

Europol Programming Document

2020 – 2022

Approved by Europol's Management Board on 30th November 2019 and updated in January 2020 in line with the Final Budget 2020.

Final version approved by Europol's Management Board on 25th March 2020.

The effects of the evolving COVID-19 pandemic had not been taken into account at the time of final approval of the document.

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The Hague, 3 April 2020

Table of Contents

List of Acronyms3

Mission Statement4

Executive summary4

SECTION I – General Context 10

SECTION II - Multi-annual programming 2020 – 2022 19

 1. Multi-annual programme..... 19

 Strategic Priority 1: Be the EU criminal information hub..... 19

 Strategic priority 2: Deliver agile operational support 19

 Strategic Priority 3: Be a platform for European policing solutions..... 20

 Strategic Priority 4: Be at the forefront of law enforcement innovation and research 20

 Strategic Priority 5: Be the model EU Law Enforcement organisation 20

 Europol External Strategy 2017-2020 22

 2. Human and financial resource outlook for the years 2020-2022 26

SECTION III - Work Programme 2020 31

 Activities..... 31

 A.1. Development of operational ICT capabilities 31

 A.2. Information Exchange and Cooperation 37

 A.3. Combating Serious and Organised Crime 43

 A.4. Combating Cyber Crime..... 50

 A.5. Counter-Terrorism 59

 A.6. Combating Financial and Economic Crime 66

 A.7. Provision of cross-cutting operational capabilities..... 73

 A.8. Governance, support and administration..... 80

ANNEXES 87

List of Acronyms

ADEP	Automation of Data Exchange Processes	IAC	Internal Audit Capability
AP	Analysis Project	IAS	Internal Audit Service
ARO	Asset Recovery Office	ICT	Information and Communications Technology
BPL	Basic Protection Level	IDMC	Integrated Data Management Concept
CBRN	Chemical, Biological, Radiological and Nuclear	IRU	Internet Referral Unit
CEPOL	European Union Agency for Law Enforcement Training	ISF	Internal Security Fund
COSI	Standing Committee on Operational Cooperation on Internal Security	J-CAT	Joint Cybercrime Action Taskforce
CSDP	Common Security and Defence Policy	JHA	Justice and Home Affairs
CT	Counter-Terrorism	JIT	Joint Investigation Team
DPF	Data Protection Function	JOT	Joint Operation Team
EC3	Europol Cybercrime Centre	JRC	Joint Research Centre
ECA	European Court of Auditors	LEA	Law Enforcement Authorities
ECTC	European Counter Terrorism Centre	MB	Management Board
EEAS	European External Action Service	MENA	Middle East and North Africa region
EES	Entry-Exit System	MS	Member State
EIS	Europol Information System	MTIC	Excise and Missing Trader Intra Community
EMAS	Europol Malware Analysis Solution	OAP	Operational Action Plan (under EMPACT)
EMCDDA	European Monitoring Centre for Drugs and Drug Addiction	OCG	Organised Crime Group
EMPACT	European Multidisciplinary Platform against Criminal Threats	OLAF	European Anti-Fraud Office
EMSC	European Migrant Smuggling Centre	OSINT	Open Source Intelligence
EPE	Europol Platform for Experts	OSP	Online Service Providers
ESOCC	European Serious and Organised Crime Centre	PERCI	Plateforme Européenne de Retraits de Contenus illicites sur Internet (European platform for takedown of illicit content online)
ETIAS	EU Travel Information and Authorisation System	PIU	Passenger Information Unit
ETS	European Tracking Solution	PNR	Passenger Name Record
EUIPO	European Union Intellectual Property Office	QUEST	Querying Europol's systems
Eurojust	The European Union's Judicial Cooperation Unit	SIENA	Secure Information Exchange Network Application
EU RTF	EU Regional Task Force	SIS	Schengen Information System
Eu-Lisa	European Agency for the Operational Management of large-scale IT Systems in the Area of Freedom, Security and Justice	SOC	Serious and Organized Crime
FIU	Financial Intelligence Unit	SOCTA	Serious and Organized Crime Threat Assessment
Frontex	European Border and Coast Guard Agency	TFTP	Terrorist Finance Tracking Programme
HR	Human Resource	THB	Trafficking in human beings
HVT	High Value Targets	TP	Third Parties
		UMF	Universal Message Format
		VIS	Visa Information System

Mission Statement

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

Executive summary

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

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

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

In Section III, Europol's Work Programme gives a comprehensive overview of the full work portfolio of the agency, including its regular work and specific annual objectives and actions for 2020; the work is organised around the different areas of operation (Activities). Beyond the established (recurrent) work of the agency, annual objectives and actions also reflect and contribute to the strategic priorities identified for 2020+.

In 2020 Europol will continue providing the Member States with high quality operational support to investigations in the priority areas aligned with the European Agenda on Security, (serious and organised crime, cybercrime and counter-terrorism). The planned work of the European Cybercrime Centre (EC3), the European Serious and Organised Crime Centre (ESOCC) -including the European Migrant Smuggling Centre (EMSC), the European Counter Terrorism Centre (ECTC) including the European Union Internet Referral Unit (EU IRU) next to the 24/7 Front Office and the horizontal support functions is extensive and in 2020 as every other year it is full with proposals for new initiatives and further evolution of capabilities, expertise and tools, in order to exploit the latest opportunities and be able to offer the necessary support to MS' operations.

While making all efforts to introduce efficiency gains, the current level of budget and human resources is not adequate to implement all previously planned initiatives to their full ambition. The Work Programme 2020 adopted by Europol's Management Board in November 2019 reflected the full ambition of the agency accompanied by a request for additional and adequate resources. All planned actions which were subject to additional resources were marked with an asterisk. The outcome of the Budgetary Process 2020 provided an increase of Europol's budget compared to 2019, which was however lower than the agency's request. The updated Work Programme 2020 was adjusted in January 2020 to the level of the Final Budget 2020.

Next to Europol's usual tasks and responsibilities, the main initiatives foreseen for 2020 are summarised below:

- Based on the clear demand from Member States and partners to receive more support in the area of financial and economic crimes and the commitment of Europol to put more focus on financial investigations and asset recovery in its Strategy 2020+, the agency will set up in 2020 a new operational centre, the **European Financial and Economic Crime Centre (EFECC)** which will be dedicated to maximising Europol's responsiveness

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and operational performance in the areas of fraud, money laundering, asset recovery, corruption and counterfeiting.

- **Criminal analysis** remains at the core of Europol's business and the agency is planning to set up a new **Analysis and Strategy** Coordination Unit in 2020. The new unit will be dedicated to addressing the most urgent challenges related to Europol's analytical output and will aim in cooperation with MS to finalise the establishment of standard EU definitions and quality criteria for analysis products and services and analysis training which should lead to improved cross-border collaboration and increased operational impact.
- In line with the Europol Strategy 2020+, Europol is aiming at positioning itself at the forefront of law enforcement **innovation** and research. In order to achieve progress in the area the agency will set up an **Innovation Lab**, dedicated to monitoring and driving innovation, including the creation of common technological solutions, workforce management good practices, and data management insights in order to pool resources and generate savings in support to MS.
- In 2020 Europol will continue work on the novel information management architecture in line with the Integrated Data Management Concept introduced by Europol's Regulation and the common vision to be elaborated by the **Information Management Programme Board** in 2020. Work will accelerate along the different Europol ICT capabilities, i.e. analysis, data sharing, messaging, forensics, etc.
- In addition, a significant portion of Europol's work in the technology domain will be devoted to improving the connectivity with relevant EU information systems and other networks (e.g. SIS II, VIS, Eurodac, EES, ETIAS, Prüm, ADEP, etc) and towards the **interoperability** of the EU information management landscape.
- The new and rapidly increasing information flows towards the agency will require strengthening of the **information processing capabilities** of Europol's Front Office, as the 24/7 contact point for MS requests. Furthermore, in 2020 the Front Office will have a major **coordinating role** by hosting the Police Information and Coordination Centre for the UEFA European Championship.
- Implementing effective cooperation with **external partners** will be further fostered on the basis of a new Europol External Strategy to be adopted by the MB in 2020.
- The priorities of the **EU Policy Cycle** for organised and serious international crime 2018-2021 will remain the main driver for the operational support provided by Europol to the MS' competent authorities in 2020. The agency will implement its tasks as stipulated in the Operational Action Plans.
- Europol will focus on the identification of **High-Value Targets** and the establishment of Operational Task-Forces addressing the individuals and organised crime groups posing the highest serious and organised crime risk for the MS.
- In 2020, the agency will start defining recommendations for the next policy cycle in preparation for the **SOCTA 2021**. In parallel to the **EMPACT funding** to MS, Europol will set up a new funding mechanism¹ to provide financial support to the EU Eastern Neighbourhood countries in relation to the EU Policy Cycle priorities.
- **Drugs Trafficking** remains the largest criminal market in the EU and the number of organised crime groups and supply of illicit drugs are increasing. Europol is planning to reinforce its work in this domain by establishing a Drug Unit in 2020 and extend its outreach and capabilities towards dark web drug trade, most vulnerable maritime ports and key drug trafficking hubs outside the EU.
- The fight against **migrant smuggling** networks will further intensify with a focus on secondary and third movements within the EU where OCGs are establishing their business model. EMSC will be also preparing for its involvement in the upcoming

¹ Subject to receiving a grant from the European Commission

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Migration Mobile Support Teams and will strengthen the focus on document fraud given the increasing amount of criminal intelligence in respect to counterfeited documents.

- In the area of **Euro counterfeiting**, Europol will establish in cooperation with the European Central Bank an Internet Joint Patrol to proactively search for Euro counterfeiting references in the online domain with the aim to deliver actionable and detailed intelligence to MS for new criminal investigations.
- Member States' demand for **Forensic support** from Europol has considerably increased, in both volume and level of sophistication. This called for the establishment of a new Forensics Support Unit in EC3 in 2020 dealing with Document and Digital Forensics. The new unit would be responsible inter alia for the optimisation of the newly acquired processing power of the **Decryption platform** in order to improve the speed and efficiency of the recovery of encrypted data encountered in criminal investigations, and advance EC3 potential to perform as a European centre of expertise on decryption.
- In the area of **counter-terrorism**, efforts to achieve greater information exchange among the relevant partners at EU level will continue, together with Europol's commitment to provide better and extended operational support to MS' investigations. Furthermore, the ECTC should prepare to face greater workload in the area of **War Crimes, Genocide and Crimes against Humanity**, and to adapt to the specifics of this work.
- The EU IRU will continue the effort to facilitate MS access to digital data from US-based OSPs through the expansion of the Cross-Border Access to **Electronic Evidence** (SIRIUS) Project. Another particular endeavour for Europol will be to contribute towards the more efficient handling of online terrorist propaganda by setting up an **EU platform for referrals and removal orders** as a communication and coordination tool between MS and relevant OSPs.
- In 2020 Europol will be operating from its existing headquarters and the first temporary satellite building, while preparations for the second satellite building should advance. Construction work at the headquarters has to be undertaken and the preparatory work for a new additional permanent building has to progress in collaboration with the Host State. These activities require a major effort and ultimately an expansion of the necessary facilities, ICT, security and administrative services for the years ahead.

Table: Overview of Europol's objectives for the year 2020

Europol WP Activity	Objective 2020
A.1. Development of operational ICT capabilities	A.1.1 Maintain reliable and secure operational ICT capabilities.
	A.1.2 Implement improvements to MS- facing core operational capabilities.
	A.1.3 Implement the New Environment for Operations and further develop other core operational ICT capabilities.
	A.1.4 Advance interoperability and connectivity with information management systems at EU level to enhance information exchange.
A.2. Information Exchange and Cooperation	A.2.1. Ensure the effective functioning of the Front Office in managing operational information.
	A.2.2 Provide support to operations and crises management.
	A.2.3 Host the Police Information and Coordination Centre (PICC) at Europol for the UEFA European Championship 2020.

Europol Public Information

Europol WP Activity	Objective 2020
	A.2.4 Manage cooperation with Member States.
	A.2.5 Manage cooperation with third countries.
	A.2.6 Manage cooperation with EU institutions, agencies or bodies.
	A.2.7 Manage cooperation with international and regional organisations, and private parties.
A.3. Combating Serious and Organised Crime	A.3.1 Ensure the effective functioning of the ESOCC in providing strategic and operational support to EU MS' investigations on SOC and the implementation of EU Policy Cycle priorities.
	A.3.2 Undertake and support further improvements in the strategic and operational approach followed by the MS and Europol in targeting the reduction of drugs supply.
	A.3.3 Provide support to EU MS' investigations on weapons and explosives.
	A.3.4 Provide support to EU MS' investigations on High Risk and Cross Border OCGs.
	A.3.5 Provide support to EU MS' investigations on Property Crime.
	A.3.6 Provide support to EU MS' investigations on Environmental crime.
	A.3.7 Enhance the support to EU MS' investigations on organised crime related to migrant smuggling.
	A.3.8 Provide support to EU MS' investigations on Trafficking in Human Beings.
A.4. Combating cybercrime	A.4.1 Ensure the effective functioning of EC3 in providing strategic and operational support to EU MS' investigations on cybercrime and the implementation of EU Policy Cycle priorities.
	A.4.2 Establish the Digital and Document Forensics Unit at Europol.
	A.4.3 Provide Digital Forensics support to EU MS' investigations.
	A.4.4 Optimise Europol's capability for recovering encrypted data encountered during the course of criminal investigations and utilise the agency's potential to perform as a European centre of expertise on decryption.
	A.4.5 Provide Document Forensics support to EU MS' investigations.
	A.4.6 Provide Cyber Intelligence support to EU MS' investigations.
	A.4.7 Provide support to EU MS' investigations on cyber-dependent crimes.
	A.4.8 Provide support to EU MS' investigations on child sexual exploitation.

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Europol WP Activity	Objective 2020
	A.4.9 Provide support to EU MS' investigations on Non-Cash Payment Fraud.
	A.4.10 Provide support to EU MS' investigations on the Dark Web.
	A.4.11 Provide support and operational coordination to the J-CAT operations and activities.
	A.4.12 Proactively develop expertise and solutions related to challenges in cybercriminal investigations.
A.5. Counter-terrorism	A.5.1 Ensure the effective functioning of the ECTC in providing strategic and operational support to EU MS' investigations related to counter-terrorism.
	A.5.2 Provide support to EU MS' counter-terrorism investigations.
	A.5.3 Provide support to EU MS' investigations on War Crimes, Genocide, Crimes against Humanity.
	A.5.4 Provide support to EU MS' CT investigations with terrorism-related financial information.
	A.5.5 Provide CBRN/E support to EU MS' investigations.
	A.5.6 Provide support to the ATLAS Network.
	A.5.7 Provide quality internet referral services.
	A.5.8 Establish an EU platform to tackle illicit content online as a communication and coordination tool for referrals and removal orders within the EU ensuring more efficient handling of online terrorist propaganda (project PERCI).
	A.5.9 Provide operational support to EU MS' CT Internet-based investigations.
	A.5.10 Provide technical support to CT Internet-based investigations and referrals.
	A.5.11 Further expand the scope of the Cross-Border Access to Electronic Evidence (SIRIUS) Project.
A.6. Combating Financial and Economic Crime	A.6.1 Establish the European Financial and Economic Crime Centre (EFECC) at Europol to reinforce the provision of strategic and operational support to EU MS' investigations on Financial and Economic Crime.
	A.6.2 Provide support to EU MS' investigations on fraud.
	A.6.3 Provide support to EU MS' investigations on money laundering.
	A.6.4 Provide support to EU MS' investigations in identifying and tracing proceeds of crime.
	A.6.5 Increase the cooperation with the MS FIUs.

Europol Public Information

Europol WP Activity	Objective 2020
	A.6.6 Provide support to EU MS' investigations on Sport Corruption.
	A.6.7 Provide support to EU MS' investigations on Counterfeiting.
	A.6.8 Establish cooperation with the European Central Bank to reinforce actions against Euro counterfeiting in the online domain.
A.7. Provision of cross-cutting operational capabilities	A.7.1 Establish the Analysis and Strategy Coordination Unit at Europol to ensure efficient criminal analysis and strategic coordination of operational work.
	A.7.2 Establish in cooperation with MS a common EU view on criminal analysis.
	A.7.3 Deliver quality strategic reports.
	A.7.4 Initiate the implementation of Europol's Innovation Strategy and build up the agency's potential to become the Innovation Lab of the EU law enforcement community and to host the EU Innovation Hub for internal security.
	A.7.5 Streamline and further accelerate Europol's capabilities in the area of travel intelligence towards a fully-fledged European Travel Intelligence Centre (ETIC).
	A.7.6 Provide support to MS in the area of special tactics.
	A.7.7 Increase EMPACT funding opportunities and support to MS' projects.
	A.7.8 Extend Europol's support for the EU Eastern Neighbourhood countries in relation to the EU Policy Cycle through the implementation of a programme of the European Neighbourhood East Instrument.
	A.7.9 Manage and support large-scale deployments, incl. Europol's Guest Officers capability.
A.8. Governance, support and administration	A.8.1 Continue optimising Europol's corporate functions.
	A.8.2 Ensure effective internal and external communication.
	A.8.3 Ensure efficient human resources and budget management.
	A.8.4 Progress towards the rationalisation and expansion of Europol's facilities services and capabilities.
	A.8.5 Ensure the necessary level of physical, personal and information security at Europol.

SECTION I – General Context

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

1. Security Union

1.1. European Agenda on Security

Europol's work directly contributes to the European Agenda on Security 2015 - 2020 on each of the three priorities identified: Terrorism and Radicalisation, Serious and Organised Crime, and Cyber Crime.

In addition to these priorities, Europol actively participates in the inter-agency and cross-sectorial approach against security threats promoted by the Agenda, and aims at strengthened cooperation with neighbouring countries, strengthened cooperation with the private sector to fight online crime and better law enforcement information exchange across the EU.

Finally, Europol continues to support the EU Policy Cycle for serious and organised crime and promotes the use of Joint Investigation Teams (JITs). The embedment of FIU.NET in Europol aimed at contributing to greater exploitation of financial intelligence in support to investigations against international money laundering, terrorist financing and serious and organised crime.

1.2. European Commission's 2018 Security Package

On 17 April 2018, the Commission adopted a set of security proposals to further reduce the space in which terrorists and criminals operate - denying them the means to plan, finance and commit crimes. The package included five proposals, relevant to Europol's work:

- **Document fraud:** Proposal for a regulation on strengthening the security of identity cards and residence documents of Union citizens.
- **Financial information:** Proposal of a Directive aiming at facilitating the use of financial information in criminal matters. The proposal complements and extends the 5th Anti-Money Laundering directive.
- **Explosives precursors:** Proposal of a regulation to further restrict access to dangerous substances by banning two new explosives precursors and strengthening the existing rules for both online and offline sales.
- **Export and import of firearms:** the Commission updated EU rules on the export and import of civilian firearms to include improved control procedures and enhanced information exchange and issued a recommendation on immediate steps to improve the security of export, import and transit measures for firearms, their parts and essential components and ammunition.
- **E-evidence:** Proposal for a new legislation on electronic evidence (see section below: cybercrime).

1.3. European Commission's Western Balkans Strategy

On 2 February 2018, the European Commission adopted a communication on "A credible enlargement perspective for and enhanced EU engagement with the Western Balkans" (Western Balkans Strategy), which foresees reinforced engagement of Europol with Western Balkan countries on security and migration. Specifically, the Communication foresees the deployment of Europol Liaison Officers to the region and the further promotion of Joint Investigation Teams. Following this communication, Europol signed a grant agreement with the Commission in February 2018 for the implementation of a pilot deployment to three selected Western Balkan countries (Albania, Bosnia and Herzegovina, and Serbia) for 18 months. The first deployments are taking place in 2019. In addition, a Joint Action Plan on Counter-Terrorism for the Western Balkans was signed on 5 October 2018 in the margins

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of the EU-Western Balkan JHA Ministerial meeting. Europol is expected to contribute to its implementation at regional and bilateral level.

1.4. Strengthening cooperation with CSDP missions and operations

The European Council conclusions of 19 October 2017 called for enhanced information exchange between JHA Agencies and CSDP missions and operations. Furthermore, the Council conclusions on strengthening civilian CSDP of 28 May 2018 called for increased coherence and cooperation between civilian CSDP and actions undertaken by the EU in the external dimension of Justice and Home Affairs, as well as for fostering synergies between the CSDP and JHA actors on the operational level to increase information exchange. Europol considers CSDP missions and operations, as well as Criminal Information Cells, as useful means to gather criminal information and to facilitate contacts with local authorities and views positively an early consultation of JHA actors in the planning phase of such interventions.

2. Serious and Organised Crime

2.1. European Public Prosecutor's Office (EPPO)

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

3. Migration

3.1. European Agenda on Migration

The European Agenda on Migration came into life in May 2015 and led to the creation of the European Migrant Smuggling Centre (EMSC) at Europol. A number of measures emerged in the context of the Agenda, with Europol strengthening its cooperation with Frontex, Eurojust and EASO through the hotspot approach and other specific tasks defined in the Agenda. In addition, Europol was tasked with identifying illegal online content used by smugglers to attract migrants and refugees, and with requesting its removal.

The Agenda on Migration stipulates that 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 FIUs on financial flows and new cooperation with financial institutions, such as banks, international money transfer services, and credit card issuers. Cooperation with third countries is also of critical importance.

3.2. Malta Declaration on the external aspects of migration

The Malta Declaration on the external aspects of migration (2017) and the subsequent Implementation Plan re-confirmed and escalated 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, the 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), the establishment of Information Clearing House (ICH) and the posting of Europol liaison officers to key partners for the stimulation of enhanced information exchanges should assist this process.

3.3. European Council Conclusions June 2018

In June 2018, the European Council introduced the concept of "regional disembarkation platforms" to be established on third countries' territory in cooperation with the relevant countries, the UNHCR and the IOM. In addition, the Council proposed to establish "controlled centres" on EU territory for a rapid and secure processing of asylum requests and the

Europol Public Information

subsequent repatriation, relocation or resettlement. The Commission further elaborated these concepts by issuing two non-papers in July 2018, foreseeing a specific role for Europol to conduct security checks in the controlled centres.

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

In October 2018 the European Council concluded that the fight against people-smuggling networks needs to be stepped up and as a follow up the Council, with the support of the Commission, developed a comprehensive and operational set of measures to this end some of which are directly relevant for Europol:

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

4. Terrorism and radicalization

4.1. European Commission's Counter-Terrorism package (October 2017)

In 2017 the Commission presented a set of operational and practical measures to better defend EU citizens against terrorist threats. The Commission proposed, in addition, to further strengthen the EU's external action on counter-terrorism by enhancing Europol's cooperation with third countries. Subsequently, the Commission presented recommendations to the Council who authorised 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 in order to prevent and combat terrorism and serious crimes. The conclusion of the agreements is expected to progress over a number of years.

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

4.2. Proposal for Regulation on preventing the dissemination of terrorist content online

The availability and proliferation of illegal content online remain an important public policy and security concern in the EU. The Commission responded to the challenge in a variety of ways, through the Communication on Tackling Illegal Content Online (2017) and, later, through the Recommendation on Measures to effectively tackle illegal content online (March 2018). In particular, the Commission recommended that:

- MS should ensure that their competent authorities have the capability and sufficient resources to effectively detect and identify terrorist content and to submit referrals to the hosting service providers concerned, in particular through national internet referral units and in cooperation with the EU Internet Referral Unit (EU IRU) at Europol;

Europol Public Information

- Provision should be made for mechanisms allowing for the submission of referrals. Fast-track procedures should be provided to process referrals, in particular referrals submitted by national internet referral units and by the EU IRU;
- Hosting service providers should, without undue delay, send confirmations of receipt of referrals and inform the competent authority or Europol of their decisions with respect to the content to which the referrals relate, indicating, as the case may be, when the content was removed or access thereto was disabled or why they decided not to remove or to disable access to the content;
- Hosting service providers should assess and, where appropriate, remove or disable access to content identified in referrals, as a general rule, within one hour from the moment at which they received the referral;
- In response to calls from the European Parliament and the European Council, in September 2018, the Commission introduced a draft Regulation on Terrorist Content Online. In addition to referrals, the Regulation equips Member States with an additional tool called Removal Orders which will require hosting service providers to remove terrorist content within one hour. Once the Regulation is adopted, the EU IRU will be expected to support its implementation and in particular, to facilitate and coordinate referrals and potentially Removal Orders.

4.3. Foreign Affairs Council Conclusions on the EU External Action on Counter-terrorism

On 19 June 2017, the Foreign Affairs Council adopted conclusions on the EU external action against terrorism, welcoming the revised Europol mandate as means to contribute more effectively to the fight against terrorism and to ensure greater coherence between internal and external actions in the field of security. In addition, the Council noted the importance of supporting cross-border investigations and prosecutions of foreign terrorist fighters and encouraged further engagement in this area through Europol law enforcement cooperation with priority countries. The Council also called on continued assessment of the link between serious and transnational organised crime and terrorism.

4.4. High-level Commission Expert Group on Radicalisation (HLCEG-R)

The HLCEG-R adopted its final report in May 2018 and has thus fulfilled its mandate. It identified a number of priority areas, including the countering of online propaganda, the need to support first-line practitioners at local level in a multi-agency setting, and the importance of information exchange on radicalised persons and radicalisation pathways. Moreover, the report acknowledged the nexus between internal and external security and supports closer engagement with third countries and international organisations. The High Level Expert Group also proposed setting up an EU Cooperation Mechanism to foster EU preventive work inter alia by connecting and coordinating the main stakeholders and initiatives in the field of prevention of radicalisation. Against this background, the Commission is gradually setting up a Coordination and Support Structure within DG HOME and in particular created, in August 2018, a Member States' Steering Board to advise on strategic orientations in the area. The Strategic Orientations for 2019 building on the HLCEG-R recommendations, set out, in particular, action plans with complementary actions on priority topics (such as on prisons, local dimension, ideology and polarisation, evaluation, etc.).

4.5. European Parliament's Recommendation on terrorist financing

In March 2018, the European Parliament (EP) approved a recommendation on cutting the sources of income for jihadists – targeting the financing of terrorism. The EP called on MS to improve coordination and cooperation by setting up a stable European counter-terrorism financial intelligence platform, within the framework of existing structures (e.g. Europol) as to avoid the creation of another agency, with an in-depth focus on the proactive exchange of information on the financial support for terrorist networks; recommended the introduction of quarterly public threat assessments that combine the intelligence and information gathered by Europol and INTCEN; called for cooperation between Europol and the EU's key

Europol Public Information

strategic partners that play a crucial role in the fight against terrorism worldwide to be reinforced; called on the MS to make better use of the FIU.net, on the basis of the work done by Europol; called on the MS to step up the monitoring of suspicious organisations engaged in these kind of activities via the establishment of joint investigation teams with Europol.

