Action Plan. Improve the identification of terrorist content across platforms, by feeding the database of hashes. Improve referrals at EU level, by expanding the use of IRMa to MS and providing standards and best practices to report to private parties.
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Expected results	The referral process is managed efficiently. Cooperation with the private sector on content detection and referrals is growing. Increased number of terrorism-related online content is taken down.
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¹⁸ Following the recommendations of the EU action plan against illicit trafficking and use of firearms and explosives

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A.5.4. Increase financial intelligence capabilities related to terrorism including beyond the framework of the TFTP.

Actions	<p>Establish closer cooperation with the financial institutions and consistently use financial intelligence as a strong component of CT investigations.</p> <p>Develop operational support to CT investigations related to/targeting alternative banking systems.</p> <p>Support the establishment of a possible EU system for tracking terrorist financing (for transactions which are excluded from the EU-US TFTP agreement – notably the intra-EU payments) depending on the outcome of the ongoing appraisal.</p> <p>Facilitate the review of the TFTP Agreement by the Commission and the US Treasury.</p>
Expected results	Europol's support to MS CT operations is enriched with financial intelligence in view of countering the financing of terrorist activities.

Indicators	Latest result	Target 2018
<i>Operations supported related to CT</i>	279	300
<i>Operational reports produced related to CT</i>	701	850
<i>Satisfaction with operational support and analysis in the area of CT</i>	8.0	8.5
Number of EU MS/TP CT units configured to SIENA	45	48
Number of EU MS CT units connected to EIS	20	24
<i>SIENA messages exchanged by CT units</i>	33,411	40,000
<i>Number of accepted contributions related to CT</i>	4,833	7,000
<i>Number of EIS objects related to CT</i>	460,924	550,000
Number of MS contributing terrorism and foreign fighters related objects in EIS	23	22
Number of referrals for secondary security checks in hot spots	987	1,250
Number of persons referred for secondary security check	6,918	8,000
Number of hits resulting from secondary security checks	42	30
Volume of content assessed by the EU IRU related to terrorism and violent extremism	17,253	22,500
<i>% of decisions for referral by the EU IRU related to terrorism and violent extremism</i>	97%	90%

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Indicators	Latest result	Target 2018
<i>% of successful referrals by the EU IRU of suspicious internet content related to terrorism and violent extremism</i>	79%	90%
Number of TFTP Art. 10 EU Requests for TFTP searches	100	150

A.6. Provision of cross-cutting operational capabilities

Analysis products are the basis of Europol's operational support to Member States. Ensuring their relevance and quality is essential and includes identifying the needs of Member States in terms of the type of analysis needed (e.g. strategic, thematic or operational), investing in the training of Europol's analysts, further developing and maintaining quality standards for analytical support and exploring new methods such as analysis of large or complex data sets.

Strong strategic intelligence is required to support the EU Policy Cycle and is aimed at increasing the impact on the set priorities by targeting serious international and organised crime in order to tackle the most important criminal threats in a coherent and methodological manner through optimum cooperation between the relevant services of the MS, EU Institutions and EU Agencies.

Europol supports the European Multidisciplinary Platform Against Criminal Threats (EMPACT) by providing administrative and logistical support to the EMPACT action plans and monitoring the EMPACT projects' progress. With the implementation of the Europol Regulation, the additional funds previously foreseen in the EMPACT Delegation Agreement are integrated into Europol's regular budget to allow Europol to financially support actions of the OAPs.

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

Europol embedded in 2016 the FIU.net computer network and its components which facilitates the exchange of information between Financial Intelligence Units (FIUs) of the EU Member States. The provision of financial intelligence and operational support to MS within the areas of money laundering and asset recovery is on the rise and there is significant potential for financial intelligence to be utilised in other crime areas.

Recurrent actions

Strategic intelligence – analysis

Strategic analysis

- Establish and implement a common, consistent and holistic approach towards strategic analysis across the Operations Directorate;
- Deliver strategic analysis products within the areas of serious and organised crime, cybercrime and terrorism, such as:
 - Serious and Organised Crime Threat Assessment (SOCTA) on particular intervals;
 - Internet Organised Crime Threat Assessment (i-OCTA)
 - EU Terrorism Situation and Trend Report (TE-SAT)
 - Regional and other Threat Assessments
 - Situation reports, Early Warning Notifications, Intelligence Notifications
 - Cyber Intelligence products
 - Reports planned in the EMPACT OAPs
 - Monthly Intelligence Summary Terrorism, reports on jihadist terrorism
 - Joint EMCDDA-Europol European Drug Markets Report

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- Other reports to support policy making at EU level and MS' decision making by delivering strategic recommendations based on an in-depth analysis of the major crime and terrorist threats facing the EU
- o Organise the meetings of Advisory Groups (SOCTA, TE-SAT, best practices of analysis, etc.).

Analysis & Training Coordination

- o Oversee the development, implementation and maintenance of efficient operational information management processes;
- o Monitor and enforce the standards related to the different process steps in the operational information management lifecycle to improve and maintain the quality and speed of Europol's services;
- o Ensure compliance with the data protection regulation and mitigate the risk of misconducts of sensitive data usage;
- o Coordinate Europol's training initiatives and respond to any new training needs of MS which may arise (incl. joint Europol/CEPOL training);
- o Coordinate and deliver training to operational staff.

Strategic Intelligence - direct support

Special Tactics

- o Act as the EU knowledge and expertise broker on specialist law enforcement techniques supporting MS investigations in the area of SOC, terrorism and cybercrime;
- o Develop and maintain expertise on informant handling, covert surveillance and controlled delivery, covert entry, counter-kidnapping and -extortion, fugitive active search, specialist intervention and witness protection;
- o Manage EU Most Wanted List containing high-profile internationally-wanted criminals;
- o Manage the High Risk Informant Database (HRDB) - a coded database allowing a more accurate risk assessment when working with foreign informants;
- o Manage the European Tracking Solution (ETS);
- o Manage the Virtual Command Post tool for live information exchange during operations;
- o Support the implementation of MASP and OAP through the involvement in joint investigations, large-scale operations and/or joint action days;
- o Organise strategic expert meetings, training, awareness raising and prevention activities in the area of knowledge management and in support of specialist networks.

EMPACT Support

- o Manage the Grant scheme which provides funding opportunities to EMPACT for the implementation of the priorities identified within the framework of the EU Policy Cycle, in consultation with the Council's Standing Committee for the EU Internal Security (COSI);
- o Facilitate the execution of the EMPACT projects by providing methodological, administrative and logistical support including support to drafting the Operational Action Plans, stakeholder management and preparing strategic and operational meetings;
- o Monitor and report on the EMPACT projects' progress. Provide recommendations;
- o Steer the organisation of Joint Action Days in close cooperation with the Front Office;
- o Facilitate communication and collaboration between the crime priorities having common goals and/or interdependencies.

Passenger Name Records (PNR)

- o Implement Europol's role in the EU PNR architecture in line with the EU Directive;
- o Utilise effectively PNR data exchange provisions;
- o Provide support to the connectivity and data exchange among the Passenger Information Units (PIUs) in MS;
- o Provide support to PNR related projects;

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- Participate in the informal working group on PNR.

Deployment Management and Support

- Manage and support large scale deployments by Europol, as well as deployments linked to first responses requested by MS;
- Coordinate, manage and support the guest officer deployments.

Financial Intelligence

- Process and handle financial intelligence information;
- Provide direct financial intelligence and operational support to MS within the areas of money laundering and asset recovery;
- Provide financial intelligence to the European Serious Organised Crime Centre, European Cybercrime Centre and European Counter-Terrorism Centre;
- Provide financial intelligence and operational support to EMPACT related activities;
- Support anti-corruption activities initiated by MS and promote the use of SIENA for the information exchange between anti-corruption authorities;
- Provide operational support on the spot, including for Joint Action Days (e.g. mobile office deployments);
- Manage and develop the FIU.net computer network;
- Organise the FIU.net Advisory Group meetings and dedicated workshops;
- Support the European Commission in the peer-reviews of the EU Asset Recovery Offices; contribute to the development of the Supra-National Risk Assessment and high-risk third countries assessment on money laundering and terrorist financing;
- Support projects related to the fields of financial intelligence, money laundering, asset recovery, and/or corruption;
- Support and host the secretariats for the Anti-Money Laundering Operational Network (AMON) and the Camden Asset Recovery Inter-Agency Network (CARIN);
- Conduct financial intelligence training including by supporting CEPOL courses.

2018 Objectives

A.6.1. Strengthen Europol's capabilities to handle and analyse large volumes of data.

Actions	<p>Explore new analytical tools, methods and best practices concerning large volumes of data.</p> <p>Coordinate the development of Europol's concept on handling large volumes of data.</p> <p>Explore the usage of machine learning to assist in routine tasks on the operational information management process.</p> <p>Ensure EAS and other relevant tools (e.g. FITE) have processing and visualisation capabilities for large volumes of data.</p> <p>Update Europol's analytical guidelines along the new developments and provide trainings to analysts.</p>
Expected results	MS investigations with large volumes of seized data to be processed receive efficient and timely analytical support.

A.6.2. Optimise Europol's support including the new financial mechanism for the implementation of MS' actions within the EMPACT framework.

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Actions	<p>Support, monitor and report on operations/cases from the previous EU Policy Cycle and finalise the Delegation Agreement.</p> <p>Support, monitor and report on the implementation of the Operational Action Plans from the new policy cycle 2018-2021 in line with the new reporting mechanism.</p> <p>Identify and co-ordinate the planning of JADs in 2018.</p> <p>Evaluate the first year of the new mechanism for financial support of actions within the EMPACT framework under the Europol Regulation and address findings.</p>
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Expected results	<p>MS receive efficient support for the implementation of their OAPs.</p> <p>Europol's support to EMPACT increasingly contributes to operational outcomes in the MS.</p>
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A.6.3. Increase the provision of comprehensive financial intelligence to MS regarding money laundering and asset recovery, including possible links to other criminal areas.

Actions	<p>Identify the processes and individual instances where financial intelligence can provide added value to the respective high priority cases handled by ESOCC, EC3 and ECTC.</p> <p>Utilise opportunities in which FIUs and law enforcement competent authorities can work together in order to improve results in combatting money laundering, terrorist financing and serious and organised crime.</p> <p>Increase the number of TFTP requests sent by FIUs through direct contact with Europol via FIU.net.</p> <p>Provide support and assistance to the new EMPACT Priority on Criminal Finances, Money Laundering and Asset Recovery. Identify lists of High Value Targets for other EMPACT priority areas for matching against FIU data.*</p> <p>Explore modalities to provide active support with regards to money laundering and asset recovery to MS experts in charge of EMPACT actions in order to enhance capacity building and delivery of operational results.*</p> <p>Prepare and agree with MS on a high-level roadmap for a future FIU application. Create sub-working groups on technical functionalities and subsequent requirements to develop the new system.</p> <p>Optimise the utilisation of anonymised/ pseudonymised cross-matching techniques enabling the identification and prioritisation of links between data sets in various databases without revealing the content of that information.</p>
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Expected results	<p>Europol increasingly contributes to operational outcomes in the MS within money laundering and asset recovery investigations.</p> <p>The FIU.net is better utilised for cross-crime areas investigations.</p> <p>Investigations on organised crime and terrorism can better benefit from synergies between financial and criminal intelligence.</p>
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A.6.4. Build up Europol's capabilities in the area of travel intelligence.

Actions	<p>Define the strategic positioning of Europol within the travel intelligence architecture of the EU and develop a strategy to realise that objective.</p> <p>Establish a dedicated capability within Europol to support Member States in the operational and strategic use of travel related information and intelligence stemming from PNR, API and (eventually) ETIAS.*</p> <p>Define, develop and deliver concrete operational and strategic products and services on the basis of travel information and intelligence to support the Member States.</p> <p>Deliver a strategic product reflecting crime specific characteristics concerning travel movements as input for the definition of targeting rules.</p> <p>Assess mid- and long-term business requirements of the travel intelligence community. Explore the need for the development of pre-processing tool(s) for PNR data which is contributed to Europol for analysis purposes.</p> <p>Ensure enhanced cooperation, alignment and compatibility with activities of the Commission, Frontex and eu-LISA in the area of travel intelligence.</p> <p>Contribute to the development and delivery of dedicated training for the analysis of travel related information in partnership with CEPOL.*</p>
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Expected results	<p>Increased quality and completeness of Europol's intelligence picture with regards to travel information.</p> <p>MS investigations receive the required support for the processing of travel data.</p>
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Indicators	Latest result	Target 2018
Number of strategic analysis reports	33	40
Number of thematic analysis reports	190	250
Training activities for MS/TP	63	75
Satisfaction of participants with training provided by Europol to MS	8.4	8.5
Number of Action Days	81	90
Number of Joint Action days	8	8
<i>Operations supported with financial intelligence products/services</i>	77	80
Number of operational reports related to financial intelligence	335	400
<i>Satisfaction with operational support and analysis in the area of financial intelligence</i>	8.4	8.5

A.7. Governance, support and administration

Overview

In 2017, all necessary legal acts, processes and procedures will have been reviewed to ensure conformity with the new Europol Regulation applicable as of 1st May 2017. In 2018 the focus will be on further implementing the related technical and organisational changes.

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

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

Europol has designed a multi-year transformation programme, next generation Administrative and Governance Environment (ngAGE) to renovate the way the agency operates in the administration domain, providing the organisation with modern and efficient solutions for corporate functions. The pursued target is to rationalise current diverse application landscape in support of streamlined corporate processes by leveraging a best-of-breed, composite architecture comprised of Commission-provided, in-house and cloud solutions integrated in a coherent fashion. In the meantime existing solutions will remain supported until their functions can be accommodated by ngAGE products. Where necessary bridging solutions will be put in place.

It remains a priority for Europol to ensure the best use of its resources, including developing the competencies of Europol staff with a view to enhancing its operational and strategic capabilities to support Member States.

Recurrent actions

Coordination and accountability

Cabinet

- Coordinate and oversee the implementation of Europol's Strategy and Europol's External Strategy;
- Provide policy advice and prepare related policy documents;
- Support management and coordinate key corporate interests and new initiatives;
- Prepare and follow-up on the Directorate and Executive Deputy Directors meetings;
- Represent Europol at internal and external events;
- Provide administrative and logistic support to the Executive Director;
- Coordinate academic requests reaching Europol.

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Internal Control Coordination

- Coordinate all audit activities and Europol's response to audit activities and findings from the ECA, the IAS and the IAC;
- Implement the Internal Control Framework, including the maintenance of the financial model of Europol (appointment decisions etc.);
- Identify Europol's corporate risks and maintain the Corporate Risk Log for Europol.

