COVER NOTE

from :	Europol
to :	Article 36 Committee
Subject :	Europol Work Programme 2009

1.   Article 28 (10) of the Europol Convention as replaced by the 2003 Protocol[1], reads:

"Taking into account the priorities as set out by the Council in accordance with Article 2 (2) and the update by the Director of Europol as referred to in point 6 of Article 29 (3), the Management Board shall adopt unanimously each year:

(1)   a general report on Europol's activities during the previous year;

(2)   a report on Europol's future activities taking into account Member States' operational requirements and budgetary and staffing implications for Europol.

Such reports shall be submitted to the Council to take note and endorse. They shall also be forwarded by the Council to the European Parliament for information."

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[1]   OJ C 2, 6.1.2004, p. 3.

2. The Europol work programme 2009 has unanimously been adopted by the Management Board in accordance with the Europol Convention (Article 28 (10)) and is submitted to the Council in accordance with the procedure laid down in title VI of the Treaty on the European Union. The programme is set out in Annex.

3. The Article 36 Committee is invited to agree to the aforementioned work programme and to forward it to COREPER / Council, for it to be taken note of and endorsed by the Council and to be forwarded by the Council to the European Parliament for information.

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EUROPOL

WORK PROGRAMME 2009

Table of contents

1.   Introduction

The Work Programme (WP) is Europol's annual business plan produced in order to fulfil Article 28 of the Europol Convention. Its purpose is to communicate the Organisation's activities and objective-based business planning to the European Union (EU) Member States (MS) in a transparent and structured manner.

The Work Programme is prepared using a framework of key priorities and guidelines at the EU level and represents year one of the Europol Five Year Business Plan, which is the Organisation's long-term strategic business plan.

The following major elements were taken into consideration for the drafting process of the Work Programme 2009:

- *The Strategy for Europol*;

- Member States' requirements;

- Core findings of the Organised Crime Threat Assessment (OCTA) 2007;

- Europol Client Survey and Evaluation Report recommendations.

So that Europol can reach its objectives, the activities described in the Work Programme drive the definition of the related budget, which is an integral part of the planning process. Consequently, the Member States are asked to approve the draft budget 2009 in the light of the activities described within the Work Programme 2009. The Work Programme will then be submitted to the Article 36 Committee.

2.   Executive summary

This document follows the methodology and structure first adopted for the Work Programme 2008. Accordingly, it provides a holistic view of the Organisation's planning through the following business areas:

- Operations

- Strategy and monitoring of overall business performance

- Logistics

- Management activities

The proposals elaborated per business area describe the main objectives the Organisation intends to achieve in 2009. The business area approach is meant to reinforce Europol's ambition to achieve its objectives in a cross-departmental and cohesive manner.

This Work Programme is fully integrated in the planning hierarchy of Europol, as shown in the overview provided in chapter 3 below. Furthermore, it fully incorporates the objectives prescribed in the *Strategy for Europol*. This means that the chosen objectives support the four strategic goals of Europol: information exchange, operational and strategic analysis, and support to Member States' operations.

The detailed description of the objectives per business area, links to *The Strategy for Europol* and the Five-Year Business Plan 2009–2013 (Appendix A), a list of Europol's operational products and services (Appendix B), the financial appendices C and D as well as the list of abbreviations used in this document (Appendix E) complete this version of the Work Programme 2009.

3. Organisational overview

Europol is the European law enforcement organisation which aims at improving the effectiveness and cooperation of the competent authorities in the Member States in preventing and combating terrorism, unlawful drug trafficking and other serious forms of international organised crime.

As foreseen in Article 2 of the Europol Convention, Europol's adopted Mission statement is "*...to assist in improving the effectiveness and cooperation of the competent authorities in the Member States in preventing and combating all forms of serious international crime and terrorism.*"

As approved by the Management Board on 26-27 September 2006, the Vision for Europol is to "*...be a world-class centre of excellence to support the EU Member States' fight against all forms of serious international crime and terrorism.*"

The Work Programme has to be seen in the context of the planning hierarchy as part of the organisational overview given below:
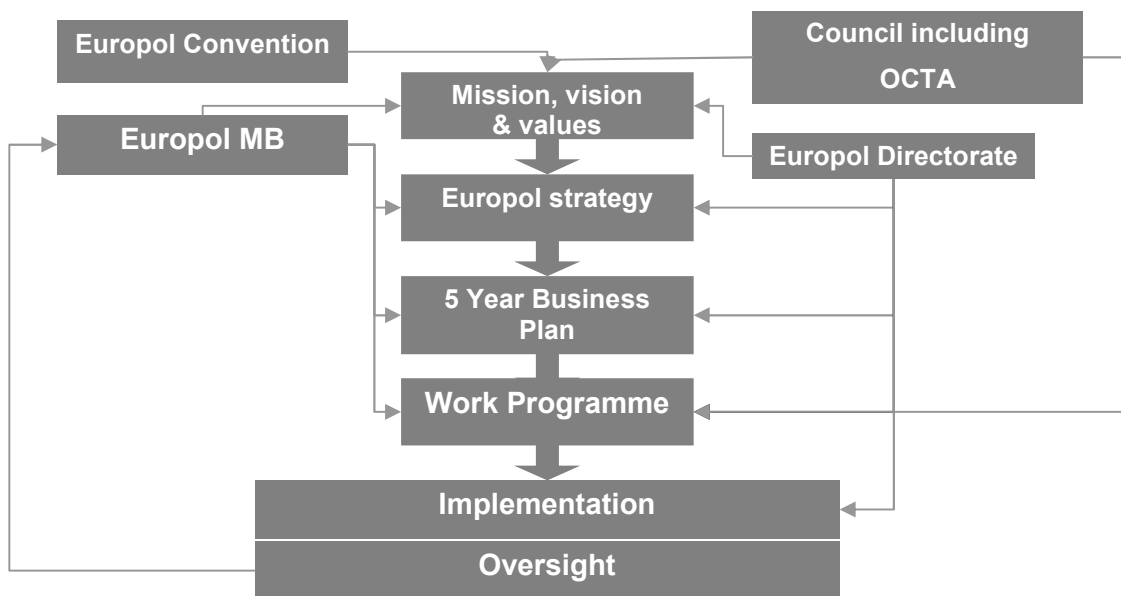

Figure 1: Europol planning hierarchy

4. Influencing factors

4.1. The Strategy for Europol

Adopted in full on the occasion of the Management Board meeting on 3-4 October 2007, *The Strategy for Europol* encompasses mission-oriented goals, consequential objectives and a benchmarking framework allowing the monitoring of their implementation. The strategy, emphasizing the operational aspect of Europol, is meant to be flexible and future-oriented.

The Strategy for Europol has driven the choice of the short term strategic objectives expressed in this Work Programme. Indeed, all objectives identified in the benchmarking framework for completion in 2009 are reflected in the present document.

4.2. Input from the EU Justice and Home Affairs domain

As reflected in the Five Year Business Plan 2009-2013, the Europol Work Programme 2009 will be particularly influenced by the policy factors below, which have been taken into account when establishing the strategic objectives of the Organisation:

- Entry into force of the Treaty of Lisbon in 2009

- "The Hague Programme[1] "Strengthening Freedom, Security and Justice in the European Union" was adopted by the European Council in November 2004. It reaffirmed the importance that the European Union attaches since the Tampere European Council in 1999 to the area of Freedom, Security and Justice, placing it high among the Union's priorities."[2] This programme prescribed the reinforcement of Europol's role. It is now expected that The Hague Programme will be superseded by a new political programme to be drafted in 2008 or 2009. Europol will closely follow the discussions at EU level to ensure preparedness for the new programme.