4.6. Report of the European Parliament's Special Committee on Terrorism (TERR)

On 13 November 2018, the TERR committee concluded its work by adopting a report setting out its findings and recommendations. The report recommended to go beyond the current EU anti-radicalisation initiatives and to create an EU centre of excellence for preventing radicalisation and improve cooperation. The report insists on the necessity of cooperation, under a new approach with information shared by default, through technical solutions allowing automated upload of information from the national to the EU systems. Europol could become the main information-exchange hub in this context. The fight against terrorism also involves addressing financial flows, including the financing of radicalisation. The report thus calls for the establishment of an EU Terrorist Financing Tracking System (TFTS) capable of following the transactions of suspected terrorists in the euro area, in addition to the existing EU-US Terrorist Financing Tracking Programme (TFTP).

5. Cybercrime

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

In September 2017, the Commission adopted a new package on cybersecurity with a wide-ranging set of measures to reinforce the EU's resilience and response to cyber-attacks. The package comprises several elements that are of direct relevance to Europol, as outlined in the Communication "Resilience, Deterrence and Defence: Building strong cybersecurity for the EU"², the proposal for a Directive on Non-Cash Payment Fraud³ and the Recommendation "on Coordinated Response to Large Scale Cybersecurity Incidents and Crises"⁴.

5.2. European Commission's e-evidence package

In April 2018, the Commission proposed a legislative package aiming at facilitating and accelerating law enforcement and judicial cross-border access to electronic evidence (data stored in an electronic format that is relevant in criminal proceedings). More and more such data is stored by service providers in the cloud, on servers in third countries, or with providers outside the EU, and hence it is difficult to obtain for law enforcement and the judiciary. The objective of the package is to establish a consistent legal framework and avoid conflicting obligations with the law of non-EU countries, as well as to protect the fundamental rights of individuals.

Conceived as a judicial cooperation tool, the e-evidence legislation could have implications for Europol, since the SIRIUS capability is mentioned in the Draft Regulation as a possible platform to transmit and facilitate the authentication of orders and as a de-confliction tool.

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

The Directive aims to strengthen the ability of law enforcement authorities to tackle fraud and counterfeiting of non-cash means of payment by expanding the scope of the offences related to information systems to all payment transactions, including transactions through virtual currencies. The new law also introduces common rules on the level of penalties and clarifies the scope of Member States' jurisdiction in such offences. Given the significant trans-border dimension of this area of crime and in particular the volatile nature of the

² JOIN(2017) 450 final

³ 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)

⁴ Commission Recommendation of 13.9.2017 on Coordinated Response to Large Scale Cybersecurity Incidents and Crises (C(2017) 6100 final)

Europol Public Information

electronic evidence, Member States should be able to promptly deal with urgent requests from the network of points of contact and provide feedback within eight hours. In very urgent and serious cases, Member States should inform Europol.

6. Financial crime

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

This legal initiative aims at improving the cooperation between Financial Intelligence Units (FIUs) and law enforcement authorities (LEA), including Europol. The directive of 20 June 2019 provides two possibilities to Europol:

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

7. Information exchange and interoperability

7.1. Regulations establishing a framework for interoperability

The work on the interoperability of information systems started with the roadmap on information exchange⁵ endorsed by the Justice and Home Affairs Council in 2016 and continued with the high-level expert group on information systems and interoperability, which issued its final report⁶ in 2017 with a set of findings and recommendations. On 12 December 2017, the Commission tabled two sister proposals to establish a framework for interoperability between existing and future EU information systems for police and judicial cooperation, asylum and migration – namely the EES, the VIS, ETIAS, Eurodac, the SIS and the ECRIS-TCN – in order for those systems and data to supplement each other.

The new regulations will establish:

- A common identity repository (CIR). The CIR would allow for the creation of an individual file for each person that is recorded in the EES, the VIS, the ETIAS, Eurodac or the ECRIS-TCN.
- The European search portal (ESP) to enable the simultaneous querying of the EES, the VIS, the ETIAS, Eurodac, the SIS, the ECRIS-TCN as well as of Europol data and the Interpol databases.
- A shared biometric matching service (shared BMS).
- A multiple-identity detector (MID).
- A new framework for MS law enforcement authorities' and for Europol's access to the EES, the VIS, ETIAS and Eurodac provided by the CIR.

7.2. Recast of Eurodac Regulation

The proposal to recast the Eurodac Regulation would extend the use of Eurodac to the purpose of identifying illegally staying third-country nationals in the EU and those who have entered the EU irregularly at the external borders, with a view to using this information to assist MS for return purposes. Eurodac allows for the access for Europol and law enforcement

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

Europol Public Information

authorities to all of the information stored in the system and to conduct searches based on a facial image in order to prevent, detect or investigate a serious crime or terrorist offence.

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

The Commission proposed in December 2016 a set of three proposals to improve and extend the use of SIS, in accordance with the objective of improving interoperability between EU information systems. The proposal turned into a Regulation which was adopted on 28 November 2018 and which will, among others:

- Create a new alert category for “unknown wanted persons” with full access rights for Europol;
- Introduce the obligation to create SIS alerts in cases related to terrorist offences;
- Extend Europol’s access rights to SIS alerts on missing persons to improve the agency’s support to law enforcement authorities in cases concerning trafficking in human beings and child sexual exploitation;
- Ensure that MS share information on terrorism and foreign terrorist fighters with Europol in parallel to sharing information on hits in SIS, in order to allow ECTC to cross-check the information with Europol’s databases and to provide analysis;
- Grant EMSC access to alerts on persons who are refused entry or stay within the territory of a MS either on criminal grounds or because of non-compliance with visa and stay conditions.

7.4. Recast of the Visa Information System

In May 2018, the Commission proposed a new regulation to upgrade and extend the use of VIS. The proposed regulation foresees a more structured access to VIS for Europol and other MS’ law enforcement authorities, in full respect of EU rules on data protection. As specifically mentioned in the draft legislation, Europol would be entitled to receive about €30 million between 2021 and 2027 for the development of an ABIS (Automated Biometrics Identification System) necessary to cross-check fingerprints/facial images included in VIS against Europol’s biometric data.

7.5. European Travel Authorization System (ETIAS)

In 2016, the Commission proposed the establishment of ETIAS which would allow visa-exempt third country nationals to obtain a travel authorisation prior to their travel to the Schengen Area, via an online application. The data provided by applicants will be cross-checked, amongst others, against Europol’s database. ETIAS will be managed by Frontex in close cooperation with the competent authorities of the MS and Europol. Europol will be able to request consultation of data stored in the ETIAS Central System to support MS in investigating criminal offences falling under its mandate and may be consulted by ETIAS National Units in the follow-up to a hit. Europol will also be tasked with managing a dedicated ETIAS Watch List.

ETIAS is expected to be fully operational by 2021.

7.6. Entry-Exit System (EES)

The new Entry/Exit System should replace the stamping of passports and apply to all non-EU nationals who are admitted for a short stay into the Schengen area. Expected to be operational in 2020, the system’s objective is to facilitate the border crossing of good faith travellers, detect over-stayers and support the identification of undocumented persons in the Schengen area.

Europol would be able to request access to the EES, under specific authorisation and data protection rules.

7.7. ECRIS-Third Country National (TCN) system

Europol Public Information

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

7.8. Implementation of the PNR Directive

The PNR Directive provides for the establishment or designation in MS of an authority competent for law enforcement to act as a Passenger Information Unit (PIU). PIUs are entitled to process PNR data and are responsible for the cross-border transfer of both PNR data and the result of its processing thereof to corresponding national PIUs and to Europol.

7.9. Europol Regulation – information exchange and management

The Europol Regulation (ER) entered into force on 1 May 2017. In addition to giving Europol a number of new tasks that are now integrated in the structure of the organisation, the ER provided the opportunity to introduce a new concept for Integrated Data Management which allows handling data based on the purpose of the processing. The new information management architecture is system-agnostic, flexible and operationally driven. In order to reap its full benefits, a multi-annual effort will be required to adjust Europol's technological landscape.

The new ER also expands the possibilities regarding the cooperation of Europol with EU bodies, Third Parties and private partners.

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

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

Europol Public Information

- 6) To disrupt the capacity of OCGs and specialists involved in excise fraud and Missing Trader Intra Community (MTIC) fraud.
- 7) To disrupt OCGs involved in the illicit trafficking, distribution and use of firearms.
- 8) To disrupt OCGs involved in environmental crime, more specifically wildlife and illicit waste trafficking.
- 9) To combat criminal finances and money laundering and facilitate asset recovery in view of effectively confiscating the criminal profits of OCGs, especially targeting money laundering syndicates offering money laundering services to other OCGs and those OCGs making extensive use of emerging new payment methods 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.

9. Multiannual Financial Framework

9.1. 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.

In order to ensure that the full impact of new developments and tasks assigned to Europol are adequately reflected in the Union's budget, Europol assesses its resource needs on an annual basis and adjusts its level of ambition in terms of implementation of its Work Programme, to match the Budgetary Authority's decision.

9.2. Multiannual Financial Framework 2020+

The MFF 2020+ (2021-2027) is under discussion at the time of preparing this document. Based on the Commission's proposal (May 2018) for the new MFF, a general increase of funds dedicated to internal security is foreseen compared to the previous MFF. The preliminary proposal for Europol's allocations in the new MFF represent a significant decrease compared to its current level of resources. In 2019, Europol made preliminary estimates of its future resource needs in order to implement the Europol's Strategy 2020. The estimates were first discussed with Europol's Management Board in May 2019. During its October 2019 meeting, the MB expressed concern about the current multiannual financial outlook and restated its support to Europol's projections for 2021-2027. The financial and human resources programming for 2021 and 2022 has been, therefore, updated in line with these projections.

SECTION II - Multi-annual programming 2020 – 2022

1. Multi-annual programme

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

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

The areas of specific focus for the years 2020-2022 are presented below:

Strategic Priority 1: Be the EU criminal information hub

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

Highlights:

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

Strategic priority 2: Deliver agile operational support

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

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

The most dangerous organised crime groups corrupt and infiltrate the public sector and carry out complex money laundering schemes to conceal their illegal profits. To tackle these top criminals successfully, Europol will put more focus on investigating high-value targets, financial investigations and asset recovery.

Europol Public Information

Highlights:

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

Strategic Priority 3: Be a platform for European policing solutions

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

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

Highlights:

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

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

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

Highlights:

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

Strategic Priority 5: Be the model EU Law Enforcement organisation

Europol will work closely with all its partners to develop synergies ensuring the most efficient and effective use of its resources. The agency will maintain the highest governance

Europol Public Information

standards while remaining accountable to its EU law enforcement partners and EU institutional stakeholders, ensuring that our work is visible to EU citizens at large.

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

Highlights:

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

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

Europol Public Information

on Security: **Serious and Organised Crime, Cybercrime and Terrorism**. Among serious and organised crime challenges, **migrant smuggling** is of particular importance.

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 Public Information

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.

Europol will further develop its cooperation with **EU CSDP 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, CSDP 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 External 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

Europol Public Information

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.

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.

2. Human and financial resource outlook for the years 2020-2022

2020 marks the last year of the Multi-annual Financial Framework (MFF) 2014-2020 of the EU, which 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 recognised over the last few years and, as a result, Europol was entrusted with a number of entirely new functions such as the European Cybercrime Centre, the European Migrant Smuggling Centre, the European Internet Referral Unit the European Counter-Terrorism Centre and most recently, the Innovation Lab. Although some resources were provided to perform these new tasks, Europol has depended heavily on the internal re-allocation of operational staff and on the shifting of posts from support functions to the Operations Directorate.

The role of Europol remains important with renewed focus placed on financial investigations and asset recovery, innovation, interoperability⁷, decryption, travel intelligence and countering terrorist content online. In order to be able to perform the tasks assigned to it, Europol needs to be reinforced with an appropriate level of human and financial resources.

In the absence of a multi-annual financial framework 2021-2027 and given the increasing workload, complexity and tasks Europol puts forward a request for adequate resources to deliver on its multi-annual strategy. In particular, the requested resources would allow for an increase in activities to support Member States, would boost operational ICT and would allow the Agency to keep up with increasing operational demand from Member States. Additionally, the requested new posts reflect the needs for the establishment of EFEC, the Analysis Unit, Innovation Lab, support to High Value Targets investigations through Operational Task Forces, reinforcing a future Information Management Function and advancing the work in the area of Travel Intelligence.

Europol sees the necessity for further growth and development over the coming years (2020+) in order to deliver on its priorities as set out in the Europol Strategy 2020+.

Europol had requested an increase of 66 TA posts for 2020; only 24 were granted.

In May 2019, the MB discussed and endorsed a preliminary assessment of Europol’s needs for the period of the next MFF. In light of the ongoing negotiations in relation to the Multi-annual Financial Framework (MFF) 2021-2027, only the estimates for 2021 are presented in this document.

:

Area of the business	2020	2021	2022
Operations	+7	47	TBD ⁸
ICT and Information Management	+5	11	
Interoperability	+9		
Governance and Administration	+3	5	
Total	24	63	105

It is important to stress once more the focus placed on investing in the development of ICT capabilities. Information management capabilities are at the core of Europol’s mandate and

⁷ COM(2017) 794 final

⁸ The human and financial resources outlook for 2022 is subject to the MFF 2021-2027 negotiations and the update of the Europol Regulation

Europol Public Information

mission. Beyond the increased information exchange and number of users, technological solutions are continuously being developed and their services used to support the Member States. Europol is committed to upgrading its information management and systems architecture and to introducing up-to-date, innovative capabilities to Member States.

For staff increases, together with the necessary investments in operational and ICT initiatives, including interoperability and a first delivery stage of the EU referral platform, the continuation of deployments at hotspots, and related investments in infrastructures and Headquarters, a budget of **€ 154.1M is provided in 2020**, which is an increase of € 15.8M (11.4%) compared to final budget 2019.

Indicative future needs of € 184.9M for 2021 are included in the Programming Document; a significant part of the increase is related to the Legislative Financial Statements for the Interoperability regulations, and the Visa Information System and the estimated costs of developing and operating an EU referral platform and is subject to further review.

HUMAN RESOURCES

Temporary agents

Starting from the 2019 establishment plan of 591 posts the net number of posts increased by 24, thus amounting to 615 for 2020. For 2021 an increase of 63 Temporary Agent posts is envisaged.

Contract Agents

Despite the expected effect on all areas of the Agency, the level of CAs in 2021 could be reduced to 195, provided that the European Commission will include an adequate number of TAs (+63) in its proposal for the Europol Budget 2021; otherwise, Europol shall retain a maximum level of CAs for 2021, as decided by the Management Board and taking into consideration the increased need of human resources to support the implementation of the Europol Strategy 2020+ priorities and change initiatives (i.e. Innovation Lab, EFEC, Analysis, High Value Targets, Information Management, Travel Intelligence).

Seconded National Experts

The number of Seconded National Experts (SNEs) is foreseen to remain stable at 71. Considering the challenges faced by Member States make SNEs available, and also taking into account the strong support of Member States to have Guest Officer SNEs for deployments at hotspots, it is considered that going beyond the current levels is not feasible.

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

Staff cuts / redeployments

The staff cuts for both the initial 5% and for the additional 5% for the re-deployment pool have been implemented as planned. A total of 45 posts were cut at the beginning of 2019.

An important factor that was not taken into account in the requirement of staff cuts was that Europol, unlike most 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. In 2018, the results of the job screening exercise showed an increase in the percentage of operational jobs and decreases in the percentage for administrative/coordination jobs.

The job screening exercise was done for the fifth time in 2018, according to the guidelines defined by the EU Agencies Network and based on all people working at Europol's premises

Europol Public Information

on 15 December 2018. This not only includes Temporary Agents, Contract Agents and SNEs but also Europol Liaison Officers, trainees and external service providers based at Europol's premises.

Job Type category	2017 Jobs	2017 (%)	2018 Jobs	2018 (%)	Δ 2018
Administrative support and Coordination	230	20%	223	18%	-2.25%
Administrative support	166	14%	169	13%	-0.54%
Coordination	64	5%	54	4%	-0.70%
Operational	891	76%	977	78%	1.79%
General Operational	668	57%	741	59%	2.00%
Programme Management	200	17%	211	17%	-0.20%
Top level Operational Coordination	23	2%	25	2%	-0.01%
Neutral	51	4%	56	4%	0.46%
Finance	51	4%	56	4%	0.46%
	1172		1256		

Staff financed with ad hoc grants / SLAs

For the year 2020 and 2021 Europol will also have a number of Contract Agents and SNEs directly funded via ad hoc grants or SLAs.

- Grant from EUIPO: 7 SNEs and 3 Contract Agents
- Grant from DG FPI: 7 Contract Agents
- Grant from DG Near for deployment of Liaison Officers in the Western Balkans: 4 Contract Agents

Europol is in close cooperation with DG Near and Cepol working on further agreements for activities concerning three different regions (Eastern Partnership countries, the Western Balkans and MENA).

FINANCIAL RESOURCES

Revenue:

The total revenue for 2020 comes to € 154.1M, including the subsidy for the European School in The Hague (ESH). Now that the funding mechanism with the Commission is fully established and ESH provides all schooling levels the subsidy is fully integrated under Item 9000 and no longer reflected separately.

Item	Heading	Budget Outturn 2018	Budget 2019	Final Budget 2020
9000	Regular subsidy from the Community	128,448,520	136,032,458	154,071,567
9001	Subsidy from Community for Type II School ⁹	1,797,000	2,273,000	P.M.
9010	Other subsidies and grants	-	-	P.M.
9101	Denmark contribution ¹⁰	-	-	P.M.
9200	Other revenue	-	-	P.M.
	TITLE 1 – TOTAL	130,167,032	138,305,458	154,071,567

⁹ Since the school is fully established the subsidy will no longer be separately reflected in the budget

¹⁰ It is envisaged that the budget will be amended later in the year with an additional contribution from Denmark via a separate procedure. Those funds will be handled as external assigned revenue (fund source R0).

Expenditure:

Item	Heading	Budget Outturn 2018	Draft Budget Outturn 2019	Final Budget 2020	2020/2019
1	Staff	80,953,876	82,060,734	91,159,567	111%
2	Other Administrative Expenditure	10,819,001	12,440,115	10,887,500	88%
3	Operational Activities	38,394,156	42,996,151	52,024,500	121%
Total expenditure		130,167,032	137,497,000	154,071,567	112%

Title 1 – Staff expenditure:

In 2020 staff expenditure amounts to € 91.2M and represents 59% of the total budget. It reflects 11% increase compared to the draft budget outturn 2019¹¹ which is mainly due to the additional staff and the salary and weighting increases.

The staff and salary budget foresees the expenditure for overall numbers of 615 TAs and 235 CAs. For new staff the costs are calculated for part of the year only to take into account the time it takes to complete recruitment.

The direct salary and allowances related budget (including recruitment expenditure and relocation allowances) for TAs and CAs (Chapter 11 – Staff in active employment) comes to € 84.2M, an increase of € 7.5M compared to the year 2019.

The budget for Socio-medical infrastructure (Chapter 13) and Training (Chapter 14) remains in line with the current implementation (amounting to € 1.2M), while the budget for other staff related expenditure (Chapter 15) is envisaged to increase by 35%. An increase of € 1.5M compared to 2019 is foreseen to cover higher costs for external security officers, as a consequence of the taking into use of the Temporary Satellite Building, consultancy services related to the mid and long term housing measures as part of the Strategic Housing Roadmap and additional fees for the European School due to higher numbers of enrolled pupils.

Title 2 – Other Administrative Expenditure:

The budget for administrative activities comes to € 10.9M and represents 7% of the total Europol budget. The decrease for administrative expenditure compared to 2019 amounts to € 1.6M or 12%.

A decrease of almost € 1.5M or 19% for Rental of buildings and associated costs (Chapter 20), compared to the Budget 2019, is due to lower one-off expenses for projects, in particular the investments related to the Temporary Satellite Building which was delivered in November 2019. However, in 2020 higher building-related running costs, such as energy and cleaning, are foreseen. These also include the implementation of the service level agreement with the Host State (contractual maintenance to retain the current service environment and business continuity of the headquarters and involved infrastructure).

¹¹ In this sector of Financial resources all comparisons to 2019 are made to the draft budget outturn 2019.

Europol Public Information

The budget for administrative ICT (Chapter 21) amounts to € 1.6M and is envisaged to cover activities related to ngAGE (next generation Administrative and Governance Environments), which includes continuation of support tools and systems, such as IRIS (Intranet), FMIS (Facilities Management System), ABAC (the Commission's financial system), e-Procurement and Sysper II (the Commission's HR System). In addition, this Chapter covers outsourced helpdesk services.

An amount of € 2.1M is foreseen for the continuation of other governance, administrative and telecommunication expenditure (Chapter 22 – 24). These Chapters include open source and database subscriptions, legal expenses, administrative expertise, uniforms, furniture, car fleet, office supplies, postal and courier services, telecommunications, etc.

For the budget for activities of the Management Board and its Working Groups under Chapter 25 there is an increase (+12%) which follows from the planning of four MB meetings for two full days and an increase in costs for the external MB meeting.

Title 3 – Operational activities:

The budget for Operational activities adds up to € 52M and represents 34% of the total budget. The increase for operational activities compared to 2019 amounts to € 9M or 21%.

A budget of € 17.6M for Chapter 30 – Operations, represents an increase of 19% and emphasises Europol's continued focus on operational results and increasing support to Member States. The budget is foreseen to further continue supporting Member States' activities under the EU Policy Cycle by awarding grants (€ 4M). In addition, it will allow for the continuation of security checks at hotspots (€ 3.2M) while also a significant part will be used to support Member States in organising operational and strategic meetings, missions, trainings for third parties and funding of operational task forces.

The budget for operational ICT services and programmes under Title 3 (Chapters 31 and 32 together) comes to € 29.2M, which is an increase of € 5.6M compared to 2019. This budget will be used for the implementation of the ICT workplan, in particular for the new Environment for Operations, interoperability, the new forensic environment (FITE), and a first delivery stage for a new EU platform for referrals and removal orders.

Part of the operational expenditure is intended to cover the allowances for 71 Seconded National Experts under Chapter 33, amounting to € 4.1M.

The budget under Chapter 34 and 35 for high level external stakeholder meetings (HENU and Europol Police Chiefs Convention) amounts to € 420K.

With an amending budget of € 5M in 2018 Europol and the Commission's Joint Research Centre initiated a project to build a Decryption Platform. The platform is envisaged to be taken into use in 2020 and an amount of € 700K is included in the 2020 budget, under Chapter 38 - Decryption platform, to cover for the operational running costs including electricity and further investments.

SECTION III - Work Programme 2020

Activities

A.1. Development of operational ICT capabilities

Overview

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

Law enforcement operates in an environment of dynamic technological progress and innovation adversely used for criminal purposes. In this context, the agency faces the challenge of continuously increasing information flow and complexity of data sets, which requires permanent joint efforts from ICT experts in close collaboration with the law enforcement experts, including urgent fundamental changes in the management of information and capabilities.

Based on the Europol Regulation the agency implements the re-design of its information management architecture, which aims at streamlining and modernising the execution and increasing the effectiveness of data processing for the benefit of all partners involved. To that effect, Europol has set up a multi-year transformation programme, the New Environment for Operations (NEO) that leverages the possibilities of the Regulation and implements the concept of Integrated Data Management (IDM).

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

Effort will be dedicated to the Business Value of ICT initiative with a view to reducing sustainment costs, optimising license spending and ensuring right-size security measures and availability.

The specific scope and level of development for each of the capabilities will be determined in 2020, based on changing and emerging business needs and resource availability.

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

2020 Objectives

The exact scope of the work for ICT capabilities depends on the elaboration of the ICT Work Plan 2020, which takes into account all interdependencies, ability to execute (resources) and stakeholder priorities.

Core operational ICT capabilities

Objectives and actions

A.1.1 Maintain reliable and secure operational ICT capabilities.

- Maintain the portfolio of ICT capabilities and the landscape of business solutions and their respective roadmaps, while ensuring evolution in alignment with the Europol's strategy and needs.
- Establish requirements for ICT solutions aligned to business needs and the Business and Information Architecture.
- Develop the ICT Portfolio Work Plan, incl. demand management and resource allocation and monitor its implementation.
- Manage ICT projects and ensure their delivery according to schedule, scope and cost.
- Manage an overall Solution Portfolio, in sync with the intended capability portfolio.
- Provide end-to-end design of individual solutions.
- Create enabling technology roadmaps, including retirement / replacement of obsolete solutions.
- Proactively identify and propose technology-driven innovation opportunities.
- Define and monitor Security standards.
- Design, build and operate ICT Security improvements.
- Provide application development services across multiple delivery models.
- Ensure consistent software engineering practices (including secure coding).
- Define delivery methods, tools and standards, and quality Assurance processes.
- Perform functionality, performance, continuity and security testing related to software solutions and infrastructure changes. Constantly develop automated testing approach.
- Maintain Solutions on a regular basis in line with the Service Level Agreements (SLAs) in force.
- Implement all changes into all environments of the Europol ICT Landscape.
- Develop and maintain processes and tooling for automated deployments of solutions.
- Provide tools used during the Software Development Cycle.
- Manage a system for Solution deployment in Production, Staging and Testing environments.
- Progress with the initiative Business Value of ICT to optimise license spending and ensure right-size security measures and right-size availability.
- Maintain Infrastructure including upgrades and replacements of end-of-life hardware and network equipment.
- Create and periodically test backups.
- Perform periodic patching of all network, server, storage, middleware and application components.
- Perform lifecycle management for all Infrastructure components.
- Provide workplace-related services and customer service and support to users of all Europol ICT capabilities, in-house, in MS and Third Partners.
- Define and implement new services as needed and maintain the Service Catalogue.

Europol Public Information

- Maintain a periodic overview of all services and solutions in terms of costs and capacity.

Expected results: Core Business Systems and the Member States receive a reliable service with minimal interruptions

MS-facing core operational ICT capabilities

Objectives and actions

A.1.2 Implement improvements to MS- facing core operational capabilities

Messaging Capability

- Support MS requests to connect to SIENA Confidential level. Support the integration of SIENA with MS national systems.
- Implement SIENA BPL as a webservice.
- Improve the secure messaging capability (formerly SIENA) user experience by offering value-adding services such as integrated translation service, an improved graphical user interface (GUI), simple vs. advanced message forms and better use of structured information by continuously extending the application of the UMF standard. Implement real-time usage of the messaging capability through mobile devices (BPL connectivity is a prerequisite).
- Review the access-control options to allow for fine-grained access control and enforcing the need-to-know principle.
- Ensure the scalability of SIENA performance to absorb the expected steep increase of automatic follow up to hits generated between PNR data sets and in the context of the upcoming systematic VIS and ETIAS cross-checks.
- Continue supporting improvement of UMF standard through participation in the UMF3Plus project. Increase the use of structured data by Europol and further facilitate the provision of structured data by MS by using UMF. Continue with the development of new generation UMF dataloaders and support their intake by MS.
- Finalise the necessary changes in identified solutions as a result of Brexit.