Corporate communications

Manage open sources

- Coordinate access to Open Source databases;
- Manage European Media Monitoring tool;
- Manage digital subscriptions and periodicals.

Internal communication

- Maintain and develop Europol's intranet as the main internal communication tool;
- Organise staff and managerial events.

Public relations

- Maintain media, press and public relations;
- Deliver annual and ad hoc media impact reports after events or operations;
- Support high level visits and organise high level events such as the European Police Chiefs Convention (EPCC);
- Coordinate external publications;
- Provide corporate audio-visual productions;
- Organise awareness-raising activities in Member States and Third Countries;
- Organise media training for Europol staff and annual photo competition.

Corporate services

Coordinate Europol participation in MB, MB Working Groups and follow up to MB decisions.

Corporate planning, monitoring and reporting

- Prepare the Europol Strategy and related multi-annual business planning documents;
- Prepare the annual business planning documents;
- Prepare quarterly, bi-annual and annual corporate performance reporting;
- Support and conduct internal and external stakeholder surveys and evaluations;
- Coordinate Europol's involvement in EU grant funded projects;
- Participate and exchange best practices in the interagency Performance Development Network (PDN).

Corporate content management

- Coordinate corporate document and records management incl. archiving;
- Provide end user support and training for information management systems and services;
- Deliver process analysis, improvement and facilitation services;
- Deliver training on quality and process management.

Legal services – Commercial law

- Develop and maintain Europol's legal framework for finance, procurement, grants and facilities;
- Advise on existing contract interpretation and escalation;
- Advise on litigation arising out of tender procedures and/or contracts;
- Review Europol's participation in grant funded projects and awarding of grants;
- Deliver internal training on legal procurement, low value contracts, contract management and legal issues in evaluation of tenders.

Legal services – Employment law

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- Develop and maintain HR legal framework, including representation of Europol before the Court of Justice of the EU;
- Provide legal advice concerning staff and HR related questions;
- Handle staff related complaints and requests;
- Participate in lawyers' networks (EU IALN and international networks).

Procurement

- Coordinate tender planning in line with annual business and budget planning;
- Manage and supervise tender procedures;
- Continuously update procurement related implementing rules, policies, guidelines, documents, tender processes, tender model documentation, etc.;
- Deliver internal training on tenders;
- Participate in Network Agencies Procurement (NAPO) and exchange best practices on contract database and contract management.

Security

Physical Security

- Ensure security of Europol staff, building and installations in compliance with European standards on operational security;
- Maintain close cooperation with relevant networks and other agencies; take part in peer reviews; attend conferences/ masterclasses on Safety & Security;
- Provide training for security officers;
- Provide internal first aid, emergency response and evacuation training for staff;
- Deliver risk assessments related to Europol and its staff (e.g. for business trips).

Confidentiality & Information Security

- Ensure timely accreditation of information systems;
- Perform regular risk assessment of systems prior to becoming operational as well as compliance audits;
- Organise security awareness events and training for staff;
- Update information security policies;
- Regularly report to the Security Coordinator and the Security Committee;
- Handle requests for handling higher classified information;
- Handle clearance requests;
- Participate in EU security networks, international security forums or meetings organised by the Council Security Office.

Internal Investigation Service

- Participate in the pool of internal investigators (as required by EU COM);
- Implement the Europol Anti-Fraud Strategy.

Security Engineering

- Provide on-call assistance for technical security installations;
- Adjust, finalise and implement all technical security installations;
- Implement changes of security requirements in infrastructure.

Business Continuity

- Analyse, design, develop and implement the business continuity framework;
- Coordinate Europol's overall crisis management capability incl. organising an annual crisis management exercise for the Crisis Management Team;
- Coordinate Disaster Recovery activities.

Personal Protection

- Execute protective security operations for the Executive Director and staff;
- Coordinate and provide security in high level meetings and media events;
- Transport classified documents;
- Maintain tactical personal protection equipment and related security installations;

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- Participate in the relevant European networks related to protection of public figures, personal protection services and threat assessment; support the related EPE.

Administration

Resource planning and reporting

- Establishment of the budget and staff establishment plan;
- Monitor the implementation of the budget and the staff establishment plan at corporate level;
- Report on Europol's financial and human resources to different stakeholders;
- Monitor activity based management;
- Manage the Financial Management System (ABAC) and Travel Management System.

Human Resource Management

- Develop and update HR related strategy, implementing rules, policies, guidelines, processes and templates;
- Take care of the recruitment and selection of staff and SNEs;
- Follow up internal mobility;
- Plan and administer internships;
- Manage staff contracts and personal files;
- Manage ECAS accounts;
- Determine rights and entitlements of Europol staff, local staff and SNE's;
- Manage the salary administration;
- Administer working conditions and working hours of staff, as well as annual, medical and special leave;
- Ensure the HR-related relation with the Host State, including the administration related to the Protocol on Privileges and Immunities for Europol staff and ELO's;
- Represent Europol in the Advisory Board of the European School;
- Deliver health and wellbeing-related services;
- Organise pre-employment and annual medical checks;
- Coordinate training of staff;
- Coordinate the appraisal and reclassification processes;
- Deliver pension advice;
- Manage the HR Management System.

Budget administration

- Develop and update finance related strategy, implementing rules, policies, guidelines, processes and templates;
- Execute financial initiation of revenue and expenditure;
- Perform ex-ante and ex-post financial verification of all financial operations;
- Manage the travel budget and refund of taxes.

Facilities management

- Develop and update facilities-related strategy, implementing rules, policies, guidelines, processes and templates;
- Manage the facilities-related budget;
- Manage facilities-related contracts including the insurance contracts of Europol;
- Manage the building, including housing, lease and service level agreements with the Host State as well as building related project management;
- Manage the non-ICT assets;
- Ensure an efficient space allocation in the building;
- Deliver meeting and conference services;
- Deliver travel management services;
- Coordinate the translations with CdT;
- Manage the Facilities Management System and the Online Registration System.

ICT administrative support

Infrastructure Services

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<ul style="list-style-type: none"> ○ IT Operations Centre: support and monitor all Europol IT Applications and Infrastructure; ○ Define and maintain the technical profile and resource list; ○ Periodically assess the need for profiles and technical skills; ○ Run and maintain all non-ICT aspects of the Europol Datacentres.
<p><i>Customer Service Centre</i></p> <ul style="list-style-type: none"> ○ Deliver Helpdesk services to external customers (MS and partners) and staff; ○ Define and implement the request management process to handle all incoming requests from both customers and staff; ○ Define and maintain MoU's for MS and partners.
<p><i>Workplace Services</i></p> <ul style="list-style-type: none"> ○ Order, deploy and maintain end-user hardware and software; ○ Periodic and urgent software and operating system patching of user-related hardware.
<p><i>ICT Financial & Contract Coordination</i></p> <ul style="list-style-type: none"> ○ Integrated ICT planning, financial management and financial administration; ○ Supplier, license and asset management; ○ Tender and procurement planning for ICT; ○ ICT contract management.

2018 Objectives

A.7.1. Continue optimising Europol's corporate processes.

<p>Actions</p>	<p>Perform a mid-term review of Europol's Strategy 2016-2020.</p> <p>Initiate the pilot phase of e-submission module. Further implement pre- and post-awarding e-procurement solutions (subject to release of e-PRIOR modules by the Commission).</p> <p>Implement the Action Plan of the IAS Audit Report on procurement.</p> <p>Establish a robust and easily accessible database for qualitative and accurate performance measurement and reporting.</p> <p>Implement corporate risk management tooling for cross-organisational use.</p> <p>Progress with establishing ICT capabilities that enable electronic management of documents and records.</p> <p>Digitalise processes in HR management and progress with the introduction of paperless environment.</p> <p>Implement the core part of the HR management system (Sysper2) and assess the need for adding other modules.</p> <p>Further develop the application of activity based management principles in line with EU Commission and Network of Agencies initiatives.</p> <p>Continue the setting up of an environmental management system complying with ISO 14001 requirements and the EU Eco-Management and Audit Scheme (EMAS) to improve the sustainability of the organisation.</p>
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Implement teleworking subject to European Commission and Management Board's decisions.

Continue establishing shared services with other EU agencies, in particular with Eurojust, if proved feasible.

Explore the possibilities to improve efficiency and coordination of Europol's grant and contract management.

Set-up a corporate contract database (subject to release of the IT tool by the Commission).

Optimise in-house training coordination.

Expected results

Simplified procurement process and reduced administrative burdens.

Bureaucracy and time spent on document and records management and reporting is reduced while ensuring the availability of reliable information on decision making, corporate performance and level of compliance.

Increased HR efficiency, effectiveness and customer service delivery.

A.7.2. Further rationalise the management and use of Europol's facilities including the building and review, and enhance the Business Continuity Framework.
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Actions

Continue with the implementation of the Strategic Housing Roadmap to maximise the efficient usage of Europol's building.

Carry out the expansion of Europol to multiple locations which requires substantial investment in facilities, ICT and security services.

Advance with the upgrade of the audio-video installation in the conference environment.

Prepare for the setting up of the new ICT delivery model - Software factory - allowing for increased capacity to handle growing demand for ICT services while ensuring compliance with quality and security standards.

Review Europol's fleet management. Evaluate and align the current travel model to meet increasing business demands.

Progress with the work related to the disaster recovery sites.

Update Business Continuity Strategy.

Develop Business Recovery and Incident Response Plans.

Expected results

Existing workspace and new office locations are used in an optimal way to accommodate forecasted organisational growth.

Europol is better equipped to handle increasing demand for ICT services.

Europol is able to continue delivering critical services following a disruptive event.

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A.7.3. Further promote Europol's work and contribution in building an effective EU Security Union.

Actions	<p>Seize opportunities to pro-actively publicise the value added of EU police cooperation and Europol's key role in developing the EU Security Union.</p> <p>Work towards achieving balanced outreach to MS media.</p> <p>Further increase Europol presence on social networks.</p> <p>Continue improving Europol's website and maintain all language versions.</p> <p>Explore and as appropriate develop innovative communication tools suited for use with latest technologies and by digital society users.</p> <p>Continue improving and exploring online digital publications addressing portability and availability issues.</p>
Expected results	<p>Europol's communication tools are fit for purpose in a digital environment and enable users to fully benefit from digital distribution.</p> <p>Europol's publications are more mobile-friendly, in particular suitable for access via portable devices.</p> <p>Other potential users and public in general are aware of Europol's activities and the added value of police cooperation at EU level.</p>

Indicators	Latest result	Target 2018
Administrative ICT project delivery	50%	75%
Uptime of administrative systems	99%	98%
<i>Commitment Rate Europol Budget</i>	87.1%	95.0%
<i>Payment Rate Europol Budget</i>	91.0%	90.0%
<i>Budget Outturn rate</i>	1.66%	2.00%
% Late Payments	22.0%	5.0%
<i>Vacancy rate</i>	1.3%	2.0%
<i>Sickness rate</i>	1.2%	3.5%
<i>Turnover rate</i>	8.0%	15.0%
<i>% of pending critical/very important audit recommendations implemented within the agreed deadline with the auditing</i>	41%	85%
% of Work Programme objectives implementation	74%	80%

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% Staff Engagement (via Staff Survey)	52%	55%
% Satisfaction with Europol's image (via User Survey)	77.8	77.8
Number of Europol's appearances in the media	110,000	175,000

Management Board Functions

Accountancy Unit (ACCU)

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

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

Data Protection Function (DPF)

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

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

Internal Audit Capability (IAC)

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

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

Management Board Secretariat (MBS)

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

- Support the coordination of the MB's work and ensure its coherence;
- Organise activities and meetings of the MB and its Working Groups on Corporate matters (legal, financial and personnel issues) and on ICT, as well as ad hoc meetings and working groups established by the Board;
- Provide the MB with the administrative support;
- Support oversight and policy-making activities regarding matters such as the appointment of Executive Directors and Deputy Executive Directors, corporate governance, human resources and external relations.

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Annex I: Resource allocation per Activity 2018-2020

	Budget 2018				Draft Budget 2019		Forecast 2020	
	Number of staff (TA,CA,SNE)	% of total staff	Budget allocation¹⁹ €	% of total budget	Number of staff	Budget allocation €	Number of staff	Budget allocation €
A.1. Development of operational systems	139	16%	32,294,306	26%	159	40,300,253	173	41,844,300
A.2. Information Hub	66	8%	9,864,338	8%	68	11,783,062	69	11,783,349
A.3. Combating Serious Organised Crime	136	16%	17,508,040	14%	141	19,228,984	146	19,561,230
A.4. Combating Cyber Crime	91	11%	10,953,426	9%	95	12,229,595	101	12,677,504
A.5. Counter Terrorism	108	13%	11,566,659	9%	111	12,716,798	116	13,026,655
A.6. Provision of cross-cutting operational capabilities	71	8%	10,536,146	9%	76	14,658,373	78	14,871,147
A.7. Governance, support and administration	228	27%	26,920,356	22%	232	29,543,176	236	29,574,981
Independent functions: Data Protection Function Internal Audit Capability Management Board Accountancy Unit	17	2%	2,602,249	2%	17	2,839,760	17	2,792,834
TOTAL	856	100%	122,245,520	100%	899	143,300,000	936	146,132,000

¹⁹ incl. salary.