- Strategy for the External Dimension of JHA[3] (to be reviewed in June 2008);

- Specific Council conclusions, Council Framework Decisions, Council Decisions and Commission proposals on specific policy issues and criminal phenomena;

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[1] The Hague Programme, Council Secretariat doc. n° 16054/04 JAI 559, adopted by the European Council of 4-5 November 2004
[2] "Reviewing The Hague Programme: a new impetus to strengthen the Area of Freedom, Security and Justice", EU Presidency doc. n° 15844/06 JAI 650, dated 27 November 2006
[3] A strategy for the External Dimension of JHA: Global Freedom, Security and Justice, Council Secretariat doc. n° 14366/3/05 JAI 417, 30 November 2005, approved by the Justice and Home Affairs Council of 1-2 December 2005 and taken note of by the European Council of 15-16 December 2005

- Organised Crime Threat Assessment (OCTA), the resulting Council priorities and the intelligence led policing model[1] in the framework of the EU architecture for internal security[2];

- Overall developments in the field of the exchange of information, with a particular focus on the "Principle of availability"[3], the development of the Prüm Treaty[4] at EU level and the implementation of the ("Swedish") Framework Decision on Information Exchange[5];

- Developments relating to the geographical areas identified for special attention in the OCTA, especially for the Western Balkans.

4.3. Strategic Analysis – Input from the Europol National Units

The Europol National Units (ENUs) are important partners to enable Europol to build its operational capability by providing the Organisation with information and support. As part of the Strategic Analysis conducted by Europol between July and September 2007, the Heads of the Europol National Units (HENUs) participated in a survey in which they assessed Europol's activities against the objectives proposed in the benchmarking framework.

This exercise, which provided valuable insight regarding the organisation's current situation, helped Europol to identify specific objectives for the present Work Programme.

4.4. New legal framework

The entry into force of a Council Decision replacing the Europol Convention is foreseen in January 2010. The actions Europol is undertaking in order to smoothly adapt to the new legal framework, including the principles of sound financial management, are being coordinated via a programme structure. The efforts undertaken by Europol in this regard will culminate in 2009 and are therefore reflected in this document.

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[1] Council conclusions on intelligence-led policing and the development of the organised Crime Threat Assessment (OCTA), Council Secretariat doc. n° 10180/4/05 CRIMORG 56 REV4, adopted by the Justice and Home Affairs Council on 12 October 2005; Council conclusions setting the EU priorities for the fight against organised crime based on the OCTA, Council Secretariat doc. n° 10181/06 CRIMORG 94, adopted by the Justice and Home Affairs Council of 1-2 June 2006
[2] Architecture of Internal Security, Council Secretariat doc. n° 9596/1/06 JAI 271, approved by the Justice and Home Affairs Council of 1-2 June 2006
[3] Proposal for a Council Framework Decision on the exchange of information under the principle of availability, Council Secretariat doc. n° 13413/05 CRIMORG 111, 18 October 2005
[4] Official Journal of the European Union, 28 March 2007, pages 71/35-71/45
[5] Council Framework Decision 2006/960/JHA of 18 December 2006 on simplifying the exchange of information and intelligence between law enforcement authorities

5.   Financial Overview

The Draft Budget 2009 is detailed in a separate document ("Draft Budget 2009", file nº 2210-229).

As far as staffing is concerned Europol will propose 11 new posts for 2009, owing to business needs.

The Draft Budget 2009 breakdown reflecting Europol's structure and the activity-related costs have been provided as appendices to the final version of this Work Programme, once approved by the Management Board.

6.   Objectives for key business areas

6.1.   Operations

- OPS1: Based on increased involvement of Europol in cross-border investigations, provide on-the-spot support including mobile offices

- OPS2: Implement a renewed Knowledge Management Centre to better share knowledge among Member States

- OPS3: Establish target-oriented AWFs to address all Council conclusions based on the OCTA

- OPS4: Tailor AWFs to focus on target groups

- OPS5: Be the support centre and contact point in terrorism related LEA preparedness and investigations

- OPS6: Improve the timeliness of data processing and the production of results, thus providing added value to the information exchange among Member States by quick analytical feedback

- OPS7: Develop new databases or platforms of exchange (e.g. Check the Web), in line with Europol's mandate and valid business cases

- OPS8: Standardise and streamline the collection of data from Member States and partners

- OPS9: Strengthen Member States' and partners' recognition of Europol's role as a single point of contact for Euro-counterfeiting

- OPS10: Improve the use of the Information System (IS) in the Member States

- OPS11: Foster the exchange of information with third parties

- OPS12: Strengthen networking between LBx and increase the involvement of Member States' ELOs in Europol's work, ensuring a regular and permanent feedback between them and Europol staff

6.2. Strategy and monitoring of overall business performance

- STR1: Implement an agreed Performance Management Framework that demonstrates value for money by measuring the achievement of objectives against the use of resources throughout the organisation

- STR2: Coordinate with other EU JHA agencies and other partners, including Interpol, in order to ensure that products and services are complementary, thereby providing a unique business proposition.

- STR3: Further establish Europol's position as a centre of excellence by delivering training in specialised law enforcement areas (e.g. Analysis, Euro-Counterfeiting, Drugs)[1]

- STR4: Further develop cooperation with Third Partners in accordance with priorities established at EU level

- STR5: Implement a corporate communications strategy targeting Member States, partners and other stakeholders

- STR6: Deliver timely and accurate threat assessments driven by MS' needs and OCTA findings

- STR7: Further strengthen the position of the Terrorism Situation and Trend Report (TE-SAT) as a central strategic product in the JHA domain

- STR8: Develop Europol's role within initiatives relating to the exchange of information and intelligence at EU level

- STR9: Develop Customer Relationship Management (CRM) as a common approach for the whole Organisation.

6.3. Logistics

- LOG1: Improve the Information System by using automatic data loaders and implementing a business Model for the IS as the key LEA repository complementary to the analysis system

- LOG2: Increase data exchange and customers' satisfaction through world class ICT infrastructure and the development of technical solutions

- LOG3: Establish the OASIS analysis system as a best practice standard for MS

- LOG4: Further develop the SIENA application as the communication platform between Europol, MS and partners

- LOG5: Enable Europol access to SIS 2 and VIS

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[1] Europol only spends budget to support the activities of CEPOL within the scope of the agreement between Europol and CEPOL (no expenditure beyond planned travel costs for Europol staff to support training activities of CEPOL). This is in order to respect and distinguish between the core business of Europol and the core business of CEPOL as the financing of training activities by CEPOL is not within the remit of Europol.

- LOG6: Prepare move into fully equipped office building with state of the art facilities and business continuity solutions.
- LOG7: Establish a centralised IMT architecture function and operational architecture governance by mid-2009

6.4. Management activities

- MAN1: Enhance quality management, based on strengthened business analysis and procedures (e.g. improved procurement and recruitment processes)
- MAN2: Enhance quality of organisational leadership and management according to the diagnosis of the organisational self-assessment conducted using the CAF methodology in 2008
- MAN3: Enhance the trust and confidence of our stakeholders and partners in our ability to manage and process sensitive and classified information in accordance with the requirements and standards of data protection, confidentiality and information security
- MAN4: Consolidate the Corporate culture through the full implementation of Europol's values
- MAN5: Finalise preparations for the entry into force of the Council Decision while preserving budget neutrality and maximising operational and strategic capabilities.

All the objectives listed above are specified in an overview, to be found in Appendix A of this document, specifying the links to the Five-Year Business Plan 2009-2013 and *The Strategy for Europol*.