Data Sharing Capability

- Finalise the removal of Transfer of Ownership business logic in the data sharing capability (formerly EIS). Develop automated compliance check procedures for the uploaded data.
- Provide QUEST statistics internally and support the QUEST roll-out to Member States
- Take preparatory measures to upgrade Europol's ability to cope with the expected significant increase of automated queries once QUEST is widely deployed and in particular, the automated queries from ETIAS and end user queries sent through the European Search Portal to QUEST BPL.
- Dedicate efforts in increasing data quality aiming at providing i) Member States access to Europol's Analysis Projects via QUEST on a hit/no hit basis ii) OLAF and Eurojust access to Europol within the legal provisions of their mandates and the Europol Regulation. This includes the requirements analysis for QUEST BPL integration in ETIAS and the start of necessary development/performance enhancement of QUEST BPL.

Technical Infrastructure

- Harmonise further the IAM landscape of Europol by integrating more systems with IAM and taking further steps towards establishing a single enterprise identity. Improve IAM reporting capabilities and enhance process efficiency, including further flexibility in approval workflows and further implementation of attribute based access control including enhanced business profiles and metadata management capabilities. Pilot

Europol Public Information

federated identity management allowing end users a single sign-on when using different Europol's systems and services.

- The technical infrastructure will need significant and fundamental changes triggered by the need of EU-level information management systems for service continuity. These changes will also be to the benefit of the MS-facing capabilities since they use the same infrastructure (see also A.1.4, Technical Infrastructure).

Expected results: An improved secure communication service to Member States and other partners.

Increased efficiency of compliance checks on data.

An enhanced platform for knowledge sharing among EU law enforcement on criminal analysis, incl. a platform for the development and sharing of digital tools.

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

Objectives and actions

A.1.3 Implement the New Environment for Operations and further develop other core operational ICT capabilities.

Transformation

- Develop and maintain a NEO Overarching Architecture, including amongst others the Europol Law Enforcement Ontology, driven by the results of analysis and assessment of business needs, and leveraging innovation possibilities that guides the contents and coherence of NEO capabilities and their constituting services.
- Redesign existing ICT solutions, such as EIS, into capabilities according to the NEO Overarching Architecture, while considering, from the outset, the User Experience (both of MS and Europol staff) of the Europol Information Portal and the opportunities for system-to-system interconnection with MS ICT solutions. Existing ICT solutions will be analysed for their functionality, which will be assessed for their optimal added-value and fulfilment of their objectives. Agile development, standardisation (data and services), simplification and innovation are important drivers of this effort that will be conducted in close collaboration between ICT and the users.
- Leverage the new NEO fabric (data lake and micro-services) to implement the transformation in a gradual manner, prioritised in close collaboration among all stakeholders.

Analysis Capability

- Continue and accelerate the assessment of candidate tools for the visualisation and analysis toolkit and its integration in the NEO Target Architecture.
- Ensure continuity of business use of existing visualisation and analysis tools awaiting possible replacement.

Data Management Capability

- Continue the work towards full implementation of the central data repository (data lake).
- Explore and develop innovative and interoperable technical solutions for the scaling of the processing of travel related information taking into consideration the exponential growth of data volumes.

Forensic capabilities

- Complete the first phase of the New Forensic Environment, aiming for Interim Authorisation to Operate (IATO) by end of 2020, merging the use cases for the current Computer Forensics Network (CFN) into the Operational Network (OpsNet), in order to

maximise the value of available data (currently in separate networks), and consolidate and rationalise toolsets.

SMART Capabilities

- Analyse business capabilities and needs; propose opportunities for ICT innovation.
- Progress with the introduction of innovative solutions that are crucial for automating and pseudonymising cross-checking, pattern search, effective processing of large and diverse data volumes. Support the evolution of face recognition, step up the creation of the Data Science capability in ICT to support techniques such as Image and video analysis, speech processing, Natural Language Processing, Biometrics, Sensor generated data, etc.).

Operations support capabilities

- Provide ad-hoc capabilities to support LE operational needs, incl. engineering and deploying of ad-hoc processing environments and data pre-processing tools.
- Explore the technical and legal possibilities to establish an OTF working environment enabling the data sharing within the framework of a specific HVT project (e.g. through the case management capability).

Case Management capability

- Design and realise in line with the NEO Overarching Architecture and its implementation approach a Case management capability.

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

Connectivity with EU systems

Objectives and actions

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

- Contribute to the work on interoperability and connectivity of information management systems at EU level. Represent Europol in relevant committees and boards, e.g. SIS II, VIS, EURODAC, EES, ETIAS, UMF, IXIM and ADEP. Provide technical advice on initiatives related to the implementation of the EU Roadmap on information exchange and interoperability.
- Continue the preparatory work to set up the required processes and enable the future systematic check of all travel applications stemming from the EU Travel Information and Authorisation System (ETIAS) against Europol Regulation Article 18.2(a) data (i.e. data for cross-checking).
- Continue the preparatory work for establishing Europol’s access to Entry-Exit System (EES).
- Fine-tune Europol’s access to Schengen Information System (SIS II) and undertake improvements where necessary.
- Establish the inter-connectivity of Europol’s SIRENE office.
- Explore the interoperability between the SIRENE communication channel and Europol’s analytical capabilities to allow for the further, seamless processing of data.
- Explore the interoperability between the SIRENE communication channel and SIENA.
- Analyse the requirements for establishing a new Europol access to Eurodac based on the recast of Eurodac regulation. (subject to entry into force of the new Eurodac regulation).
- Depending on the 2019 ADEP project conclusions and further thorough technical and legal assessments including MS’ interest and requirements, as well as the financial

Europol Public Information

implications for Europol, continue supporting the ADEP network as the central coordinating body, i.e. by maintaining ADEP software, managing the pseudonymisation and search parameters, documentation repository and the joining of new participants.

- Depending on the feasibility study by the EU COM and further assessment by Europol of the possibility for Europol to become an information exchange partner in the Prüm framework and the availability of an enabling legal basis, initiate the implementation of the selected solution.
- Support the design and requirements gathering for the setting up of the CRRS (Central Repository for Reporting & Statistics); provide input to eu-LISA.

Technical Infrastructure

- Fulfilling the requirements posed by EU-level information management systems for 24/7 availability at adequate performance required in 2021 and beyond the existing technical infrastructure will be significantly and fundamentally changed by introducing the concept of Service Continuity. Service Continuity subsumes the concept of Disaster Recovery and allows for controlled scalability, performance and availability.

Expected results: The MS' needs in terms of efficient access to information are better met.
Interoperability and complementarity of Europol capabilities with EU information management systems leads to increased and more efficient exchange of information.

Indicators	Latest result (Q2 2019)	Target 2020 ¹²
% of active users on the EPE	46%	47%
Operational Stability - Uptime of Core Systems	99.6%	98%
Number of Cross Border Crime Checks in the EIS related to persons (MS)	1,364	2,300
Number of objects (all types) in the EIS (MS+Europol)	1,369,587	1,600,000
Number of searches through EIS and QUEST (MS+Europol)	-	10,000,000
Number of SIENA cases initiated by MS, TP and Europol	42,745	90,000
Number of SIENA messages exchanged by MS, TP and Europol (incl. PCCC)	618,611	1,300,000

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

A.2. Information Exchange and Cooperation

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 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 handling all incoming information and for managing the workflow of non-prioritised cases in terms of data processing, data handling and hit reporting. It also provides support to specific operations and action days both from the office and on the spot. In case of serious incidents it initiates emergency procedures and coordinates Europol's immediate response. 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 Europol's 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, in cooperation with the European Commission.

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

2020 Objectives

Front Office
Objectives and actions
<p>A.2.1 Ensure the effective functioning of the Front Office in managing operational information.</p> <ul style="list-style-type: none"> ○ Monitor operational data on 24/7 basis as the single point of entry for any incoming information from stakeholders. ○ Decide on the acceptance of information into Europol's databases. ○ Process and handle urgent messages in priority cases, in close cooperation with competent analysis projects.

Europol Public Information

- Process and handle non-priority cases and manage related information hits including evaluation and reporting (cross-matching).
- Process biometric data.
- Provide permanent monitoring and reporting of Open Source information.
- Manage EIS operational data including the insertion of data on behalf of third parties and hit management.
- Manage operational information exchange with third parties.
- Prepare daily situation and weekly intelligence briefing reports to inform internally about main operations, trends and patterns.
- Host the daily briefing of operational heads of units (TOT meeting).
- Maintain dashboards for management to provide business information for decisions.
- Further develop, maintain and deliver the 3-month induction training for newly recruited analysts; Contribute to the delivery of the EIS and SIENA trainings.
- Accommodate the potentially significant task of following-up to MS hits with Europol's analysis data once MS obtain hit/no hit access to the Analysis Projects via QUEST.
- Accommodate the potentially significant task of facilitating the exchange of information between EU MS and UK post-Brexit.¹³
- Finalise the setting-up of the SIRENE office within Europol to smoothly handle SIS II alerts and the communication with MS SIRENE Bureaux.
- Provided that there is a positive outcome of discussions with MS on Europol's role in SIS II, explore with the Commission opportunities for acquiring the legal mandate to evolve the SIRENE office into a fully-fledged 'EU SIRENE Bureau' having the possibility to insert in SISII high-profile individuals or important objects on behalf of Third Parties.

Expected results: More efficient data processing is in place leading to optimisation of analytical work.

Increased quality and completeness of Europol's intelligence picture allows for more effective response to MS operational cases and crisis situations.

Front Office

Objectives and actions

A.2.2 Provide support to operations and crises management.

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

¹³ Subject to the outcome of the Article 50 TEU process.

Europol Public Information

- Support the coordination of operations and large-scale joint actions; Organise and chair corresponding planning meetings.
- Fulfil the role of business product manager of the Virtual Command Post.

Expected results: MS's operations and emergency cases receive quality operational support.

Front Office

Objectives and actions

A.2.3 Host the Police Information and Coordination Centre (PICC) at Europol for the UEFA European Championship 2020.

- Provide the necessary infrastructure and logistics for the setting up of a command post for the overall information exchange and 24/7 security emergency situations during the EURO 2020 championship.
- Assist in the deployments of National Football Information Points (NFIP) delegates to Europol, who will be responsible for the information exchange with the competent police services in the hosting, visiting and transit countries.
- Support the PICC by providing the relevant Europol operational products and services, as requested by MS/TP.
- Ensure efficient coordination and cooperation with the partner organisations – UEFA, the Council of Europe, NFIP network of the Law Enforcement Working Group of the EU Council and Interpol's project STADIA.

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

Cooperation with MS

Objectives and actions

A.2.4 Manage cooperation with Member States

- Manage strategic cooperation of Europol with MS' competent authorities including Law Enforcement, Customs and Counter-Terrorism services.
- Coordinate Europol participation in MB/MB Working Groups and follow up to MB decisions.
- Coordinate and prepare meetings of the Heads of Europol National Units (HENUs).
- Organise study weeks for staff from Europol National Units.
- Support the liaison officers' community based at Europol, including by facilitating regular Heads of Liaison Bureaux (LB) and Heads of Desk meetings.
- Enhance cooperation with custom authorities by encouraging MS to intensify the inclusion of customs representatives in their national ENUs, LBs at Europol and the APs where the expertise of the customs has been identified as most relevant.
- Provide information to MS on agency's wide operational activities via Operational Meeting updates.
- Supporting activities regarding Schengen evaluations on police cooperation such as evaluations, on-site visits to Schengen MS and training.

Expected results: Enhanced cooperation with and between LBs, their respective national authorities and related stakeholders for the additional benefit in the operational area.

Cooperation with third countries

Objectives and actions

A.2.5 Manage cooperation with third countries.

- Support the implementation of the operational agreements with Albania, Australia, Bosnia and Herzegovina, Canada, Colombia, Georgia, Iceland, Liechtenstein, Moldova, Monaco, Montenegro, North Macedonia, Norway, Serbia, Switzerland and Ukraine, and the working arrangements with Israel, Japan and New Zealand.
- Support the implementation of the operational agreement with the USA and manage the Liaison Office in Washington.
- Support the implementation of the strategic agreements with China, Russia, Turkey and United Arab Emirates. The strategic agreement with Brazil is pending entry into force.
- Monitor the implementation of agreements and the fulfilment of obligations and commitments.
- Support deployment of third countries LOs to Europol (e.g. Japan, New Zealand and potentially UAE).
- Establish or reinforce cooperation with other selected high-priority third countries and partners as listed in the Management Board decision on Europol's external relations priorities in line with operational needs and as concluded in the mid-term review of the implementation of Europol's External Strategy.
- Prepare a new External Strategy 2021-2024 to be approved by the MB in the course of 2020.
- Continue deploying LOs to more Western Balkan countries and encourage increased information exchange and joint investigations on serious and organised crime, counter-terrorism and migrant smuggling criminal networks. Prepare for delivering an evaluation, in cooperation with the European Commission, of Europol's pilot project concerning the initial deployments if the latter are sufficiently advanced.
- Maintain effective operational cooperation with the UK from the point the country ceases to be a Member State of the EU¹⁴.
- Improve the framework for cooperation with MENA countries, e.g. by concluding working and potentially administrative arrangements to implement international agreements allowing for the exchange of personal data (as necessary), to allow for effective cooperation with these countries especially in the areas of terrorism and trafficking in human beings.
- Conclude as necessary administrative arrangements to implement other international agreements concluded by the European Commission.
- Assist the European Commission, where required and requested, in the negotiation of international agreements according to Art.218 TFEU and assessment of the data protection provisions of existing cooperation agreements according to Art.25(4) of Europol Regulation.
- Provide legal advice on new possibilities for case by case cooperation with any third country, in the absence of an agreement or adequacy decision.

¹⁴ The draft Programming Document will be reviewed to take account of the outcome of the Article 50 TEU process.

Europol Public Information

Expected results: Increased involvement of Europol in information exchange with third countries and better access to information from abroad.
Improved cooperation and joint undertakings with third countries and organisations leading to an increased operational impact.

Cooperation with EU institutions, agencies or bodies

Objectives and actions

A.2.6 Manage cooperation with EU institutions, agencies or bodies.

- Manage strategic cooperation of Europol with EU institutions, agencies or bodies, including EU CSDP missions and operations; manage the Liaison Office in Brussels.
- Manage and coordinate the interaction with the European Commission and EU Parliamentary and Council committees, including the Joint Parliamentary Scrutiny Group (JPSG).
- Provide (technical) advice and contribute to the implementation of new EU policy and legislative initiatives.
- Support the implementation of the operational agreements with Eurojust and Frontex, including the exchange of Liaison officers.
- Support the implementation of the strategic agreements and administrative and working arrangements with CEPOL, ECB, ECDC, EEAS, EMCDDA, ENISA, EUIPO, EU-LISA, the European Commission, FRA and OLAF.
- Continue the reinforced cooperation with eu-Lisa and Frontex with regard to the implementation of legislative files such as ETIAS and interoperability of the EU information management systems, etc.
- Continue the reinforced cooperation between the Eurojust Contact Points and Europol's Analysis Projects with regard to exchange of information, identification of HVT and Eurojust's participation in the EU Policy Cycle to step up the fight against serious and organised crime, terrorism and cybercrime.
- Support the Joint Investigation Teams (JIT) including the provision of funding in cooperation with Eurojust.
- Establish structured collaboration with the European Union Agency for Asylum (ex. EASO).
- Collaborate with other relevant EU agencies such as EMSA, and contribute to the work of the JHA Agencies Network.
- Continue with the preparatory work required for establishing a working arrangement with the upcoming European Public Prosecutor's Office (EPPO).
- Set up cooperation with the Commission and EEAS, in order to improve the links between EU Delegations and Europol and to progress on embedding the law enforcement component into CSDP missions and operations.
- Explore the establishment of links with EU defence structures (EU Military Staff, CPCC, CSDP missions and operations and SATCEN) and relevant bodies countering hybrid threats in order to enrich the intelligence picture with strategic information from military sources.

Expected results: Alignment of actions among EU agencies and bodies leading to better operational results.

Cooperation with organisations and private parties

Objectives and actions

A.2.7 Manage cooperation with international and regional organisations, and private parties.

- Support the implementation of the operational agreement with Interpol and manage Europol’s Liaison Offices in France and Singapore.
- Support the implementation of the strategic agreements with UNODC and WCO.
- Enhance the cooperation with WCO by implementing exchange programmes, sharing and contribution to strategic reports, extending access to relevant platforms and networks (e.g. EPE, CEN) and participating in joint operations and capacity building activities.
- Support the work of regional organisations and collaboration platforms such as the Baltic Sea Task Force, Danube River Strategy group, Western Balkan regional initiatives, SELEC, the Eastern Partnership, MAOC-N, MENA and EUMed, Afripol, the Western Africa Platforms, Aseanapol and Ameripol.
- Explore the establishment of links with NATO in order to enrich the criminal intelligence picture with strategic information from military sources.
- Implement and guide on new possibilities for cooperation with private parties stemming from the new Europol Regulation.

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

Indicators	Latest result (Q2 2019)	Target 2020
Accepted contributions to be processed	41,080	86,000
SIENA messages exchanged by third parties (TP)	85,870	250,000
Speed of first-line response to MS requests (days)	5.3	5

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 criminal intelligence-led policing in its structure, processes and resources. The agency facilitated the implementation of the first two EU Policy Cycles for organised and serious international crime and is currently working on the 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 2020.

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

In 2020 ESOCC will continue its work under a new structure targeting high-risk and cross-border Organised Crime Groups (OCGs) active in the areas of drugs, weapons and explosives, property crime and environmental crime. The economic crime which was previously dealt with by ESOCC will be a part of the new Economic and Financial Crime Centre (EFECC). Within each crime group the Analysis Projects (APs) are clustered and aligned to the priorities of the EU Policy Cycle.

ESOCC also includes the European Migrant Smuggling Centre (EMSC) which encompasses Europol's work on criminal activities related to irregular migration. The goal of the EMSC is to have a decisive role in proactively supporting MS to target and dismantle organised crime networks involved in migrant smuggling, with special attention provided to EU hotspots, and secondary and third movements within the EU, where OCGs are establishing their business model. From 2017, particular focus has been placed on the Central Mediterranean area in line with the Implementation Plan stemming from the Malta Declaration on migration. A closely linked dedicated analysis project on Trafficking in Human Beings deals with different forms of human exploitation.

2020 Objectives

European Serious and Organised Crime Centre (ESOCC)
Objectives and actions
<p>A.3.1 Ensure the effective functioning of the ESOCC in providing strategic and operational support to EU MS' investigations on SOC and the implementation of EU Policy Cycle priorities.</p> <ul style="list-style-type: none"> ○ Implement the reorganisation of the ESOCC by finalising the establishment of the new Unit on Drugs and Firearms and the Unit on High Risk and Cross Border OCG

Europol Public Information

incorporating the work on High Risk OCGs, Organised property crime and Environmental crime.

- Handle ESOCC information; monitor information flows; coordinate ESOCC operations.
- Support MS in identifying High Value Targets (HVT) - individuals and criminal organisations constituting the highest risk of organised and serious crime. Support the coordination of investigations and the development of operational tactics to lead to their arrest. This includes the establishment of Operational Task Forces on particular HVT, the implementation of multidisciplinary approaches and the logistical support to the investigators through EU funding instruments.
- Support MS with operational capabilities and expertise that are not available widely at national level to enhance cost-effectiveness.
- Work closely with front-line investigators by providing on-the-spot, real-time information exchange and expertise (Mobile Forensic Kit, Mobile Office, Virtual Private Network - VPN).
- Support MS by using the most suitable, tailor-made operational delivery models, including short and longer-term deployments of Europol experts.
- Develop expertise in the serious and organised crime mandated areas. In particular, build up ESOCC's expertise on the follow-the-money approach and the identification and seizure of criminal profits and assets, in cooperation with the Financial and Economic Crime Centre (ambition limited by resources availability).
- Set up operational meetings and support priority and HVT investigations, and EMPACT-related operational actions.
- Support the implementation of Multi-Annual Strategic Plans (MASP) and the Operational Action Plans (OAP) under the EU Policy Cycle to combat priority threats.
- Contribute to an increased focus of OAPs on poly-criminal and high risk OCGs.
- Coordinate strategic criminal intelligence collection and management. Provide dedicated strategic and tactical analysis support (within the framework of available resources).
- Support the preparation of prevention materials and campaigns.
- Coordinate demand and development of new technical solutions; coordinate R&D involvement.
- Organise major stakeholder events and conferences; coordinate partnerships and stakeholder networks.

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

Operations on Drugs

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

Disrupt the OCGs involved in heroin trafficking and distribution.

Disrupt the OCGs involved in synthetic drugs trafficking and distribution.

Disrupt the OCGs involved in Cannabis trafficking and distribution.

Objectives and actions

A.3.2 Undertake and support further improvements in the strategic and operational approach followed by the MS and Europol in targeting the reduction of drugs supply.

Europol Public Information

- Reinforce the support provided to drug-related operations of MS within the limits of resources availability, by forming a unit within ESOCC to more accurately reflect the magnitude and complexity of drug-related operations.
- Support the activities of the Programme Board on drug supply reduction, the drug-related EMPACT projects and the implementation of the EU Drugs Strategy¹⁵ and Action Plan on Drugs¹⁶ while ensuring their coherence.
- Identify high value targets (HVT) active in the field of drug production and trafficking and proactively support the coordination and the conduct of investigations on these individuals.
- Perform criminal intelligence analysis and provide analytical support.
- Support MS with operational capabilities and expertise, incl. on-the-spot support.
- Set up operational meetings and support priority and HVT cases, and EMPACT-related operational actions.
- Extend the use of biometric technologies (facial recognition) to support surveillance work targeting international drug trafficking networks (ambition limited by resources availability).
- Develop the Drug Unit's capability to support investigations involving bulk web data or bulk data from seized materials, in cooperation with EC3/forensics (ambition limited by resources availability).
- Develop the support to special tactics targeting the drug logistical facilitators (defined as facilitators involved in the production, transportation or financing of the drug related illicit activities).
- Further strengthen the operational cooperation with Antwerp and Rotterdam maritime ports which are the most vulnerable and targeted ports of the EU for drugs trafficking. Extend the outreach to other ports, e.g. Le Havre, Gent, Hamburg, Algeciras, etc.
- Ensure that MS and Europol receive increasing access to up-to-date criminal intelligence through the setting-up of public-private partnerships such as with relevant EU courier / parcel post companies, aviation and maritime authorities concerning trafficking of drugs or precursors, and suspicious vessels, flights and air couriers.
- Explore possibilities to involve Europol on an ad-hoc in the drug agencies' coordination centre in Colombia - being a key drugs trafficking hub - affecting the EU in order to have centralised criminal intelligence perspective for the benefit of all EU MS.
- Develop Europol's cooperation with international programmes fighting against drug production and drug trafficking (only priority cases).
- Explore the possibility to increase the cooperation with China on synthetic drugs, novel psychoactive substances and precursors.
- Conduct regular communication and awareness campaigns highlighting EU drugs threats as well as the EU efforts for combating this phenomenon, in coordination with EMCDDA.

Expected results: MS investigations in relation to drug crime receive better and extended support.
Reduction of the drug supply by facilitating arrest and prosecution of its main criminal actors.
Improved coordination and efficiency of action in the EU against common and high level priorities in the area of drug supply reduction.

¹⁵ OJ C 402, 29.12.2012, p. 1–10

¹⁶ OJ C 215, 5.7.2017, p.21

Operations on Weapons & Explosives

AP Weapons & Explosives: Disrupt illicit trafficking in firearms and explosives

Objectives and actions

A.3.3 Provide support to EU MS' investigations on weapons and explosives.

- Identify HVTs active in the field of weapons and explosives trafficking and proactively support the coordination and the conduct of investigations on these individuals.
- Establish and support operational task forces (OTF).
- Perform criminal intelligence analysis and provide analytical support.
- Support MS with operational capabilities and expertise, incl. on-the-spot support.
- Set up operational meetings and support priority and HVT cases, EMPACT-related operational actions.
- Conclude an MoU with Interpol and obtain access to the iARMS tracing tool.
- Conclude an MoU with the US Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) and obtain access to the eTrace firearms tracing tool.
- Extend the use of biometric technologies (facial recognition) to support surveillance work targeting international weapon trafficking networks (ambition limited by resources availability).
- Develop proactive criminal intelligence gathering on (dark) web-based weapons and explosives trade (support limited by resources availability).
- Develop data processing and analysis capacities when it comes to seized digital data, to the extent possible due to resources availability.
- Retain the support to special tactics targeting the weapon/explosives production and trafficking logistical facilitators (defined as facilitators involved in the production, transportation or financing of the weapons related illicit activities) – at 2019 levels.
- Define the requirements – in collaboration with Interpol - for setting up a Europol ballistic comparison system (ambition limited by resources availability).

Expected results: MS's investigations receive quality analytical and operational support related to illicit trafficking weapons and explosives.
High value targets are arrested and criminal networks are affected.

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

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

Disrupt Ethnic Albanian¹⁷ Organised Crime Networks

Disrupt Eastern European Organised Crime Networks

Disrupt Outlaw Motorcycle Gangs

Objectives and actions

A.3.4 Provide support to EU MS' investigations on High Risk and Cross Border OCGs.

- Identify HVTs active in high risk top organised crime groups. Proactively support the coordination and the conduct of investigations on these individuals.
- Perform criminal intelligence analysis and provide analytical support.
- Support MS with operational capabilities and expertise, incl. on-the-spot support.
- Set up operational meetings and support priority and HVT investigations.

¹⁷ For the purpose of this section, 'Ethnic Albanians' are understood as persons who identify themselves as Albanians due to their culture, history, language, traditions or descentance, irrespective of whether they live in Albania or elsewhere.

Europol Public Information

- Extend the use of biometric technologies (facial recognition) to support surveillance work targeting members of high risk OCGs (ambition limited by resources availability).
- Develop data processing and analysis capacities when it comes to seized digital data (ambition limited by resources availability).
- Maintain the support to special tactics targeting the illicit activities of the members of high risk OCGs.
- Provide dedicated support to EU-financed projects¹⁸ targeting the identification, infiltrating and dismantling of mafia-type organised crime structures and criminal networks through intelligence, analysis and forensic tools.
- Organise and fund the Annual Plenary Meetings.

Expected results: MS's investigations receive qualitative analytical and operational support related to High Risk and Cross Border OCGs.
Arrests of High value targets and disruption of criminal networks.