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Annex II: Human and Financial Resources 2018 – 2020

Table 1: Expenditure

Expenditure	2017		2018	
	CA	PA	CA	PA
Title 1 Staff Expenditure	71,864,946	71,864,946	79,421,520	79,421,520
Title 2 Other administrative expenditure	9,782,622	9,782,622	12,805,100	12,805,100
Title 3 Operational activities	32,655,720	32,655,720	30,018,900	30,018,900
Total expenditure	114,303,288	114,303,288	122,245,520	122,245,520

EXPENDITURE (fund source C1)	Commitment / payment appropriations						
	Executed Budget 2016	Draft Executed Budget 2017	DB 2018 Agency request	DB 2018 Budget forecast	VAR 2018 / 2017	Envisaged 2019	Envisaged 2020
Title 1 Staff Expenditure	65,452,935	71,864,946	79,781,000	79,421,520	1.11	87,045,000	93,115,000
11 Salaries & allowances	60,719,591	67,051,198	73,470,500	73,054,520	1.09	79,658,000	85,654,000
- of which establishment plan posts	52,165,686	57,399,939	63,462,500	62,130,520	1.08	68,009,000	73,889,000
- of which external personnel	8,553,905	9,651,260	10,008,000	10,924,000	1.13	11,649,000	11,765,000
13 Sociomedical infrastructure	908,921	934,138	1,080,500	1,003,000	1.07	1,313,000	1,326,000
14 Training	229,324	330,976	405,000	400,000	1.21	425,000	429,000
15 Other staff-related expenditure	3,539,105	3,468,959	4,757,000	4,881,000	1.41	5,550,000	5,606,000
16 Entertainment and representation expenses	55,994	79,674	68,000	83,000	1.04	99,000	100,000
Title 2 Other administrative expenditure	8,845,382	9,782,622	13,684,500	12,805,100	1.31	17,418,200	13,792,000
20 Rental of buildings and associated costs	4,657,029	5,716,491	9,341,500	8,456,000	1.48	11,290,000	7,603,000
21 Information and communication technology	1,957,661	1,697,421	1,878,500	1,776,000	1.05	2,226,000	2,248,000
22 Movable property and associated costs	763,096	734,914	877,000	919,000	1.25	1,855,000	1,874,000
23 Current administrative expenditure	246,530	337,512	388,500	384,100	1.14	484,200	489,000
24 Postal charges and telecommunications	431,587	633,567	565,000	680,000	1.07	831,000	839,000
25 Statutory expenditure	789,480	662,719	634,000	590,000	0.89	732,000	739,000
Title 3 Operational activities	27,722,888	32,655,720	37,156,500	30,018,900	0.92	38,836,800	39,225,000
30 Operations	5,706,646	8,472,018	12,038,500	9,667,900	1.14	14,409,800	14,554,000
31 Operational information technology	18,053,617	19,537,342	19,800,000	14,744,000	0.75	18,501,000	18,686,000
32 Telecommunication costs for operational activities	775,798	881,794	1,500,000	1,385,000	1.57	1,533,000	1,548,000
33 Seconded National Experts (Operational)	2,900,000	3,386,066	3,528,000	3,903,000	1.15	3,983,000	4,023,000
34 EPCC	207,461	268,500	200,000	229,000	0.85	300,000	303,000
35 Heads of Europol National Units	79,366	110,000	90,000	90,000	0.82	110,000	111,000
TOTAL EXPENDITURE	102,021,205	114,303,288	130,622,000	122,245,520	1.04	143,300,000	146,132,000

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Table 2 – Revenue

<u>REVENUES</u>	2016	2017	2018		VAR 2018/ 2017
	Executed Budget	Revenues estimated by the agency	As requested by the agency	Budget Forecast	
1 REVENUE FROM FEES AND CHARGES					
2 EU CONTRIBUTION	102,242,000	114,623,613	130,622,000	122,245,520	1.07
Of which assigned revenues deriving from previous years' surpluses	2,582,000	898,850	1,868,000	1,868,000	
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)					
4 OTHER CONTRIBUTIONS					
5 ADMINISTRATIVE OPERATIONS	32,784				
Of which interest generated by funds paid by the Commission by way of the EU contribution(FFR Art. 58)	32,784				
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT					
7 CORRECTION OF BUDGETARY IMBALANCES					
TOTAL REVENUES	117,390,869	114,623,613	130,622,000	122,245,520	1.07

Table 3 – Budget Outturn Cancellation of appropriations

Calculation Budget Outturn

BUDGET OUTTURN	2014	2015	2016
Revenue actually received (+)	84,732,082	103,054,044	117,390,869
Payments made (-)	-78,892,374	-88,026,977	-102,836,986
Carry-over of appropriations (-)	-6,028,732	-15,131,537	-18,977,641
Cancellation of appropriations carried over (+)	2,370,547	700,502	1,612,811
Adjustment for carry-over of assigned revenue appropriations from previous year (+)	418,698	303,136	4,677,757
Other corrections	-12,222	-	-
Exchange rate differences (+/-)	-5,647	-1,318	1,439
Adjustment for negative balance from previous year (-)			
Total	2,582,353	897,850	1,868,249

Budget Outturn

The overall draft budgetary outturn for the financial year 2016 comes to € 1.868M. This includes the following:

- An amount of € 253K of the 2016 budget was not committed and lapsed. The majority of the un-used budget is within Operations (Chapter 30). This is mainly a result of the late receipt of the grant from the ISF Police 2015 emergency fund for the secondary security checks at Hot Spots. All expenses incurred since March 2016 needed to be temporarily charged against the regular budget for as long as no additional funding was cashed. When at the end of November the pre-financing amount of € 1.2M was cashed, expenditure was corrected to the specific budget item for the grant and the amounts under the normal budget came available again.
- An amount of € 1.6M of appropriations carried forward from 2015 to 2016 was not used.
- The exchange rate difference was € 1.4K (gain).

Cancelation of payment appropriations carried forward

The carry forward to 2016 came to a total of € 10.45M to cover existing commitments. The majority of this was carried forward from commitments taken under fund source C1 (€ 10.3M, representing 10.8% of the 2015 budget). An amount of € 174K was carried forward from the appropriations arising from internal assigned revenue (fund source C4 and C5). Out of the € 10.3M carried forward:

- € 627.5K concerned Title 1 (Staff), which is 1.1% of the budget under Title 1 (€ 58.2M);
- € 4.17M concerned Title 2 (Administrative expenditure), which is 41.0% of the budget under Title 2 (€ 10.2 M);
- € 5.48M concerned Title 3 (Operational expenditure), which is 20.6% of the budget under Title 3 (€ 26.5M).

The final implementation rate of the carry forward was 84.6% at the end of the year, which is 3.2% lower than in 2015. A total of € 1.6M was not used and is thus incorporated in the final budget outturn. Out of the € 1.6M not used:

- € 55K relates to Title 1 (Staff), which is 9% of the carried forward under Title 1 (€ 629K);

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- € 267K relates to Title 2 (Administrative expenditure), which is 6% of the carried forward under Title 2 (€4.2M);
- € 1.3M relates to Title 3 (Operational expenditure), which is 23% of the carried forward under Title 3 (€5.48M).

The largest un-used amounts related to:

- An amount of € 111K remained unspent for construction works related to functional and technical improvements for the operational rooms. When the commitments were taken at the end of 2015 the original order was placed with the Host State for an amount of € 1.53M; eventually the actual expenditure turned out lower than envisaged.
- For the Europol Analysis System € 445K remained unspent. During 2016 it transpired that the supplier could not deliver to the full extent of the original order placed. As a consequence a settlement agreement was reached and € 424K was not spent. In addition more than € 21K remained unspent as work did not materialise as initially foreseen and ordered.
- An amount of € 255K remained unspent for various other ICT consultancies for which the final invoices received turned out lower than the amounts and hours originally planned.
- The TESTA network for which € 362K remained unspent. The majority of this (€ 227K) was a consequence of the delayed migration from the original to the new supplier. As a consequence the commitments for the new supplier were not fully used.

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Annex III:

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

Staff population [1]		Actually filled as of 31.12.2015 [2]	Authorised under EU Budget 2016 [3]	Actually filled as of 31.12.2016 [4]	Authorised under EU budget for year 2017 [5]	Final Budget 2018	Draft budget 2019 [6]	Envisaged in 2020 [7]
TA	AD	455	465	476	517	544	587	624
	AST	28	40	29	33	32	32	32
	AST /SC	0	0	0	0	0	0	0
TOTAL TA [8]		483	505	505	550	576	619	656
CA GF IV		18.05	32	30.41	43	55	55	55
CA GF III		69.76	84	70.02	82	113	110	110
CA GF II		19.06	19	32.50	40	44	44	44
CA GF I		0	0	0	0	0	0	0
TOTAL CA [9]		106.87	135	132.93	165	212	209	209
SNE [10]		44.33	65	64.2	71	71	71	71
<i>Structural service providers [11]</i>		38	50	31	50	50	50	50
TOTAL		672.2	755	733	836	909	949	986
<i>External staff[12] for occasional replacement[13]</i>		6.53	12	9.33	10			

[1] This table provides all staff categories at Europol except trainees and Europol Liaison Officers. At the end of 2016 there were 41 trainees and around 200 Europol Liaison Officers

[2] The figures below include 60 TA posts (all in AD function group) that were not filled on 31.12.2015 but for which recruitment procedures were finalised and offer letters sent to selected candidates

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

[4] The figures below include 42 TA posts (all in AD function group) that were not filled on 31.12.2016 but for which recruitment procedures were finalised and offer letters sent to selected candidates

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

[6] Tabular explanation of the effects on staff population is provided on the page below

[7] Ibid

[8] Headcounts

[9] FTE (annual averages)

[10] FTE (annual averages). The figure actually filled for 2016 includes 6.7 FTE for SNE Guest Officers

[11] FTE (annual averages)

[12] FTE (annual averages). As these staff concern CAs the figure is from 2018 onwards fully integrated in the line for TOTAL CA.

[13] Annual average FTE of CA's covering TA's on maternity leave, long-term sick leave and TA's working part-time

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Annex III: Table 2 - Multi-annual staff policy plan 2018-2020

Category and grade	Establishment plan in EU Budget 2016	Filled as of 31/12/2016	Modifications in year 2016 in application of flexibility rule [1]	Establishment plan in voted EU Budget 2017	Modifications in year 2017 in application of flexibility rule [2] [3]	Establishment plan in Final EU Budget 2018	Draft Establishment plan 2019	Establishment plan 2020
	TA only	TA only	TA only	TA only	TA only	TA only	TA only	TA only
AD 16	0	0	0	0	0	0	0	0
AD 15	1	1	1	1	1	1	1	1
AD 14	1	1	1	1	1	1	1	2
AD 13	3	2	3	5	5	5	6	6
AD 12	9	7	9	11	11	11	12	13
AD 11	15	10	15	17	17	17	18	19
AD 10	25	9	23	30	25	28	31	35
AD 9	52	45	52	61	61	61	66	70
AD 8	106	77	94	97	97	90	94	99
AD 7	109	113	113	126	129	132	143	154
AD 6	127	198	147	139	151	177	196	208
AD 5	17	13	14	29	19	21	19	17
Total AD	465	476	472	517	517	544	587	624
AST 11	0	0	0	0	0	0	0	0
AST 10	0	0	0	0	0	0	0	0
AST 9	0	0	0	0	0	0	0	0
AST 8	1	0	1	2	2	3	4	5
AST 7	4	3	4	5	5	5	5	4
AST 6	8	4	6	6	6	6	6	7
AST 5	8	7	8	8	8	7	7	7
AST 4	14	10	9	8	8	8	7	6
AST 3	3	2	3	3	3	1	1	2
AST 2	2	3	2	1	1	2	2	1
AST 1	0	0	0	0	0	0	0	0
Total AST	40	29	33	33	33	32	32	32
AST/SC6	0	0	0	0	0	0	0	0
AST/SC5	0	0	0	0	0	0	0	0
AST/SC4	0	0	0	0	0	0	0	0
AST/SC3	0	0	0	0	0	0	0	0
AST/SC2	0	0	0	0	0	0	0	0
AST/SC1	0	0	0	0	0	0	0	0
Total AST/SC	0	0	0	0	0	0	0	0
TOTAL	505	505	505	550	550	576	619	656

[1] 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 25 posts from Amending Budget /2016.

[2] Ibid

[3] Net modification and explanations for the modifications are provided on the page below

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Explanations on the modifications and changes in relation to the establishment plans from 2018 to 2020

Modification to 2017 establishment plan using the flexibility contained with Article 38(1) of framework Financial Regulation.

The modifications envisaged to the establishment plan 2017 can be summarised as follows:

Modification	Budgetary effect
3 AD10 posts downgraded to AD7	Savings
2 AD10 posts downgraded to AD6	Savings
10 AD5 converted to AD6	Cost increase

In total the modifications involve 30 post movements which constitute 5% of the total number of 550 established posts within the allowable 10% contained within Article 38 and expenditure impact of the total changes results in budget savings.

As expected, in 2016 Europol experienced a high degree of staff turnover (14.2%), above the ratio at the end of 2015 (11.6%). This is largely a result of Europol's staff policy where the majority of core business positions are restricted and staff can only serve up to 9 years. In addition there are limitations in the numbers of indefinite contracts granted.

Replacement of staff occurs in many instances at entry level thus reducing the grade of many posts of long-serving staff. The modified establishment plan 2017 provides a more accurate reflection of the organisation in terms of actual grades allocated to staff and current and upcoming vacancies, taking into account the following factors:

- 64 staff members left Europol during 2016 with most of them being replaced or due to be replaced in lower grades;
- Similar profiles are replaced in entry grades, i.e. in most cases lower than those of leaving staff;
- In many cases when post profiles are reviewed and updated they are converted into lower level posts (e.g. Senior Specialist/Senior Analyst into Specialist/Analyst).

Reclassification adjustments in the Establishment plans for 2018, 2019 and 2020

Europol implements reclassification on an annual basis. The establishment plans for 2017 to 2020 not only reflect the changes required in relation to new staff allocations but also changes to facilitate the reclassification process and potential changes to staff grades. At the end of the reclassification 2016 6% of staff (temporary agents) was reclassified. For future years depending on the grades the establishment plan foresees approximately 10% reclassification.

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Annex IV:

A. Recruitment policy

Europol follows the Staff Regulations of Officials of the European Communities (ECSR) and Conditions of employment of other servants of the European Communities (CEOS)²⁰. Europol’s recruitment procedure is independent from that of other EU institutions and agencies. It has no permanent officials, but is staffed by Temporary Agents and Contract Agents recruited through open selection procedures.

Europol has adopted implementing provisions for the use and engagement of both Temporary and Contract Agents and conducts its recruitment procedures. The current process will be reviewed in the light of the new EU Staff Regulations and relevant Implementing Rules.

Key functions	Type of contract (official, TA or CA)	Function group, grade of recruitment*
Core Functions		
Level 1 Manager* (Executive Director & Deputy Executive Director) incl. Head of Directorate	TA	AD14 - AD 15
Level 2 Managers Head of Department* (eq. HoU)	TA	AD9 – AD11
Senior Specialist/Senior Analyst* (eq Senior officer)	TA	AD7
Specialist/Analyst* (eq Officer)	TA	AD6
Support Functions		
Head of Administration* (level 2 above)*	TA	AD11
Head of Finance (level 2 above)	No post at Europol	Notional AD9
Head of HR (level 2 above)	No post at Europol	Notional AD9
Head of Communications (level 2 above)*	TA	AD9
Head of IT (level 2 above)	TA	AD11
Senior Specialist*	TA	AD7
Specialist* (incl. web editor)	TA	AD6, AST4
Admin Assistant or equivalent	TA/CA	AST2 / FGII
Special functions		
DPF*	TA	AD9
Accounting officer*	TA	AD9
Internal Auditor*	TA	AD11
Management Board Sec.*	TA	AD11

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

²⁰ Laid down by Council Regulation (EEC, EURATOM, ECSC) No 259/68 and last amended by Regulation (EU, Euratom) No 1023/2013 of the European Parliament and the Council of 22 October 2013 (OJ L 287, 29.10.2013, p. 15)

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Europol is responsible for its own recruitments and generally launches recruitment procedures through the announcement of vacant posts on its official website, through the Europol National Units, in the social media and any other media as deemed appropriate. The vacancy notice provides information on the purpose of the post, tasks and responsibilities pertaining to the position, eligibility and selection criteria as well as terms and conditions of employment and outlines further details on the selection process.