7. Appendices

Appendix A: Detailed descriptions of objectives per business area
Appendix B: Overview of Europol's Products and Services
Appendix C: Draft Budget 2009, according to Europol's organisation structure
Appendix D: Activity related costs Draft Budget 2009, according to Europol's organisation structure
Appendix E: List of abbreviations

Appendix A: Detailed descriptions of objectives per business area

OPERATIONS

Index	Objective	Links to *The Strategy for Europol*	Links to the 5YBP 2009-2013	Expected Outcome	Proposed KPIs[1]
OPS1	Based on increased involvement of Europol in cross-border investigations, provide on-the-spot support including mobile offices.	2(c), 4(c)	OPS1, OPS2	Member States can call upon Europol for expert on-the-spot support to cross-border investigations.	Allocate, when available, experts/analysts within a period of 2 weeks following Member States' requests for support to newly initiated live investigations; 5% annual increase in the deployment of mobile offices.
OPS2	Implement a renewed Knowledge Management Centre to better share knowledge among Member States	4(a)	OPS2, STR3	The technical solution will be finalised and the contents of the Knowledge Management Centre will be directly available to MS.	Based on the needs analysis and design phases foreseen in 2008, the following milestones should be achieved in 2009: • System development; • Initial roll-out.
OPS3	Establish target-oriented AWFs to address all Council conclusions based on the OCTA	2(a)	OPS4, STR2	New and existing AWFs will continue to reflect OCTA-based Council priorities.	100% of AWFs to reflect OCTA priorities

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[1]   Unless stated otherwise, the actions mentioned are to be completed during 2009.

OPS4	Tailor AWFs to focus on target groups	2(b)	OPS4	With the improved usage of the IS and the roll-out of OASIS, operational data is increasingly stored in the most appropriate system.	50% of the data contained in AWFs should relate to ongoing investigations by the end of 2009 Subject to authorisation from Member States, annual increase of 10% in quantity of analytical results transferred to IS
OPS5	Be the support centre and contact point in terrorism related LEA preparedness and investigations	1(e)	OPS6	The relevant units in Member States are aware of, and make use of, Europol's unique business proposition in the field of counter-terrorism.	Disseminate the "Glossary of terrorist organisations" via CD ROMs twice a year; In the First Response Network: - List of competent authorities in MS updated annually - List of nominated experts reviewed twice per year - Number of training sessions - Number of table-top exercises - Number of activations of the First Response Network
OPS6	Improve the timeliness of data processing and the production of results, thus providing added value to the information exchange among Member States by quick analytical feedback	2(d)	OPS4	More efficient use is made of analytical resources, resulting in faster and higher quality processing and analysis.	10% annual increase in the quality and the quantity of Europol's AWFs output, as measured by the AWF evaluation tool; During live investigations supported by target groups, provide feedback within 48 hours upon receipt of contributions; 95% of analysts receive in-house operational analytical training within six months of recruitment.

OPS7	Develop new databases or platforms of exchange (e.g. Check the Web), in line with Europol's mandate and valid business cases	4(b)	LOG3, OPS2	Europol provides appropriate technical solutions without delay, in response to the operational needs identified and in accordance with its mandate.	Feasibility study for development of new databases, based on extended mandate, completed by end of 2009; KPIs will be specified relating to new initiatives as and when the business cases are developed.
OPS8	Standardise and streamline the collection of data from Member States and Partners	3(c)	OPS1, OPS4	Operational data collection is streamlined via collection plans for each AWF; strategic products are fed with consistently high quality data based on clear intelligence requirements.	100% of AWFs to have announced collection plans; Finalise data collection for preparation of the TESAT 2009 by December 2008, and for the TESAT 2010 by December 2009; Annual development the OCTA intelligence requirements by May 2009.
OPS9	Strengthen Member States' and partners' recognition of Europol's role as a single point of contact for Euro-counterfeiting	Cross-cutting (c)(i)	OPS3	Member States and partners consult Europol on all operational matters relating to Euro-counterfeiting.	Maintain issuance of 100% of early warning messages on new counterfeits within 24 hours of receipt of information; Maintain 100% attendance of strategic meetings and working groups with external partners.
OPS10	Improve the use of the Information System (IS) in the Member States	1(a)	OPS1	The IS should be positioned as *the* tool to establish the availability to Member States and Europol of information related to organised crime and terrorism, including personal data of suspects and convicts of those types of crime.	Based on the "data accuracy study" to be conducted during 2008, indicators will be specified reflecting business needs in terms of matching functionality, uniformity of data input and high accuracy data types.

OPS11	Foster the exchange of information with third parties	1(g), cross-cutting (d), (e)	OPS1, STR1	The potential of existing operational agreements will be realised by effective technical and operational monitoring and follow-up.	50% increase in information exchange with third parties with an operational agreement by the end of 2009 (as compared to 31/12/2007); Increase in cases initiated on the basis of these exchanges (exact target to be proposed in 2008).
OPS12	Strengthen networking between Liaison Bureaus and increase the involvement of Member States' ELOs in Europol's work, ensuring a regular and permanent feedback between them and Europol staff	Cross-cutting (b)	OPS5	Maximum operational benefit is derived from the presence of the Liaison Bureau network at Europol's headquarters.	The Project Team of every AWF maintains regular contact with participating Member States' ELOs and associated non-EU Member States' ELOs; Update ELOs on the current target groups supported by Europol AWFs in at least two ELO meetings per year; Provide the platform for the exchange of best practices between Liaison Bureaux and Europol National Units; Organise, at least once per year, an external ELO meeting, with the attendance of the designated Europol officials, to enable sharing of best practice and discuss other relevant issues; Design and implement an ELO customer satisfaction survey.

STRATEGY AND MONITORING OF OVERALL BUSINESS PERFORMANCE

Index	Objective	Links to *The Strategy for Europol*	Links to the 5YBP 2009-2013	Expected Outcome	Proposed KPIs[1]
STR1	Implement an agreed Performance Management Framework that demonstrates value for money by measuring the achievement of objectives against the use of resources throughout the organisation	Cross-cutting (a)(ii)	STR4	Europol establishes and embeds a cycle of SMART objective-setting, reporting and review, aligned at organisational and departmental levels; progress is achieved in measuring resource usage against the achievement of objectives.	Full and timely corporate reporting to Management Board against pre-agreed objectives, including 100% compliance with reporting requirements of the Benchmarking Framework of The Strategy for Europol.

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[1] Unless stated otherwise, the actions mentioned are to be completed during 2009.

Index	Objective	Links to *The Strategy for Europol*	Links to the 5YBP 2009-2013	Expected Outcome	Proposed KPIs[1]
STR2	Coordinate with other EU JHA agencies and other partners, including Interpol, in order to ensure that products and services are complementary, thereby providing a unique business proposition.	Cross-cutting (d), (e)	STR1	Member States have a clear view of the distinct products and services offered by Europol and the ways in which these are complementary to those of other partner organisations.	Involve Eurojust in at least 60% of AWFs (subject to approval of participating MS); Organise Europol / Eurojust steering committee meetings at least every three months; Maintain cooperation with FRONTEX in 100% of all relevant strategic projects; Participate in all governing board meetings of CEPOL. Seek to hold meetings with Interpol at head of organisation, head of department, and working level, at least annually at each level and in each area of cooperation; Maintain the exchange programme with Interpol with a minimum of 5 officials of each organisation per year (subject to findings of 2008 evaluation of the cooperation agreement); Associate Interpol officials to at least 6 AWFs by the end of 2009 (subject to data protection requirements being met).
STR3	Further establish Europol's position as a centre of excellence by delivering training in specialised law enforcement areas (e.g. Analysis, Euro-Counterfeiting, Drugs)	-	OPS3, STR2	Europol has a strong reputation for delivering training in specialised areas.	Number of courses delivered; Number of course participants; Further KPIs to be defined based on standardised course evaluation procedures to be developed in 2008.