Operations on Property Crime

Combat organised property crime committed by Mobile Organised Crime Groups

Objectives and actions

A.3.5 Provide support to EU MS' investigations on Property Crime.

- Perform criminal intelligence analysis and provide analytical support.
- Support MS with operational capabilities and expertise, incl. on-the-spot support.
- Set up operational meetings and support priority and HVT investigations, EMPACT-related operational actions.
- Organise and fund the Annual Plenary Meeting.
- Become the central accreditation point of LEAs for obtaining access to the stolen luxury items database.
-

Expected results: MS's investigations receive quality analytical and operational support related to property crime.
Arrests of High value targets and disruption of criminal networks.

Operations on Environmental crime

Disrupt the capacity of OCGs involved in environmental crime

Objectives and actions

A.3.6 Provide support to EU MS' investigations on Environmental crime.

- Perform criminal intelligence analysis and provide analytical support.
- Support MS with operational capabilities and expertise, incl. on-the-spot support.
- Set up operational meetings and support priority, HVT investigations and EMPACT-related operational actions.
- Organise and fund the Annual Plenary Meetings.
- Organise and fund a high level conference to engage Police and Customs agencies of MS in wildlife trafficking.
- Explore possibilities for establishing closer cooperation and joint actions with the European Environmental Agency.

¹⁸ Such as the ONNET project supporting 11 international mafia-type investigations, mostly focussed on Italian and Albanian speaking OCGs, including two OTFs.

Expected results: MS's investigations receive quality analytical and operational support related to Environmental crime.
Arrests of High value targets and disruption of criminal networks.

European Migrant Smuggling Centre

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

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

Objectives and actions

A.3.7. Enhance the support to EU MS' investigations on organised crime related to migrant smuggling.

- Act as the EU Centre of expertise on migrant smuggling.
- Monitor migration flows from the perspective of the organised crime involvement; highlight links between migrant smuggling and other crime areas and terrorism.
- Manage migrant smuggling-related operational information received from the guest officers deployed at the hotspots.
- Facilitate the work of the Information Clearing House (ICH) and the exchange of information with the involved partners.
- Perform as the central Europol contact point in the EU Regional Taskforce (EU RTF).
- Set up operational meetings and support priority and HVT investigations, and EMPACT-related operational actions.
- Reinforce the support to MS to tackle the facilitation of illegal migration with a focus on secondary and third movements within the EU, where OCGs are establishing their business model.
- Continue supporting the Joint Liaison Task Force on migrant smuggling embedded within the EMSC and composed of a permanent operational team of MS liaison officers, within the current resources availability.*
- Maintain Mobile Analytical Support Teams' (EMAST) deployments, as a flexible mechanism allowing Europol to send experts to the most relevant hubs in the most needed time given that migration hubs are essential source of information and their location is rapidly changing.
- Prepare for upcoming involvement of EMSC in the Migration Mobile Support Teams (MMSTs) within the framework of available capacities. Contribute to the development and delivery of training to MMSTs in cooperation with the relevant EU agencies.
- Set up modalities for cooperation with relevant multi-actor platforms, acting as an intelligence collection hub, such as possible future Regional Joint Operational Platforms (similar to the Joint Operational Office Vienna) or any controlled centres, if established.
- Support the Joint Operational Office Vienna with operational data, investigative findings and strategic analysis as well as with financial means via EMPACT funding.
- Seek further possibilities to obtain criminal intelligence from non-EU origin and transit countries in the absence of legal agreements by increasing the number of interactions with the relevant CSDP entities and through cooperation with future Criminal Information Cells.
- Intensify the investigative and referral work in the area of social media, which are frequently abused by criminal groups by selling stolen or lost travel documents.
- Strengthen the focus on Document fraud being a priority under the EU Policy Cycle and given the increasing amount of criminal intelligence in respect to falsified and

Europol Public Information

<p>counterfeited documents. Support specific Cyber Actions Days and Joint Action Days addressing the issue.</p> <ul style="list-style-type: none"> ○ Discuss with MS the opening of a new AP on Document Fraud and initiate its establishment, if confirmed, within the framework of available resources. ○ Contribute to the delivery of training by CEPOL or MS to MENA countries, Eastern Partnership countries and the Western Balkans within the framework of available capacity.
<p>Expected results: Europol is able to base its operational support functions on real time information and to respond swiftly on changing organised migrant smuggling trends.</p> <p>MS's investigations receive qualitative analytical and operational support in relation to dismantling of organised crime groups active in migrant smuggling.</p> <p>Arrests of High value targets and disruption of criminal networks.</p>
<p>A.3.9 Provide support to EU MS' investigations on Trafficking in Human Beings.</p> <ul style="list-style-type: none"> ○ Support MS investigations concerning trafficking of children within, into or through the Member States; and the trafficking of adults within, into or through the Member States for the purposes of labour or sexual exploitation. ○ Perform criminal intelligence analysis and provide analytical support. ○ Support MS with operational capabilities and expertise, incl. on-the-spot support. ○ Set up operational meetings and support priority and HVT investigations, and EMPACT-related operational actions. ○ Develop knowledge on key organized criminal groups (such as Nigerian confraternities and Chinese Organised Crime Groups) involved in THB in the EU. ○ Focus on investigations where the internet is used as an enabler (e.g. to recruit victims on social media and to advertise sex workers) and where false and fraudulent documents are used. ○ Integrate financial and asset recovery techniques into THB investigations. ○ Explore and optimize the use of the data now available, due to the implementation and operationalization of the EU Passenger and Name Record (PNR) Directive, for the purpose of benefitting the THB investigations related to the use of air travel by suspects and victims.
<p>Expected results: MS's investigations receive quality analytical and operational support related to THB.</p> <p>High value targets are arrested and criminal networks are affected.</p>

Indicators	Latest result (Q2 2019)	Target 2020
Number of cases where High Value Targets are identified	17	10
Number of operational task forces established	10	5
Operational reports delivered related to SOC	2,251	3,000
Operations supported related to SOC	447	370
Satisfaction with operational support and analysis in the area of SOC	8.7	8.0

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.

2020 Objectives

<u>European Cybercrime Centre (EC3)</u>
Objectives and actions
<p>A.4.1 Ensure the effective functioning of EC3 in providing strategic and operational support to EU MS' investigations on cybercrime and the implementation of EU Policy Cycle priorities.</p> <ul style="list-style-type: none"> ○ Serve as the EU law enforcement hub for collecting, processing, analysing and exchanging information and criminal intelligence of relevance for cybercrime and cyber-enabled (e.g. Dark Web) investigations.

Europol Public Information

<ul style="list-style-type: none">○ Provide cross-checking, operational analysis, support, coordination and de-confliction to MS cybercrime investigations in the areas of cyber-dependent crimes, transnational payment fraud, child sexual exploitation, Dark Web, and cross-cutting crime enablers.○ Provide an on-the-spot service by deploying cyber analysts and/or specialists to support ongoing operations.○ Provide 24/7 support to MS for immediate reactions to urgent cyber cases and cyber crises situation via stand-by duty and the EU Law Enforcement Emergency Response Protocol (EU LE ERP).○ Strengthen the support to MS on Operational Taskforces, the effective prioritisation of HVTs and identification of optimal follow-up response measures (ambition limited by resources availability).○ Facilitate the multi-disciplinary interaction between partners and stakeholders, including Advisory Groups, Governance network, Europol Financial Coalition and EUTCF, for the purposes of establishing cooperation and information sharing.○ Interact with law enforcement representatives in the EU, industry and academia to develop and present collective views in the global discussion on Internet Governance and in relation to EU policy making and legislative process.○ Contribute to the preparation and delivery of standardised prevention and awareness campaigns in relation to the cybercrime-mandated areas. Facilitate the interaction and cooperation with partners such as the Cybercrime Prevention Network.○ Coordinate and support the demand, development and delivery of comprehensive cybercrime training under the umbrella of a Training Governance Model at EU level.○ Promote the EC3 Secure Platform for Accredited Cybercrime Experts (SPACE) as a centre of excellence where relevant experts exchange strategic information and best practices.○ Continue to use the EC3 Twitter Account as a fast dissemination channel for EC3's products and services, as well as to engage with the relevant external stakeholders.
<p>Expected results: MS's investigations receive quality analytical and operational support related to cyber-crime.</p> <p>Improved joint operational activities with public and private partners of relevance.</p> <p>More effective levels of cooperation leading to better coordination and increased operational and strategic results.</p>

Digital and Document Forensics

Objectives and actions

A.4.2 Establish the Digital and Document Forensics Unit at Europol.

- Reinforce the forensic services of Europol by increasing the staff level if permitted by the final Europol's budget and establishment plan for 2020 and by forming a unit within EC3 to more accurately reflect the role and responsibilities of forensics in the organisation.
- Focus the services provided by the Digital and Document Forensics Unit towards investigations bringing most value added to Member States, in particular High Value Targets investigations and investigations with medium to high complexity, loss and harm that require an expert response and should be dealt with by officers with advanced skill sets that may not always be available in all MS.
-

Expected results: MS's investigations receive quality Digital and Document Forensics support and enhanced access to criminal evidence.

Europol Public Information

Increased capacity and functionalities of Europol's forensics capabilities.

Continuously developed expertise of the EC3 Forensic Lab to be in the forefront of R&D and in tackling technical challenges.

Digital Forensics

Objectives and actions

A.4.3 Provide Digital Forensics support to EU MS' investigations.

- Provide forensic services, including expertise and examination in regard to digital forensics, mobile devices, computers and ICT infrastructure, such as the Forensic IT Environment.
- Actively support MS in overcoming the technical challenges to their cyber and cyber-facilitated investigations, by identifying suitable tactics, developing dedicated tools, and sharing best practices to respond to the emerging operational needs (e.g. vehicle forensics, hardware and IoT forensics, side channel analysis, mobile extractions and analysis).
- Provide advice in relation to MS's covert digital activities.
- Deliver the annual Digital Forensic Investigator training course in cooperation with CEPOL.
- Based on proven forensic methodologies further explore possibilities to use AI, machine learning and automation in the area of digital forensics. Implement aforementioned technologies in the workflow of Europol EC3 Forensic Lab (ambition limited by resources availability – synergies to be sought with Innovation Lab)

Expected results: MS's investigations receive quality Digital Forensics support.

A.4.4 Optimise Europol's capability for recovering encrypted data encountered during the course of criminal investigations and utilise the agency's potential to perform as a European centre of expertise on decryption.

- Maximise the usage of the newly acquired processing power of the Decryption platform in order to improve the speed and efficiency of the recovery of encrypted data from devices seized during the course of a criminal investigation.
- Continuously monitor new trends in the use of encryption by criminals and explore different investigative opportunities and best practices in addressing the issue.
- Contribute to the capacity building efforts for law enforcement to obtain and handle digital evidence using techniques such as live data forensics or gathering contextual information in support of the decryption process.
- Further expand and strengthen the role of the newly established Network of Points of Expertise on Encryption with relevant stakeholders.
- Further expand and strengthen the role of EC3 Forensic Lab in building the toolbox of relevant alternative and good quality techniques/materials/tools to facilitate overcoming challenges posed by encryption during the course of criminal investigations.
- Increase the cooperation with ENISA to identify, assess and define solutions to address the criminal abuse of encryption and online anonymity.

Expected results: Increased capacity and functionalities of Europol's Decryption platform.

Coordinated EU LEA strategy on tackling the criminal abuse of encryption and associated challenges.

MS investigations receive better support and expertise with regards to the criminal abuse of encryption and online anonymity.

Document Forensics

Objectives and actions

A.4.5 Provide Document Forensics support to EU MS' investigations.

- Support MS investigations concerning false documents, counterfeit currency and printing devices.
- Provide forensic services, reports and examinations, including forensics services accredited to ISO17020:2012.
- Maintain ISO17020:2012 accreditation concerning forensics examinations on Euro counterfeited banknotes.
- Support MS investigations with video enhancement analyses.
- Share the expertise and provide training in false document and currency identification.
- Support EU Policy Cycle priorities on document fraud and related investigations.
- Assist in the dismantling of clandestine print shops.

Expected results: MS's investigations receive quality Document Forensics support.

Cyber Intelligence

Objectives and actions

A.4.6 Provide Cyber Intelligence support to EU MS' investigations.

- Collect information on cybercrime and cyber-facilitated crime threats and trends from a wide array of public, private and open sources.
- Provide knowledge products with regard to technology and new criminal modi operandi online.
- Support EU MS with OSINT analysis and expertise. Develop an OSINT Hub for sharing expertise on the exploitation of open source data for operational purposes (ambition limited by resources availability).*
- Design a platform for operational data enrichment to the data contributed by MS with information coming from private partners, relevant EU bodies and OSINT – commence implementation of the platform if resources allow.
- Enhance the operational and technical support to crypto-currency-related MS investigations, e.g. by developing a cryptocurrency portal where LEA trace and monitor open source blockchain (level of support limited by resources availability).
- Utilise the implementation of the Malware Information Sharing Platform (MISP) at Europol to facilitate the operational collaboration between cyber law enforcement and cyber security/network and information security community.

Expected results: MS's investigations receive quality analytical and operational Cyber Intelligence support and benefit from improved intelligence picture.

Operations on Cyber-Dependent Crimes

Disrupt criminal networks involved in cyber-dependent crimes associated with internet and ICT (Information and Communication Technology)

Objectives and actions

A.4.7 Provide support to EU MS' investigations on cyber-dependent crimes.

- Provide operational coordination and support to Member States' investigations with regards to cyber-dependent crimes of greatest concern.
- Focus on preventing and combating cyber criminality affecting critical infrastructure and network and information systems.
- Focus on investigating, targeting and disrupting cybercrimes associated with organised groups generating greatest harm and/or large criminal profits and cybercrime-as-a-service schemes.
- Maintain the technical support and in-depth analysis on top malware, namely ransomware, in light of the proliferation of the threat and the exponential increase for technical and financial investigative support requests (e.g. digital forensics and alternative means of payment analysis) by the MS.
- Pro-actively share technical expertise and support tools on Big Data analytics (e.g. EC3 Search Box) with MS and participate in collaborative international efforts to standardise and further develops tools and procedures (e.g. Cygnus development, SIRIUS and FREETOOLS).
- Strengthen the support to the MS on Operational Taskforces, effective prioritisation of HVTs and identification of optimal follow-up response measures.
- Provide a dedicated, secure and automated malware analysis platform to MS through the Europol Malware Analysis Solution (EMAS).
- Continue enhancing malware analysis capabilities by adding technical solution and expertise on malware virology/malware DNA, integration of Malware DNA in the EMAS platform, reverse engineering, mobile malware and ATM malware (development limited by availability of resources to only some urgent capabilities and updates).

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

Operations on Child Sexual Exploitation

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

Objectives and actions

A.4.8 Provide support to EU MS' investigations on child sexual exploitation.

- Tackle forms of criminal online behaviour against children, such as grooming, self-generated indecent material, sexual extortion and coercion, and web live streaming.
- Fight distribution of child sexual exploitation material including preventing, intercepting and stopping the sharing through peer-to-peer networks, commercial platforms, and the Dark Web, as well as addressing the commercial sexual exploitation of children.
- Enhance the Victim Identification efforts, including the development and extension of the Image and Video Analysis Solution (IVAS) to MS and hosting of the Victim Identification Taskforce to foster cooperation and pooling of expertise from different police agencies and Interpol (development limited by availability of resources to only some urgent capabilities and updates).
- Update regularly EU MS experts on intelligence relating to online platforms being set up, maintained or abused for the purpose of child sexual exploitation.

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- Tackle the phenomenon of transnational child sex offenders by supporting the EU MS in detecting and intercepting of travelling child sexual offenders.
- Strengthen the support to the MS on Operational Taskforces, effective prioritisation of HVTs and identification of optimal follow-up response measures.
- Enhance the established secure 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 ensuring that this is consistently done in a time-sensitive manner.¹⁹
- Provide strategic input for a potential EU Child Protection Centre.
- Organise a European NCMEC Roundtable on tackling of online child sexual exploitation.
- Deliver and support training courses on Victim Identification (in cooperation with CEPOL) and Combating Online Sexual Exploitation of Children.

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

Operations on Non-Cash Payment Fraud

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

Objectives and actions

A.4.9 Provide support to EU MS' investigations on Non-Cash Payment Fraud.

- Support the MS in combating forms of payment fraud such as skimming (duplication of a card's magnetic strip often through devices hidden within compromised ATMs and Point-Of-Sale terminals) and cyber-enabled non-cash payment types of fraud.
- Support the MS in cyber-facilitated payment process compromise (business e-mail compromise BEC) investigations.
- Execute the joint action week on carding (unauthorised use of credit or debit card data to purchase products and services in a non-face-to-face setting, such as e-commerce websites). Provide support to priority cases in the area in light of the rising threat level and the growing criminal intelligence input from operations and MS contributions.
- Execute the joint operational action against telecom fraud, in collaboration with law enforcement, judiciary and relevant private partners.
- Support the MS in addressing new emerging trends and criminal Modi Operandi (e.g. payment process compromise incl. intrusion into processing of payment card systems, ATM malware, Black Box attacks, compromise of Near Field Communication transactions, etc.).
- Strengthen the support to MS on Operational Taskforces, the effective prioritisation of HVTs and identification of optimal follow-up response measures.
- Coordinate the detection, identification, dismantling, prosecution and prevention of money mulling, 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. In particular, continue expanding the operational and strategic collaboration on payment fraud migration and card-not-present fraud.
- Deliver the annual training course on Payment Card Fraud Forensics and Investigations.

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

¹⁹ The action is related to an application for H2020 funding.

Operations on Online Trade in Illicit Goods and Services

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

Objectives and actions

A.4.10 Provide support to EU MS' investigations on the Dark Web.

- Support the MS and Europol's Analysis Projects in combating criminal networks involved in the administration and moderation of Dark Web related activities, as well as the related commodity-based vendors and buyers.
- Coordinate, plan and execute joint technical, investigative and prevention actions to maximise impact and reduce crime on the Dark Web.
- Maintain the strategic intelligence picture for the online trade in illicit goods and services online, in particular on the Dark Web and alternative platforms.
- Provide in-depth operational analysis on Dark Web data repositories to enhance the identification of High Value Targets involved in crime on the Dark Web.
- Maintain the support to MS on Operational Taskforces, the effective prioritisation of HVTs, de-confliction and identification of optimal follow-up response measures.
- Increase awareness on existing tools, tactics and techniques for conducting Dark Web investigations.
- Support MS and Europol's Analysis Projects in the coordination and development of EMPACT Operational Actions relevant to Dark Web, within the framework of available resources.
- Provide an annual platform for experts from across the traditional and technical specialists to share knowledge and expertise on developments and investigations on the Dark Web.
- Support the delivery of training related to Dark Web investigations.

Expected results: MS's Dark Web investigations receive quality analytical and operational support.

Joint Cybercrime Action Taskforce (J-CAT)

Objectives and actions

A.4.11 Provide support and operational coordination to the J-CAT operations and activities.

- Host and support the work of the Joint Cybercrime Action Taskforce (J-CAT) composed of Cyber Liaison Officers from closely involved Member States, non-EU law enforcement partners and EC3.
- Stimulate and facilitate the joint identification, prioritisation, preparation, initiation and execution of cross-border investigations and operations by the J-CAT partners, within the framework of available resources.
- De-conflict and identify synergies for joint operational activities with the other global cybercrime taskforces and key cyber operational centres (e.g. NCFTA and INTERPOL) towards optimising resources and the effectiveness of operations.
- Facilitate the collaboration and operational engagement with Eurojust on cybercrime cases via the dedicated Eurojust cyber SNE.
- Maintain a Law Enforcement attachment scheme to the J-CAT within which non-Taskforce members of operational relevance would be temporarily working with the J-CAT on a case-basis.
- Attach a Private Sector Scheme to J-CAT with key industry partners to enable the undertaking of joint initiatives between J-CAT, EC3 and the private sector.

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Expected results: J-CAT investigations receive quality analytical and operational support.
Improved joint operational activities with public and private partners of relevance.

Research & Development

Objectives and actions

A.4.12 Proactively develop expertise and solutions related to challenges in cybercriminal investigations.

- Collect, analyse and manage strategic intelligence, and further develop expertise with a view to supporting pro-active and innovative approaches.
- Facilitate the interaction and cooperation with partners, including Academic Advisory Network and other EU entities, to facilitate cooperation in the development and delivery of strategic analysis, threat intelligence and forward-looking products. Identify common challenges to combating cybercrime with Eurojust.
- Coordinate the demand and development of new technical solutions, including R&D with the Forensic Experts Forum and other relevant platforms and networks. Provide advice to R&D priorities at national and EU level, particularly in relation to EU funding programs, if and where appropriate.
- Expand current toolbox of Europol EC3 forensic Lab forensic techniques and tools to in the area of decryption, vehicle forensics, hardware and IoT forensics, reverse engineering to be able to fully utilize upgraded Decryption Platform.
- Organise a Cyber Law Enforcement & Big Data Conference to exchange best practices in combating cybercrime and cyber-enabled crime by employing innovative tools, tactics and techniques.
- Further develop expertise on technological innovation such as 5G, encryption, anonymization services and any other relevant developments.
- Based on the CGN toolbox, develop and maintain a technical solution for MS to resolve a public IPv4 address over a CGNat without the source port number (limited by availability of resources – EC3 will explore other avenues, e.g. EMPACT to deliver this activity).
- Further define/optimize the possible role of Europol to facilitate access to WHOIS data for MS law enforcement authorities, depending on the developments in 2020.
- Broaden and continue to implement the technology watch function to pro-actively inform about criminal abuse of new technology while ensuring the consideration of the LE angle in the process of development and innovation.

Expected results: Coordinated efforts in research and development lead to greater realisation of common projects and technical solutions in the cyber crime area.
MS's investigations receive up-to-date technical support in the cyber domain.

Indicators	Latest result (Q2 2019)	Target 2020
Decryption platform successes	11	20
Number of forensic jobs performed by EC3	577	1,500

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Operational reports produced related to cybercrime	581	1,000
Operations supported related to cybercrime	272	350
Satisfaction with operational support and analysis in the area of cybercrime	8.8	8.5

A.5. Counter-Terrorism

Overview

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

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

2020 Objectives

The European Counter-Terrorism Centre (ECTC)

Objectives and actions

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

- Serve as the EU law enforcement hub for collecting, processing, analysing and exchanging information and criminal intelligence of relevance for a wide range of terrorism-related areas and in the field of responding to a major terrorist crisis.
- Provide cross-checking, operational analysis, coordination and de-confliction to MS counter-terrorism investigations.
- Meet the exponentially growing need for de-confliction of CT-related data with national CT units and follow-up reporting resulting from PNR data flows (within the limits of resources availability).
- Provide operational support to MS on-the-spot. Support the deployments of Mobile office and other mobile toolkits. Provide technical/ forensic support.
- Utilise opportunities for embedding ECTC staff members on a temporary basis based on operational cases into the Crime Information Cells (within CSPD missions/operations) or other organisations and platforms dealing with particular CT related phenomena/subjects, with the aim to increase information gathering and sharing on the spot and enhance coordination.
- Manage the Counter Terrorism Joint Liaison Team (CT-JLT) operational platform and the First Response Network. Further optimise the CT-JLT concept as a mature

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mechanism for proactive and intelligence-led coordinated action accelerating exchange of information and operational results in particular with focus on returning foreign terrorist fighters.

- Identify new terrorist Modi Operandi, emerging threats and developments. Detect links between terrorism and organised crime and follow in particular the rising phenomenon of hybrid threats with terrorism dimension. Provide tailored newsfeeds and strategic reports, including trend analysis, early warnings, the 6-month high profile Outlook on developments in terrorism and the annual high profile TE-SAT report.
- Increase cooperation between the Counter Terrorism Group (CTG) members and Europol in areas of common interest, while fully respecting the sole responsibility of Member States for national security.
- Administer and support the CT Program Board (CTPB) as the MS steering governance tool to the ECTC. Ensure the coordination of and the ECTC involvement in the work plan driven by the MS represented in the CTPB.
- Organise stakeholder events, including the ECTC Advisory Network on Terrorism and Propaganda meetings and the annual conference.
- Oversee the establishment of cooperation with EU institutions and agencies, international organisations, law enforcement, academia and private sector entities with a particular focus on stakeholders at policy level.
- Continue enhancing cooperation with the Western Balkan countries on the basis of the operational agreements and the Western Balkan CT Action Plan.
- Continue enhancing cooperation with the MENA countries and Turkey while expecting the international agreements to be concluded by the Commission, following a threefold approach: 1) through the CT dialogues and by supporting CT/security experts deployed by MS to the EU Delegations and CSDP-missions/operations; 2) by participating in capacity building initiatives offered by CEPOL and EU-funded programmes; and 3) by identifying strategic/technical partners for the establishment of a common product or specific strategic initiative.

Expected results: MS's counter-terrorism investigations receive qualitative analytical and operational support.
Improved joint operational activities with public and private partners of relevance.
More effective levels of cooperation leading to better coordination and increased operational and strategic results.

Operations on terrorist activities

Identify activities of terrorist groups listed by the Council of the European Union as posing a serious threat to the security of the EU and the Member States, and any associate criminal activities within Europol's mandate uncovered in the course of the investigations into these terrorist networks (including ethno-nationalist and separatist terrorism, left-wing and anarchist terrorism, right wing and single-issue terrorism).

Prevent and combat crimes committed or likely to be committed in the course of terrorist activities against life, limb, personal freedom or property, and related criminal offences associated with terrorism perpetrated by individuals, groups, networks or organisations who evoke Islam to justify their actions.

Prevent or combat terrorism by sharing analysis on related travel activities to terrorist hotspots, e.g. conflict zones and training venues.

Objectives and actions

A.5.2 Provide support to EU MS' counter-terrorism investigations.

- Perform criminal intelligence analysis and provide analytical support.

Europol Public Information

- Support MS with operational capabilities and expertise, incl. on-the-spot support.
- Continue performing secondary security checks through the deployment of Guest officers in Italy, Greece, and Cyprus .Manage CT-related operational information received from the secondary security checks.
- Adjust the provision of secondary security checks according to the changes of Frontex interventions, in particular when Migrant Management Support Teams are deployed with Europol's participation.
- Enhance Europol's facial recognition capabilities, including in the context of the secondary security checks (ambition limited by resources availability).Increase the number of staff trained in the usage of face recognition tools.
- Support the operations of the Terrorist Identification Taskforce targeting CT suspects for which there is not enough evidence for opening prosecutions.
- Following the emerging trend of right wing extremism, explore the opportunities to set up a dedicated target group and online monitoring. Prepare the modalities for establishing a EU-wide coordination mechanism to tackle this crime phenomenon.