Employment at Europol is open to nationals of any of the 28 EU Member States. There is no nationality quota system in operation but Europol strives for a broad range of nationalities in order to keep a well-balanced geographical distribution among its staff members.

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

Owing to the nature of the Organisation activities, Europol, in cooperation with the relevant national authorities, shall initiate the security clearance process at national level immediately after the successful selection. In the meantime all candidates must present a certificate of good conduct.

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

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

Temporary Agents:

Temporary Agent posts are classified in two function groups according to the nature of the duties to which they relate: Administrators (AD) and Assistants (AST) in ascending rank order. Function group AD comprises twelve grades from AD 5 to AD 16. Based on the requirements of the Europol Regulation the posts within function group AD are divided further into two categories: posts that can be filled only by staff engaged from the competent authorities, called "restricted posts"²¹ and "non-restricted posts" that can be filled by citizens of one of the Member States of the European Union who enjoy full rights as a citizen. Function group AST comprises eleven grades from AST 1 to AST 11. For AD posts AD6 is applied as entry grade in order to ensure it remains attractive for applicants who already have a career at national level. Furthermore it must be noted that limited real career perspective is possible at Europol, because maximum contract duration of nine years applies to the vast majority of staff. Europol seeks to use what flexibility it can when looking to recruit suitably qualified staff to fill its positions in order to fulfil its mission and reach its objectives.

²¹ Decision of the Europol Management Board Laying down the list of Europol posts that can be filled only by staff engaged from the competent authorities of the Member States EDOC~759645v2

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

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

Europol’s selection procedures for Temporary Agents are governed by and conducted in line with the general implementing provisions on the use and engagement of Temporary Agents adopted in 2010.

Contract Agents

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

Europol’s selection procedures for Contracts Agents are governed by and conducted in line with the general implementing provisions on the use and engagement of Contract Agents adopted in 2010. The Commission decision of 16 December 2013 amending the Commission implementing rules on this matter is applied by analogy, insofar as it must be regarded as amending the implementing rules applicable at Europol.

Europol recruitment procedure for Temporary and Contract Agents

Equal Opportunity:

Europol applies a policy of equal opportunity for men and women and welcomes applications without distinction on grounds of sex, race, colour, ethnic or social origin, genetic characteristics, and language, religious, political or other convictions or opinions, financial situation, disability, age, sexual orientation, marital status or family situation.

Application process:

Candidates are required to complete the Europol application form in English. Candidates must specify whether a particular degree or course was full-time or part-time, the subjects covered and the official length of the course. Only diplomas issued by EU Member State authorities and diplomas recognised as equivalent by the relevant EU Member State bodies are accepted. If the main studies took place outside the European Union, the candidate’s qualification must have been recognised by a body delegated officially for the purpose by one of the European Union Member States (such as a national Ministry of Education) and a document attesting so must also be submitted to enable the Selection Committee to accurately assess the level of qualification.

For “restricted” posts applications must be sent to Europol by the date of the deadline indicated on the vacancy notice at the latest. The stamp on the envelop serves as proof of the sending date. To apply for “non-restricted” posts the e-recruitment module available on Europol’s website has to be used. Applications can, in this latter case, only be submitted until the day of the deadline. Applications received after the deadline cannot be accepted. Candidates who do not provide all necessary information, or apply after the specified deadline, or do not comply with any of the above will not be considered.

The Recruitment & Selection Team acknowledges receipt of all applications. Applicants invited to a written test/ practical test and interview will be required to send electronically

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in advance and provide, on the day of the written test, the following documents in original plus one copy:

- A document proving nationality (e.g. passport);
- Certificates attesting educational and professional qualifications with the information on the duration of that education mentioned in the application form;
- Documentary evidence of professional experience acquired after the date on which the qualification giving access to the specific profile was obtained, clearly indicating the start and end dates, whether paid, full or part time, and the nature of the duties carried out. Moreover, applicants must always provide a copy of the latest payslip as evidence of an ongoing employment contract.
- Written statement confirming that applicants for a restricted temporary agent posts are employed by one of the Member States' competent authorities, the application was submitted via National Unit and signed by the relevant Head of Europol National Unit (HENU).

Selection:

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

The responsibility for any decision made during this exercise lies with the Selection Committee. Failure to comply with one of the formal requirements or eligibility criteria will result in disqualification of the applicant(s) concerned.

Shortlisted applicants are invited to participate in a post-related selection procedure, generally consisting of written and/or practical tests and competency-based interviews / Assessment centre for the managerial posts/ designed to evaluate the capacities of the candidates to perform the key tasks outlined in the vacancy notice. During the interview special attention is paid to the specific knowledge for the post and the suitability and capacity of the candidates to adapt to a multicultural environment.

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

The Selection Committee's work and deliberations are confidential. It is forbidden for candidates to make direct or indirect contact with the members of the Selection Committee or for anyone to do so on their behalf. All enquiries or requests for information or documentation in relation to the competition should be addressed to the Europol Recruitment Office.

Data Protection:

The data submitted is processed in order to assess the suitability of candidates for a position at Europol. All personal data collected for the purpose of the selection procedure will only be used within this specific context and will not be disclosed to any third party, except for restricted posts in which the application may be transmitted to the National Unit and the respective Liaison Bureau.

Any data provided will be treated in strict confidence and in full compliance with all applicable data protection rules. The legal basis for the processing of personal data is the Staff Regulations of Officials and the Conditions of Employment of Other Servants of the European Union (Title III Chapter 1) and their implementing rules.

All documents provided to Europol will be kept in Europol's files and will not be returned to the candidate. Applications of non-recruited candidates will be kept for a maximum of two years. Data of non-recruited applicants on the reserve list for appointment will be kept for a maximum of two years after the expiry of the reserve list. Data of recruited candidates will be transferred to their personal file.

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The Head of Human Resources Unit is responsible for the data processing operation. Candidates have the right to access, rectify, block and erase their personal data in accordance with the applicable data protection rules. Candidates have the right of recourse to the Europol Data Protection Officer and the European Data Protection Supervisor (www.edps.europa.eu).

Reserve list:

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

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

Contract Duration:

Temporary Agents will be offered an initial contract of up to 5 years renewable once for a maximum period of service of 9 years. Indefinite contracts may only be offered by Europol to staff occupying long-term posts (non-restricted) with the consent of the MB.

Contract Agents shall be engaged first for between 3 months and 5 years renewable once for a maximum period of services of 9 years. After successfully completing two fixed term contracts, an indefinite contract may be offered in line with the relevant implementing rules and according with the guidelines provided by the Management Board. It should also be noted that in principal indefinite contracts may be offered at the outset.

European Communities Personnel Selection Office (EPSO):

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

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

Seconded National Experts

Seconded National Experts (SNEs) enable Europol to benefit from their high level of professional knowledge and experience and it is desirable to foster this exchange of professional experience by temporarily seconding experts from Member States to Europol. Any secondment must be authorised in line with Europol's annual budget. Profiles of SNE's sought are laid down in notices of secondment describing tasks and responsibilities as well as experience and skills required.

Eligibility criteria:

As described in Article 9 of the MB Decision laying down the rules on the secondment of national experts to Europol a SNE must possess at least 3 years of professional experience in the field of law enforcement relevant to the duties to be carried out during the secondment and produce evidence of a thorough knowledge of one Community language and a satisfactory knowledge of a second language.

Application process:

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Secondment notices are forwarded to the Europol National Units via their Liaison Bureaux and are published on EurOPs and Europol website as well for a minimum duration of 28 days. Candidates endorsed by the national competent authorities are required to complete the application form and submit the original application via their National Unit to Europol. The application form must be accompanied by a letter from the sending authority to the Director of Europol expressing willingness to second the candidate. Applications must be sent to Europol by the date of the deadline indicated on the vacancy notice at the latest. The stamp on the envelop serves as proof of the sending date. Applications received after the deadline cannot be accepted.

Selection:

A Selection Committee chaired by the Head of the relevant Directorate or a senior representative and composed by a representative of the respective unit as well as the Department Administration/Recruitment & Selection determines the suitability of candidates by assessing their skills, experience and qualifications in relation to the notice of secondment and makes an initial selection from the applications received. For the initial selection, the operational contributions from the competent service to the project to which the SNE will be seconded are taken into account.

The Selection Committee conducts a telephone/Skype interview with the shortlisted candidates in order to evaluate their language skills, to validate their experience and to assess whether they possess the key skills required.

Depending on the profile of the secondment, the tasks and responsibilities pertaining to the position and the skills required, shortlisted candidates might be invited to attend a selection procedure at Europol, consisting of a test or comparable practical exercise and an interview. In the basis of the outcome of the telephone interview or the selection procedure the Selection Committee makes a recommendation for the Director to endorse.

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

Duration:

Periods of secondment, including any extension, shall not exceed a total of 3 years.

Cost-free Seconded National Experts

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

Upon request of Europol

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

Upon request of a Competent Authority

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

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

Structural service providers²²

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

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

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

During the year certain other staff may be engaged in Turnkey projects; in this case these staff work on the delivery of projects but are not separately identified in the MSPP. All contractors are engaged after the conclusion of the appropriate tenders, which are run in accordance with the financial regulation and appropriate guidelines.

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

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

²² NB Structural service providers are not employed by the agency.

Annex IV:

B. Appraisal of performance and reclassification/promotions

Appraisal

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

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

Reclassification

Reclassification was for the first time implemented at Europol in 2014. The Management Board adopted the (unchanged) Commission Decision C(2013)8968 of 16 December 2013 laying down general provisions for implementing Article 45 of the Staff Regulations. These general provisions applied to the re-classification organised in 2016 for the temporary staff and contract staff.

Reclassification of temporary staff

Category and grade	Staff in activity at 01.01.2015		How many staff members were promoted / reclassified in 2016		Average number of years in grade of reclassified/ promoted staff members
	officials	TA	officials		
AD 16		0		0	n/a
AD 15		1		0	n/a
AD 14		0		0	n/a
AD 13		4		0	n/a
AD 12		5		0	n/a
AD 11		14		1	6.25
AD 10		7		0	n/a
AD 9		46		2	6.42
AD 8		80		3	6.3
AD 7		99		8	3.40
AD 6		114		11	3.84
AD 5		18		1	3.08
Total AD		391		26	
AST 11		0		0	n/a
AST 10		0		0	n/a
AST 9		0		0	n/a
AST 8		0		0	n/a
AST 7		2		0	n/a
AST 6		7		0	n/a
AST 5		4		0	n/a
AST 4		15		1	6.17
AST 3		3		1	2.87
AST 2		4		0	n/a

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Category and grade	Staff in activity at 01.01.2015		How many staff members were promoted / reclassified in 2016		Average number of years in grade of reclassified/ promoted staff members
	officials	TA	officials		
AST 1		0		0	n/a
Total AST		35		2	
Total		426		28	

Reclassification of contract staff

Function Group	Grade	Staff in activity at 01.01.2015	How many staff members were reclassified in 2016	Average number of years in grade of reclassified staff members
CA IV	18	0	0	n/a
	17	0	0	n/a
	16	0	0	n/a
	15	1	0	n/a
	14	9	0	n/a
	13	4	1	4.59
CA III	12	0	0	n/a
	11	8	0	n/a
	10	31	6	6.48
	9	17	2	4.82
	8	11	1	2.75
CA II	7	0	0	n/a
	6	2	0	n/a
	5	16	2	2.73
	4	1	0	n/a
CA I	3	0	0	n/a
	2	0	0	n/a
	1	0	0	n/a
Total		105	12	

Annex IV:

C. Mobility policy

a) Internal mobility

Europol has an internal mobility policy promoting the development of a register where staff can express interest in moving within the organisation. Applications are assessed on the basis of business need. A register has been set up as a way of gathering information about staff interested in internal mobility, without prejudice to the applicable rules and regulations which are observed for all reassignments, whether at the initiative of the staff member or the agency. A coherent, transparent and fair internal mobility policy is an incentive for staff to remain and stay motivated. The current policy will be reviewed in the light of the new relevant Implementing Rules.

b) Mobility between agencies and Institutions

Once the model decision on the general implementing provisions on the procedure governing the engagement and use of temporary staff under Article 2(f) of the CEOS has been approved by the Commission, Europol will assess the extent of individual deviations to be requested to the Commission (e.g. in view of restricted posts). The mobility, both within Europol and between agencies will in this respect be reviewed.

The following tables provide for 2016 the numbers of staff that were recruited from other EU institutions and agencies and the numbers of staff that were recruited by other EU Institutions and agencies:

Europol Staff in post as per December 2016 recruited from:	Number
European Institutions	
European Commission	1
European Commission JRC	1
European Central Bank	1
Council of the EU	1
EU Agencies	
Eurojust	3
EMSA	1
EASA	1
EFSA	1
EEA	1
ETF	1
EUIPO	2
FRONTEX	2
EU LISA	1
Other	
EULEX Kosovo	1
Total	18

Europol Staff leaving post during 2016 recruited by:	Number
European Institutions	
European Central Bank	2
European Commission	2
OLAF	2
EU Agencies	
EMSA	1
ECDC	1
ESMA	2
Eurojust	3
Frontex	2
EDA	1
Total	16

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Annex IV:

D. Gender and geographical balance

Gender balance

In a more equal organisation, in which individuals' different knowledge and experience are utilised, the activities and results improve along with the development of new ideas and the stimulation of new thinking. Europol applies a policy of equal treatment for men and women and welcomes applications without distinction on grounds of sex, race, colour, ethnic or social origin, genetic characteristics, and language, religious, political or other convictions or opinions, financial situation, disability, age, sexual orientation, marital status or family situation.

One of the main sectors for Europol's recruitment is law enforcement organisations, which could entail limitations in relation to gender balance. Europol will increase its efforts in partnership with the Member States' Competent Authorities to improve the gender balance.