STR4	Further develop cooperation with Third Partners in accordance with priorities established at EU level	-	STR1	Based on a renewed External Strategy, Europol is extending its strategic and operational cooperation with new and existing partners.	Establishment of new cooperation agreements in accordance with priorities expressed by MS and at EU level, as expressed in the updated External Strategy (to be developed during 2008), leading to the delivery of operational results and exchange of best practices.
STR5	Implement a corporate communications strategy targeting Member States, partners and other stakeholders	Cross-cutting (a)	STR3	Strengthened corporate approach to communications, as defined in Communications Strategy to be delivered during 2008	Milestones: • Overhaul of Europol website • Professionalised media contact website shared with MS
STR6	Deliver timely and accurate threat assessments driven by MS needs and OCTA findings	3(a), 3(d), 3(e)	STR2, OPS4	Europol is recognised throughout the EU for its central role in intelligence-led policing.	Deliver strategic threat assessments within nine months of Member States' requests; 95% of analysts receive in-house strategic analytical training within six months of recruitment.
STR7	Further strengthen the position of the Terrorism Situation and trend report (TeSat) as a central strategic product in the JHA domain	3(d)	STR2, OPS6	The Terrorism Situation and Trend report (Te-SAT) is recognised as a central strategic product in the EU-JHA domain.	Finalise data collection for preparation of the TESAT 2009 by December 2008, and for the TESAT 2010 by December 2009

STR8	Develop Europol's role within initiatives relating to the exchange of information and intelligence at EU level	1(f)	OPS1, STR3	Europol has a clearly defined and agreed approach to all major EU information exchange initiatives	Develop Europol's role in the exchange of information in accordance with the concept of the "Principle of Availability", based on the way forward agreed by MS in 2008; Submit a proposal for Europol's role in the framework of the Prüm Treaty.
STR9	Develop Customer Relationship Management (CRM) as a common approach for the whole Organisation	-	STR3	Europol manages relationships with its customers and tailors its products and services to their needs.	Overall improvement in customer satisfaction, as reported in the results of the annual Corporate Client Survey.

LOGISTICS

Index	Objective	Links to *The Strategy for Europol*	Links to the 5YBP 2009-2013	Expected Outcome	Proposed KPIs[1]
LOG1	Improve the Information System by using automatic data loaders and implementing a business Model for the IS as the key LEA repository complementary to the analysis system	1(b)	LOG1	More Member States using data loaders to feed a continuously improved Information System	60% of Member States should be using data loaders by the end of 2009; 2 releases per year of the Information System, with enhancements identified by the user community.
LOG2	Increase data exchange and customers' satisfaction through world class ICT infrastructure and the development of technical solutions	1(b)	LOG2	Improved security and operational efficiency via improved management of access to systems and alignment of network configuration with business needs	Implement phase two of the "Identity & Access Management infrastructure", including additional features and a pilot for identity federation with Member States; Deploy all ICT support functions to a separate network zone (the "support network").

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[1] Unless stated otherwise, the actions mentioned are to be completed during 2009.

LOG3	Establish the OASIS analysis system as a best practice standard for MS	2(d)	OPS4, LOG3	All AWFs are functioning within the new framework, freeing up analytical resources. OASIS is recognised by Member States as a model analysis system.	During 2008, further system developments will be identified based on the transition of all AWFs to OASIS, and indicators relating to the input, throughput and output of the AWFs will be reviewed to reflect the new working methods.
LOG4	Further develop the SIENA application as the communication platform between Europol, MS and partners	1(d)	OPS1, LOG3	SIENA is rolled out to all MS and Third Parties, greatly facilitating the exchange of strategic and operational information.	Project milestones to be implemented in the ICT architecture of Europol's new headquarters: • Information Exchange; • Case management; • IS-AWF interoperability.
LOG5	Enable Europol access to SIS 2 and VIS	-	LOG3, STR1, OPS1	Europol will have access to SIS2 and VIS	Achieve Europol access to SIS2 and VIS by end 2009 (subject to development of SIS2 according to current schedule).
LOG6	Prepare move into fully equipped office building with state of the art facilities and business continuity solutions	-	LOG5	All facilities and policies are in place in time for the move into the new premises.	New Headquarters Programme milestones for 2009.
LOG7	Establish a centralised IMT architecture function and operational architecture governance by mid-2009	1(c)	LOG4	The centralised architecture function will be fully operational by mid-2009.	Establish and make operational architecture governance by mid-2009

MANAGEMENT ACTIVITIES

Index	Objective	Links to *The Strategy for Europol*	Links to the 5YBP 2009-2013	Expected Outcome	Proposed KPIs[1]
MAN1	Enhance quality management, based on strengthened business analysis and procedures (e.g. improved procurement and recruitment processes)	Cross-cutting (a)(iii)	MAN2	Processes are analysed with a view to continuous improvement, with emphasis placed on the delivery of operational products and services to the MS.	KPIs to be identified based on the Quality Management Strategy to be finalised in 2008.
MAN2	Enhance quality of organisational leadership and management according to the diagnosis of the organisational self-assessment conducted using the CAF methodology in 2008	-	MAN1	Operational and support processes strengthened, leading to improved staff satisfaction and organisational effectiveness and efficiency	To be identified based on the CAF improvement plan to be developed in mid-2008.
MAN3	Enhance the trust and confidence of our stakeholders and partners in our ability to manage and process sensitive and classified information in accordance with the requirements and standards of data protection, confidentiality and information security.	1(a), 1(b), 1(d), 1(g)	MAN4	Assurance of the effective governance and management of data protection, confidentiality and information security in relation to the level of information risk exposure.	Maintain at least an 80% level of organisational compliance with Europol Security Policy (Security Manual, issue and system-specific policies) and Data Protection Principles and requirements.

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[1] Unless stated otherwise, the actions mentioned are to be completed during 2009.

MAN4	Consolidate the Corporate culture through the full implementation of Europol's values	-	MAN1	Values embedded via improved internal communication and a common management style	KPIs relating to the communication strategy (see STR5) and based on the outcome of the CAF self-assessment (see MAN2)
MAN5	Finalise preparations for the entry into force of the Council Decision while preserving budget neutrality and maximising operational and strategic capabilities.	-	MAN5	Europol is fully prepared for the smooth transition to its new legal framework on 1 January 2010.	Programme milestones: • Revision of all legal texts by June 2009; • Budget for 2010, fully compliant with Commission requirements, drafted by March 2009; • Pension fund and social security provisions finalised by September 2009; • Implementing rules drafted • Parallel personnel administration procedures ready by December 2009; • All staff provided with personalised information comparing current and new conditions of employment.

Appendix B: **Overview of Europol's Products and Services**

The following table provides an indicative, non-exhaustive list of Europol's products and services. It is included as an Appendix to the Work Programme to provide concrete examples of the types of activities, especially operational activities, which will be conducted in support of the objectives presented in Appendix A.