Expected results: MS's CT investigations receive quality analytical and operational support.

Operations on War Crimes, Genocide, Crimes against Humanity

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

Objectives and actions

A.5.3 Provide support to EU MS' investigations on War Crimes, Genocide, Crimes against Humanity.

- Streamline the gathering and processing of information at EU level.
- Perform criminal intelligence analysis and provide analytical support.
- Support MS with operational capabilities and expertise, incl. on-the-spot support.
- Within the framework of available resources, prepare for the expansion of the workload of AP Core International Crimes, including the collection of data from new sources (NGOs, UN, ICC, military, private, etc.) and the specific requirements linked to the shift of focus from analysis on persons to analysis on events.

Expected results: MS's investigations on War Crimes, Genocide, Crimes against Humanity receive quality analytical and operational support.

Counter Terrorism Financing

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

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

Objectives and actions

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

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- Deal with MS requests for data on financial payments linked to terrorism including in accordance with the EU-US Terrorist Finance Tracking Programme Agreement (TFTP).
- Verify the link to terrorism in requests for data on financial payments.
- Support MS' investigations targeting networks facilitating the financing of terrorist actions or organisations.
- Provide support, including information on financial transactional data, to all operations where there is a link to terrorism.
- Liaise with Europol's Financial and Economic Crime Centre and with the competent ESOC and EC3 units to close information gaps and to receive specialised support for complex cases.
- Support the Europol Financial Intelligence Public Private Partnership (EFIPPP).

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

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

Objectives and actions

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

- Provide support and expertise to MS on CBRN/E security.
- Manage and administer the Europol Platform for Experts pages:
 - EPE/EBDS (European Bomb Data System);
 - EPE/EEODN (European Ordnance Disposal Units Network);
- Ensure the permanent secretariat and the continuity of the activities of EEODN.
- 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.
- Provide support to MS prevention programmes.
- Deliver capacity-building initiatives, in particular trainings, for MS on CBRN and Explosives.
- Provide input to the European Commission's policy initiatives.
- Liaise and cooperate with other relevant partners in the area of CBRN/E.

Expected results: MS's investigations receive qualitative analytical and operational CBRN/E support.
Alignment of MS operational needs and European Commission policy initiatives.

ATLAS Support Office (ASO)

Objectives and actions

A.5.6 Provide support to the ATLAS Network.

- Serve as the main interface of the ATLAS Network with Europol's CT and SOC communities and support the establishment of links with other relevant law enforcement expert networks supported by Europol.
- Facilitate the exchange of strategic and operational expertise and practices with ATLAS in accordance with the applicable rules.
- Provide administrative and logistic support to the implementation of the ATLAS Annual Work Programme. Maintain the EPE of ATLAS.

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Expected results: Stable and more efficient administration of ATLAS through the use of Europol's existing structures and tools.
Utilisation of linkages and synergies in terms of strategic and operational expertise between ATLAS, Europol and law enforcement networks.

EU Internet Referral

Objectives and actions

A.5.7 Provide quality internet referral services.

- Perform scanning of the cyber environment, including the decentralised web, within the framework of prioritised areas (jihadist terrorism and illegal migration) or act upon MS' specific requests.
- Coordinate and share the identification tasks (flagging) of online terrorist and violent extremist content with a network of national counterparts.
-
- Deliver operational and strategic products.
- Support the activities of the EU Internet Forum's Action Plan. Maintain a close dialogue with the internet industry in the framework of the Forum.
- Organise and coordinate Referral Joint Action Days in cooperation with experts from MS and online service providers (OSPs), targeting jihadist terrorism.
- Build a network of academics and researchers in terrorism, radicalisation, computer sciences, information technologies, social network analysis and other pertinent areas of social science.

Expected results: The referral process is managed efficiently.
Cooperation with the private sector on content detection and referrals is growing.

A.5.8 Establish an EU platform to tackle illicit content online as a communication and coordination tool for referrals and removal orders within the EU ensuring more efficient handling of online terrorist propaganda (project PERCI).²⁰

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

²⁰ Subject to adoption of draft Regulation on preventing the dissemination of terrorist content online (COM(2018) 640). In 2020, it is envisioned that a first delivery phase (proof of concept) will take place.

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<ul style="list-style-type: none">○ Enable the Platform to independently monitor the status of the referrals and removal orders and the performance of the OSPs, and act as a single source for reporting at EU level.
Expected results: Coordination and deconfliction of the EU fight against illicit content online. Increased efficiency of the MS IRUs and increased performance of the response from the OSPs.

EU IRU - Internet Investigations

Prevent and combat islamist terrorism by sharing analysis regarding islamist extremist use of the Internet.

Objectives and actions

A.5.09 Provide operational support to EU MS' CT Internet-based investigations.

- Deliver operational and strategic products.
- Provide operational support and support coordination of CT Internet-based investigations.
- Organise operational meetings.
- Act as a hub of knowledge within Europol with regards to internet investigations, including the maintenance of high-level tool sets and related skills (ambition limited by resources availability).
- Create an infrastructure for de-confliction of LE undercover investigative digital information, such as social media accounts (within the limits of resources availability).

Expected results: MS's CT Internet-based investigations receive quality analytical and operational support.

EU IRU – Technical Support and R&D

Project SIRIUS

Objectives and actions

A.5.10 Provide technical support to CT Internet-based investigations and referrals.

- Provide technical support to the Referrals and Operations teams.
- Provide expertise on big data management and analysis to the ECTC.
- Act as a knowledge hub for Europol and the EU MS in the field of cross-border access to e-evidence.
- Contribute to the Innovation work-stream within the Operations Directorate by investing on prototyping initiatives.
- Develop projects together with the private sector and academia on new techniques and tools in the context of EU grant funding programmes.
- Support MS in connecting with online service providers and analysing the digital footprint of a target in CT investigations through the SIRIUS capability.

Expected results: CT Internet-based investigations and referrals receive adequate technical support.
Cooperation with external partners on technical research and development is growing.

A.5.11 Further expand the scope of the Cross-Border Access to Electronic Evidence (SIRIUS) Project.

- Continue to improve the knowledge of MS law enforcement and judicial authorities on access to digital data from OSPs via digests and guidelines published on the SIRIUS platform.
- Increase the number of beneficiaries via translation of the platform content in several languages.
- Build the capacities of MS law enforcement and judiciary authorities to produce quality information requests to OSPs via face-to-face events and trainings organised within the framework of the SIRIUS project.
- Support Internet investigations by providing ICT-based tools created by Europol in collaboration with MS and by sharing tools created by MS, when they wish to do so.
- Facilitate the co-development of ICT-based tools by establishing short placement programmes at Europol for developers from EU LEAs.
- Help EU LEAs access ICT-based tools on digital evidence by ensuring the SIRIUS platform is the central repository of relevant solutions provided by EU-funded projects.
- Set up a mentorship programme for small OSPs to build their capacities and standardise their processes to respond to LEAs' requests.
- Facilitate the sharing of best practices and lessons learned among SPOCs in EU LEAs and/or officers in charge when a SPOC is not in place.
- Investigate with Eurojust how the SIRIUS platform could facilitate the transmission of non-operational data towards E-codex network, supporting the implementation of proposed EU e-evidence Regulation released in April 2018.

Expected results: Improved Europol's capabilities in the area of digital cross border investigations, which leads to better and extended support to MS.
 Increased MS capacity to prepare effective digital data requests to OSPs and obtain electronic evidence.
 Increased mutual trust and understanding between MS and OSPs.

Indicators	Latest result (Q2 2019)	Target 2020
% of persons checked for secondary security checks in hotspots	-	5%
Operational reports produced related to CT	892	1,850
Operations supported related to CT	376	670
Satisfaction with operational support and analysis in the area of CT	9.1	8.5
Volume of content assessed by IRU related to terrorism and violent extremism	16,469	20,000

A.6. Combating Financial and Economic Crime

Overview

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

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

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

The new operational Centre aims at achieving the following goals:

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

2020 Objectives

European Financial and Economic Crime Centre (EFECC)
Objectives and actions
<p>A.6.1 Establish the European Financial and Economic Crime Centre (EFECC) at Europol to reinforce the provision of strategic and operational support to EU MS' investigations on Financial and Economic Crime. <i>(the final planning and concrete actions depend on the results of the Taskforce EFECC)</i></p> <ul style="list-style-type: none"> ○ Enhance operational effectiveness and reinforce the services of Europol in the area of financial and economic crime by increasing the staff level if permitted by the final Europol's budget and establishment plan for 2020 and by forming a new crime centre at Europol dedicated to the provision of operational support, expertise and stakeholder management in the field of fraud, money laundering, asset recovery, corruption and counterfeiting. ○ Serve as the EU law enforcement hub for collecting, processing, analysing and exchanging information and criminal intelligence of relevance for Financial and Economic Crime. ○ Promote the systematic use of financial investigations as an investigative technique into organised crime and forge alliances with public and private entities in order to trace, seize and confiscate criminal assets in the EU and beyond. ○ Promote and support (to the extent possible given existing capacities) the Follow the money approach and the identification and seizure of criminal profits and assets in the operational work of the ESOCC, EC3 and the ECTC contributing to the cross-department coordination and cooperation. ○ Provide support to MS High Value Targets investigations and the work of the Operational Task Forces on particular HVT. ○ Manage all EPEs relating to financial intelligence (FCIC, ALEFA, AMON, anti-corruption portal, Bank statements O.A.3.6, CARIN, EFIPPP, FCIC, FIU net and FIU net AG) and handle their growth. ○ Support the triparty Working Group on digital currencies (co-host secretariat jointly with Interpol and the Basel Institute). ○ Maintain Customs Cooperation Function within the EFECC to ensure the availability of in-house Customs expertise for the ad hoc operational needs. ○ Assess the new crime trends and other operational phenomena on regular basis together with the Member States' Liaison Bureaux to identify emerging needs for availability of Customs and other relevant expertise in Europol. ○ Explore the needs and possibilities to extend Europol's work in the area of corruption (beyond the current work on sport corruption) taking into account the available resources of the agency. ○ Contribute to policy development such as guidance drafting and standards revision when requested by the Commission. ○ Collect EU MS requirements; prioritise and deliver strategic products. ○ Utilise funding opportunities under the Horizon 2020 calls in order to develop a one-stop shop digital platform for financial investigators to query and cross-check different financial sources. ○ Prepare for taking up any potential new task arising from the Commission's report, COM(2019) 371 final of 24 July 2019, assessing the framework for cooperation between Financial Intelligence Units, including the possible establishment of coordination and support mechanism for FIU ○ Support as relevant the establishment of possible additional measures to track terrorist financing (e.g. for transactions that are excluded from the EU-US TFTP agreement – notably the intra EU payments).

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- Follow the developments with regards to the potential establishment of a European counter-terrorism financial intelligence platform as stipulated in the European Parliament recommendations of 1 March 2018 and if a proposal is made advocate for its embedment into Europol in order to ensure compatibility with the existing structure of FIUs being in charge of detecting money laundering and terrorism financing at national level and Europol as their service provider.

Expected results: MS investigations receive better and extended analytical and operational support related to Financial and Economic Crime.
Improved cooperation and joint undertakings with financial institutions leading to an increased operational impact.

Operations on Fraud

Disrupt the capacity of OCGs involved in fraud.

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

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

Objectives and actions

A.6.2 Provide support to EU MS' investigations on fraud.

- Perform criminal intelligence analysis and provide analytical support.
- Support MS with operational capabilities and expertise, incl. on-the-spot support.
- Set up operational meetings and support priority, HVT investigations and EMPACT-related operational actions.
- Organise and fund the Annual Plenary Meetings.
- Continue the project to identify and report on Alternative Banking Platforms (ABP) being used to funnel the proceeds of MTIC Frauds to outside of the EU; support ABP related operations.
- Organise seminar in cooperation with Eurojust for MTIC investigators on the effects of the implementation of EPPO, due to commence operations in 2020.
- Centralise the support for, develop a strategy and build up further expertise in the area of market manipulation and insider trading under AP Apaté following the new mandate stemming from the Europol Regulation. Organise a conference on Insider Trading and Market Manipulation (actions will be done within the limits of current resources).
- Implement the SLA with the EUIPO on acquisition fraud targeting IP Offices and Trademarks/Registered Community Designs users by producing operational and tactical analysis, and one annual strategic report.
- Sign MoU with Eurocontrol, the Universal Postal Union (UPU) and European Securities and Markets Authority (ESMA).

Expected results: MS's investigations receive quality analytical and operational support related to fraud.

Operations on Money Laundering

Disrupt the capacity of OCGs involved in money laundering.

Objectives and actions

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

- Process and handle financial intelligence information. Perform intelligence analysis and provide analytical support.

Europol Public Information

- Provide financial intelligence to the ESOC, EC3 and the ECTC (with regards to terrorist financing).
- Provide financial intelligence and operational support to EMPACT related activities, including for Joint Action Days (e.g. mobile office deployments).
- Work towards the improvement of the cooperation with the FIUs and increase the number of countries contributing financial intelligence to Europol (SARs/STRs and cash declarations).
- Prepare for the possibilities stemming from the adoption of the new Directive aiming at facilitating the use of financial information in criminal matters; in particular as Europol is given the possibility to request financial information from FIUs and access information held in the national centralised bank account registries.
- Support corruption investigations initiated by MS and promote the use of SIENA for the information exchange between anti-corruption authorities. Create a network of corruption experts.
- Contribute to the development of the Supra-National Risk Assessment and high-risk third countries assessment on money laundering and terrorist financing in the framework of the Expert group on Money Laundering and Terrorist Financing.
- Support and host the secretariats for the Anti-Money Laundering Operational Network (AMON) and the Association of Law Enforcement Forensic Accountants (ALEFA).
- Establish structured cooperation with the European Banking Authority.
- Develop, promote and support the Europol Financial Intelligence Public Private Partnership (EFIPPP).
- Support the BeCaNet project²¹ creating a network of counter-terrorism financing experts and improving cooperation with private sector on CT matters.
- Support the EBOCS project²² which is aiming at establishing interconnection among business registers across borders in order to provide simplified and unified access to data on business ownership and control structures for financial analysis and investigation purposes.
- Continue engaging with the Financial Action Task Force (FATF) and Egmont group in view of developing global cooperation on money laundering and terrorist financing. Support FATF with regards to the Policy Paper on Practical consideration in Establishing a Public-Private Partnership and on the Update of typologies on Trade Based Money Laundering and Assessment of current challenges associated with confiscation. Support Egmont on the ECOFEL²³ policy and training project and Business Email Compromise Project phase II.
- Conduct financial intelligence training and provide expertise in various events on money laundering and terrorism financing including by supporting CEPOL and UNODC courses on money laundering and financial investigations (the level of support will remain at 2019 levels).

Expected results: Improved cooperation and joint undertakings with financial institutions leading to an increased operational impact.
 MS investigations receive better and extended financial intelligence support.
 Europol increasingly contributes to operational outcomes in the MS within money laundering and asset recovery investigations.
 Investigations on organised crime and terrorism can better benefit from synergies between financial and criminal intelligence.

²¹ The BeCaNet Project is the 'best practice, capacity building and networking initiative among public and private actors against Terrorism Financing', led by BKA, Germany.

²² The EBOCS (European Beneficial Ownership and Control Structures) project is carried out with the financial support of the Internal Security Fund and is led by the European Business Registry Association (EBRA), Belgium.

²³ Egmont Centre of FIU Excellence and Leadership (ECOFEL).

Asset Recovery

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

Objectives and actions

A.6.4 Provide support to EU MS' investigations in identifying and tracing proceeds of crime.

- Perform intelligence analysis and provide analytical support.
- Support MS with operational capabilities and expertise, incl. on-the-spot support.
- Set up operational meetings and support priority, HVT investigations and EMPACT-related operational actions.
- Support the European Commission in the peer-reviews of the EU Asset Recovery Offices (ARO).
- Co-chair with the European Commission the ARO platform meetings.
- Support and host the secretariats the Camden Asset Recovery Inter-Agency Network (CARIN).
- Assess effectiveness in Asset seizures on cases supported by Europol and the consistency in reporting modalities, within the limits of current resources.
- Provide input and support revision of the ARO Framework Decision 2007/JHA/845 concerning cooperation between Asset Recovery Offices of the Member States in the field of tracing and identification of proceeds from, or other property related to, crime.

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

FIU cooperation

Objectives and actions

A.6.5 Increase the cooperation with the MS FIUs.

- Work towards the improvement of the cooperation with the FIUs and increase the number of countries contributing financial intelligence to Europol (SARs/STRs and cash declarations).
- Implement the decision of the EDPS regarding the FIU.net.
-

Expected results: Improved cooperation with FIUs and increased contribution of financial intelligence to Europol via FIUs.
 Identified connections between the FIUs' financial intelligence and the criminal intelligence stored at Europol.
 Greater exploitation of financial intelligence in support to investigations against international money laundering, terrorist financing and serious and organised crime.

Operations on Sport corruption

Disrupt the capacity of OCGs and specialists involved in sport corruption.

Objectives and actions

A.6.6 Provide support to EU MS' investigations on Sport Corruption.

- Perform criminal intelligence analysis and provide analytical support.

Europol Public Information

<ul style="list-style-type: none">○ Support MS with operational capabilities and expertise, incl. on-the-spot support.○ Set up operational meetings and support priority and HVT investigations.○ Organise a joint conference Europol-UEFA on sport corruption ahead of UEFA 2020 (co-financed by Europol and UEFA).○ Implement joint actions with the International Olympic Committee (IOC) following the conclusion of the MoU (e.g. workshops, seminars).
Expected results: MS's investigations receive quality analytical and operational support related to sport corruption.

Operations on Counterfeiting

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

Disrupt the OCGs involved in Euro Counterfeiting.

Objectives and actions

A.6.7 Provide support to EU MS' investigations on Counterfeiting.

- Perform criminal intelligence analysis and provide analytical support.
- Support MS with operational capabilities and expertise, incl. on-the-spot support.
- Provide financial support on MS' Euro counterfeiting operations.
- Organise and fund the Annual Plenary Meeting of AP Soya
- Manage the Intellectual Property Crime Coordination Coalition (IPC³) established in cooperation with EUIPO.
- Gather information and monitor relevant trends in the field of counterfeiting and piracy with particular emphasis on online IPR infringement. Collaborate with the EUIPO to prepare reports intended to inform policy makers, LEAs and other relevant stakeholders of current and emerging trends in IPR infringements.
- Coordinate operational actions tackling the sales of counterfeited products and piracy online, and the sales of counterfeit and illicit foods and beverages.
- Coordinate operational actions in the area of falsified medicines and organize an Operational week at Europol.
- Raise awareness on instruments which Europol and EUIPO offers to assist in the fight against IPR infringements. Develop crime prevention and other communication materials on IP crime and publicise those on various media platforms.
- Organise and financially support meetings, training, seminars and a conference at Europol and/or in the MS.

Expected results: MS's investigations receive qualitative analytical and operational support related to counterfeiting.
Improved coordination of action in the EU against counterfeiting.

A.6.8 Establish cooperation with the European Central Bank to reinforce actions against Euro counterfeiting in the online domain.²⁴

- Proactively search for Euro counterfeiting references in the data sets gathered by EC3 Dark Web Team. Make a dedicated use of the open sources intelligence tools developed and provided by the ECTC EU-IRU and monitor publically available websites of the open internet.
- Gather information on vendors of counterfeited Euro banknotes, templates, holograms, components and counterfeit manuals and detect the trends and patterns concerning Euro counterfeiting over the internet.

²⁴ Subject to receiving a grant from the ECB.

Europol Public Information

<ul style="list-style-type: none"> ○ Deliver actionable and detailed criminal intelligence to MS and Third Parties, suggesting the start of new criminal investigations. ○ Promote and strengthen synergies between Europol, MS LEAs and the ECB in operational as well as strategic aspect.
<p>Expected results: Improved coordination of action in the EU against Euro counterfeiting. MS investigations in relation to Euro counterfeiting are initiated on the basis of Europol's analysis and receive better and extended support.</p>

Indicators	Latest result (Q2 2019)	Target 2020
Operational reports related to Financial and Economic Crime	848	1,700
Operations supported with Financial and Economic Crime products/services	233	350
Satisfaction with operational support and analysis in the area of Financial and Economic Crime	8.5	8.5

A.7. Provision of cross-cutting operational capabilities

Overview

Criminal analysis remains at the core of Europol's business. Law enforcement agencies in Member States have consistently demanded a higher level of support in this area, including with regards to criminal intelligence analysis and specialised targeted analytical support. Europol has a considerable wealth of knowledge, capabilities and expertise in this area. However, assessments carried out by Europol, including in conjunction with Member States (e.g. Member States Working Group on Analysis), have identified the need to strengthen analysis coordination through enhanced attention to quality output and control, standardisation, training, specialised analysis and a more efficient and flexible reassignment of resources. This calls for a more streamlined approach to analysis at Europol and as a result of which the agency is planning to set up a new Analysis and Strategy Coordination Unit dedicated to address the most urgent challenges related to Europol's analytical output and on enhancing the related services and products delivered to the MS. This preparatory work will be carried out by an inter-directorate Task Force on Analysis throughout 2019 and 2020.

In line with Europol Strategy 2020+, Europol is aiming at positioning itself at the forefront of law enforcement innovation and research. By innovating and through the facilitation of innovation in the wider LE community, Europol will support Member States in addressing the risks and opportunities of emerging technologies. In order to achieve progress in the area and ensure that the intended approach to innovation is future-proof and directed towards the needs of Member States Europol set up a Project on Innovation in 2019 which should provide the required guidance on the way ahead in the course of 2020.

Europol supports the European Multidisciplinary Platform Against Criminal Threats (EMPACT) by providing administrative and logistical support to the EMPACT action plans and monitoring the EMPACT projects' progress. With dedicated funds integrated into Europol's regular budget the agency is in a position to financially support actions of the OAPs on annual basis. From 2020 onwards Europol might be also able to extend this funding support to EU Neighbouring countries from the Eastern Partnership on the basis of a new programme funded by the European Neighbourhood East Instrument.

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.

Last but not least, the Deployment Management Team provides horizontal support to Europol's operational centres by dealing with Europol's large scale/long term deployments as well as deployments linked to first responses requested by MS and partner countries. Currently, one of the main tasks of the team is to manage and coordinate the training and deployment aspects of the Guest Officer project.

2020 Objectives

<u>Analysis and strategic coordination</u>
Objectives and actions
<p>A.7.1 Establish the Analysis and Strategy Coordination Unit at Europol to ensure efficient criminal analysis and strategic coordination of operational work. <i>(the final planning and concrete actions depend on the results of the Taskforce Analysis)</i></p> <ul style="list-style-type: none"> ○ Oversee the development, implementation and maintenance of efficient operational information management processes. ○ Coordinate user feedback and requirements in relation to the core Europol analysis, data sharing and messaging capabilities from internal business need perspective. ○ Monitor and enforce the standards related to the different process steps in the operational information management lifecycle to improve and maintain the quality and speed of Europol's services. ○ Cooperate closely with the future Europol's entities for information management, including information management security. ○ Ensure compliance with the data protection regulation and mitigate the risk of misconducts of sensitive data usage. ○ Manage the new online Intelligence Analysis Platform. ○ Coordinate Europol's training initiatives and respond to MS training needs in coordination with CEPOL (incl. joint Europol/CEPOL training). ○ Support the organisation of the Europol Summer School.
Expected results: Increased standardisation and quality of Europol's analytical products.
<p>A.7.2 Establish in cooperation with MS a common EU view on criminal analysis.</p> <ul style="list-style-type: none"> ○ Together with MS finalise the establishment of standard EU definitions and quality criteria for analysis products. ○ Set up training modules based on the agreed standards for analysis training and according to the different analyst profiles. Assess the possibilities for accreditation of analysis training in Europol. ○ Set up a network and platform for LE analysts to exchange expertise and best practices on strategic/thematic analysis and tools (e.g. on geo analysis, social network/media analysis, pattern and financial analysis, etc.) by ensuring compatibility with already existing platforms. ○ Assess the possibilities to create joint analysis teams and platforms concerning operational analysis.
Expected results: Improved cooperation in the EU based on the agreed common view and standards on analysis leading to an increased operational impact.

<u>Strategic analysis</u>
Objectives and actions
<p>A.7.3 Deliver quality strategic reports</p> <ul style="list-style-type: none"> ○ Deliver regular strategic intelligence analysis reports within the areas of serious and organised crime, cybercrime and terrorism, including: <ul style="list-style-type: none"> - EU Serious and Organised Crime Threat Assessment (SOCTA): data collection, collation, analysis and initial drafting; - Internet Organised Crime Threat Assessment (IOCTA); - EU Terrorism Situation and Trend Report (TE-SAT);

Europol Public Information

- Operations Directorate Quarterly Monitoring Report;
- Monthly Intelligence Summary Terrorism;
- 6-monthly Terrorism Report to COSI;
- Bi-weekly Open Source Monitoring Reports;
- Reports planned in the EMPACT OAPs;
- o Deliver joint strategic intelligence analysis reports with other EU agencies and Europol cooperation partners, including:
 - FRONTEX (Joint Europol-Frontex risk analysis), EMCDDA (EU Early Warning System on new psychoactive substances), EASO and EUROJUST.
- o Deliver ad hoc strategic intelligence analysis reports on the themes of serious and organised crime, cybercrime and terrorism based on the business need, including:
 - EUROMED Threat Assessment;
 - Regional threat assessments.
- o Develop and maintain a common, consistent and holistic approach towards strategic analysis across the Operations Directorate.
- o Enhance networking within trusted expert communities (e.g. SOCTA Advisory Group) to advance methodologies, increase access to information and improve the quality of reports.

Expected results: Provision of timely and quality strategic reports.

Innovation

Objectives and actions

A.7.4 Initiate the implementation of Europol's Innovation Strategy and build up the agency's potential to become the Innovation Lab of the EU law enforcement community and to host the EU Innovation Hub for internal security..

(the final planning and concrete actions depend on the results of the Innovation Project)

- o Implement an Innovation Lab, dedicated to monitoring and driving innovation, including the creation of common technological solutions, workforce management good practices, and data management insights in order to pool resources and generate savings in support to MS.
- o Lead and coordinate participation to an EU Observatory for innovation, where Europol Innovation Lab will act as the voice of Law Enforcement towards disruption to policing.
- o Set up a coordinating approach for introducing a common understanding of innovation and for identifying and categorizing common challenges, opportunities and threats in the area of innovation and emerging technologies affecting MS.
- o Identify innovative ventures and bring together partners who can contribute to Europol's mission and the work of the national law enforcement agencies on innovation.
- o Select a limited set of projects to support, stemming from prioritized strategic goals.
- o Coordinate Europol's engagement towards funding opportunities, such as the Horizon 2020 or Digital Europe.
- o Facilitate the training of law enforcement in the field of innovation in close cooperation with CEPOL.