Gender breakdown at Europol (on 31.12.2016)

Post	Gender	Number	Percentage
Temporary Agents	Female	130	28%
	Male	333	72%
AD Function group	Female	110	25%
	Male	326	75%
AST Function group	Female	20	74%
	Male	7	26%
Contract Agents	Female	82	55%
	Male	68	45%
Seconded National Experts	Female	13	16%
	Male	69	84%
Overall	Female	225	32%
	Male	470	68%

Europol remains concerned about the gender representation in the organisation. Europol continues to work on the issue and continues to maintain feasible targets for the recruitment of women to AD posts and the appointment of women to senior specialists and middle management posts. The long-term target is that gender balance will be closer to 60/40% in each staff category and in Europol as a whole.

In general, this involves inter alia to:

- address barriers to career development of women;
- reconcile personal and professional life;
- improve the gender balance;
- make a comparative study of careers;
- sensitize staff to gender equality and equal opportunities;
- protect the dignity of the person in the workplace.

Europol strives to:

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- encourage a better participation of women in external competition boards, in internal selection processes and by encouraging female Temporary Agents to participate in Europol's management training;
- identify the factors which influence the career development of men and women in the AD Function Group;
- develop a gender-sensitive work culture which takes account of female and male values, of differences in attitudes, in priorities, in working methods, as well as of gender specific needs;
- make adjustments in the organisation of work to improve the compatibility with family responsibilities, and in the operation of personnel policies;
- enhance an even share of responsibilities and increased involvement of women in decision-making, as well as their professional development throughout their career;
- modernise recruitment and career policies, as well as certain social infrastructures;
- establish accompanying measures for the reconciliation of professional and private obligations.

Specific strategies:

- Removing barriers to the career development of women and improving the gender balance.
- Actions in relation to recruitment and selection;
 - Selection of an underrepresented sex when merits are equal
 - Gender balance in the composition of selection panels where possible
- Advertisement of vacancies in a gender neutral manner;
- Actions in relation to training;
- Actions in relation to career development;
- Equal treatment regarding promotions;
- Measures concerning mobility and career guidance.

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

A "gender balance" project ran from 2012 to 2014 and the findings of this initiative are reflected in the measures described above.

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Geographical balance

The table below provides an overview of staff from each EU Member State working at Europol as on 31.12.2016.

Country	TA's			CA's	SNE's	Total	ELO's
	AD	AST	TOTAL				
Austria	8	0	8	1	1	10	7
Belgium	31	1	32	1	2	35	3
Bulgaria	8	1	9	7	3	19	2
Croatia	4	0	4	1	2	7	1
Cyprus	2	0	2	0	2	4	2
Czech Republic	11	1	12	1	1	14	2
Denmark	1	0	1	0	0	1	3
Estonia	7	0	7	0	0	7	3
Finland	9	0	9	4	1	14	4
France	33	0	33	7	5	45	11
Germany	38	2	40	3	7	50	11
Greece	26	2	28	8	9	45	4
Hungary	12	1	13	9	1	23	4
Ireland	8	0	8	0	0	8	3
Italy	25	1	26	13	14	53	6
Latvia	3	1	4	1	0	5	2
Lithuania	6	1	7	2	0	9	2
Luxembourg	0	1	1	0	0	1	4
Malta	2	0	2	0	0	2	1
Netherlands	41	7	48	52	3	103	23
Poland	29	3	32	2	3	37	4
Portugal	17	0	17	5	1	23	1
Romania	30	0	30	10	10	50	3
Slovakia	3	1	4	0	1	5	4
Slovenia	7	1	8	3	0	11	2
Spain	41	2	43	12	13	68	11
Sweden	4	0	4	2	0	6	7
United Kingdom	30	1	31	6	3	40	18
Third States/ Organisations	0	0	0	0	0	0	53
Total EU MS	436	27	463	150	82	695	148
Overall Total	436	27	463	150	82	695	201

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

Annex IV:

E. Schooling

The establishment of the European School of The Hague was agreed in 2011 and it opened its doors to children in Nursery years 1 and 2 and Primary years 1 and 2 in school year 2012/2013. This was followed by Primary years 3, 4 and 5 in 2013/2014, since then offering the full Primary school programme. The Secondary school programme commenced with years 1 – 3 in 2014/2015, admitting pupils from age 11 to 14. Year 4 (of the English section only) opened in 2015/2016. From the start of 2016/2017 the Secondary school offers Year 4 in English, Dutch and French and Year 5 in English. According to the envisaged schedule one extra level will be opened per school year; however, the precise schedule for opening secondary years 6 – 7 in the different language sections can, at this moment, not yet be confirmed. The opening of a year in a language section depends on the number of enrolments for that particular year.

The school is based in the International Zone within The Hague.

The School is an accredited European School which, although not forming part of the network of European Schools organised by the intergovernmental organisation 'The European Schools', still offers a European education that meets all the pedagogical requirements laid down for European Schools. It is set within the framework of the Dutch national school network and thus remains outside the legal, administrative and financial framework to which the European Schools are compulsorily subject.

When the school opened it started with three language sections: English, Dutch and Spanish. Since then there have been developments in the offerings of language sections. In September 2014 the school opened a German and a French Nursery class as well as a French Primary 1 & 2 class. The new sections are envisaged to grow every year. A Spanish language section is not foreseen in the secondary school programme and secondary classes were opened in the English, Dutch and French section. The children currently in the primary classes of the Spanish section will integrate into these language sections.

For the school year 2016-2017, 887 pupils have been registered in the school, of which 231 are children of Europol staff (173 in Nursery & Primary and 58 in Secondary). In addition, 36 children of SNE's and Liaison Officers have enrolled.

The Mandate and Service agreement between the Commission and Europol was signed by Europol on 28 May 2014. The Contribution Agreement between the European School The Hague and the Commission was signed by the ESH on 17 July 2014.

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

Due to the growth of the school the Director of the Stichting Rijnlands Foundation and the school management of the European School are investigating the possibility of opening a second location of the school as the expansion plans of the current facility seem to not be able to cope with the demand. The Advisory Board of the school, which consists of representatives of the four European Agencies in The Hague vicinity (Europol, Eurojust, ESA/ESTEC and EPO) are consulted on the developments and will provide strategic advice for the further development of the school.

Annex V: Buildings

	Name, location and type of building	Other Comment
<i>Information to be provided per building:</i>	Headquarters, Eisenhowerlaan 73, 2517 KK, The Hague Netherlands	The Dutch Government Buildings Agency is owner of the building. Europol is responsible for the user related elements which are linked to the business of the organisation e.g. catering, ICT, Security and AV systems.
Surface area (in square metres)	Gross floor space building is 32.500 m ² .	Number of workplaces has increased from 850 to 1,132.
Annual rent (in EUR)	N/A	Building provided free of charge by the Host State.
Type and duration of rental contract	Lease Agreement is valid for 20 years and was signed on 1 March 2011.	Lease Agreement Europol New Headquarters, reference EDOC-#532152.
Host country grant or support	Host State support by providing and maintaining the accommodation.	The maintenance regarding the owner related elements.
Present value of the building	N/A	

Building projects in planning phase:

In 2015 Europol started a multi-year project together with the Host State (which owns the building) to replace the AV installations of the conference environment and the cabling from analogue to digital. This is a considerable sized project which is planned to be implemented over a number of years (2016-2019). The purpose of the AV alterations is based on technical life-cycle and new technologies which are needed to assure the business continuity and be in compliance with the actual quality (ICT, interpretation and conference) standards. The AV installations are defined in the Lease Agreement as user elements. This means that alterations and upgrades have to be paid by Europol.

Europol is facing a shortage of workplaces and meeting facilities in its headquarters. The Dutch Host State and Europol have developed a Strategic Housing Roadmap (SHR) for the period 2016 – 2031 (expiration of the first term Lease Agreement). For the mid-term the capacity of the building should increase from 1,132 to approximately 1,200 workplaces, by creating extra workplaces via a new office concept, inclusive implementing a workplace ratio of 0.84 per workplace, to facilitate 1,400 people in the building and to increase the meeting facilities by 2020. It needs to be taken into account that currently 89 of the 1,132 workplaces are not fulfilling the workplace standards as originally defined for the development of the HQ and the SHR Mid-Term Housing Solution.

It is scheduled that approximately 150 staff should be temporarily relocated externally to create swing space during the construction works in Europol’s headquarters. Additional 150 external workplaces are required to cover the organisational growth during the implementation process. In total 300 additional workplaces are needed to cover the period 2018–2021. Therefore, a temporary satellite solution should be elaborated in line with the responsibility as laid down in the Housing Agreement (owner vs. user elements) and made available in the middle of 2018 to avoid delays in the implementation process.

Based on the growth prognosis it can be expected that the maximum capacity of the HQ will be reached in 6 years (3 years after the finalisation process of the Mid-Term Housing Solution). A working group with the Host State is established to investigate the housing potentials in the surrounding of HQ for ensuring a permanent expansion by 2023.

Annex VI: Privileges and immunities

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
<p>According to Article 63(1) Europol Regulation the Protocol on Privileges and Immunities of the European Union ("Protocol No. 7"²³ to the Treaty on European Union and the Treaty on the Functioning of the European Union) applies to Europol.</p> <p>The Protocol is supplemented by the Agreement of 15 October 1998 between the Kingdom of the Netherlands and Europol concerning the Headquarters of Europol (<i>see Art. 70 Europol Regulation</i>).</p>	<p>According to Article 63(1) Europol Regulation the following legal acts apply to Europol's staff (including the Executive Director and the Deputy Executive Directors):</p> <ul style="list-style-type: none"> - Protocol on Privileges and Immunities of the European Union ("Protocol No. 7" to the Treaty on European Union and the Treaty on the Functioning of the EU) - Regulation (Euratom, ECSC, EEC) No. 549/69 of 25 March 1969 determining the categories of officials and other servants of the European Communities to whom the provisions of Article 12, the second paragraph of Article 13 and Article 14 of the Protocol on the Privileges and Immunities of the Communities apply (as last amended by Regulation (EC) No. 371/2009 of 27 November 2008) <p>Protocol and Regulation are supplemented by the Agreement of 15 October 1998 between the Kingdom of the Netherlands and Europol concerning the Headquarters of Europol (<i>see Art. 70 Europol Regulation</i>), which is itself supplemented regarding staff privileges and immunities by an exchange of <i>Notes Verbales</i> of 24 October 2007.</p>	<p>Europol staff members can benefit from the ordinary rules regarding tax benefits linked to day care expenses just as any other residents of the Netherlands.</p>

²³ Please note: Protocol No. 7 has been renumbered, compared to the Protocol on Privileges and Immunities of the European Communities. Its Article 15 empowers the European Parliament and the Council to determine acting by means of regulations the categories of officials and other servants of the Union to whom the provisions of Article 11, the second paragraph of Article 12, and Article 13 of this Protocol shall apply, in whole or in part. -Regulation No. 549/69 (see above) has not been amended following the entry into force of the new Protocol No. 7 (1 Dec. 2009), thus still contains the references to the old numbering.

Annex VII: Evaluations²⁴

Internal monitoring & evaluation

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

Under Europol's previous regulatory framework, the **Six-Month Activity Report** was prepared by Europol and presented to the Management Board in accordance with Article 38(4)(j) of the Europol Council Decision. This article stipulated that regular reports on the results of **monitoring Europol's performance in terms of achievement of its objectives** were to be submitted to the Management Board.

Under the Europol Regulation (ER), which became applicable in May 2017, there is no reference to a similar article. However, when the **Six-Month Report 2016** was presented to the MB, at the October 2016 meeting, it was unanimously agreed to continue with the production of this report under the new Europol Regulation.

The report covers the period from January until 30 June and presents the progress made against the annual targets set for the Strategic Key Performance Indicators (KPI) and Work Programme objectives. It also includes an overview of main achievements. Finally, the report includes an overview of the budget implementation and human resources management, main identified risks, the efficiency and effectiveness of the internal control system and audit results.

Actions and projects are considered on track when their status is on-going as planned or already completed. Indicators are considered on track when their targets have been achieved.

In addition, actions or projects that have been deprioritised / cancelled because of external or unplanned factors are considered as not on track, therefore negatively affecting the *reported* performance. This means, in practice, that Europol is applying strict standards when assessing the performance against its objectives.

The **Consolidated Annual Activity Report (CAAR)** is submitted on behalf of the authorising officer of Europol on the duties and activities performed on annual basis. 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.

The report covers the period from 1 January to 31 December and presents the progress made against the annual targets set for the KPIs linked to Europol's Strategy and the implementation of the annual Work Programme objectives. It is following the template provided by the Commission and developed by the EU Agencies Network – Performance Development Network (PDN) for the preparation of the Consolidated Annual Activity Report.

Furthermore, this document provides an overview of budget implementation, human resources, risk management activities, efficiency and effectiveness of the internal control system and audit results. An analysis and assessment of the CAAR is made by the Management Board. All building blocks of assurance are also included in the relevant parts of the report.

The **Internal Control Standards (ICS)** were adopted by the Management Board in 2011. The implementation of the ICS focuses on continuously refining organisational processes and identifying key internal controls which need further development/review in order to ensure proper process implementation and reduction of the risks related to process performance. The Internal Audit Capability (IAC) is a key stakeholder in this endeavour, next to quality and process management. IAC carried out a new review of the implementation of the ICS at Europol in 2016. The issued recommendations concern ICS 1 (Mission), ICS 2 (Ethical and organisational values), ICS 5 (Objectives and performance

²⁴ Figures provided in Annex VII present the situation as of 30.06.2017.

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indicators), ICS 6 (Risk management process) and ICS 10 (Business continuity). Europol's implementation of the IAC recommendations is ongoing.

In this context, it should be noted that in the course of 2017, the ICS have been replaced by an Internal Control Framework (ICF) of the European Commission which follows a comparable governance approach as before under the ICS. The assessment of the adjustments resulting from the new ICF with respect to Europol is ongoing, alongside the actions in response to the IAC's review report on the implementation of the ICS referred to above.

In light of the new ICF of the European Commission, the MB will be provided in 2018 with a proposal for re-adoption of the resulting minimum standards of Europol's control framework, as provided for in Article 44 (2) of the FR applicable to Europol.²⁵

Until 30 April 2017, the duties and responsibilities of the **Internal Audit Capability (IAC)**, as per the Financial Regulation (FR) applicable to Europol, were performed by the Internal Audit Function (IAF) of Europol, established under the Europol Council Decision. With the entry into force of the Europol Regulation, the IAC was formally established and continued the work of the IAF.