Product / Service	Aims and objectives of the product / service	Recipient	Link to Work Programme 2009[1]/ The Strategy For Europol[2]
	Crime Area: Organised Crime		
Threat assessment on Ethnic Albanian Crime Groups (EACGs) (Project Copper).	To provide a current assessment of the threat posed by EACGs on the MS.	All MS and 3rd Parties with relevant agreement	STR6 Goal 3 d) and 3 e)
Strategic report on routes used by Ethnic Albanian Crime Groups (EACGs) (Project Copper).	To provide an overview on the routes and nexus points used by EACGs for their criminal activities, which impact upon the EU countries.	All MS and 3rd Parties with relevant agreement	STR6 Goal 3 d) and 3 e)
Manual on the identification of ethnic Albanian individuals (Project Copper).	This knowledge document aims at providing an overview of the ID/Travel documents frequently used by ethnic Albanian individuals and lists good practices in verifying identities claimed by those persons.	All MS and 3rd Parties with relevant agreement	OPS2, STR6 Goal 3 d) and 3 e)

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[1] Links relate to Appendix A of the present document
[2] Links relate to the goals and objectives expressed in the Annex to *The Strategy for Europol* (MBS 077r2.2007)

Outlaw Motorcycle Gangs strategic report (Project Monitor).	To provide MS with an insight into OMCG expansion.	All MS and 3rd Parties with relevant agreement	STR6 Goal 3 d) and 3 e)
Strategic study on illegal tobacco factories carried out as a joint project with WCO, Interpol and OLAF (Project Smoke).	Depending on data and intelligence made available, attempting to develop risk indicators supporting the identification of illegal facilities.	WCO-, Interpol-, OLAF- and Europol parties	STR6 Goal 3 d) and Cross cutting e)
East European Organised crime threat assessment/ Strategic situation report (Project EEOC).	To provide current targeted assessment on the situation of Russian and/or East European Organised crime groups active in the European Union.	All MS and 3rd Parties	STR6 Goal 3 d) and 3 e)
Crime Area: Cyber Crime			
Threat Assessment on Cyber Crime	Reporting on new threats and trends, including those identified by EU enlargement.	All MS and 3rd Parties with relevant agreement	STR6 Goal 3 d) and 3 e)
Forensic Support to AWFs	Operational Support delivering expertise to support AWFs and MS requests.	SCD Units, all EU MS and 3rd Parties with relevant agreement	OPS1 Goal 2 d)
Training packages	Ad hoc training in internet and forensic investigations as result of the working group on training harmonisation established at Europol	SCD Units, all EU MS and 3rd Parties with relevant agreement	STR3 Goal 4 a)

Crime Area: Special Law Enforcement Techniques			
Witness Protection	CD- ROM on WP legislation and regulations within the enlarged European Union and within the countries which are Europol's partners in this area.	All MS and 3rd Parties with relevant agreement	OPS2 Goal 4 a)
EU compilation of practices on Controlled Deliveries	CD-ROM to provide expertise and best practice to MS concerning controlled deliveries; includes an updated list of contact points for legal and operational decision makers or co-ordinators.	All MS and 3rd Parties with relevant agreement	OPS2 Goal 4 a)
Manual on Specialist Law Enforcement Techniques	To provide expertise and best practice to MS concerning specialist law enforcement techniques, e.g. the use of interception methods.	All MS and 3rd Parties with relevant agreement	OPS2 Goal 4 a)
European Union Manual on best practices on the Use of Informants Available in 22 languages	To provide expertise and best practice to MS concerning the use and handling of informants.	All MS and 3rd Parties with relevant agreement	OPS2 Goal 4 a)
Questionnaires on training and best practice issues for investigation officers dealing with informants	CD-ROM updating the initial information collected via the questionnaires sent out to EU- MS on training and best practices issues for investigation officers dealing with informants.	All MS and 3rd Parties with relevant agreement	OPS2 Goal 4 a)
Europol Informant handler Course	3-day training course on the guidelines of the manual on informants and international co-operation.	All MS and 3rd Parties with relevant agreement	STR3 Goal 4 a)

Europol source development course (tentative)	2 weeks course on informant recruitments in cooperation with Royal Canadian Mounted police.	All MS and 3rd Parties with relevant agreement	STR3 Goal 4 a)
Cross border surveillance	CD-ROM containing the questionnaire on cross border surveillance for EU MS and third parties with operational agreement, and the analysis conducted by SC1 on the answers received.	All MS and 3rd Parties with relevant agreement	OPS2 Goal 4 a)
Crime Area: Drugs Trafficking			
Ecstasy Logo Catalogue (printed version & CD-ROM)	To provide an overview of ecstasy logos with a view to identifying links between seizures and to initiate information exchange, investigations and forensic profiling for the targeting of criminal groups. The catalogue is part of the Europol Ecstasy Logo System (EELS).	All MS and 3rd Parties with relevant agreement	OPS2, OPS6 Goal 4 a)
Cocaine Logo Catalogue (printed version and CD-ROM)	To provide an overview of cocaine logos and markings on cocaine and cocaine packaging, with a view to identifying links between seizures and to initiate information exchange and investigations against criminal groups. The catalogue is part of the Europol Cocaine Logo System (ECLS).	All MS and 3rd Parties with relevant agreement	OPS2, OPS6 Goal 4 a)
Training course on the dismantling of illicit synthetic drugs laboratories	To provide MS and non-EU states with training aimed at the safe and secure raiding and dismantling of synthetic drug production sites (risk assessment and risk management), the collection of evidence and the disposal of chemicals and chemical waste.	All MS and 3rd Parties with relevant agreement (subject to appropriate experience and availability)	STR3 Goal 4 a)

The Europol Synthetic Drug Production Equipment Catalogue (ESDEC) (printed version and CD-ROM)	To provide MS and non-EU states with an overview of the variety and use of industrial and custom-made equipment found in illicit production sites and storage facilities. The catalogue is part of the Europol Illicit Laboratory Comparison System (EILCS).	All MS and 3rd Parties with relevant agreement	OPS2 Goal 4 a)
Expert Reports focusing on 'ad hoc' issues in the field of drugs	To provide MS and non-EU states with latest developments and new trends in various areas of drug-related crime.	All MS and 3rd Parties with relevant agreement	OPS6, STR6 Goal 3 d) and 3 e)
JIT Manual	Practical guidelines for MS JIT experts (law enforcement and judicial authorities); common product of Europol and Eurojust.	All MS	OPS1, OPS2 Goal 4 a)
Crime Area: Illegal Immigration			
Illegal Immigration Bulletins (bi-monthly)	Regular reporting and EU assessment on investigations, new initiatives and best practices on combating illegal immigration to add value to MS investigations.	All MS and 3rd Parties with relevant agreement	OPS2, OPS6 Goal 3 d) and 3 e)
Illegal Immigration Risk Assessment on high risk routes in Western Balkans.	Risk assessment on High Risk routes in the Western Balkans on facilitated illegal immigration. This document includes recommendations to the EU policy-makers and to the Western Balkan countries on identified key points on combating illegal migration in the region.	All MS and 3rd countries with relevant agreement	STR6 Goal 3 d) and 3 e)and Cross cutting d)

MTM i-map	Dialogue on Mediterranean Transit Migration (MTM), an informal and intergovernmental dialogue aimed at promoting sustainable solutions to irregular migration issues. The I-Map (a web-based interactive tool with restricted access) provides for both a visualisation of the migratory situation and a presentation of the risks and threats faced by partner states, notably on organised crime activities linked to migration and/or border control-related issues. It also includes the latest changes and predicted possible future evolutions of migration flows and routes in and around the Mediterranean.	All MS and 3rd Parties with relevant agreement	OPS7, OPS11 Goal 3 d) and Cross cutting d)
Guidelines on how to open a target group in AWF CHECKPOINT. <u>Translated into all EU languages.</u>	To support and guide the MS on how to open a target group in AWF CHECKPOINT.	All MS and 3rd countries with relevant agreement.	OPS4 Goal 2b) and Cross cutting b)
Crime Area: Trafficking in Human Beings and Child Pornography			
Trafficking in Human Beings Threat Assessment on Western Balkans. Law enforcement & public versions.	Reporting on new threats and trends identified by EU enlargement. Raise awareness of MS, Accession States and assist them in their planning on an effective approach to combating THB.	All MS and 3rd Parties with relevant agreement	STR6 Goal 3 d) and 3 e)
Trafficking in Human Beings and Child Abuse Bulletins Bi-monthly	Regular reporting and EU assessments on THB investigations, new initiatives and best practices to add value to MS investigations	All MS and 3rd Parties with relevant agreement	OPS6, STR6 Goal 3 d) and 3 e)