Expected results: Coordinated efforts in research and development lead to greater realisation of common projects and technical solutions.

Travel Intelligence

Objectives and actions

A.7.5 Streamline and further accelerate Europol’s capabilities in the area of travel intelligence towards a fully-fledged European Travel Intelligence Centre (ETIC) (level of ambition will be reduced based on the resources availability)

- Implement Europol's role in the EU PNR, EES, ETIAS and other relevant information management initiatives on the movements of persons and goods in line with the EU legislation in cooperation and complementarity with the work of Frontex, where relevant.
- Subject to technical and EDPS assessments, provide support to the connectivity and data exchange among the Passenger Information Units (PIUs) in MS.
- Define, develop and deliver concrete operational and strategic products and services on the basis of travel information and intelligence to support the Member States.
- Increase the provision of operational support to Member States’ operations.
- Support the necessary adjustments in SIENA, the analysis tools and other relevant data processing environments taking into consideration the exponential growth of travel data volumes.
- Further extend the dedicated liaison network with direct connection with relevant travel intelligence entities in the MS and other partnering countries.
- Set up an exchange platform where MS can share and find useful and effective targeting rules and risk profiles for potential use in a different but comparable environment.
- Provide support to PNR related projects for Member States and other relevant partners.
- Host the Secretariat for the informal working group on PNR and participate in the IWG-PNR events.
- Contribute to the coordination and delivery of dedicated training for the analysis of travel related information in partnership with CEPOL.
- Enhance cooperation with private partners relevant for the collection of travel intelligence.

Expected results: Increased quality and completeness of Europol’s criminal intelligence picture on the basis of travel information.
 MS investigations receive the required support for the processing of travel data and the results of such processing through Europol’s operational products.

Special tactics

Objectives and actions

A.7.6 Provide support to MS in the area of special tactics.

- Act as the EU knowledge and expertise broker on specialist law enforcement techniques supporting MS investigations in the area of SOC, terrorism and cybercrime.
- Continue developing and maintaining expertise on covert human intelligence sources, covert surveillance and controlled delivery, covert entry, counter-kidnapping and -extortion, fugitive active search, specialist intervention and witness protection and undercover policing.
- Manage EU Most Wanted List containing high-profile internationally-wanted criminals. Deliver operational support in fugitive search cases by using Europol’s core capabilities.
- Manage the High Risk Informant Database (HRIDB) - a coded database allowing a more accurate risk assessment when working with foreign informants.

Europol Public Information

- Manage and monitor the European Tracking Solution (ETS). Ensure the operational availability at large and aim to connect all interested MS and third parties.
- Manage the Virtual Command Post tool for live information exchange during special tactics operations.
- Follow up on the research on the operational use of geospatial images for law enforcement (Copernicus project, EMSA and EUSATCEN).
- Investigate the options for embedding additional deconfliction tools at Europol such as the UC blue-on-blue deconfliction tool.
- Support the drafting and implementation of MASPs and OAPs through the involvement in joint investigations, large-scale operations, on the spot deployments and/or joint action days.
- Organise strategic expert meetings, training, awareness raising and prevention activities in the area of knowledge management and in support of specialist networks.
- Explore new areas of special tactics support which Europol could potentially provide.
- Create and manage a EU pool of guest experts in the area of special tactics.
- Develop in-house expertise on crowd-sourcing tools and special tactics open source intelligence.
- Manage additional EPE networks under the sosXnet²⁵ umbrella and give guidance to the related networks. Set up an EPE for experts on Missing Persons.

Expected results: MS's investigations receive quality special tactics support.

EMPACT support

Objectives and actions

A.7.7 Provide EMPACT funding and support to MS' projects.

- 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 on Operational Cooperation on Internal Security (COSI). 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.
- Monitor and report on the EMPACT projects' progress. Provide recommendations.
- Coordinate the planning of Joint Action Days.
- Facilitate communication and collaboration between the crime priorities having common goals and/or interdependencies.
- Implement lessons learnt actions from 2019 such as improving reporting and providing required training. Encourage MS to follow-up on the recommendations to include more operational activities, resourcing for action leaders, and addressing delayed actions.

Expected results: MS receive adequate funding and efficient support for the implementation of their OAPs.

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

A.7.8 Extend Europol's support for the EU Eastern Neighbourhood countries in relation to the EU Policy Cycle through the implementation of a programme of the European Neighbourhood East Instrument²⁶.

²⁵ Specialist Operational Support Exchange Network

²⁶ Subject to receiving funding through an agreement with the European Commission and agreement on concrete priorities to be pursued by the new programme.

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<ul style="list-style-type: none"> ○ Prepare and launch a new funding mechanism earmarked for (Member-States-led) projects for the benefit of the law enforcement authorities of the EU Eastern Neighbourhood countries and addressing their needs in terms of combating organised crime. ○ Through capacity building enable the beneficiary countries to incorporate the methodology of the EU Policy Cycle in their national and regional planning. ○ Make use of the new funding to strengthen the cooperation between the EU and the neighbouring countries in terms of pursuing the EU Policy Cycle priorities, by ensuring that there will be no duplication with the current EMPACT funding mechanism where third countries can already be grant co-beneficiaries. ○ Utilise the new cooperation opportunities to encourage increased information exchange and countries' involvement in the development and execution of operational cases.
<p>Expected results: Strengthened partner countries' intelligence-based operational planning and enhanced institutional knowledge and capacity on EU Policy Cycle priority crime areas.</p> <p>Improved cooperation and joint undertakings between the EU and the beneficiary countries leading to an increased operational impact against common priorities.</p>

<u>Deployment management and support</u>
Objectives and actions
<p>A.7.9 Manage and support large-scale deployments, incl. Europol's Guest Officers capability.</p> <ul style="list-style-type: none"> ○ Manage and support large-scale deployments by Europol, as well as deployments linked to first responses requested by MS or partners, such as deployments to hotspots. ○ Coordinate, manage and support the guest officer (GO) deployments, including: <ul style="list-style-type: none"> - Maintaining of a pool of GOs ready for deployment; - Management of ongoing deployments of GOs; - Delivery of the GO training programme which encompasses hands-on training on Europol systems and the mobile office, as well as getting GOs up to speed to operate under the aegis of Europol; - Provision of input to the development and common training modules of the Migrant Management Support Teams (MMST) together with FRONTEX and EASO; - Implementation of mobile team arrangements to enable maximum mobility of GO; - Extending the network of national contact points to ensure that more disembarkation points/areas of interest agreed upon with host states, have a designated national contact point; - Maintaining and updating operational plans with the host MS/partner states in areas where Europol is deploying GOs; - Exploring areas where Europol may make further use of GO deployments to support MS and partner states according to EU/Europol priorities.
<p>Expected results: Provision of efficient support to deployments and smooth collaboration with the host countries.</p>

Europol Public Information

Indicators	Latest result (Q2 2019)	Target 2020
Number of Europol requests for PNR data (Art. 10 PNR Directive)	18	40
Number of new JITs signed	-	30
Number of strategic analysis reports	85	40
Satisfaction with key strategic analysis reports	-	8.5

A.8. Governance, support and administration

Overview

Europol aims 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 in line with the Europol Strategy 2020+ to achieve a greater efficiency of resources.

In addition, 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 ICT solutions for corporate functions. The pursued target is to rationalise the current diverse application landscape by streamlining the corporate processes and by leveraging and integrating in coherent manner the Commission-provided, in-house and cloud solutions. In the meantime, existing solutions will remain supported until their functions can be accommodated by ngAGE products.

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

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

Objectives 2020

Corporate affairs and services

Objectives and actions

A.8.1 Continue optimising Europol's corporate functions.

- Coordinate and oversee the implementation of Europol's Strategy and Europol's External Strategy; Introduce or further implement related organisational changes.
- Provide policy advice and prepare related policy documents; Identify key strategic opportunities for Europol's growth in priority areas.

Europol Public Information

- Coordinate all audit activities and Europol’s response to audit findings. Initiate the implementation of the audit management tool.
- Implement the Internal Control Framework (ICF), including the maintenance of the financial model of Europol (appointment decisions, etc.); Perform a first assessment of the effectiveness of the ICF based on a dedicated list of control indicators.
- Monitor Europol's corporate risks through the Corporate Risk Log. Initiate the implementation of the corporate risk management tool.
- Monitor and follow up of developments related to BREXIT to adjust the organisation to the consequences of the UK's intention to leave the EU²⁷.
- Prepare Europol’s multi-annual and annual business planning documents, and quarterly and annual corporate performance reporting.
- Conduct the biennial User Survey in order to continuously improve alignment of Europol’s products and services with the needs and expectations of the organisation’s stakeholders.
- Initiate the implementation of a corporate Analytics and Reporting capability to ensure high-quality and accurate corporate performance measurement and reporting.
- Progress with aligning Europol's archiving of official documents with EU Archive Regulation 2015/496 amending Council Regulation 354/1983. Continue the archive restructuring project to improve quality of archiving and archival storage.
- Provide upgrades, end user support and training for information management systems and services. Initiate the transition to a new Electronic Document and Records Management system. Progress in establishing ICT capabilities that replace paper based- by electronic workflows and electronic approval
- Advance with the analysis and review of documents- and records management practice with the objective to improve efficiency and compliance.
- Ensure that all business processes and protocols for areas of strategic organisational development are in place to guarantee a structured and consistent approach to work.
- Provide legal advice on the implementation of Europol’s legal framework and data protection rules. Advice on legality and compatibility of new Europol initiatives with EU law, as well as on new EU initiatives having an impact on Europol.
- Develop and maintain Europol’s legal framework for finance, procurement, grants and facilities.
- Develop and maintain HR legal framework and implementing rules to the EU Staff Regulations. Prepare new implementing provisions on whistle-blowing and internal investigation.

Expected results: Europol progresses along the strategic priorities; areas for further development are identified and utilised.

Effective processes, systems and tooling are in place to ensure proper corporate risk and internal control management.

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.

Legal frameworks, implementing rules and corporate processes are up-to-date and compliant.

²⁷ Depending on outcome of Article 50 TFEU process.

Corporate communications

Objectives and actions

A.8.2 Ensure effective internal and external communication.

- Review Europol’s communication strategy.
- Maintain media, press and public relations; Develop and coordinate external and internal communication networks; Coordinate external publications.
- Develop and deliver the new Europol website; Design the new EU Most Wanted website.
- Support high level visits and organise high level events such as the European Police Chiefs Convention (EPCC).
- Agree with MS on concrete actions for raising awareness based on the principle of joint responsibility between Europol and MS.
- Provide corporate audio-visual productions. Implement the video project targeting mid-level criminal investigators in MS, consisting of series of educational videos in all EU languages on the benefit of using Europol’s products and services.
- Explore possible ways to translate other promotional material in all EU languages, taking into account budgetary impact.
- Provide access to, user support and training on the use of Open Source (OS) tools and databases. Review usage of OS tools and databases and identify new solutions for the agency; Organise the Europol Open Sources Intelligence Conference.
- Produce OS reports and country reports to support governance activities.
- Manage and promote the use of the Europol Media Monitoring tool; Deliver effective media monitoring, crisis monitoring and media impact products and services.
- Maintain and develop Europol’s intranet as the main internal communication tool; Improve bottom up internal communication; Organise staff and managerial events.

Expected results: Europol maintains effective communication to external partners and stakeholders. Europol and its brand identity are positioned among media.

A wider group of MS’ law enforcement officers are aware of Europol’s products and services and of the benefits of international law enforcement cooperation.

Effective media monitoring and open sources tools are in place and broadly used.

Europol maintains effective internal communication.

Administration and budget

Objectives and actions

A.8.3 Ensure efficient human resources and budget management.

- Plan and monitor the implementation of the budget and staff establishment plan.
- Develop and update finance related policies, implementing rules and processes.
- Execute financial initiation of revenue and expenditure; Perform ex-ante and ex-post financial verification of all financial operations.
- Advance with the development of a tool facilitating Activity Based Budgeting and Costing; investigate opportunities to obtain such a tool from other agencies.
- Implement the replacement of ABAC and provide training for relevant staff.
- Close the liability of the pension fund for local staff.

Europol Public Information

- Manage tender planning and procedures in line with annual business and budget planning.
- Continue introducing pre- and post-awarding e-procurement solutions (subject to release of e-PRIOR modules by the Commission).
- Manage the salary administration.
- Coordinate the implementation of the HR Strategy 2020+; review HR related processes in view of the implementation of the new HR management system (Sysper2).
- Manage the HR Management System; implement additional modules of Sysper2 as deemed necessary.
- Manage the Travel Management System;
- Organise the recruitment and selection of staff and SNEs, incl. internal mobility and internships; Manage staff contracts, personal files and ECAS accounts; Discontinue the practice of paper-based applications for SNEs and implement an electronic application process.
- Consider additional features including mobile-ready technology; Explore the possibility of psychometric testing as part of selection procedures for Temporary Agents (initially on pilot basis); Explore remote testing possibilities.
- Manage the administration and coordination of grants, including EMPACT grants; Provide administrative support to Guest Officer deployments.
- Assess and utilise possibilities for Europol to become a co-beneficiary in EU-funded projects in order to be able to respond to the increasing number of projects requiring Europol's support, while facing limited resources.
- Deliver health and wellbeing-related services; fully implement the insourcing of the medical service covering both Europol and Eurojust, including the establishment of new medical information tool to support the setup of the medical centre at Europol.
- Coordinate and support the activities of Europol Steering Group for Diversity & Inclusion.
- Coordinate training of staff; further implement the Leadership and Management Development Program.
- Conduct the biennial Staff Survey; conduct a 360 degree exercise in the framework of Leadership and Management Development Program.
- Introduce and elaborate concepts that are in the new Learning & Development framework: Job Shadowing, Knowledge sharing, Mentoring, etc.
- Implement the Language tender and offer language courses for staff via the single provider.
- Continue expanding the remote access capabilities of teleworking.

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

Facilities

Objectives and actions

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

- Develop and update facilities-related policies, guidelines, processes and templates.
- Manage the facilities-related budget and contracts.
- Manage the non-ICT assets; Manage and improve the Facilities Management Information System to optimise digital workflows and self-service functionalities.
- Deliver meeting and conference services; Manage and improve the Online Registration Tool and Conference Booking Tool.

Europol Public Information

- Ensure continuity and quality of travel services after the outsourcing to an external provider.
- Start the construction process in Europol's headquarters to strengthen the building in line with the applicable new governmental standards.
- Continue with the implementation of the Strategic Housing Roadmap to accommodate the growth of the organization by preparing the expansion of Europol to a second temporary satellite building.
- Finalise the technical requirements for a new additional permanent building to be acquired in longer term in collaboration with the Host State.
- Complete the setting up of Europol's environmental management system and obtain registration with the EU Eco-Management and Audit Scheme (EMAS).
- Undertake initiatives to improve the environmental performance of the organisation in terms of sustainable procurement, carbon footprint, paper and water consumption, and waste management and separation.
- Implement the Vehicle Fleet Management Strategy 2019–2024 to ensure the availability of a solid and quality vehicle fleet in compliance with EMAS.
- Initiate a long term project (2020-2024) replacing the obsolete local operational network by a local area network, inclusive the related field equipment.
- Prepare a strategic Vision document providing direction on the integration of the soft service contracts in one single main soft service contract to gain efficiency and cost reductions.

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

Security

Objectives and actions

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

- Ensure the physical security of Europol's buildings. Execute protective security operations for the Executive Director and staff, participants at high level meetings and events.
- Prepare physical security specifications and requirements for the expansion of Europol to a second temporary satellite building and to a second headquarters (in longer term).
- Carry out the enlargement of the headquarters entrance to allow for increased capacity to perform security checks for visitors.
- Explore cooperation possibilities with the Host State concerning drone detection and counter measures for Europol's headquarters.
- Increase Europol's capabilities to detect technical surveillance in-house.
- Ensure timely accreditation of information systems to ensure Confidentiality & Information Security; Perform regular risk assessment of systems prior to becoming operational as well as compliance audits.
- Establish and start implementing action plan to address findings of the IT security audit.
- Assess the possibility to introduce a new anti-fraud strategy in 2020.
- Analyse, design, develop and implement the business continuity framework.
- Coordinate Europol's overall crisis management capability and Disaster Recovery activities. Take decision on the future of the Disaster Recovery Site.

Europol Public Information

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

Indicators	Latest result (Q2 2019)	Target 2020
% Late Payments	11.8%	10.0%
% of female staff	-	40%
% of pending critical/very important audit recommendations implemented within the timeline committed to by Europol	100%	85%
% Staff Engagement (via Staff Survey)	-	65%
Budget Outturn rate	-	2.0%
Commitment Rate Europol Budget	-	95.0%
Payment Rate Europol Budget	-	90.0%
Sickness rate	-	3.5%
Total number of news articles mentioning Europol (high-impact web-based media)	-	4,000
Turnover rate	-	12.0%
Vacancy rate	-	2.0%

Management Board Functions

Accountancy Unit (ACCU)

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

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

Data Protection Function (DPF)

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

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

Internal Audit Capability (IAC)

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

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

Management Board Secretariat (MBS)

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

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

ANNEXES

Annex I: Resource allocation per Activity 2020-2022

Annex II:

A. Human and Financial Resources 2020-2022

Table 1 – Expenditure

Table 2 – Revenue

Table 3 – Budget outturn and cancellation of appropriations

B. Draft Estimate of Revenue and Expenditure 2020

Annex III:

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

Table 2 – Multi-annual staff policy plan year 2020–2022

Annex IV:

A. Recruitment policy

B. Appraisal of performance and reclassification/promotions

Table 1 - Reclassification of temporary staff/promotion of officials

Table 2 - Reclassification of contract staff

C. Mobility policy

D. Gender and geographical balance

E. Schooling

Annex V: Buildings

Annex VI: Privileges and immunities

Annex VII: Evaluations

Annex VIII: Risks 2020

Annex IX: Procurement plan 2020

Annex X: Grants 2020

Annex XI: Organisation chart

Europol Public Information

Annex I: Resource allocation per Activity 2020-2022

ID	Activity	Final Budget 2020				Forecast 2021		Forecast 2022	
		Number of staff (TA, CA, SNE)	% Heads	Budget (Euro)	% Budget	Number of staff (TA, CA, SNE)	Budget (Euro)	Number of staff (TA, CA, SNE)	Budget (Euro)
A.1	Development of operational ICT capabilities	164	18%	48,990,000	32%	167	56,835,000	TBD ²⁸	
A.2	Information Exchange and Cooperation	68	7%	10,141,000	7%	79	12,657,000		
A.3	Combating Serious and Organised Crime	112	12%	21,558,000	14%	130	27,322,000		
A.4	Combating Cyber Crime	92	10%	12,925,000	8%	106	16,450,000		
A.5	Counter-Terrorism	98	11%	12,211,000	8%	109	18,127,000		
A.6	Combating Financial and Economic Crime	58	6%	8,948,000	6%	66	11,540,000		
A.7	Provision of cross-cutting operational capabilities	44	5%	5,685,000	4%	55	6,970,000		
Operational activities		636	69%	120,458,000	78%	712	149,901,000		
A.8	Governance, support and administration	268	29%	30,613,567	20%	253	31,901,000		
MBF	Management Board Functions	17	2%	3,000,000	2%	17	3,132,000		
Horizontal administrative activities		285	31%	33,613,567	22%	270	35,033,000		
Total		921	100%	154,071,567	100%	982	184,934,000		

²⁸ The human and financial resources outlook for 2022 is subject to the MFF 2021-2027 negotiations and the update of the Europol Regulation

Annex II:

A. Human and Financial Resources 2020 – 2022

Table 1 - Expenditure

Expenditure (Only C1 fund source)	Commitment / Payment appropriations			
	2019	2020	2021	2022
Title 1 Staff Expenditure	82,060,734	91,159,567	99,880,000	TBD ²⁹
Title 2 Other Administrative Expenditure	12,440,115	10,887,500	15,206,500	
Title 3 Operational Activities	42,996,151	52,024,500	69,847,500	
Total expenditure	137,497,000	154,071,567	184,934,000	

Table 2 – Revenue

REVENUES (only IC1)	Executed Budget 2018	Budget 2019	Budget 2020	VAR 2020/ 2019
1 REVENUE FROM FEES AND CHARGES			P.M.	
2. EU CONTRIBUTION	130,245,520	138,305,458	154,071,567	1.11
Of which assigned revenues deriving from previous years' surpluses	1,868,249	1,158,893	1,106,807	
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)	-	-	P.M.	-
4 OTHER CONTRIBUTIONS	-	-	P.M.	-
5 ADMINISTRATIVE OPERATIONS	-	-	P.M.	-
Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)	-	-	P.M.	-
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT	-	-	P.M.	-
7 CORRECTION OF BUDGETARY IMBALANCES	-	-	P.M.	-
TOTAL REVENUES	130,245,520	138,305,458	154,071,567	1.11

²⁹ The human and financial resources outlook for 2022 is subject to the MFF 2021-2027 negotiations and the update of the Europol Regulation

Table 3 – Budget Outturn Cancellation of appropriations

Calculation Budget Outturn

BUDGET OUTTURN	2017	2018	2019
Revenue actually received (+)	119,696,212	136,992,275	143,088,980
Payments made (-)	(110,402,761)	(117,290,890)	(128,591,904)
Carry-over of appropriations (-)	(18,756,290)	(26,103,122)	(22,797,575)
Cancellation of appropriations carried over (+)	834,972	1,029,950	1,557,227
Adjustment for carry-over of assigned revenue appropriations from previous year (+)	9,783,165	6,480,224	9,108,957
Exchange rate differences (+/-)	3,595	-1,631	-2,137
	1,158,893	1,106,807	2,363,548

Budget Outturn

The overall draft budgetary outturn for the financial year 2019 comes to € 2.4M. This includes the following:

- An amount of € 808K of the 2019 budget was not committed and lapsed;
- An amount of € 1.56 M of appropriations carried forward from 2018 to 2019 was not used;
- The exchange rate difference was -€ 2.1K (loss).

Cancelation of payment appropriations carried forward

The carry forward to 2018 came to a total of € 17M to cover existing commitments including € 5M of non automatic carry over for Decryption platform. The final implementation rate of the carry forward was 90.8% at the end of the year, which is 0.8% lower than in 2018. A total of € 1.56M was not used and is thus incorporated in the final budget outturn.

- € 117K relates to Title 1, which is 14.5% of the carried forward under Title 1 (€ 807K);
- € 231K relates to Title 2, which is 7.7% of the carried forward under Title 2 (€ 3.0M);
- € 1.2K relates to Title 3, which is 9.2% of the carried forward under Title 3 (€ 13.2M).

Europol Public Information

Annex II:

B. Final Budget 2020³⁰

Final Budget 2020	Budget Outturn 2018	Budget Outturn 2019	Budget 2020	VAR 2020/2019
Title 1 Staff Expenditure	80,953,876	82,060,734	91,159,567	1.11
11 Salaries & allowances	75,210,554	76,635,530	84,170,567	1.10
- of which establishment plan posts	64,196,005	64,035,980	70,341,567	1.10
- of which external personnel	11,014,549	12,599,550	13,829,000	1.10
13 Sociomedical infrastructure	1,027,258	1,022,569	1,084,000	1.06
14 Training	353,149	135,000	150,000	1.11
15 Other staff-related expenditure	4,286,547	4,174,885	5,649,000	1.35
16 Entertainment and representation expenses	76,368	92,749	106,000	1.14
Title 2 Other administrative expenditure	10,819,001	12,440,115	10,887,500	0.88
20 Rental of buildings and associated costs	7,045,367	8,057,847	6,517,500	0.81
21 Information and communication technology	1,503,241	1,610,299	1,570,000	0.97
22 Movable property and associated costs	792,953	1,156,936	889,000	0.77
23 Current administrative expenditure	209,835	301,130	374,000	1.24
24 Postal charges and telecommunications	703,256	726,963	881,000	1.21
25 Statutory expenditure	564,349	586,941	656,000	1.12
Title 3 Operational activities	38,394,156	42,996,151	52,024,500	1.21
30 Operations	12,779,084	14,837,852	17,613,500	1.19
31 Operational information technology	15,485,783	22,633,869	28,141,000	1.24
32 Telecommunication costs for operational activities	918,693	936,390	1,050,000	1.12
33 Seconded National Experts (Operational)	3,855,000	4,109,141	4,100,000	1.00
34 EPCC	265,596	267,964	300,000	1.12
35 Heads of Europol National Units	90,000	90,000	120,000	1.33
38 Decryption Platform	5,000,000	120,934	700,000	5.79
TOTAL EXPENDITURE	130,167,032	137,497,000	154,071,567	1.12

Quarterly estimate of cash payments and receipts:

Chapter	RECEIPTS	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	Total 2020
90	Regular subsidy from the Community	38,517,892	38,517,892	38,517,892	38,517,892	154,071,567
	Total Receipts	38,517,892	38,517,892	38,517,892	38,517,892	154,071,567

Title	PAYMENTS	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	Total 2020
1	Staff in active employment	22,561,993	22,561,993	22,561,993	22,561,993	90,247,971
2	Other administrative expenditure	1,905,313	1,905,313	1,905,313	1,905,313	7,621,250
3	Operational activities	10,404,900	10,404,900	10,404,900	10,404,900	41,619,600
	Total Payments	34,872,205	34,872,205	34,872,205	34,872,205	139,488,821

	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
Receipts - Payments	3,645,686	3,645,686	3,645,686	3,645,686
Cumulative	3,645,686	7,291,373	10,937,059	14,582,746

Establishment Plan 2020 - The relevant information is to be found below in Annex III.

³⁰ Figures are rounded so the sum of the individual amounts may differ from the totals.