In accordance with Article 11(1)(n) of the ER and Art. 84(1)(a) of the FR applicable to Europol the MB adopted the decision establishing the IAC and the relevant Charter on 1 May 2017. In accordance with its Audit Plan and as reported in Europol's Sixth-Month Activity Report 2017, the IAC completed, in the first semester of 2017, audit engagements on missions' administration process, Europol's strategic analysis products and their alignment with the EU policy cycle, and on the EU Internet Referral Unit. By the end of 2017, the IAC will finalise an audit engagement on the planning, management and change of ICT projects, the financial authorisations granted in the Accrual Based Accounting System (ABAC), and its participation in the evaluation of the Guest Officers concept, jointly performed by Europol and interested Member States.

A report containing the details on the implementation of all recommendations issued by the IAC will be included in the CAAR for 2017.

During the first six months of 2017, the **Data Protection Function (DPF)** continued working on reviewing the compliance of Europol's processing operations with the applicable legal regime. This included compliance checks in the area of Guest Officers data processing activities, EU IRU processing activities, access to SIENA, supervision of the data diode transactions between the operational and the corporate networks, data protection implications of the housing situation at Europol, receipt of personal data from private parties, handling of hidden hit notifications and TFTP related data processing operations.

In addition, the DPF regularly takes care of data subjects' requests (Art. 36 requests). Article 36 ER grants the right to any data subject, at reasonable intervals, to obtain information on whether personal data relating to him/her are processed by Europol. In the first six months of 2017, 159 requests were handled representing an increase of 42% compared to the same period in 2016. The DPF has also provided advice and participated in the development and deployment of the Unified Audit Solution (UAS), which currently gathers the audit logs generated by the EAS, EIS, SIENA, the Index Function (IxF) and the Unified Search Engine (USE).

The taskforce set up in 2016 for the implementation of the ER has continued its work also in the course of 2017. The DPF is an official member of this taskforce and has provided advice on sensitive key topics for the future development of systems and data processing

²⁵ Article 44 (2): "... the authorising officer shall, in accordance with the minimum standards adopted by the management board (or a duly empowered advisory body established by the management board) on the basis of equivalent standards laid down by the Commission for its own departments and having due regard to the risks associated with the management environment and the nature of the action financed, put in place the organisational structure and the internal control systems suited to the performance of the duties of authorising officer. The establishment of such structure and systems shall be supported by a comprehensive risk analysis, which takes into account their cost effectiveness. The authorising officer may establish within his or her departments an expertise and advice function to help him or her control the risks involved in his or her activities."

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such as the IDMC, the EU IRU, the ETS project, private parties' cooperation, etc. Furthermore, the DPF has established the in-house process leading to prior consultation pursuant to Article 39 ER which stipulates that any new type of processing operations that involve special categories of data as referred to in Article 30(2) ER and/or use new technologies, mechanisms or procedures shall be subject to prior consultation to the EDPS.

External monitoring & evaluation

According to Article 70 of the new Europol Regulation no later than 5 years after the date of its application, and every 5 years thereafter, the Commission shall commission an evaluation to assess particularly the impact, effectiveness and efficiency of Europol and its working practices.

On the basis of the risk assessment concerning Europol's process landscape performed by the **Internal Audit Service (IAS)** of the European Commission 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.

Following the audits on recruitment (Q3 2014) and stakeholder management (Q1 2015), the IAS performed the audit on procurement in October 2016. The final audit report was submitted to Europol on 1 June 2017, containing three recommendations graded as important:

- To highlight deviations from the procurement planning into the regular performance reporting;
- To introduce additional financial controls for expenditure under so called exceptional, negotiated procurement procedures; and
- To establish a monitoring mechanism for low value expenditure (up to 15.000 Euro) per instance (i.e. below the so-called single offer tender threshold).

Europol's action plan in response to the audit report was accepted by the IAS at the end of July 2017.

In addition, the IAS, supported by the IAC and Europol, performed a risk assessment on Europol's governance, administrative and support process areas in May 2017. This exercise is performed at Europol every four years, with a view to identifying the overall risk profile of key administrative processes outside the core business area. The identified audit topics, which are intended to form the basis for the next IAS Strategic Audit Plan 2018-2020, were endorsed by Europol MB in October 2017: HR Management (including the sub-processes: performance appraisal/career development and planning); IT Security; Contract Management (including the sub-processes: planning, monitoring of activities, procurement and budget execution); and Anti-Fraud strategy and ethics (including the sub-processes: ethics/ethical behaviour, risk management and fraud prevention), as a reserve topic.

It is noteworthy that none of the 36 process areas²⁶ reviewed was graded in the IAS risk assessment report in the category "Enhance risk mitigation" (compared to the previous IAS risk assessment and "IAS Strategic Audit Plan 2014 – 2016" which listed 15 process areas in that category).

The DPF organised numerous preparatory sessions with the **European Data Protection Supervisor (EDPS)** in the first semester of 2017. Moreover, in order to further facilitate the work of the new supervisory authority, taking over from the Joint Supervisory Board (JSB), the DPF has also visited the EDPS in Brussels and provided a number of information sessions.

The audit activities performed by the **European Court of Auditors (ECA)**, supported by an external audit contractor as described in Article 107 of the Financial Regulation applicable

²⁶ 36 process areas in total, clustered into the following 7 groups: (1) Performance management, (2) Financial management, (3) Human resources management, (4) Support activities, (5) Relation management and communication, (6) Corporate information technology and (7) Governance.

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to Europol, concerning the annual accounts of Europol for 2016 and the related implementation of the Delegation Agreement and the Hotspot Grant Agreement were carried out between January 2017 and the beginning of June 2017.

Europol received positive audit opinions on the implementation of the Delegation Agreement, the Hotspot Grant Agreement and the annual accounts.

On 30 June 2017, the Europol MB adopted the opinion on the final annual accounts which were submitted to the ECA, the European Commission's Accounting Officer, the discharge authority (Council and the European Parliament) and the national parliaments.

The ECA's assurance statement was issued in October 2017, comprising a positive opinion in relation to the reliability of the accounts, as well as the legality and regularity of the financial transactions underlying the 2016 annual accounts.

Annex VIII: Risks 2018

Europol's corporate risk management process aggregates risks (including the related responses) at organisational level. In doing so, Europol expands risk management from a vertical (e.g. in departments or projects) to a horizontal perspective (corporate, organisational wide view), thus meeting the expectation from the Internal Control Framework (ICF) of the European Commission on risk management. In line with this, corporate risks are considered internally by Europol at regular intervals throughout the year and on an immediate ad hoc basis in the event of the identification of time-critical or high impact risks.

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

A **critical risk** is defined as a potential event or set of events in the future where the **impact** of the risk concerned is assessed as **severe** (meaning the concerned objective could not be reached at all (threat) or easily be achieved (opportunity) in comparison with the given planning) and the **probability** is considered to be **high** (i.e. the risk event – threat or opportunity – is likely to occur).

Given the current risk exposure concerning the business planning, the following critical risks (threats) are identified for the 2018 planning²⁷:

²⁷ It should be noted that the critical risks, in terms of threats and opportunities, represent a "snapshot" moment in time. The risks described are integrated into the risk register as part of the corporate risk management process at the end of 2017 (for follow-on monitoring in 2018). This will ensure that the risks are regularly assessed and amended where required. The Europol MB is informed of any significant change to the risks presented on the following pages.

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(1) Overview of threats (risks which could have a negative effect on the 2018 business planning)

Ref. n°	Risk description (cause, event and effect)	Objective area	Response type ²⁸	Key Response measures
01	<p>Europol, following the change to the Europol Regulation which became applicable in May 2017, may not meet the operational demand intended by key Europol Strategy 2016-2020 goals ("effective and immediate first-line information exchange", "enhance cooperation in the area of counter terrorism" and "high quality analytical support" to support serious organised crime, illegal migration, cybercrime and terrorism investigations), thus may not deliver a unique and valuable set of operational support services according to expectations of Member States, cooperation partners, including the needs of front-line investigators, as well as political expectations, due to the lack of:</p> <ul style="list-style-type: none"> • Speed, relevance as well as quality of operational response and analysis provided; • Capabilities which allow for direct, secure and user-friendly communication, in real time, during operations; • First-hand and live access – at federal, regional and local levels – to serious organised crime and terrorism related investigative data during operations supported by Europol, in particular on-the-spot at the request of national authorities (as part of EMIST, EMAST, hotspot deployments and in the EU RTF); • Member States' preparedness to share live, high quality investigative data (including relevant context) with Europol, reflecting sufficient awareness of, or trust in, Europol's capabilities as an operational partner; • Progress on operational cooperation between the ECTC and MS' CT competent authorities, including security services through the CTG members especially; • Adequate cyber investigation support to counter-terrorism, as well as EU IRU capabilities to effectively respond to radicalisation and terrorism propaganda online and an EU TFTS mechanism; • Europol's capability to effectively and efficiently process and analyse contributions, next to private matching capabilities; • Effective coordination of law enforcement activities against cross-border organised crime affecting the EU, based on an accurate and 	<p>A.1.1 A.2.1 A.2.2 A.3.1 A.3.2 A.3.4 A.4.1 A.4.3 A.5.1 A.5.4 A.6.1 A.6.4 A.7.1</p>	Share	<ul style="list-style-type: none"> • Advance the implementation of the new information management architecture and continue improving operational systems and tools by focusing on automation and modernisation (Objective A.1.1); • Broaden the information and tactical analysis capabilities of Europol's Front Office (Objective A.2.1); • Implement effective cooperation processes with EU institutions and bodies, and with external partners on the basis of Europol's External Strategy 2017-2020 (Objective A.2.2); • Reinforce EMSC's capabilities to better support Member States in the fight against organised crime related to irregular migration and trafficking of human being; undertake and support improvements in the strategic and operational approach followed by the MS and Europol in targeting the reduction of drug supply. (Objectives A.3.1, A.3.4); • Implement the objectives and actions identified in the EU Policy Cycle priorities for the fight against serious and organised international crime between 2018 and 2021 (Objective A.3.2). • Accelerate Europol's analytical capabilities to provide support to MS' cybercrime investigations and extend the services to the area of counter-terrorism (Objective A.4.1); • Foster international cooperation, in particular with industry partners, and identify/implement joint activities to address common challenges in the cybercrime area in a unified manner. (Objective A.4.3); • Utilise opportunities to facilitate greater information exchange between Europol and MS' CT competent authorities, including national security services, and relevant EU information systems. (Objective A.5.1);

²⁸ Threat risk type responses are: Reduce (pro-active actions are undertaken to minimise the probability or impact; the responsibility for the risk effect(s) and response measure(s) stay with Europol); Remove (changing the scope of the business objective concerned); Transfer (a third party takes responsibility for the risk); Retain (conscious and deliberate decision to accept the risk and, especially, the possible effect(s) on the business objective); Share (the responsibility for the risk effect(s) and risk response measure(s) are shared between the involved parties, i.e. Europol and Member States take responsibility for certain aspects of the risk)

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Ref. n°	Risk description (cause, event and effect)	Objective area	Response type ²⁸	Key Response measures
	<p>thorough understanding of priority crime areas and emerging (regional) threats;</p> <ul style="list-style-type: none"> • Enhanced operational cooperation with third parties and source countries for key crime areas and relevant countries/bodies on a global scale, given new cooperation agreement mechanisms under the Europol Regulation (including continued operational cooperation with EU Member State authorities that are not part of the Europol Regulation); • Access to non-law enforcement expertise and relevant information, in particular from the private sector in the area of EC3; • Overall availability of human resources at Europol, in Member States and within authorities of cooperation partners; • Budget availability to directly support operational actions; • Adequate (human) resources in 2018 for joint investigation activities, especially in light current prospects regarding an adequate growth of Europol's workforce, seen against the increase of workload and expanding responsibilities (e.g. on-the-spot deployments, challenges as highlighted in the 2016 i-OCTA, TE-SAT and the SOCTA released in 2017); • Appropriate capabilities of Europol's cooperation partners to protect the integrity and confidentiality of information exchange and operational (analysis) data, provided by or through Europol; • Clear responsibilities and participation of other EU agencies involved in the concerned operational work. 			<ul style="list-style-type: none"> • Further strengthen the internet referral capabilities of the ECTC and continue expanding their scope. (Objective A.5.3); • Increase financial intelligence capabilities including beyond the framework of the current TFTP, i.e. an EU complementary system for tracking terrorist financing (Objective A.5.4); • Strengthen capabilities to handle and analyse large volumes of data (Objective A.6.1); • Build up Europol's capabilities in the area of travel intelligence (Objective A.6.4) • Continue optimising Europol's corporate processes (Objective A.7.1); • Engaging with Europol Liaison Bureaux, as a backbone for Europol's operational engagement, in particular through the Front office (across all related objectives); • Member States and cooperation partners take up responsibility to submit and facilitate live investigative data flow from federal, regional and local levels to Europol and communicate the opportunities Europol can offer at national levels (across all related objectives).

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Ref. n°	Risk description (cause, event and effect)	Objective area	Response type ²⁸	Key Response measures
02	<p>The further development of, in particular, core systems in 2018 and the related support activities, alongside increased demand towards Europol for interoperability, connectivity and use of EU databases, may lead, in view of the IDMC which became operational with the Europol Regulation, alongside continuous staff scarcity, especially in ICT and infrastructure areas, to a critical risk profile regarding the production of deliverables on time, within budget margins and against compliance requirements, especially in light of (the):</p> <ul style="list-style-type: none"> • Use of the 24/7 Front Office; • A paradigm shift introduced with the IDMC in the Europol Regulation, compared with the regulatory principle applied since Europol was established, i.e. access by data processing purpose, not related to processing systems defined in the regulatory founding act any longer, thus implying an overhaul of the entire information architecture of Europol's IT systems, concerning which the long-term planning and resource requirements are being identified in 2017 onwards; • Continuous development of additional requirements for enhanced access and interoperability with core applications and databases at EU level, which are of direct relevance to Europol's core business (e.g. EU TFTS, EES, ETIAS), with a view to providing adequate support services towards MS and cooperation partners; • Increased technical support to manage access to and the handling of operational live data, resulting from elevated operational cooperation needs (by making use, for instance, of standardised information exchange and search capabilities, for instance in the context of so called travel intelligence); • Continuously advancing (forensic) IT capabilities especially in the area of EC3 and regarding the accredited forgery of Euro currency laboratory; • Tight human resource levels in infrastructure and ICT areas (given priority staffing in the core operational business); • Elevated audit, security as well as data protection requirements, in particular in light of heightened governance provisions in the Europol Regulation; • De-prioritised development and maintenance of non-core systems and applications in the past years (e.g. in the area of asset and contract management); • Expanded ICT support services in general. 	<p>A.1.1 A.1.2 A.5.4 A.6.1 A.7.1</p>	Reduce	<ul style="list-style-type: none"> • Guide business delivery by the principles of simplification, convergence and unification, thus aiming to provide a healthy starting point for the changes planned in 2018, in particular in view of the Europol Regulation having become operational (impact across all objectives); • Establishment of the New Environment for Operations (NEO), making use of machine learning, artificial intelligence and state-of-the art technologies, including Europol's contribution to the implementation of the June 2017 Council conclusions on the interoperability of EU information systems (impact across all objectives); • Establishment of a dedicated IDMC implementation programme (including the appointment of a Head of Unit on a full-time basis), alongside pro-active communication on the (timeline of) deliverables under the IDMC programme as multi-year endeavour; • Advance the implementation of the new information management architecture and continue improving operational systems and tools by focusing on automation and modernisation, including a roadmap for the EIS evolution from 2018 to 2020, further development of QUEST (Objective A.1.1); • Advance interoperability and connectivity with information management systems at EU level to enhance information exchange, preparation of the technical realisation of travel intelligence related systems such as PNR, ETIAS, EES (Objectives A.1.2, A.6.4.); • Increase financial intelligence capabilities including beyond the framework of the current TFTP, i.e. an EU complementary system for tracking terrorist financing (Objective A.5.4); • Strengthen capabilities to handle and analyse large volumes of data (Objective A.6.1); • Continue optimising Europol's corporate processes (Objective A.7.1).