Trafficking in Human Beings intelligence assessment on Black Sea and the Caucasus Region.	To collate available intelligence from EU MS and other sources in order to assess the current situation concerning THB in and from the region and identify related intelligence gaps.	All MS and 3rd Parties with relevant agreement	OPS6, STR6 Goal 3 d) and 3 e)
Europol training on fighting Child Pornography on the Internet - annual event	To provide practical, hands-on training for investigators in MS and non-EU states, to increase the level of expertise and to add value to MS investigations.	All MS and 3rd Parties with relevant agreement (subject to appropriate experience and availability)	STR3 Goal 4 a)
Crime Area: Financial Crime			
Financial Crime Information Centre	Website with secure access for specialised LEA, in order to provide them with non-operational relevant information on financial crime (technical, legal, training material, important events) and to facilitate exchange of non-operational information between specialists. Web site section for the CARIN Network regarding the seizure of criminal assets	All MS and 3rd Parties with relevant agreement	OPS2, OPS7 Goal 4 a)
Europol Asset Seizure Centre	This service assists Member States financial investigators and Europol AWF Project Teams to trace, identify and localise assets, both criminal and legally owned, of suspects and convicted persons, when those assets have bean concealed outside of the investigators jurisdiction.	All MS and 3rd Parties with relevant agreement	OPS2, STR3 Goal 4 a)
Russian Crime threat assessment Shell companies	The threat assessment provides an analysis of the impact of Russian organised crime groups and highlights the use of shell companies as a means for laundering their criminal profits and providing a tool for disguising their true identities behind financial transactions.	All MS and 3rd Parties with relevant agreement	STR6 Goal 3 d) and 3 e)

Crime Area: Property Crime			
Motor Vehicle Crime Database EuVID (European Union Vehicle Identification Database) Available in several languages	To centralise knowledge relating to the identification of vehicles and vehicle documents. Establish best practice in this crime area, subject to permanent review & update.	All MS and 3rd Parties with relevant agreement	OPS2 Goal 4 a)
Motor Vehicle Crime Assessment Available in English and most EU-languages	To describe the evolution of this type of crime, e.g. on new modus operandi, on criminal networks involved, on technical development of security measures and on EU-wide statistics.	All MS and 3rd Parties with relevant agreement	STR6 Goal 3 d) and 3 e)
Document Information Database DOKIS-Europol	Knowledge and best practice related to the identification of ID, travel and other documents; includes pictures of genuine documents and (fake) specimen. Translation of the Bavarian DOKIS (Germany), which is published by LKA Munich in German language.	All MS (and presumably 3rd parties with operational agreement)	OPS2 Goal 4 a)
Industrial Product Piracy Assessment	Updated (threat) assessment of the involvement of Organised Crime in the area of 'Product Piracy' and related frauds.	All MS and 3rd Parties with relevant agreement	STR6 Goal 3 d) and 3 e)

Crime Area: Counter Terrorism			
CT Monthly	Based on open sources; brief summary of developments related to the phenomenon of terrorism in the EU and outside if EU interests are affected.	All MS	OPS5, STR6 Goal 3 d) and 3 e)
CPP Bulletin	To collect and compile available Open Source information concerning the illegal use of chemical, biological, radiological and nuclear materials; monthly	All MS and 3rd Parties with relevant agreement	OPS5, STR6 Goal 3 d) and 3 e)
EU Terrorism Situation and Trend Report (TE-SAT)	Annual report drafted on behalf of the Terrorism Working Group in the 3rd Pillar to be forwarded to the European Parliament; yearly.	Public document	STR7 Goal 3 c)
Threat Assessment on Extremist/Terrorism attacks and activities	Ad hoc threat assessments on latest developments on terrorism for EU MS.	All MS and 3rd Parties with relevant agreement	OPS5, STR6 Goal 3 d) and 3 e)
Threat and Risk Assessment Council Summit Meetings	Regular product since 2003 when required by the Council.	All MS and 3rd Parties with relevant agreement	STR6 Goal 3 d) and 3 e)
Threat Assessment supporting major sporting events in the EU	To assist MS authorities in the security for major sport events.	All MS and 3rd Parties with relevant agreement	STR6 Goal 3 d) and 3 e)
Special Briefing Papers on terrorism and incidents	To collect, compile and analyse available information on certain developments or incidents in the area of terrorism to be sent to the MS.	All MS and 3rd Parties with relevant agreement	OPS5, OPS6 Goal 3 d) and 3 e)
Situation and Trend Report on Illicit Trafficking in Nuclear and Radiological Substances	Report including information on developments and modus operandi in specific cases and realistic scenarios.	All MS and 3rd Parties with relevant agreement	OPS5, STR6 Goal 3 d) and 3 e)

Crime Area: Euro Counterfeiting			
Early Warning Messages	Inform EU MS and other partners on new common classes of counterfeit Euro banknotes as well as new criminal modus operandi	All MS and 3rd Parties with relevant agreement	OPS9 Goal 3 d) and 3 e)and cross cutting c)
Counterfeit Currency News	Brief descriptions of the most significant cases on currency counterfeiting (print/mint shops dismantled) reported to Europol, strategy and development on the area of the protection Euro against counterfeiting, Euro Check Web Site statistics.	All MS and 3rd Parties with relevant agreement	OPS9 Goal 3 d) and 3 e)and cross cutting c)
Situation Reports on Euro Counterfeiting	Bi-annual reports on Euro counterfeits detected, description of trends and impact derived from the dissemination of counterfeited Euro within and outside the European Union.	All MS and 3rd Parties with relevant agreement	OPS9 Goal 3 d) and 3e)and cross cutting c)
Evaluation Report on counterfeit Euro banknotes or coins	Provide EU MS and other partners with all relevant information, mainly technical and statistical on the most dangerous, in terms of good quality or high quantity, Euro counterfeits.	All MS and 3rd Parties with relevant agreement	OPS9 Goal 3 d) and 3 e)and cross cutting c)
Counterfeit Currency Image System	Providing all intelligence related to the technical analysis as well as pictures of common classes, dismantled print/mint shops, equipment used for counterfeiting currency.	All MS and 3rd Parties with relevant agreement	OPS9 Goal 4 a)and cross cutting c)

Bitmap tracing code	Centralising and processing bitmap requests from MS and partners. This service provides requesting countries with swift and relevant information on equipment being used by counterfeiters. Europol is also in a position to offer in-house decoding of bitmap as well as relevant training.	All MS and 3rd Parties with relevant agreement	OPS9 Goal 4 a) and cross cutting c)
Tactical and technical training on currency counterfeiting	Provide MS and non-EU states with training on currency counterfeiting and on the use of specific tools in detecting counterfeit money.	All MS and 3rd Parties with relevant agreement (subject to appropriate experience and availability)	OPS9, STR3 Goal 4 a)
Crime Area: Payment Card Fraud			
Payment Card Fraud Report	To provide MS with a situation report regarding fraud with non-cash payments and to give an overview of the initiatives taken within the EU.	All MS and 3rd Parties with relevant agreement	OPS6, STR6 Goal 3 d) and 3 e)
Non-Cash Payment fraud Early Warning Messages	To inform MS on new criminal groups, modus operandi, technical aspects, based on MS and private sector contributions.	All MS and 3rd Parties with relevant agreement	OPS6, STR6 Goal 3 d) and 3 e)
Technical Analysis reports for counterfeit plastic payment cards	To forward counterfeit payment cards to Interpol in order to establish links between non-cash payment frauds cases handled by EU LEA, based on technical similarities highlighted by the technical analysis.	All MS and 3rd Parties with relevant agreement	OPS11, STR2 Goal 3 d) and 3 e) and cross cutting e)
Training manual on combating non-cash payment fraud	To provide an overview of the production of genuine payment cards; to describe the security features on cards; to give an overview on the different ways on how payment cards can be counterfeited and other fraud typologies; to provide information on the role of Europol in combating non-cash payment fraud.	All MS and 3rd Parties with relevant agreement (subject to appropriate experience and availability)	OPS2, STR3 Goal 4 a)