Europol Public Information

Annex III:

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

Staff population [1]		Actually filled as of 31.12.2017 [2]	Authorised under EU Budget 2018 [3]	Actually filled as of 31.12.2018 [4]	Authorised under EU budget for year 2019 [5]	Final Budget 2020	Envisaged in 2021 [6]	Envisaged in 2022
TA	AD	521	544	549	559	583	646	TBD [7]
	AST	29	32	24	32	32	32	
	AST /SC	0	0	0	0	0	0	
TOTAL TA [8]		550	576	573	591	615	678	
CA GF IV		34.66	55	36.00	52	52	37	
CA GF III		86.06	113	99.22	118	121	100	
CA GF II		32.50	44	41.22	62	62	58	
CA GF I					0	0	0	
TOTAL CA [9]		153.22	212	176.43	232	235	195	
SNE [10]		65.45	71	77.42	71	71	93	
<i>Structural service providers [11]</i>		41	50	31.8	50	50	50	
TOTAL		809.67	909	859	944	971	1016	
<i>External staff [12] for occasional replacement [13]</i>								

[1] This table provides all staff categories at Europol except trainees and Europol Liaison Officers. At the end of 2018 there were 28 trainees and around 240 Europol Liaison Officers

[2] The figures below include 15 TA posts (all in AD function group) that were not filled on 31.12.2017 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 18 TA posts (all in AD function group) that were not filled on 31.12.2018 but for which recruitment procedures were finalised and offer letters were sent to selected candidates

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

[6] Tabular explanation of the effects on staff population is provided on the page below. Number of CAs is subject to the European Commission including an adequate number of TAs (+63) in its proposal for the Europol Budget 2021; otherwise, Europol shall retain a maximum level of CAs for 2021, as decided by the Management Board

[7] The human and financial resources outlook for 2022 is subject to the MFF 2021-2027 negotiations and the update of the Europol Regulation

[8] Headcounts

[9] FTE (annual averages)

[10] FTE (annual averages). The figure reported as of 31.12.2018 excludes FTE for SNE Guest Officers

[11] FTE (annual averages)

[12] FTE (annual averages)

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

Europol Public Information

Annex III: Table 2 - Multi-annual staff policy plan 2020-2022

Category and grade	Establishment plan in EU Budget 2018	Filled as of 31/12/2018	Modifications in year 2018 in application of flexibility rule [1]	Establishment plan in voted EU Budget 2019	Modifications in year 2019 in application of flexibility rule [2] [3]	Establishment plan in voted EU Budget 2020	Establishment plan 2021	Establishment plan 2022
	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	
AD 15	1	1	1	1	1	1	1	
AD 14	1	1	1	1	1	3	3	
AD 13	5	2	5	5	5	5	6	
AD 12	11	7	11	11	11	11	11	
AD 11	17	7	17	17	16	14	10	
AD 10	28	15	28	28	23	25	23	
AD 9	61	33	61	61	61	50	51	
AD 8	100	75	90	94	89	84	87	
AD 7	128	135	132	132	132	148	175	
AD 6	158	262	177	171	192	211	260	
AD 5	36	11	21	38	28	31	19	
Total AD	546	549	544	559	559	583	646	
AST 11	0	0	0	0	0	0	0	
AST 10	0	0	0	0	0	0	0	
AST 9	0	0	0	0	0	0	0	
AST 8	3	0	3	3	0	1	2	
AST 7	5	3	5	5	5	5	5	
AST 6	6	4	6	6	6	6	6	
AST 5	7	4	7	7	7	7	7	
AST 4	5	9	8	7	8	7	6	
AST 3	3	0	1	1	3	3	3	
AST 2	1	4	2	3	3	3	3	
AST 1	0	0	0	0	0	0	0	
Total AST	30	24	32	32	32	32	32	
AST/SC6	0	0	0	0	0	0	0	
AST/SC5	0	0	0	0	0	0	0	
AST/SC4	0	0	0	0	0	0	0	
AST/SC3	0	0	0	0	0	0	0	
AST/SC2	0	0	0	0	0	0	0	
AST/SC1	0	0	0	0	0	0	0	
Total AST/SC	0	0	0	0	0	0	0	
TOTAL	576	573	576	591	591	615	678	TBD [4]

[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.

[2] Ibid

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

[4] The human and financial resources outlook for 2022 is subject to the MFF 2021-2027 negotiations and the update of the Europol Regulation

Explanations on the modifications and changes in relation to the establishment plans from 2020 to 2022

Modification to 2019 establishment plan using the flexibility contained with Article 38(1) of framework Financial Regulation.

The modifications envisaged to the establishment plan 2019 can be summarised as follows:

Modification	Budgetary effect
1 AD11 downgraded to AD6	Savings
5 AD10 downgraded to AD6	Savings
5 AD8 downgraded to AD6	Savings
10 AD5 converted to AD6	Increase
1 AST8 downgraded to AST4	Savings
2 AST8 downgraded to AST3	Savings

In total the modifications involve 24 post movements which constitute around 4% of the total number of 591 established posts within the allowable 10% contained within Article 38 and expenditure impact of the total changes results in budget savings.

The staff turnover was 7.65% at the end of 2018, in line with last year.

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 2019 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:

- 42 staff members left Europol during 2018 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 2020 and 2021

Europol implements reclassification on an annual basis. The establishment plans for 2020 and 2021 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 2018 6% of staff (temporary agents) was reclassified. For future years depending on the grades the establishment plan foresees approximately 10% reclassification.

Europol Public Information

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)³¹. Europol's recruitment and selection procedure is independent from that of other EU institutions and agencies. Europol has no permanent officials, but is staffed by Temporary Agents and Contract Agents.

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

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

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

³¹ Laid down by Council Regulation (EEC, EURATOM, ECSC) No 259/68 and last amended by Regulation (EU, Euratom) No 1023/2013 of the European Parliament and the Council of 22 October 2013 (OJ L 287, 29.10.2013, p. 15)

Europol Public Information

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

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

Temporary Agents (TAs):

- Decision of the Management Board of Europol of 28 February 2019 laying down general implementing provisions on the procedures governing the engagement and use of temporary staff under Article 2(f) of the Conditions of Employment of Other Servants of the European Union;
- Decision of the Executive Director of 28 March 2019 on the Duration of Contracts of Employment for Temporary Agents under Article 2(f) of the Conditions of Employment of Other Servants of the European Union at Europol;
- Decision of the Management Board of Europol of 06 September 2019 defining the Europol posts that can be filled only by staff engaged from the competent authorities of the Member States ("restricted posts");
- Decision of the Management Board of Europol of 04 October 2019 on middle management staff; and
- Commission Decision C(2013) 8970 of 16 December 2013 laying down general implementing provisions concerning the criteria applicable to classification in step on appointment or engagement, applicable to Europol by analogy by virtue of the Decision of the Management Board of Europol of 22 May 2014.

Contract Agents (CAs):

- Decision of the Management Board of Europol of 04 October 2019 laying down rules on the procedures governing the engagement and the use of contract staff at Europol.

Seconded national Experts (SNEs):

- Decision of the Management Board of Europol of 4 October 2019 laying down rules on the secondment of national experts to Europol;
- Decision of the Director of 20 May 2016 on the selection procedure for SNEs.

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

Employment at Europol is open to nationals of any of the 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.

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

Europol Public Information

Committee based on the certificates and diplomas obtained by the candidate and, where necessary, further assessed during the selection procedure.

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

Temporary Agents:

Temporary Agent posts are classified in two function groups according to the nature of the duties to which they relate: Administrators (AD) and Assistants (AST) in ascending rank order. Function group AD comprises twelve grades from AD 5 to AD 16. Based on the requirements of the Europol Regulation the posts within function group AD are divided further into two categories: posts that can be filled only by staff engaged from the competent authorities (restricted posts³²) and non-restricted posts open to citizens of one of the Member States of the European Union. AD6 is generally applied as entry grade in order to ensure it remains attractive for candidates who already have a career at national level.

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

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

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.

³² Decision of the Management Board of Europol defining the Europol posts that can be filled only by staff engaged from the competent authorities of the Member States of 6 September 2019.

Europol Public Information

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

Contract Agents

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

Selection procedures for Temporary and Contract Agents

Equal Opportunity:

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

We live diversity and provide an inclusive work environment to all. We strive to recruit, develop and retain a diverse and talented workforce through application of equal opportunity and impartiality.

Application process:

Europol Public Information

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

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

Selection procedure:

A Selection Committee is set up for each selection procedure on the basis of the 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 candidates concerned.

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

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

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.

Contract Duration

Temporary Agents:

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

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

Contract Agents:

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

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

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

European Communities Personnel Selection Office (EPSO):

Europol considers it important to preserve the opportunity to recruit staff that 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 and has started advertising vacancies for non-restricted posts to start with on EPSO's website in Q3 2019.

Seconded National Experts:

Seconded National Experts (SNEs) enable Europol to benefit from their high level of professional knowledge and experience. Any secondment must be authorised in line with Europol's annual budget. Profiles of SNEs sought are laid down in notices of secondment describing tasks and responsibilities as well as experience and skills required.

Eligibility criteria:

As described in 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:

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

SNE selection procedure:

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 HR Unit determines the suitability of candidates by assessing their skills, experience and qualifications in relation to the notice of secondment and makes an initial selection from the applications received. For the initial selection, the operational contributions from the competent service to the project to which the SNE will be seconded are taken into account. The Selection Committee conducts a telephone/video-conference 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. Written exercises conducted remotely may also be part of the selection procedure.

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

Europol Public Information

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

Duration:

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

Cost-free Seconded National Experts

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

Upon request of Europol

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

Upon request of a Competent Authority

If a Competent Authority expresses an interest to start a new project or to extend the scope of an existing project with new products or services a business case outlining how the seconded expert will contribute to the work programme of the Department and what additional products, services or improvements will be introduced must be compiled by the Competent Authority. This business case has to be sent via the Europol National Unit to Europol's HR Unit, together with an accompanying letter addressed to the Executive Director formally supporting the secondment as well as an application form completed by the seconded expert. Upon receipt Europol will assess the feasibility of the secondment and will make a recommendation to 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 providers³³

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

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

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

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

All contractors are engaged after the conclusion of tender procedures.

³³ NB Structural service providers are not employed by the agency.

Europol Public Information

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

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

Annex IV:

B. Appraisal of performance and reclassification/promotions

Appraisal

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

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

Reclassification

Reclassification was for the first time implemented at Europol in 2014. The Management Board adopted the (unchanged) Commission Decision C(2013)8968 of 16 December 2013 laying down general provisions for implementing Article 45 of the Staff Regulations. These general provisions applied to the reclassification organised in 2018 for the temporary staff and contract staff.

Reclassification of temporary staff

Category and grade	Staff in activity at 01.01.2017		How many staff members were promoted / reclassified in 2018		Average number of years in grade of reclassified/ promoted staff members
	officials	TA	officials		
AD 16					
AD 15		1			
AD 14		1			
AD 13		2			
AD 12		7			
AD 11		10		1	2.25
AD 10		9			
AD 9		43		5	3.73
AD 8		75		2	8.17
AD 7		108		10	3.2
AD 6		174		16	3.8
AD 5		9			
Total AD		439		34	
AST 11					
AST 10					
AST 9					
AST 8					
AST 7		3			
AST 6		4			
AST 5		7		1	5
AST 4		10		1	2.42

Europol Public Information

Category and grade	Staff in activity at 01.01.2017		How many staff members were promoted / reclassified in 2018		Average number of years in grade of reclassified/ promoted staff members
	officials	TA	officials		
AST 3		2			
AST 2		2			
AST 1					
Total AST		28		2	
Total		467		36	

Reclassification of contract staff

Function Group	Grade	Staff in activity at 01.01.2017	How many staff members were reclassified in 2018	Average number of years in grade of reclassified staff members
CA IV	18			
	17			
	16	2		
	15	1		
	14	21	2	3.19
	13	11	2	3.27
CA III	12			
	11	17		
	10	28	7	7.24
	9	20	1	2.33
	8	14	1	4
CA II	7			
	6	6		
	5	33	4	3.15
	4			
CA I	3			
	2			
	1			
Total		153	17	

Annex IV:

C. Mobility policy

a) Internal mobility

Europol is conducting internal selection procedures for **non-restricted** positions in line with the Decision of the Executive Director on Internal Selection Procedures for temporary staff of 26 April 2019. Internal selections allow temporary staff to change tasks and responsibilities in different areas of Europol without impact on the current contract of employment with Europol and thereby create opportunities for further professional development.

Restricted posts may be filled through reassignment of a staff member in the interest of the service without impact on the current contract of employment with Europol.

b) Mobility between agencies and Institutions

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

The following tables provide for 2018 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 2018 recruited from:	Number
European Institutions	
European Central Bank	1
European Parliament	1
EU Agencies	
ACER	1
CEPOL	1
EASO	2
EBA	1
ECDC	1
EFSA	1
EMA	1
EUROJUST	1
Other	
Total	11

Europol Staff leaving post during 2018 recruited by:	Number
European Institutions	
European Parliament	2
European Commission	1
EU Agencies	
CEPOL	1
EIB	1
EMA	1
EU LISA	1
EUROJUST	1
FRONTEX	4
Total	12

Annex IV:

D. Gender and geographical balance

Gender balance

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

Gender breakdown at Europol (on 31.12.2018)

Post	Gender	Number	Percentage
Temporary Agents	Female	159	29%
	Male	396	71%
AD Function group	Female	141	27%
	Male	390	73%
AST Function group	Female	18	75%
	Male	6	25%
Contract Agents	Female	106	53%
	Male	95	47%
Seconded National Experts	Female	32	21%
	Male	121	79%
Overall	Female	297	33%
	Male	612	67%

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

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

Efforts include:

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

Europol strives to:

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

Europol Public Information

Specific strategies:

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

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

Geographical balance

The table below provides an overview of staff from each EU Member State working at Europol as on 31.12.2018.

Country	TA's			CA's	SNE's	Total	ELO's
	AD	AST	TOTAL				
Austria	7	0	7	1	2	10	9
Belgium	33	1	34	2	4	40	4
Bulgaria	15	2	17	10	4	31	1
Croatia	11	0	11	2	16	29	2
Cyprus	3	0	3	1	0	4	2
Czech Republic	12	1	13	3	1	17	3
Denmark	1	0	1	0	4	5	5
Estonia	6	0	6	0	0	6	4
Finland	10	0	10	4	1	15	5
France	32	1	33	6	11	50	12
Germany	42	2	44	6	12	62	14
Greece	44	0	44	12	14	70	4
Hungary	9	1	10	11	2	23	7
Ireland	8	1	9	1	0	10	4
Italy	35	2	37	22	29	88	8
Latvia	3	1	4	1	0	5	3
Lithuania	7	0	7	2	0	9	2
Luxembourg	0	1	1	0	0	1	5
Malta	2	0	2	0	0	2	2
Netherlands	40	7	47	55	1	103	26
Poland	26	2	28	10	11	49	6
Portugal	21	0	21	11	4	36	1
Romania	52	0	52	11	4	67	1
Slovakia	8	0	8	0	0	8	2
Slovenia	10	1	11	4	0	15	2
Spain	57	1	58	19	28	105	11
Sweden	7	0	7	3	0	10	8
United Kingdom	30	0	30	4	5	39	21
Third States/ Organisations	0	0	0	0	0	0	
Total EU MS	531	24	555	201	153	909	174
Overall Total	531	24	555	201	153	909	174

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

Annex IV:

E. Schooling

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

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

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

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

For school year 2019-2020, 1411 pupils have been registered in the school, of which 893 children attend Primary education and 518 children attend Secondary education. More than a quarter of this total, i.e. 358 pupils, are children of Europol staff (239 in Nursery & Primary and 119 in Secondary). In addition, 67 children of SNEs and Liaison Officers attend the ESH, therefore Europol's workforce accounts for approximately 30% of the pupils enrolled in the European School The Hague.

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

The location at the Oostduinlaan required a complete structural renovation to bring the building up to modern standards and construction works commenced in the summer of 2018. To alleviate the location on the Houtrustweg, school management decided to move Secondary to the Oostduinlaan as from school year 2018/2019, where the pupils are housed, during the full period of the renovation, in temporary classrooms placed at the building's grounds.

For school year 2019/2020 the school expects to have to accommodate the arrival of an additional 80/90 new students in Secondary. As these pupils will also be housed in temporary classrooms, school management is looking into reorganisation of the current accommodation, e.g. by creating extra classrooms. It is foreseen that the Secondary can enter the renovated school building at the Oostduinlaan as of the start of the 2020/2021 school year.

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) is involved in the developments and provides strategic advice for the further development of the school. Following the relocation of EMA to the Netherlands, the agency will acquire a seat in the Advisory Board as from school year 2019-2020.

Europol Public Information

Annex V: Buildings

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

	Name, location and type of building	Other Comment
<i>Information to be provided per building:</i>	Jan Willem Frisolaan 13, 2517JS The Hague	The Dutch Central Government Real Estate Agency is owner of the building and responsible for the owner and user related elements due to the issues with the Plank Floor Slabs in the HQ. Europol is responsible for the services linked to the business of the organisation e.g. catering, cleaning, etc.
Surface area (in square metres)	Gross floor space building is 2,600 m ² .	Number of workplaces is 190.
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 3+1 years and was signed on 6 September 2019.	Lease Agreement Europol New Headquarters, reference EDOC-#1022367.
Host country grant or support	Host State support by providing and maintaining the accommodation.	The maintenance regarding the owner and user related elements.
Present value of the building	N/A	

Building projects in planning phase:

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 to 1,100 workplaces by creating extra workplaces via a new office concept, which includes implementing a workplace ratio of 0.84 per workplace to accommodate 1,4300 people in the building and to increase the meeting facilities. The necessary construction works had to be delayed due to the Plank Floor Slabs issue³⁴ and is scheduled to start in 2021.

Additionally, up to 150 staff will be relocated to the Temporary Satellite Building (JWF13) in order to cover Europol's growth and to implement the Mid-Term Housing Solution in the HQ. The satellite building became operational in Q4/2019. In parallel Europol is undertaking preparations with the Host State in order to obtain a second Temporary Satellite Building which should be become available in Q4/2021. This temporary building is required in Q4/2021, to create move space in the HQ, during the implementation of the Mid-Term Housing Solution.

For the implementation of the SHR Long-Term Housing Measures, the Host State successfully finalised the acquisition of office building Churchillplein 1 in The Hague (HQ2). A project organisation for the development process of HQ2 with the Host State is established. Works for the new permanent facility are expected to start in 2021 and be completed by the end of 2024.

³⁴ Following a serious incident at a parking building at Eindhoven airport caused by issues related to prebuilt concrete floor slabs, the Dutch Host State implemented a national procedure to check all public buildings where these specific floor slabs have been used, including Europol's HQ. Research on the issue is still ongoing and should be concluded by Q2 2019.

Europol Public Information

Annex VI: Privileges and immunities

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
<p>According to Article 63(1) Europol Regulation the Protocol on Privileges and Immunities of the European Union ("Protocol No. 7"³⁵ 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 (see Art. 70 <i>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 (see Art. 70 <i>Europol Regulation</i>), which is itself supplemented regarding staff privileges and immunities by a number of <i>Notes Verbales</i> some specific to Europol and others directed towards all international and EU organisations in The Netherlands. The most significant of these is an exchange of <i>Notes Verbales</i> of 25 October 2007.</p>	<p>Europol staff members can benefit from the ordinary rules regarding tax benefits linked to day care expenses just as any other residents of the Netherlands.</p>

³⁵ Please note: Protocol No. 7 has been renumbered, compared to the Protocol on Privileges and Immunities of the European Communities. Its Article 15 empowers the European Parliament and the Council to determine acting by means of regulations the categories of officials and other servants of the Union to whom the provisions of Article 11, the second paragraph of Article 12, and Article 13 of this Protocol shall apply, in whole or in part. -Regulation No. 549/69 (see above) has not been amended following the entry into force of the new Protocol No. 7 (1 Dec. 2009), thus still contains the references to the old numbering.

Annex VII: Evaluations

Internal monitoring & evaluation

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

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

The **Europol Internal Control Framework (ICF)** was adopted by the MB in December 2018, following a thorough analysis of the ICF of the European Commission, the original COSO Integrated Internal Control Framework guidance documentation, as well as consultation with the Internal Audit Capability (IAC) and the Corporate Matters Working Group (CMWG) of the MB in particular. The ICF applies as of 2019, thereby replacing the ICS adopted by the Management Board in 2011. The ICF is monitored through a set of control indicators that are integrated in the corporate performance reporting of Europol.

Internal Audit Capability (IAC)

The function and role of the IAC are enshrined in Article 78 of the Financial Regulation applicable to Europol and defined further in the IAC Charter.

The mission of the IAC is to enhance and protect Europol's organisational value, by providing risk-based and objective assurance, advice and insight.

The IAC helps Europol in accomplishing its objectives by bringing a systematic and disciplined approach to evaluate the effectiveness of risk management, control, and governance processes, and by issuing recommendations for their improvement, thereby promoting a culture of efficient and effective management within Europol.

Data Protection Function (DPF)

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

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

In addition to law enforcement data, the DPO also ensures the protection of Europol staff data as so far determined by Regulation (EC) No 45/2001³⁶, since 11 December 2018 replaced by Regulation (EC) No 2018/1725³⁷.

³⁶ Regulation (EC) No 45/2001 of the European Parliament and of the Council of 18 December 2000 on the protection of individuals with regard to the processing and free movement of personal data (OJ L 008, 12.1.2001, pp. 1-22), directly applicable to Europol's administrative personal data pursuant article 46 ER.

³⁷ Regulation (EC) 2018/1725 of the European Parliament and of the Council of 23 October 2018 on the protection of natural persons with regard to the processing of personal data by the Union institutions, bodies,

External monitoring & evaluation

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

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

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

Ad-hoc evaluations

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

Annex VIII: Risks 2020

Europol's corporate risk management process aggregates risks (including the related responses) at organisational level. In doing so, Europol expands risk management from a vertical (e.g. in departments or programmes/projects) to a horizontal perspective (corporate, organisational wide view), meeting the required elements on risk management set out in the Internal Control Framework (ICF) of Europol³⁸, which is based on the COSO ICF³⁹ and the European Commission's ICF⁴⁰. 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 viability of the entire concerned objective may not be reached (threat) or easily be achieved (opportunity) in comparison with the given planning) and the **probability** is considered to be **high** (i.e. the risk event – threat or opportunity – is likely to occur). A risk may also be included in the reporting without a formal assessment of impact and probability, based on professional judgement, in particular in view of the following aspects: Implications for multiple organisational objectives, Europol's corporate interest(s) and position (reputational, financial, compliance related etc.), as well as overall implications for Europol's (operational) partners in Member States and beyond etc.

Given the current risk exposure concerning the business planning, the following critical risks are identified for the 2020 planning⁴¹. The overview also reflects the outcome of the risk assessment peer review exercise among JHA Agencies in 2019.

³⁸ Internal Control Framework (ICF) of Europol, Europol file no. EDOC #951032v13

³⁹ Committee of Sponsoring Organisations of the Treadway Commission (COSO) Internal Control Integrated Framework, May 2013

⁴⁰ Communication to the Commission – Revision of the Internal Control Framework, C(2017) 2373, Europol file no. EDOC #911042v1

⁴¹ 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 2018 (for follow-on monitoring in 2019). 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.

Europol Public Information

(1) Overview of threats (risks which could have a negative effect on the 2020 business planning)

Ref. n°	Risk description (cause, event and effect)	Objective area	Response type ⁴²	Key Response measures
01	<p>Europol may not meet the operational demand identified in the strategic priorities 2020+ presented to the Management Board in December 2018, 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 Member States’ CT competent authorities, including security services through the CTG members especially; • Adequate cyber investigation support to counter-terrorism, as well as EU IRU capabilities to effectively respond to radicalisation and terrorism 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 	All objectives	Share	<ul style="list-style-type: none"> • Maintain reliable and secure operational ICT capabilities (Objective A.1.1); • Implement improvements to MS-facing core operational capabilities (Objective A.1.2); • Implement the New Environment for Operations and further develop other core operational ICT capabilities (Objective A.1.3); • Advance interoperability and connectivity with information management systems at EU level to enhance information exchange (Objective A.1.4); • Ensure the effective functioning of the Front Office in managing operational information (Objective A.2.1); • Provide support to operations and crises management (Objective A.2.2); • Host the Police Information and Coordination Centre (PICC) at Europol for the UEFA European Championship 2020 (Objective A.2.3); • Manage cooperation with Member States (Objective A.2.4) and with third countries (Objective A.2.5); • Manage cooperation with EU institutions, agencies or bodies (A.2.6) as well as international and regional organisations, and private parties (Objective A.2.7); • Ensure the effective functioning of the ESOCC in providing strategic and operational support to EU MS’ investigations on SOC and the implementation of EU Policy Cycle priorities (Objective A.3.1); • Undertake and support further improvements in the strategic and operational approach followed by the MS and

⁴² Threat risk type responses are: Reduce (pro-active actions are undertaken to minimise the probability or impact; the responsibility for the risk effect(s) and response measure(s) stay with Europol); Remove (changing the scope of the business objective concerned); Transfer (a third party takes responsibility for the risk); Retain (conscious and deliberate decision to accept the risk and, especially, the possible effect(s) on the business objective); Share (the responsibility for the risk effect(s) and risk response measure(s) are shared between the involved parties, i.e. Europol and Member States take responsibility for certain aspects of the risk)

Europol Public Information

Ref. n°	Risk description (cause, event and effect)	Objective area	Response type ⁴²	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 cyber security; • Overall availability of human resources at Europol, in Member States and within authorities of cooperation partners; • Timely deployment of and operational impact by the Europol Western Balkan liaison officers; • Budget availability to directly support operational actions, including for secondary security checks in migration hotspots; • Knock-on effects regarding the implementation of the Strategic Housing Roadmap in 2019-2020 (e.g. desk sharing, satellite office space); • Adequate (human) resources in 2020 for joint investigation activities, especially in light of 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 i-OCTA, TE-SAT or other strategic reports released in 2018); • Overall limited funding levels affecting both operational and governance, support and administration areas; • Effective and efficient future cooperation arrangements with the law enforcement services of the UK as a key Europol partner in information sharing (in light of Brexit likely to become effective in 2020); • 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. 			<p>Europol in targeting the reduction of drugs supply (Objective A.3.2);</p> <ul style="list-style-type: none"> • Enhance the support to EU MS' investigations on organised crime related to migrant smuggling and THB (Objective A.3.7); • Ensure the effective functioning of EC3 in providing strategic and operational support to EU MS' investigations on cybercrime and the implementation of EU Policy Cycle priorities (Objective A.4.1); • Establish the Digital and Document Forensics Unit at Europol (Objective A.4.2); • Provide Digital Forensics support to EU MS' investigations (Objective A.4.3); • Optimise Europol's capability for recovering encrypted data encountered during the course of criminal investigations and utilise the agency's potential to perform as a European centre of expertise on decryption (A.4.4); • Ensure the effective functioning of the ECTC in providing strategic and operational support to EU MS' investigations related to counter-terrorism (Objective A.5.1); • Establish an EU platform to tackle illicit content online as a communication and coordination tool for referrals and removal orders within the EU ensuring more efficient handling of online terrorist propaganda (Objective A.5.8); • Further develop and implement the EU Response Protocol to Online Crisis (ERPOC) (Objective A.5.9); • Further expand the scope of the Cross Border Access to Electronic Evidence (SIRIUS) Project (A.5.12); • Increase the provision of comprehensive financial intelligence to MS regarding money laundering, asset recovery, sports corruption, identifying and tracing proceeds of crime and counterfeiting (Objectives A.6.1-A.6.8); • Establish in cooperation with MS a common EU view on criminal analysis (A.7.1);