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Ref. n°	Risk description (cause, event and effect)	Objective area	Response type ²⁸	Key Response measures
03	<p>Europol is approached by various key stakeholders, including the political level, to implement ad hoc requests. Performing the resulting tasks reduces the resources available for the achievement of the objectives for 2018.</p> <p>Accordingly, the implementation of the goals of the new Europol Strategy 2016-2020 may be at risk.</p>	All objectives	Reduce	<ul style="list-style-type: none"> • Perform robust planning as well as performance measurement processes, close monitoring of the annual work planning, based on quarterly performance reporting (across all objectives); • Operating, on a continuous basis, an organisational demand management process which contributes to the appropriate re-prioritisation within the organisational mandate and reflects the principle of an efficient and effective use of available resources, in consultation with and guidance by relevant stakeholders and assurance providers (in particular the Europol MB concerning prioritisation and resource considerations); • Ensure communication which reflects realistic ambitions and plans (all activities under A.7 'Governance, support and administration'); • Perform a mid-term review of Europol's Strategy 2016-2020 (Objective A.7.1.) • Implement corporate risk management tooling for cross-organisational use (included in ICT actions with reference to Objective A.7.1).

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(2) Overview of opportunities (risks which could have a positive effect on the 2018 business planning)

Ref. n°	Risk description (cause, event and effect)	Objective area	Response type ²⁹	Response measures
01	<p>The adoption of the EU Internal Security Strategy (EU ISS) 2015-2020, the European Agendas on Security and Migration, the establishment of the EU Security Union, the June 2017 Council conclusions on the interoperability of EU information systems, as well as the implementation of the Europol Regulation, the Multiannual Financial Framework (MFF) 2014-2020, including the Internal Security Fund (ISF), combined with elevated governance at EU level under the auspices of the European Commission and the EU Counter Terrorism Coordinator (EU CTC) enhance coherence, thus promoting opportunities for:</p> <ul style="list-style-type: none"> • A significant increase of resources allocated in the area of internal security, recognising its importance to uphold cohesion and solidarity across the EU in times of political fragmentation; • An enhanced security architecture across the EU JHA landscape, ascribing Europol a central information hub, analysis as well as operational support role for law enforcement agencies in the EU and beyond, concerning the fight against serious and organised crime (including cybercrime, migration) and terrorism; • New enhanced operational cooperation between security services (through the CTG members) and the ECTC in particular, with a view to effectively responding to the continuously developing threat from international terrorism, in line with Article 4 of the TEU and Article 67 of the TFEU; • A framework to allow parliamentary oversight and elevated levels of transparency regarding Europol's work (including the handling of sensitive and classified information) in a controlled environment, in line with best (practice) standards adopted at national and EU levels; 	All objectives	Exploit	<ul style="list-style-type: none"> • Implement the IDMC, resulting in an enhanced information architecture at Europol, providing for a flexible, future-proof framework to manage information flows in an efficient and effective manner, meeting highest security standards, while reflecting equitable and fit-for-purpose governance and data protection principles that allow for efficient governance mechanisms and automated data handling - in contrast to single transaction and ad hoc data management (in particular: Objective A.1.1); • Implement effective cooperation processes with EU institutions and bodies, and with external partners on the basis of Europol's External Strategy 2017-2020 (Objective A.2.2); • Utilise opportunities to facilitate greater information exchange between Europol and MS' CT competent authorities, including national security services, and relevant EU information systems (Objective A.5.1); • Consolidate the implementation of the Europol Regulation, based on strong governance, support and administration (activities under A.7 'Governance, support and administration'); • Allocation of human resources (established posts) is considered by the actors involved at EU Level based on the mandate and operational delivery, allowing for adjustments of financial programming where justified and required.

²⁹ Opportunity risk type responses are: Realise (identifying and seizing a chance to realise the concerned business objective with less resources or earlier than planned); Enhance (seizing and improving on an identified opportunity, thus achieving additional gains of relevance to more than one concerned business objective); Exploit (expanding the scope of business objectives by taking advantage of multiple benefits).

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Continued from above	Exploiting the benefits of the Integrated Data Management Concept at Europol in particular from a technical perspective, to realise a balanced approach between data protection and effective, as well as efficient achievement of annual objectives and long-term strategy goals, taking due care of the trust invested by Member States and other partners regarding the secure handling of information and intelligence by Europol.	Continued from above	Continued from above	
Ref. n°	Risk description (cause, event and effect)	Objective area	Response type ³⁰	Response measures
02	The EU Internal Security Strategy (EU ISS) 2015-2020 and the further development of the Security Union, the maturing EU policy cycle (implementation of the EMPACT priorities of the EU SOCTA), based on direct operational funding, and the consolidation of the ECTC, the EMSC, EC3 and the Front Office services at Europol may result in a further profile and awareness boost for Europol as the key agency in the EU's internal security architecture, supported by the Europol Regulation and the organisation's leading information technology capabilities. This may also support overall cohesion and solidarity across EU Member States, given internal security being perceived as a connecting factor across Member States.	All objectives	Enhance	<ul style="list-style-type: none"> • Building a strong and positive culture and image is supported by all stakeholders and partners of Europol, taking part in realising a further increase of Europol's profile and awareness about the unique capabilities the organisation can offer (across all objectives); • Setting up of a Europol office in Brussels to reinforce the relationship with EU institutions and bodies in line with agreed objectives (Objective A.2.2) • Establishing a permanent funding role of operational action by Europol is promoted by Europol's stakeholders (is realised with the Europol Regulation). • Promoting Europol's work and contribution in building an effective EU Security Union (Objective A.7.3)

³⁰ Opportunity risk type responses are: Realise (identifying and seizing a chance to realise the concerned business objective with less resources or earlier than planned); Enhance (seizing and improving on an identified opportunity, thus achieving additional gains of relevance to more than one concerned business objective); Exploit (expanding the scope of business objectives by taking advantage of multiple benefits).

Annex IX: Procurement plan 2018

1. Introduction (Legal basis and financing decision):

Procurement initiatives are implemented in line with the Europol Financial Regulation as follows:

- Article 85(1) of the Europol Financial Regulation states that: *“as regards procurement, Title V of Regulation (EU, Euratom) No 966/2012 (hereinafter referred to as the EU Financial Regulation) and Delegated Regulation (EU) No 1268/2012³¹ (hereinafter referred to as “the Rules of Application”) shall apply (...).”*
- Article 84(2) of the EU Financial Regulation states that: *“Except in the case of appropriations which can be implemented without a basic act in accordance with point (e) of the first subparagraph of Article 54(2), the commitment of expenditure shall be preceded by a financing decision adopted by the institution or the authorities to which powers have been delegated by the institution”.*
- Article 94 of the Rules of Application states under paragraph 2, that *“the financing decision shall set out certain essential elements for an action involving the expenditure from the budget for procurement, in particular:*
 - *the global budgetary envelope reserved for the procurements during the year;*
 - *the indicative number and type of contracts envisaged and if possible their subject in generic terms”.*

In addition, Article 94(3) of the Rules of Application states that *“the work programme which contains the information set out in paragraph 2 shall be considered to be the financing decision for procurement”.*

2. Rules for participation in Europol tender procedures:

Eligibility and exclusion criteria

- The tenderers must be established in an EU Member State. This implies that tenderers established in third countries (non-EU countries) do not have the right to participate in Europol tendering procedures, unless other bilateral or special international agreements in the field of public procurement grant them the right to do so. In case there is no such agreement, or the agreement does not apply to the kind of contracts put out to tender, tenderers of third countries are not entitled to participate, unless otherwise explicitly allowed in the given calls published by Europol;
- The tenderers shall not be, at the time of a contract award procedure, in one of the exclusion situations referred to in Articles 106 and 107 of the Financial Regulation of the general budget of the EU.

Selection and award criteria

- The eligible proposals/tenders will be evaluated against the selection criteria indicated in each call. In general, there are three sets of selection criteria to be assessed which are specified on a case by case basis in each tender procedure:
 - Legal and regulatory capacity;
 - Economic and financial capacity;
 - Technical and professional capacity.

³¹ Commission Delegated Regulation (EU) No 1268/2012 of 29 October 2012 on the rules of application of Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council on the financial rules applicable to the general budget of the Union.

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- The tenders which meet the selection criteria are evaluated against the award criteria indicated in each call. In general, the award criteria require the assessment of quality and price.

3. Overview of the main procurement initiatives for year 2018:

Procurement initiatives are implemented either via existing (framework) contracts or via tender procedures on the basis of the following outsourcing financing scheme:

- I. Implementation of existing framework contracts through order forms (including specific contracts) or of direct contracts;
- II. Other Procurements (mainly through call for tenders under open/restricted and negotiated procedures).

A summary of the main procurement initiatives is outlined in Table 1 below. It includes generic information about the procurement initiatives planned for the year of this work programme and the ones planned and performed during the two years before.

A detailed overview of the procurement initiatives for **YEAR 2018** is provided in Table 2 below. The table indicates the **number of the main contracts** (i.e. above EUR 15,000) in force in 2018 and divided into two parts:

- Part A includes administration and general services-related procurement initiatives.
- Part B includes IT-related procurement initiatives.

The table also includes the **indicative list of tender procedures** to be initiated in 2018. The list of tender procedures will be further elaborated once more details on calls timing will be available.

The table does not include the following data/information:

- tender procedures below EUR 15,000;
- exceptional negotiated procedures without publication of a contract notice initiated under Article 134(1) of the Rules of Application;
- restricted procedures to be launched under existing (published) calls for expression of interest;
- inter-institutional tender procedures launched by the EU institutions, bodies and/or agencies;
- tender procedures under framework contracts with reopening of competitions (i.e. mini competitions).

In addition, Europol will place orders for supplies, services, including IT consultancy services either under Europol framework contracts or under framework contracts resulting from inter-institutional tender procedures. These orders and the inter-institutional framework contracts are not reflected in the table below.

Interested economic operators are invited to consult regularly the Europol website for low value and middle value procedures (between EUR 15,000 and below the EU thresholds) and the Official Journal of the European Union for all tender procedures from the applicable EU thresholds (currently at EUR 135,000 for services).

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Table 1: Summary of the main procurement initiatives

Table Code	Other initiatives and services	Estimated commitments in EURO					Number of (main) contracts	Expected number of tender procedures
		Planned value	Reviewed value (draft outrun)	Planned value	Reviewed value (budget 2017)	Planned value		
		2016	2016	2017	2017	2018		
Part A	Total Procurement (non-ICT)	16,401,180	16,537,099	17,155,400	17,543,865	21,887,680	74	26
Part B	Total ICT procurement	22,110,800	21,335,304	22,110,800	22,989,664	18,725,000	75	7
(Total)							(149)	(33)
Parts A & B	Total all procured budget value	38,511,980	37,872,403	39,266,200	40,533,529	40,612,680		
% of the Europol budget for procurement initiatives		38%	37%	34%	35%	31%		

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Table 2: Overview of the main procurement initiatives for 2018

TABLE PART A - Main procurement initiatives 2018 (Non ICT-related activities)

List of running contracts in 2018 (Framework Contracts (FWC), Direct contracts or Other, such as Service Level Agreements, Memorandum of Understanding)					
Category	Main procurement initiatives (services, supplies/goods and other initiatives) (categorised per budget headings)	Value (in Euro)	Contracts		Tenders
			Number of main contracts valid in 2018	Type of contracts	Number of tenders to be initiated by EUROPOL
Category A1	Staff-related expenditure, excluding salaries or allowances (medical services, training, etc.)	4,079,580	22	FWC Direct Other	4
Category A2	Building-related expenditure (e.g. rent, energy, cleaning, maintenance, furniture, security, hospitality, etc.)	10,134,000	20	FWC Direct Other	10
Category A3	Administrative –related expenditure (e.g. postal services, stationary, open source, library, catering, insurance, publication, uniform, legal, PR items, etc.)	1,766,720	27	FWC Direct	10
Category A4	Meeting-related expenditure (e.g. travel, Hotels, interpretations, Translations, meetings)	5,907,380	5	FWC Other	2
Sub-Total Category A		21,887,680	74		26

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Tentative detailed overview of tender procedures (non-IT sector) to be initiated in 2018						
No	Type of Procurement initiatives (as divided in accordance with table above)	Subject	Estimated budget in Euro ³²	Indicative timeframe		Comments
				Indicative time frame for tender initiation	Indicative time frame for tender completion	
1	Category A1	First Aid & Emergency Response Training	Above EU threshold (around 200,000 out of 4 years)	Q1.2018	Q3.2018	Existing Contract expiry date: 21.09.2018
2	Category A1	Assessment centres for senior/middle management positions	Above EU threshold (around 240,000 out of 4 years)	Q1.2018	Q3.2018	New initiative
3	Category A1	Language training for staff	Above EU threshold (around 400,000 out of 4 years)	Q2.2018	Q4.2018/ Q1.2019	New initiative
4	Category A1	General competences personal training	Above EU threshold (around 200,000 out of 4 years)	Q3.2018	Q1.2019	New initiative
5	Category A2	Rental of Europol office spaces in Brussels (tentative)	Above EU threshold (around 200,000 out of 4 years)	Q1/Q2.2018	Q3.2018	New initiative
6	Category A2	Cleaning & Treatment of Waste	Above EU threshold (around 3,000,000 out of 4 years)	Q1.2018	Q3.2018	Existing Contract expiry date: 23.11.2019
7	Category A2	Move services	Above EU threshold (around 1,800,000 out of 4 years)	Q4.2017/ Q1.2018	Q3.2018	Existing Contract expiry date: 25.06.2019
8	Category A2	Hospitality, Conference and related services	Above EU threshold (around 2,500,000 out of 4 years)	Q4 2018	Q2.2019	Existing Contract expiry date: 26.06.2019
9	Category A2	Gas services	Below the EU thresholds (60,000 out of 4 years)	Q2.2018	Q4.2018	Recurrent initiative (Joint Host State tender procedure)
10	Category A2	Signposting for Europol premises and satellite buildings	Above EU threshold (around 2,500,000 out of 4 years)	Q1.2018	Q3.2018	New initiative

³² Estimated amounts provided for information only where available. Below EU threshold = below EUR 135,000; Above EU threshold = above EUR 135,000.