Crime Area: Analysis			
EU Organised Crime Threat Assessment (OCTA)	To develop an assessment on the OC activities in the EU. To assist the MS and EU Council in better understanding main OC trends, producing recommendations at both the operational and strategic level. Helping at decision-making level to set overall perspectives for tackling OC from a European or specific regional perspective.	All MS and 3rd Parties with relevant agreement	OPS3, OPS8, STR6 Goal 3 c)
Strategic Reports on OC Groups	Reports in the form of strategic assessments and interviews leading up to the OCTA.	All MS and 3rd Parties with relevant agreement	OPS8, STR6 Goal 3 d) and 3 e)
Strategic Reports on types of crime and on key OC features	Reports in the form of strategic assessments and interviews leading up to the OCTA.	All MS and 3rd Parties with relevant agreement	OPS8, STR6 Goal 3 d) and 3 e)
Training course on Operational Crime Intelligence Analysis	To provide MS and non-EU states with training aimed at applying the techniques of operational analysis in relation to investigations on OC and Terrorist groups, including the phases of the intelligence and analysis cycle, principles of information management, visualisation techniques and interpretation techniques	All MS and 3rd Parties with relevant agreement (subject to appropriate experience and availability)	STR3 Goal 4 a)
Training course on Strategic Intelligence Analysis	To provide MS and non-EU states with training aimed at applying the techniques of strategic intelligence analysis including intelligence-led policing, theories on decision making, the analysis cycle, techniques to produce different types of strategic analysis products for decision makers, principles of information management, and interpretation techniques	All MS and 3rd Parties with relevant agreement (subject to appropriate experience and availability)	STR3 Goal 4 a)

Training course on Financial Crime Intelligence Analysis	To provide MS and non-EU states with training aimed at providing a broad understanding of issues related to the extension of the financial and economic dimension in criminal investigations on OC and terrorist groups, including the understanding of different economic and financial actors - their dealings and documents used, the understanding and selection of relevant information, awareness of certain information sources and interpretation techniques	All MS and 3rd Parties with relevant agreement (subject to appropriate experience and availability)	STR3 Goal 4 a)
Periodic overview of the status of Europol's operational projects (AWF Overview)	To inform Europol Directorate, HENUs and the Management Board on the status of all AWF projects (in preparation, in progress or proposed to be closed).	All MS and 3rd Parties with relevant agreement	OPS8, OPS12 Goal 2 a), 2 b) and 2 d)
Other Products / Services			
Operational Analysis and Reports	To provide operational intelligence analysis to Member States' live investigations supported in the framework of the AWFs covering all highly prioritised serious crime areas EU-wide	Member States participating in the respective AWF and 3rd parties associated in case information / intelligence included in the report had been forwarded by them	OPS4, OPS6 Goal 2 a), 2 b), 2 c), 2 d) and Goal 4 c)
Raising Awareness on Europol	Power-point presentations and various background documents about: • Freedom, Security and Justice – A guide to Europol • Flow of Information and Procedures • Intelligence-led Law Enforcement (who, how, when, what, why…)	CEPOL and Europol National Units	STR2, STR5 Goal 4 a) and Cross cutting d)

Calendar of Meetings organised by SC Department	To provide general information on meetings and dates	All MS and 3rd Parties with relevant agreement	STR1, STR9 Goal 4 a)
Information Management Operations: Products Implementation, Management and User Support			
Information Exchange between Member States and Europol	Facilitation of the information exchange (InfoEx) between Member States and Europol bilaterally and multilaterally. Development of the new application SIENA, high quality and timely releases of its new versions in accordance with the requirements of users and stakeholders.	SC Units, IMT4, MS : Liaison Bureaux, ENUs, Competent Authorities	LOG4 Strategy: Goal 1(d)(i)
Processing of data of 3rd Parties	Facilitation of the exchange of data between Europol and 3rd Parties (non-EU States and international organisations) based on co-operation agreements. Input of data received from 3rd Parties into the Information System. Checking information for compliance with relevant legislation and internal procedures.	Europol, all MS and 3rd Parties with a Cooperation Agreement	OPS11 Strategy : Goal 1(g)
IS Implementation and Operations Management	Coordination of the business administration of the IS, consisting of the development and support of training, coordination and maintenance of LUT-management and translation of the user interface, statistical reporting and data review. Drafting of policy and procedure documents and user support related to the business use of Europol systems. High quality and timely releases of new versions of the IS in accordance with the requirements of users and stakeholders	SC Units, IMT4, MS : Liaison Bureaux, ENUs, Competent Authorities	LOG1 Strategy: Goal 1 a & b

Statistical reports on Europol systems	On-going monitoring, auditing and reporting of IS, InfoEx and other systems usage, review of the quality, quantity and types of data held within them. Production of monthly, annual, country and management reports on systems usage and progress.	EC, Europol, all MS and 3rd Parties	OPS10, LOG1 Strategy : Goal 1(g)
Cross-checks against non Europol Systems	Cross-checking on behalf of member states and 3rd Parties against non-Europol systems, Dun & Bradstreet, Schengen (SIS) and others.	Europol, all MS and 3rd Parties	LOG2 Strategy : Goal 1(g)
Communication of classified data	Communication of classified data up to Europol Restricted to other partners, using special encryption software and secure links.	EC, Europol, all MS and 3rd Parties	OPS11, MAN3
Information Management Operations: Knowledge and Expert Databases Management			
Knowledge Management Centre	Gathering, registration and updating of uncommon areas of investigative expertise in the KMC database. Providing of search facility for MS LE organisations to find relevant experts, to learn from each other and prevent duplication of efforts.	Europol, all MS and 3rd Parties with a Cooperation Agreement	OPS2 Strategy; Goal 4
Europol Training Module	Composition, presentation and continuous updating of the Europol Training Module and case studies.	Europol, all MS, CEPOL, 3rd Parties	STR3 Strategy; Goal 4
Automated Translation System SYSTRAN	Management, administration of content up-grade and support to the users of the automated translation system SYSTRAN.	Europol and MS via EurOps	LOG2
European Law Enforcement Dictionary (multi-lingual)	Facilitation of search tool for Europol officials on Law Enforcement words and expressions + additional comments to the translation.	Europol	LOG2

Information Management Coordination: Product Management			
Crime Scene Website Product Management	To support the exchange of methods and best practices in forensic expertise with regard to crime scenes	ENFSI	OPS2
ATLAS Product Management	To support the mutual support between Member States in the event of a crisis situation resulting from a terrorist threat or attack	ATLAS user community	OPS7, LOG2
Data Protection and Confidentiality			
Confidentiality Desk	Registration, reproduction, dissemination, storage and destruction of information classified Europol CONFIDENTIAL and above	Europol, all MS and 3rd parties with a Cooperation Agreement	MAN3
Training and awareness	Provision of awareness training and updates in organizational data protection, confidentiality and information policies, procedures and practices, to persons entrusted with Europol information, in accordance with their respective job functions.	Europol, all MS and 3rd parties with a Cooperation Agreement	MAN3
Data Protection Audit	Audit of Information System and AWF System Log files. Preparation of Audit Reports. Provision of Log Files to MS and Joint Supervisory Body.	Europol, MS	MAN3
Information Security management and assurance	Revision of the Europol Security Manual, development of implementing security policies, information risk management reports, information security assessment reports, recommendations on the implementation and application of security policy. Establishment and implementation of the Europol information security management system	Europol, all MS and 3rd parties with a Cooperation Agreement	MAN3