Europol Public Information

Ref. n°	Risk description (cause, event and effect)	Objective area	Response type ⁴²	Key Response measures
				<ul style="list-style-type: none"> • Streamline and further accelerate Europol’s capabilities in the area of travel intelligence towards a fully-fledged European Travel Intelligence Centre (ETIC) to handle increasing demand for strategic analysis and deliver quality strategic reports (Objective A.7.5); • Extend Europol’s support for the EU Eastern Neighbourhood countries in relation to the EU Policy Cycle through the implementation of a programme of the European Neighbourhood East Instrument (Objective A.7.8); • Continue optimising Europol’s corporate functions (Objective A.8.1); • Ensure effective internal and external communication (Objective A.8.2); • Ensure efficient human resources and budget management (Objective A.8.3); • Progress towards the rationalisation and expansion of Europol’s facilities services and capabilities. (Objective A.8.4); • 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).
02	The further development of, in particular, core systems in 2020 and the related support activities, alongside increased demand towards Europol for interoperability, connectivity and use of EU databases, may lead, in view of the implementation of the Integrated Data Management Concept which became operational with the Europol Regulation, and the decision of Europol in 2018 concerning the required evolution of the Europol Analysis System (EAS), alongside continuous staff scarcity, especially in ICT and infrastructure areas, to a critical risk profile regarding the	A.1.3 A.1.4 A.2.1 A.2.2 A.2.3 A.4.1 A.4.4 A.4.3 A.6.3	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 2020, in particular in view of the Europol Regulation being 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

Europol Public Information

Ref. n°	Risk description (cause, event and effect)	Objective area	Response type ⁴²	Key Response measures
	<p>production of deliverables on time, within budget margins and against compliance requirements, especially in light of (the):</p> <ul style="list-style-type: none"> • A paradigm shift introduced with the IDMC in the Europol Regulation, compared with the regulatory principle applied since Europol was established, i.e. access by data processing purpose, not related to processing systems defined in the regulatory founding act any longer, thus implying an overhaul of the entire information architecture of Europol's IT systems, concerning which the long-term planning and resource requirements are being identified and refined; • Continuous development of additional requirements for enhanced access and interoperability with core applications and databases at EU level, which are of direct relevance to Europol's core business (e.g. SIS, EES, ETIAS, potential EU TFTS), with a view to providing adequate support services towards MS and cooperation partners; • Increased technical support to manage access to and the handling of operational live data, resulting from elevated operational cooperation needs (by making use, for instance, of standardised information exchange and search capabilities, for instance in the area of travel intelligence); • The envisaged (gradual) implementation of future-proof 'data lake' solution concept, on the basis of a single common data repository platform (integrated data set) for all core business data, to be developed and maintained under the in-house lead of Europol; • Continuously advancing (forensic) IT capabilities especially in the area of EC3 and regarding the accredited forgery of Euro currency laboratory; • Establishment and maintenance of a new decryption platform; • 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 contract management); • Limited funding levels dedicated to new ICT delivery scope; 	<p>A.6.4 A.6.5 A.7.1 A.7.2</p>		<p>2017 Council conclusions on the interoperability of EU information systems (impact across all objectives);</p> <ul style="list-style-type: none"> • Establishment of the Information Management Programme Board as part of the Europol Strategy 2020+ implementation; • Implement the New Environment for Operations and further develop other core operational ICT capabilities (Objective A.1.3); • Advance interoperability and connectivity with information management systems at EU level to enhance information exchange (Objective A.1.4); • Ensure the effective functioning of the Front Office in managing operational information. (Objective A.2.1); • Provide support to operations and crises management (Objective A.2.2); • Host the Police Information and Coordination Centre (PICC) at Europol for the UEFA European Championship 2020 (Objective A.2.3); • Ensure the effective functioning of EC3 in providing strategic and operational support to EU MS' investigations on cybercrime and the implementation of EU Policy Cycle priorities. (Objective A.4.1); • Optimise Europol's capability for recovering encrypted criminal data and utilise the agency's potential to perform as a European centre of expertise on decryption (A.4.4); • Increase the provision of comprehensive financial intelligence to MS regarding money laundering, asset recovery, sports corruption, identifying and tracing proceeds of crime and counterfeiting (Objectives A.6.1-A.6.8); • Continue optimising Europol's corporate functions (Objective A.8.1); • A.8.4 Progress towards the rationalisation and expansion of Europol's facilities services and capabilities.

Europol Public Information

Ref. n°	Risk description (cause, event and effect)	Objective area	Response type ⁴²	Key Response measures
	<ul style="list-style-type: none"> • Expected increase of costs to sustain the current ICT architecture of Europol, coupled with the knock-on effects of the expected 2019 sustainment costs (20 Million Euro expected in 2019) which reduces the delivery of new scope in 2019 in particular; • Expanded ICT support services in general. 			
03	<p>Europol is approached by various key stakeholders, including the political level, to implement additional (ad hoc) requests. Performing the resulting tasks reduces the resources available for the achievement of the objectives for 2020. Accordingly, the implementation of the strategic priorities of Europol's Strategy 2020+ may be at risk.</p> <p>This risk profile is amplified by the currently ongoing budget conciliation procedure for the financial year 2020, which is expected to impact on the MFF 2021-2027 related projections for Europol.</p>	All objectives	Reduce	<ul style="list-style-type: none"> • Perform robust planning as well as performance measurement processes, close monitoring of the annual work planning, based on quarterly performance reporting (across all objectives); • Operating, on a continuous basis, an organisational demand management process which contributes to the appropriate re-prioritisation within the organisational mandate and reflects the principle of an efficient and effective use of available resources, in consultation with and guidance by relevant stakeholders and assurance providers (in particular the Europol MB concerning prioritisation and resource considerations); • Ensure communication which reflects realistic ambitions and plans (all activities under A.8 'Governance, support and administration'); • Development of multi-annual strategic priorities covering the years 2020+ commenced in 2019 (Objective A.8.1); • Progress towards the rationalisation and expansion of Europol's facilities services and capabilities (Objective A.8.4).

Europol Public Information

Ref. n°	Risk description (cause, event and effect)	Objective area	Response type ⁴²	Key Response measures
04	Europol encounters a multifaceted, complex business continuity risk profile, ranging from continuous business and organisational changes, staff turnover, the pace of ever-evolving technology developments, cyber security threats and related attack scenarios, uncertain effects in view of Brexit and overall political and public opinion related contingencies etc.	All objectives	Reduce and share	<ul style="list-style-type: none"> • Europol carries out robust planning as well as performance measurement processes, next to close monitoring of the annual work planning, based on regular performance reporting, to identify and implement changes as required (Objectives A.8.1 & A.8.3); • Europol refines the corporate communications strategy to effectively manage internal and external communication (Objective A.8.2); • Europol refines existing business continuity arrangements and related response capabilities, in particular with regard to its cyber response to ensure the necessary level of physical, personal and information security at Europol (Objective A.8.5); • Europol defined and expressed its, in particular, operational mitigation actions in cooperation with the European Commission, with a view to catering for the effects resulting from Brexit, when it would materialise (Objectives A.2.4 to A.2.6).

Europol Public Information

(2) Overview of opportunities (risks which could have a positive effect on the 2020 business planning)

Ref. n°	Risk description (cause, event and effect)	Objective area	Response type ⁴³	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 interoperability agenda 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) as well as the 2018 EU security initiatives, 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"> • Monitor the implementation of the IDMC in achieving and maintaining 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.1.2, A.1.3); • Manage cooperation with third countries (Objective A.1.2) and Manage cooperation with EU institutions, agencies or bodies (Objective A.2.6); • A.5.1 Ensure the effective functioning of the ECTC in providing strategic and operational support to EU MS' investigations related to counter-terrorism (Objective 5.1); • Consolidate the implementation of the Europol Regulation, based on strong governance, support and administration (activities under A.8 'Governance, support and administration'); • Allocation of human resources (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.

⁴³ Opportunity risk type responses are: Realise (identifying and seizing a chance to realise the concerned business objective with less resources or earlier than planned); Enhance (seizing and improving on an identified opportunity, thus achieving additional gains of relevance to more than one concerned business objective); Exploit (expanding the scope of business objectives by taking advantage of multiple benefits).

Europol Public Information

Continued from above	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 ⁴⁴	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, as well as the establishment of the European Financial and Economic Crime Centre (EFECC), and dedicated units for Analysis, Drugs, Top Organised Crime Groups and Forensic Support, may result in a further profile and awareness boost for Europol as the key agency in the EU's internal security architecture, supported by 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); • Establishment of the Strategy Implementation Steering Committee to support and monitor the implementation of the Strategy 2020+ and the establishment of dedicated specialised units, and one centre, in areas of key concern to the Member States (Activity A.6); • Build sustainable relationships with EU institutions and bodies as well as agencies and take up new opportunities for cooperation, in particular, with the support of the Europol Liaison office in Brussels (Objective A.2.6); • Develop and maintain Europol's operational ICT capabilities by implementing the new information management architecture, advance interoperability and connectivity and provide MS with state-of-the-art digital technologies (Objectives A.1.1, A.1.2, & A.1.3); • Establishing a permanent funding role of operational action by Europol is promoted by Europol's stakeholders (is realised with the Europol Regulation).

⁴⁴ 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 2020

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 1268/2012 (hereinafter referred to as "the Rules of Application") shall apply (...)*⁴⁵.
- Article 110(1) of the EU Financial Regulation states that: *"A budgetary commitment shall be preceded by a financing decision adopted by the Union institution or by the authority to which powers have been delegated by the Union institution. The financing decisions shall be annual or multiannual. The first subparagraph of this paragraph shall not apply in the case of appropriations for the operations of each Union institution under its administrative autonomy that can be implemented without a basic act in accordance with point (e) of Article 58(2), of administrative support expenditure and of contributions to the Union bodies referred to in Articles 70 and 71"*
- Article 110(2) and (3) of the EU Financial Regulation states that *"The financing decision shall indicate the total amount it covers and shall contain a description of the actions to be financed. It shall specify:*
 - (a) the basic act and the budget line;*
 - (b) the objectives pursued and the expected results;*
 - (c) the methods of implementation;*
 - (d) any additional information required by the basic act for the work programme.**In addition, (...) the financing decision shall set out the following:*
 - (b) for procurement: the global budgetary envelope reserved for procurements".*

2. Rules for participation in Europol tender procedures:

Eligibility and exclusion criteria

- The tenderers must be established in an EU Member State. This implies that tenderers established in third countries (non-EU countries) do not have the right to participate in Europol tendering procedures, unless other bilateral or special international agreements in the field of public procurement grant them the right to do so. In case there is no such agreement, or the agreement does not apply to the kind of contracts put out to tender, tenderers of third countries are not entitled to participate, unless otherwise explicitly allowed in the given calls published by Europol;
- The tenderers shall not be, at the time of a contract award procedure, in one of the exclusion situations referred to in Article 136 of the EU Financial Regulation.

⁴⁵ As repealed by Regulation (EU, EURATOM) 2018/1046 of the European Parliament and the Council of 18 July 2018 on the financial rules applicable to the general budget of the European Union, ref. OJ-L 193/30.07.2018, p.1 (hereinafter referred to as the EU Financial Regulation)

Europol Public Information

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.
- 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 2020:

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

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

A summary of the main procurement initiatives is outlined in Table 1 below. It includes generic information about the procurement initiatives performed in the previous year of the current work programme as well as the initiatives planned for the following year.

A detailed overview of the procurement initiatives for **YEAR 2020** is provided in Table 2 below. The table indicates the **number of the main contracts** (i.e. above EUR 15,000) in force in 2020 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 2020. The list of tender procedures will be further detailed once more details on calls timing will be available.

The table does not include the following data/information:

- tender procedures below EUR 15,000;
- exceptional negotiated procedures without prior publication of a contract notice under point 11, Annex I of the EU Financial Regulation;
- restricted procedures to be launched under existing (published) calls for expression of interest;
- inter-institutional procurement or procedures launched by the EU institutions, bodies and/or agencies;
- tender procedures under framework contracts with reopening of competitions (i.e. mini competitions).

In addition, Europol will place orders for supplies, services, including IT consultancy services either under Europol framework contracts or under framework contracts resulting from

Europol Public Information

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 thresholds⁴⁶ (from 1.01.2020 at EUR 139,000 for Europol).

⁴⁶ From 1.01.2020:

- EUR 139.000 for procurement of supplies and services
- EUR 5.350.000 for the procurement of works and concession

Europol Public Information

Table 1: Summary of the main procurement initiatives

Table Code	Other initiatives and services	Estimated commitments in EURO					
		Total Planned value (procured)	Reviewed procured value	Total Initially Budget value (procured)	Total review value (procured)	Number of contracts / SLA / etc	Expected number of procurements
		2018	2019	2020	2020	2020	2020
Part A	Total Procurement (non-ICT)	21,887,680	23,721,020	28,652,066	24,986,120	77	16
Part B	Total ICT procurement	18,725,000	25,973,100	42,198,000	32,261,000	76	7
Total						(153)	(23)
Parts A & B	Total all procured budget value	40,612,680	49,694,120	70,850,066	57,247,120		
	% of the Europol budget for procurement initiatives	34%	36%	35%	37%		

Europol Public Information

Table 2: Overview of the main procurement initiatives for 2020

TABLE PART A - Main procurement initiatives 2020 (Non ICT-related activities)

List of running contracts in 2020 (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 2020	Type of contracts	Number of tenders to be initiated by EUROPOL
Category A1	Staff-related expenditure, excluding salaries or allowances (medical services, training, recruitment, etc.)	4,911,000	23	FWC Direct Other	8
Category A2	Building-related expenditure (e.g. rent, energy, cleaning, maintenance, furniture, security, hospitality, etc.)	8,833,500	21	FWC Direct Other	5
Category A3	Administrative –related expenditure (e.g. postal services, stationary, open source, library, catering, insurance, publication, uniform, legal, PR items, etc.)	1,785,200	28	FWC Direct	3
Category A4	Meeting-related expenditure (e.g. travel, Hotels, interpretations, translations, meetings)	9,456,420	5	FWC Other	0
Sub-Total Category A		24,986,120	77		16

Europol Public Information

Tentative detailed overview of tender procedures (non-IT sector) to be initiated in 2020						
No	Type of Procurement initiatives (as divided in accordance with table above)	Subject	Estimated budget in Euro⁴⁷	Indicative timeframe		Comments
				Indicative time frame for tender initiation	Indicative time frame for tender completion	
1	Category A1	Medical/Laboratory Services	Above EU threshold (around 800,000 out of 4 years)	Q1.2020	Q3.2020	New initiative (from 2019 planning)
2	Category A1	Psychological support services	Below EU threshold (around 90,000 out of 4 years)	Q1.2020	Q2.2020	New initiative (from 2019 planning)
3	Category A1	Medical Supplies	Below EU threshold (around 80,000 out of 4 years)	Q2/Q3.2020	Q4.2020	New initiative
4	Category A1	Temporary workers (interim services)	Above EU threshold (around 3,000,000 ⁴⁸ out of 4 years)	Q1.2020	Q2.2020	New initiative
5	Category A1	Specialised (ad hoc) Training for all Directorates and external expertise	Below EU threshold (around 135,000 out of 4 years)	Q1.2020	Q4.2020	Recurrent needs - use of CEI list or initiation of several ad hoc procedures including: - use of experts/speakers - specific training for Staff
6	Category A1	Specialised Training for Europol's security officers	Below EU threshold (around 25,000 out of 1 year)	Q1.2020	Q4.2020	Recurrent needs Existing Contract expiry date: Third quarter 2019
7	Category A1	ICT Training and Acquisition channel	Above EU threshold (around 1,000,000 out of 4 years)	Q1.2020	Q4.2020	Recurrent needs Existing Contract expiry date: 18.02.2020 (+ 6 month survival clause)

⁴⁷ Estimated amounts provided for information only where available. Below EU threshold = below EUR 139,000; Above EU threshold = above EUR 139,000.

⁴⁸ This amount is indicative only and it will be re-evaluated depending on internal HR policies.

Europol Public Information

8	Category A1	Specialised Training courses for the Cyber Crime Center (EC3)	Below EU threshold (around 90,000 out of 1 year)	Q1.2020	Q2.2020	Existing Contracts expiry date: Third quarter 2019
9	Category A2	EMAS registration audit services⁴⁹	Below EU threshold (around 30,000 out of 1 year)	Q1.2020	Q2.2020	New initiative (from 2019 planning)
10	Category A2	Technical Surveillance Countermeasures (TSCM) equipment and related services	Above EU threshold (around 300,000 out of 4 years)	Q2.2020	Q2.2020	New initiative
11	Category A2	Security guards services	Above EU threshold (around 3,700,000 out of 4 years)	Q1.2020	Q2.2020	Existing contract expiry date: 04.01.2020 (+ 6 months survival clause) (from 2019 planning)
12	Category A2	Portable radios and licences for connection to the Mission Critical Communications Network	Below EU threshold (around 138,000 out of 4 year)	Q2-Q3.2020	Q4.2020	Recurrent needs (for licenses) New initiative for the devices Existing contract expiry date: 31.12.2020
13	Category A2	Consultancy services for Europol strategic housing road map	Above EU threshold (around 2,000,000 out of 4 years)	Q2.2020	Q4.2020/Q1.2021	New initiative (related to Europol Headquarter 2 initiative)
14	Category A3	Periodicals and databases services	Above EU threshold (around 5,000,000 out of 4 years)	Q1.2020	Q3.2020	From 2019 planning. To be initiated in 2020 due to the increase of the budget ceiling of one inter-institutional contract sufficient to cover Europol's needs beyond mid 2020.
15	Category A3	Consultancy services for Local	Below EU threshold	Q2.2020	Q3.2020	From 2019 tender planning

⁴⁹ to be initiated only if inter-agency procedure announced in 2019 is finally not launched.

Europol Public Information

		Staff Pension fund closure and Dutch pension funds	(around 40,000 out of 1 year)			
16	Category A3	Post Services	Above EU threshold (around 140,000 out of 4 years)	Q4.2020/Q1.2021	Q3.2021	Recurrent needs (procedure might be launched by the Host State)

Europol Public Information

TABLE PART B - Main procurement initiatives 2020 (ICT-related activities)

Part B - Main procurement initiatives 2020 (ICT-related activities)					
Category	Main procurement initiatives (services, supplies/goods and other initiatives) (categorised per budget headings)	Value (in Euro)	Contracts⁵⁰		Tenders
			Nr of main contracts valid in 2020	Type of contracts	Nr of tenders to be initiated by EUROPOL
Category B1	Administrative purchase and maintenance of Hardware and Software	750,000	18	FWC	1
Category B2	Administrative ICT studies and strategic consultancy services	120,000	6	FWC	0
Category B3	Administrative ICT External Service Provision including development and maintenance of solutions	700,000	12	FWC	1
Category B4	Administrative Telecommunications costs	800,000	6	FWC	1
Category B5	Operational purchase and maintenance of Hardware and Software	18,441,000	18	FWC	1
Category B6	Operational ICT External Service provision including development and maintenance of solutions	9,700,000	13	FWC	3
Category B7	Other telecommunications costs incl. management of network to MS	1,050,000	2	FWC	
Category B8	Decryption Platform	700,000	1	SLA	
Sub-Total Category B		32,261,000	76		7

⁵⁰ A contract may cover several categories and be counted more than once.

Europol Public Information

Tentative detailed overview of IT-related tender procedures to be initiated in 2020:						
No	Category	Subject	Estimated budget⁵¹	Indicative timeframe		Comments
				Indicative time frame for tender initiation	Indicative time frame for tender completion	
17	Category B1	Acquisition of Desktops, Notebooks, Hardware & Services (tentative)	Above EU threshold (around 2,000,000 out of 4 years)	Q1.2020	Q3.2020	Tentative only if one existing inter-institutional contract cannot fulfil Europol's needs. If needs arise, this procedure might be integrated into the Small IT equipment procedure.
18	Category B3	Acquisition channel for ICT Security Systems	Below EU threshold (around 16,000,000 out of 4 years)	Q1.2020	Q4.2020	One existing Contract expiry date: 30.01.2021
19	Category B4	Fixed Telephony Services	Above EU threshold (around 300,00 out of 4 years)	Q4.2019/Q1.2020	Q2.2020	One existing Contract expiry date: 03.06.2020 Procedure might be launched on an inter-agency basis
20	Category B5	Provision of Replacement Encryptors and related services	Above EU threshold (around 6,000,000 out of 4 years)	Q1/Q2.2020	Q3/4.2020	Existing Contract expiry date: 11.09.2019 (From 2019 tender planning)
21	Category B6	Service Desk and ICT Business Support⁵²	Above EU threshold (around 1,000,000 out of 4 years)	Q1.2020	Q3.2020	Existing Contract expiry date: 26.07.2020 (From 2019 planning)

⁵¹ Below EU threshold = below EUR 139,000; Above EU threshold = above EUR 139,000.

⁵² This procedure might be merged with the interim workers procedure.

Europol Public Information

22	Category B6	Acquisition of Miscellaneous IT Equipment⁵³ (including forensic equipment)	Above EU threshold (around 2,000,000 out of 4 years)	Q3.2020	Q1.2021	Existing Contract expiry date: 01.03.2021
23	Category B6	ICT Consultancy Services	Above EU threshold (around 24,000,000 out of 4 years)	<i>Q1.2020</i>	<i>Q3.2020</i>	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 (From 2019 planning)

⁵³ This amount is indicative only and it will be re-evaluated if the procedure includes the acquisition of hardware, desktops, notebooks and related services.

Annex X: Grants 2020

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 third 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 fraud⁵⁴.

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

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

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

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

⁵⁴ Document fraud is a cross-cutting crime priority without a dedicated OAP.

Europol Public Information

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

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

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

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

Essential eligibility, selection and award criteria

Eligibility criteria:

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

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

II. The Co-Applicants must be:

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

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

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

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

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

Europol Public Information

Selection criteria:

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

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

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

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

Award criteria:

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

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

Indicative timetable and indicative amount of the call for proposals

Date	Amount
Publication: Q4 year N-1 Award of grants: Q1 year N	2,5 million EUR

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

95%

2. Ad-hoc low-value grants in support of operational activities as laid down in the Operational Action Plans implementing the EU Policy Cycle for Serious and Organised Crime.

Legal basis

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

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

Budget line

3020 – EMPACT grants

Priorities of the year, objectives pursued and expected results

Enhancing the fight against serious and organised international crime during the second year of the implementation of the EU Policy Cycle 2018-2021. These grants are focussed on supporting Member States' cross-border operations and investigations as well as joint investigation teams as per Europol's tasks under Article 4(1)(h) of the Europol Regulation. Applications from eligible applicants can be submitted throughout the period indicated below rather than on any fixed deadline(s).

The objective of the low-value grants is to provide support tailored to operational activities within the thirteen Operational Action Plans (OAPs) adopted by the Council. They target activities that are developed on an ad-hoc basis rather than as a result of a long-term planning, due to their investigative nature or other quickly changing aspects of crime phenomena and crime-countermeasures. In the current EU Policy Cycle the OAPs

Europol Public Information

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 fraud⁵⁵.

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

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

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

Grants awarded under this Article have a maximum duration of 6 months with possibility to extend at Europol's discretion if justified operationally.

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

Essential eligibility, selection and award criteria

Eligibility criteria:

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

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

II. The Co-Applicants must be:

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

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

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

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

⁵⁵ Document fraud is a cross-cutting crime priority without a dedicated OAP.

Europol Public Information

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

Selection criteria:

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

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

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

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

Award criteria:

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

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

Indicative timetable and indicative amount

Date	Amount
Publication: Q1 year N Award of grants: Q1-Q4 year N	1,5 million EUR + internal assigned revenue

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

95%

3. Support for combatting Euro-counterfeiting

Legal basis

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

Budget line

3030 – Other grants

Priorities of the year, objectives pursued and expected results

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

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

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

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

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

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

Essential eligibility, selection and award criteria

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

To ensure that the operational needs are met, a pool of evaluators shall be duly appointed by the responsible authorising officer. Considering the low value of individual awards made, a single evaluator shall evaluate based on objective criteria established to assess the award criteria. To allow for fast processing, applicants must use the templates to apply and reply within maximum 24 hours to any questions raised during evaluation.

Indicative amount available

Date	Amount
Q1-Q4	150,000 + internal assigned revenue ⁵⁶

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

100% maximum

4. ATLAS Network grant

Legal basis:

Article 4(1)(h) and (i) and Article 61(3) of the REGULATION OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL on the European Union Agency for Law Enforcement Cooperation (Europol) and replacing and repealing Council Decisions 2009/371/JHA, 2009/934/JHA, 2009/935/JHA, 2009/936/JHA and 2009/968/JHA. Terms of Reference signed between Europol, Atlas Chair and Austrian Ministry of Interior and entering into force on 10 October 2018.

Budget line

3050 - ATLAS

⁵⁶ as mentioned in the guidelines EDOC #878276

Europol Public Information

Priorities of the year, objectives pursued and expected results

The ATLAS Network is a cooperation structure between 38 Special Intervention Units (SIUs). The main priority for the year 2020 is the execution of cross border operations and training to increase the readiness of involved units for UEFA 2020 in particular to provide: training on intervention in urban and rural areas, transport and building focal points, drone handling, communication, negotiation skills and first aid skills.

Another priority (possibly extending for more than one year) is the provision of standardised training in "Centres of Excellence / Competence" to increased numbers of law enforcement personnel in the SIUs. A dedicated programme for "Pooling and Sharing" of special equipment will be prepared, again to gain economies of scale amongst SIUs across Member States. Both projects involve high investment costs which act as a barrier to MS establishing their own facilities.

For equipment, it is envisaged to exceptionally accept the full equipment expenses rather than only the depreciation value, under the condition that the equipment will be used for future exercises for at least five years.

Description of the activities to be funded

The activities are:

- fostering communication and coordination amongst SIUs
- delivery and/or design of training on:
 - entry techniques
 - rural mountain operations
 - high level aircraft training
 - buildings (assault tactics and knowledge)
 - Rigid Hulled Inflatable Boats
 - naval targets
 - sniper techniques
 - innovation (drones and advanced robot techniques)
 - negotiations
 - first aid
- sharing of experiences and best practices between EU Member States
- establishing support frameworks to implement operational activities
- enhancing cross-border/transnational operational cooperation between EU Member States in the areas of competence of SIUs
- establishing joint training and preparation for challenges impacting on several Member States e.g. UEFA 2020
- activities focussed on evaluation of training and cooperation results

The setting up of two Centres of Excellence (CoE); CoE Aircraft level 2 and CoE Medic including related one-time investments.

Justification Direct Grant

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

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

Date	Amount
March 2020	€ 2,400,000

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

95%

Europol Public Information

Annex XI: Organisation chart