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11	Category A2	Satellite TV System and Cable TV/IPTV/Satellite TV Subscription Services (satellite buildings)	Below the EU thresholds (100,000 out of 4 years)	Q3.2018	Q4.2018	New initiative
12	Category A2	Paper Security Containers	Below the EU thresholds (15,000 out of 4 years)	Q4.2018	Q4.2018	New initiative (tentative and could be awarded on the basis of single offer procedure below 15,000 Euro)
13	Category A2	Renovation – interior design of the Europol Premises	Above EU threshold (Europol contribution around 7,500,000 out of 3 years)	Q1.2018	Q4.2018/ Q1.2019	New initiative (Joint Host State tender procedure)
14	Category A2	Renovation – interior design of the Europol Satellite buildings in the Hague area	Above EU threshold (Europol contribution around 5,000,000 out of 2 years)	Q2.2018	Q4.2018/ Q1.2019	New initiative (Joint Host State tender procedure)
15	Category A3	Furniture and other acquisitions	Above EU threshold (around 3,500,000 out of 4 years)	Q1.2018	Q3.2018	Existing Contract expiry date: 25.06.2019
16	Category A3	Consultancy services for Local Staff Pension fund closure	Below EU threshold (around 60,000 out of 1 year)	Q3.2018	Q4.2018	Carried over from 2017 tender planning
17	Category A3	Europol annual police conference (diner)	Below EU threshold (around 80,000 out of 1 year)	Q2.2018	Q3.2018	Existing Contract expiry date: 5.09.2017
18	Category A3	Rental of cars	Below EU threshold (around 135,000 out of 4 years)	Q1.2018	Q3.2018	New initiative
19	Category A3	User Survey	Below EU threshold (around 60,000 out of 4 years)	Q2.2018	Q3.2018	New initiative
20	Category A3	Provision of badge - offset of printed access badges	Below EU threshold (around 134,000 out of 4 years)	Q1.2018	Q2.2018	Initiative carried over from 2017 tender planning
21	Category A3	Training for Europol's security officers	Below EU threshold (around 120,000 out of 4 years)	Q1/Q2. 2018	Q3.2018	Initiative carried over from 2017 tender planning
22	Category A3	Training and external expertise for the Operations Directorate	Below EU threshold (around 135,000 out of 1 year)	Q1.2018	Q4.2018	Recurrent need - use of CEI list or ad hoc procedures including:

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						- use of experts/speakers - training for Directorate Operations Staff
23	Category A3	Annual Training courses for the Cyber Crime Centre (EC3)	Below EU threshold (around 90,000 out of 1 year)	Q1.2018	Q3.2018	Existing Contracts expiry date: June and September 2017
24	Category A3	Crisis Emergency Response Training for staff within the Operations Directorate	Below EU threshold (around 80,000 out of 1 year)	Q1.2018	Q2./Q3.2018	New initiative
25	Category A4	Selection of external venues and event management services	Below the EU thresholds (around 135,000 out of 4 years)	Q1.2018	Q3.2018	Initiative carried over from 2017 tender planning
26	Category A4	Hotel Services	Above EU threshold (around 3,500,000 out of 4 years)	Q1/Q2.2018	Q4.2018	Existing Contracts expiry date: 31.12.2019 (to be initiated in 2018 if budget ceiling consumption is used prior to the terms of the contract)

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TABLE PART B - Main procurement initiatives 2018 (ICT-related activities)

Part B - Main procurement initiatives 2018 (ICT-related activities)					
Category	Main procurement initiatives (services, supplies/goods and other initiatives) (categorised per budget headings)	Value (in Euro)	Contracts³³		Tenders
			Nr of main contracts valid in 2018	Type of contracts	Nr of tenders to be initiated by EUROPOL
Category B1	Administrative purchase and maintenance of Hardware and Software	790,000	18	FWC	1
Category B2	Administrative ICT studies and strategic consultancy services	136,000	6	FWC	
Category B3	Administrative ICT External Service Provision including development and maintenance of solutions	850,000	12	FWC	
Category B4	Administrative Telecommunications costs	600,000	6	FWC	1
Category B5	Operational training	220,000	1	FWC	
Category B6	Operational purchase and maintenance of Hardware and Software	8,431,000	18	FWC	2
Category B7	Operational ICT External Service provision including development and maintenance of solutions	6,313,000	12	FWC	2
Category B8	Other telecommunications costs incl. management of network to MS	1,385,000	2	FWC	
Sub-Total Category B		18,725,000	75		7

³³ A contract may cover several categories and be counted more than once.

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Tentative detailed overview of IT-related tender procedures to be initiated in 2018:						
No	Category	Subject	Estimated budget ³⁴	Indicative timeframe		Comments
				Indicative time frame for tender initiation	Indicative time frame for tender completion	
1	Category B1	Document Management System	Below EU threshold (around 1,000,000 out of 4 years)	Q1.2018	Q4.2018	New initiative (tentative if no (inter-institutional) contract cannot be used)
2	Category B1	Corporate Website Hosting services	Above EU threshold (around 500,000 out of 4 years)	Q1./Q2.2018	Q4.2018	Existing Contract expiry date: 09.12.2018
3	Category B4	Mobile Communication carrier services and devices plus related services	Above EU threshold (around 1,600,000 out of 4 years)	Q2.2018	Q4.2018	One existing Contract expiry date: 06.01.2019
4	Category B6	Internet Domain Information Services	Above EU threshold (around 200,000 out of 4 years)	Q1.2018	Q3.2018	Existing Contract expiry date: 23.10.2018
5	Category B6	Provision of Replacement Encryptors and related services	Above EU threshold (around 6,000,000 out of 4 years)	Q4.2018/ Q1.2019	Q3.2019	Existing Contract expiry date: 11.09.2019
6	Category B7	ICT Consultancy Services, including software factory services	Above EU threshold (around 16,000,000 out of 4 years)	Q2/Q3.2018	Q2.2019	Existing Contract expiry date: several contracts LOT 1: 03/12/2019 LOT 2: 09/09/2019 LOT 3: 10/01/2020 LOT 4: 16/12/2019
7	Category B7	Consultancy services on Specialised Software	Above EU threshold (around 1,000,000 out of 4 years)	Q2.2018	Q4.2018	New Initiative (tentative)

³⁴ Below EU threshold = below EUR 135,000; Above EU threshold = above EUR 135,000.

Annex X: Grants 2018

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

Legal basis:

Article 4 and Article 61 of the REGULATION OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL on the European Union Agency for Law Enforcement Cooperation (Europol) and replacing and repealing Council Decisions 2009/371/JHA, 2009/934/JHA, 2009/935/JHA, 2009/936/JHA and 2009/968/JHA.
Council conclusions on setting the EU's Priorities for the fight against organised and serious international crime between 2018 and 2021, doc. 9450/17 COSI 107 of 19 May 2017.

Budget line

3020 EMPACT grants

Priorities of the year, objectives pursued and expected results

Enhancing the fight against serious and organised international crime during the first year of the implementation of the EU Policy Cycle 2018-2021.

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

The objective of the call is to provide support to Operational Actions laid down in the thirteen Operational Action Plans (OAPs) as adopted by the Council. In the current EU Policy Cycle the OAPs address the following crime areas: Cybercrime: (i) Attacks against Information Systems, (ii) Child Sexual Exploitation and (iii) Non-cash payment fraud; Cannabis, Cocaine and Heroin; New Psychoactive Substances and Synthetic Drugs; Facilitated Illegal Immigration; Organised property crime; Trafficking in Human Beings (THB); Excise Fraud; MTIC Fraud; Firearms; Environmental crime; Criminal finances, money laundering and asset recovery; and Document fraud.

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

Description of the activities to be funded under the call for proposals

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

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

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

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- enhancing cross-border/transnational operational cooperation between EU Member States and, where relevant, with third countries or the private sector;
- establishing joint investigations, joint operations or joint action days.

Europol may award using simplified cost options provided that a decision by the Executive Director and/or the Commission has been adopted (the latter for amounts per co-beneficiary of more than 60,000 EUR).

Essential eligibility, selection and award criteria

Eligibility criteria:

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

II. The Co-Applicants must be:

- An entity explicitly mentioned as a participant in the OAP;
- If the entity is not explicitly mentioned in the OAP, any of the following entities may be Co-Applicants, provided their participation is justified by the nature of the action:
 - A public body established in an EU Member State or in a third country OR
 - A profit or non-profit-oriented organisation established in an EU Member State or in a third country, OR
 - An International Organisation.

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

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

Selection criteria:

In accordance with Article 132 of the Financial Regulation and Article 202 of the Rules of Application, proposals for action shall be evaluated on the basis of the following selection criteria:

- Financial capacity - Applicants and co-applicants must have stable and sufficient sources of funding to maintain their activity throughout the period during which the activity is being carried out and to participate in its funding.
- Operational capacity - Applicants and co-applicants must have the professional resources, competences and qualifications required to complete the proposed action.

The verification of the financial and operational capacity shall not apply to public bodies and international organisations in accordance with Article 131 (3) of the Financial Regulation.

Award criteria:

In accordance with Article 132 of the Financial Regulation and Article 203 of the Rules of Application, proposals for an action shall be evaluated on the basis of the relevance, quality, cost-effectiveness and European added value of the proposed action.

Indicative timetable and indicative amount of the call for proposals

Date	Amount
Publication: Q4 year N-1 Award of grants: Q1 year N	2,000,000 EUR

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

95%

2. Invitation to submit applications for funding through ad-hoc low-value grants in support of operational activities as laid down in the Operational Action Plans implementing the EU Policy Cycle for Serious and Organised Crime.

Legal basis

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

Council conclusions on setting the EU's Priorities for the fight against organised and serious international crime between 2018 and 2021, doc. 9450/17 COSI 107 of 19 May 2017.

Budget line

3020 EMPACT grants

Priorities of the year, objectives pursued and expected results

Enhancing the fight against serious and organised international crime during the last year of the implementation of the EU Policy Cycle 2018-2021.

The objective of the low-value grants is to provide support tailored to operational activities within the thirteen Operational Action Plans (OAPs) adopted by the Council. They target activities that are developed on an ad-hoc basis rather than as a result of a long-term planning, due to their investigative nature or other quickly changing aspects of crime phenomena and crime-countermeasures. In the current EU Policy Cycle the OAPs address the following areas: Cybercrime: (i) Attacks against Information Systems, (ii) Child Sexual Exploitation and (iii) Non-cash payment fraud; Cannabis, Cocaine and Heroin; New Psychoactive Substances and Synthetic Drugs; Facilitated Illegal Immigration; Organised property crime; Trafficking in Human Beings (THB); Excise Fraud; MTIC Fraud; Firearms; Environmental crime; Criminal finances, money laundering and asset recovery; and Document fraud.

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

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

Transnational short-term operational and/or investigative activities within the EMPACT Priorities, with a budget not exceeding 60,000 EUR (in line with the threshold defined in the EU Financial Regulation), aiming to enhance operational cross-border cooperation, establish joint investigations, joint operations or joint action days.

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

Essential eligibility, selection and award criteria

Eligibility criteria:

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

II. The Co-Applicants must be:

- An entity explicitly mentioned as a participant in the OAP;
- If the entity is not explicitly mentioned in the OAP, any of the following entities may be Co-Applicants, provided their participation is justified by the nature of the action:
 - A public body established in an EU Member State or in a third country OR
 - A profit or non-profit-oriented organisation established in an EU Member State or in a third country, OR
 - An International Organisation.

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

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

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

Selection criteria:

In accordance with Article 132 of the Financial Regulation and Article 202 of the Rules of Application, proposals for action shall be evaluated on the basis of the following selection criteria:

- Financial capacity - Applicants and co-applicants must have stable and sufficient sources of funding to maintain their activity throughout the period during which the activity is being carried out and to participate in its funding.
- Operational capacity - Applicants and co-applicants must have the professional resources, competences and qualifications required to complete the proposed action.
- The verification of the financial and operational capacity shall not apply to public bodies and international organisations in accordance with Article 131 (3) of the Financial Regulation.

Award criteria:

In accordance with Article 132 of the Financial Regulation and Article 203 of the Rules of Application, proposals for an action shall be evaluated on the basis of the relevance, quality, cost-effectiveness and European added value of the proposed action.

Indicative timetable and indicative amount of the call for proposals

Date	Amount
Q1-Q4	720,000 EUR

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

95%

3. Support for combatting Euro-counterfeiting

Legal basis

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

Budget line

To be defined

Priorities of the year, objectives pursued and expected results

Operational actions and support for coordination activities within the guidelines approved by the Europol Management Board with the objective of protecting the euro currency from counterfeiting activities.

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

Applications submitted must involve at least one of the following activities, all designed with the objective of protecting the integrity of the Euro currency:

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

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

- as a minimum to ensure the role of Europol as the Central Office, the law enforcement information, including samples of any counterfeit currency recovered, must be shared with Europol via the appropriate channels;
- on the spot support where an application involves a production site(s).

Essential eligibility, selection and award criteria

This is not a general advertised call due to the restricted pool of potential beneficiaries. The possibility and funds available shall be made known to the entities foreseen under the Europol Management Board approved rules.

Indicative amount available

Date	Amount
Q1-Q4	80,000 + internal assigned revenue ³⁵

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

100% maximum

³⁵ as mentioned in the guidelines EDOC #878276

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Annex XI: Organisation chart