Testimony in court	Preparation of requests for authorisation by the Director for Europol personnel to testify in court	Europol, MS	MAN3
Compliance Audits	Audit to determine the level of compliance with the regulatory framework in accordance with the Policy on Compliance Audits	Europol	MAN3
Inspection Visits	Coordination of security inspection visits to third parties in order to verify security measures applied to protect classified information.	3rd parties	MAN3
ICT Service Management			
ICT Operations and End User Support	Provision of ICT operational services for ensuring the availability and correct functioning of ICT-enabled business products and services, the resolution of problems, and the fulfilment of ICT-related requests by end users	Europol staff, Liaison officers, and MS officers	LOG2 Strategy: goal 1
ICT Service Desk	Improvement of the efficiency of the service desk for the Liaison Officers, Europol serves as a best practice standard for the Member States.	Liaison officers and MS officers	OPS12, LOG2
ICT Business Continuity	To have a world class IT, data management and recovery system in place	Europol staff, Liaison officers, and MS	LOG2, LOG6 Strategy: goal 1
ICT New Headquarters Programme	To provide resources for the increased efforts for the New Headquarters programme	Europol staff, Liaison officers, and MS officers	LOG2, LOG6

ICT Communication Services			
Secure e-mail service	Enablement of e-mail communication between Europol and Member States, and between Member States and respective Liaison Bureaux	Europol staff, Member States, Liaison officers	LOG2 Strategy: goal 1
Secure telephony	Enablement of secure voice communication between Europol and Member States, and between Member States and respective Liaison Bureaux	Europol staff, Member States, Liaison officers	LOG2 Strategy: goal 1
Secure videoconferencing	Enablement of secure videoconferencing between Europol and Member States	Europol staff, Member States, Liaison officers	LOG2 Strategy: goal 1

Appendix C: Draft Budget 2009, according to Europol's organisation structure

According to the Europol Organistion chart, Draft Budget 2009	Draft Budget 2009					
	Title 2 Personnel*	Chapter 30 Activity related costs	Chapter 31 General Support	Title 4 Bodies and Organs	Title 6 ICT (Including TECS)	Total
Analysis	8,190,000	149,000	_____	_____	_____	8,339,000
Targeting Organised Crime Groups	1,455,000	117,900	_____	_____	_____	1,572,900
Drug Trafficking	1,350,000	120,400	_____	_____	_____	1,470,400
Crimes against Persons	1,420,000	163,200	_____	_____	_____	1,583,200
Financial Crime	1,295,000	259,200	_____	_____	_____	1,554,200
Counter-Terrorism and Counter-Proliferation	2,045,000	230,200	_____	_____	_____	2,275,200
Euro Counterfeiting	1,480,000	327,200	_____	_____	_____	1,807,200
Management and Co-ordination	2,320,000	516,500	_____	_____	_____	2,836,500
Total Serious Crime Dept.	**19,555,000**	**1,883,600**	_____	_____	_____	**21,438,600**
Information Management and Technology	12,910,000	405,000	_____	_____	10,675,000	23,990,000
Total Information Management And Technology Dept.	**12,910,000**	**405,000**	_____	_____	**10,675,000**	**23,990,000**
Corporate Governance	10,525,000	1,409,400	_____	_____	_____	11,934,400
Total Corporate Governance Dept.	**10,525,000**	**1,409,400**	_____	_____	_____	**11,934,400**
General Support *	1,175,000	97,000	2,655,000	_____	_____	3,927,000
Total General Support	**1,175,000**	**97,000**	**2,655,000**	_____	_____	**3,927,000**
Bodies and Organs	_____	_____	_____	4,118,000	_____	4,118,000
Total Bodies and Organs	_____	_____	_____	**4,118,000**	_____	**4,118,000**
OVERALL TOTAL	**44,165,000**	**3,795,000**	**2,655,000**	**4,118,000**	**10,675,000**	**65,408,000**

* Costs for General Support under Title 2 include recruitment, general training and back-payment of salaries in 2009.

Appendix D: Activity related costs Draft Budget 2009, according to Europol's organisation structure

According to the Europol Organisation chart, Draft Budget 2009	Draft Budget 2009, Chapter 30, Activity related costs								
	300 Meetings	301 Translations	302 Printing	303 Travel	304 Consultancy & Studies - Excluding ICT	305 Expertise Training	306 Technical equipment	307 Operational Subsidies	Total
Analysis	21,000	--------	--------	128,000	--------	--------	--------	--------	149,000
Targeting Organised Crime Groups	54,600	--------	--------	63,300	--------	--------	--------	--------	117,900
Drug Trafficking	15,600	--------	--------	94,800	--------	--------	10,000	--------	120,400
Crimes against Persons	34,200	--------	--------	79,000	--------	50,000	--------	--------	163,200
Financial Crime	149,200	--------	--------	105,500	--------	4,500	--------	--------	259,200
Counter-Terror. and Counter-Proliferation	70,200	--------	--------	160,000	--------	--------	--------	--------	230,200
Euro Counterfeiting	31,200	--------	--------	113,000	--------	20,000	13,000	150,000	327,200
Management and Co-ordination	7,500	144,000	110,000	245,000	5,000	5,000	--------	--------	516,500
Total Serious Crime Dept.	**383,500**	**144,000**	**110,000**	**988,600**	**5,000**	**79,500**	**23,000**	**150,000**	**1,883,600**
Information Management and Technology	162,000	1,000	3,000	239,000	--------	--------	--------	--------	405,000
Total Information Management and Technology Dept.	**162,000**	**1,000**	**3,000**	**239,000**	--------	--------	--------	--------	**405,000**
Corporate Governance **	127,000	524,000	99,000	235,400	424,000	--------	--------	--------	1,409,400
Total Corporate Governance Dept.	**127,000**	**524,000**	**99,000**	**235,400**	**424,000**	--------	--------	--------	**1,409,400**
General Support	90,000	--------	--------	7,000	--------	--------	--------	--------	97,000
Total General Support	**90,000**	--------	--------	**7,000**	--------	--------	--------	--------	**97,000**
OVERALL TOTAL	**762,500**	**669,000**	**212,000**	**1,470,000**	**429,000**	**79,500**	**23,000**	**150,000**	**3,795,000**

** Including the New Headquarters and Draft Council Decision Programmes

Appendix E: List of abbreviations

AWF	Analysis Work File
COSPOL	Comprehensive Operational Strategic Planning for the Police
ELO	Europol Liaison Officer
ENU	Europol National Unit
HENU	Head of Europol National Unit
ICT	Information & Communications Technology
IMT	Information Management and Technology
IS	Information System
JHA	Justice and Home Affairs
KPI	Key Performance Indicator
LB	Liaison Bureau
LEA	Law Enforcement Authority
MB	Management Board
MS	Member State
OASIS	Overall Analysis System for Intelligence and Support
OC	Organised Crime
OCTA	Organised Crime Threat Assessment
PCTF	Police Chiefs Task Force
QMS	Quality Management System
SECI-Centre	Southeast European Cooperative Initiative Regional Centre
SitCen	EU Joint Situation Centre
SIS	Schengen Information System
SIENA	Secure Information Exchange Network Application
STR	Suspicious transaction reports
TE-SAT	Terrorism Situation and Trend Report
WP	Work Programme

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