

WORK PROGRAMME 2007

Table of contents

1.	Introduction	2
2.	Document Structure	3
3.	Organisational Overview	3
4.	Impact Factors	3
5.	Financial Overview	6
6.	Supporting the EU Member States' Fight against Organised Crime and Terrorism by Providing Intelligence and Analysis	6
6.1	Operational and Strategic Analysis	8
6.2	Organised Crime Groups	9
6.3	Drugs Trafficking	11
6.4	Crimes against Persons	12
6.5	Financial Crime	14
6.6	Terrorism and Proliferation	16
6.7	Euro Counterfeiting	18
6.8	Management and Coordination	20
7.	Information Management and Technology	21
7.1.	IMT Strategy	22
7.2.	Management and Coordination	23
7.3.	Infrastructure	23
7.4.	Project Coordination	24
7.5.	Systems Life Cycle Management	25
7.6.	Information Management	25
7.7.	Liaison Bureau Logistics	27
7.8.	Customer Liaison and Support	27
7.9.	Information Integrity	28
8.	Corporate Governance	29
8.1	Strategy and Leadership (including Directorate Support)	30
8.2	Stakeholders	31
8.3	Corporate Communications	32
8.4	The New Europol Headquarters	32
8.5	Legal Affairs	33
9.	Conclusions	34
10.	Appendix A: Link Work Programme and Budget 2007	35
11.	Appendix B: Link Work Programme and Budget 2007 – Activity Related Costs	36
12.	Appendix C: Performance Indicators	37
13.	Appendix D: List of Key Generic Products and Services	39
14.	Appendix E: Abbreviations	40

1. Introduction

The Work Programme is Europol's annual strategic level business plan in fulfilment of Article 28 of the Europol Convention with the purpose of communicating the organisation's activity planning to its Member States (MS) in a transparent and structured manner.

The Work Programme is prepared in the framework of key priorities and guidelines of the EU level¹ and represents year one of the Europol Five Year Business Plan², which is the organisation's long term strategic business plan.

The position of the Work Programme is illustrated in the below figure which demonstrate the hierarchy of the organisational planning.



Figure 1: Europol's Planning Hierarchy

Additional elements that are taken into consideration in the drafting of the Work Programme are:

- Member States requirements for 2007, collected via the Heads of Europol National Units (HENU)³;
- Core findings of the Organised Crime Report 2005 and Organised Crime Threat Assessment 2006;
- Europol Client Survey and Evaluation Report recommendations.

¹ Ref Chapter 4, Impact Factors

² Five Year Business Plan 2007-2011, File n° 1424-34r5

³ HENUs feedback into the Work Programme 2007: Summary of findings, File n° 1422-54

In order to ensure that Europol can reach the objectives and carry out the activities described in the Work Programme and Five Year Business Plan, the draft budget and the five year financing plan are included in the planning process. In this respect, the Member States are asked to approve the draft budget 2007 in light of the activities contained within the Work Programme 2007.

2. Document Structure

The Work Programme is composed of three main business areas:

- Supporting the EU Member States' Fight against Organised Crime and Terrorism by Providing Intelligence and Analysis (Chapter 6);
- Information Management and Technology (Chapter 7);
- Corporate Governance (Chapter 8).

The Work Programme does *not* cover all the activities of Europol but highlights the main **objectives** to be achieved by the organisation during 2007. Connected to the main objectives, **actions**, **products** and **services** are outlined.

Appendices to this document include financial statements (Appendices A and B), performance indicators (Appendix C), a list of generic products and services (Appendix D), and abbreviations used in this document (Appendix E).

3. Organisational Overview

Europol is the EU intelligence organisation that provides support to the Member States Law Enforcement Authorities (LEA).

The Europol Convention⁴ stipulates that it is Europol's *objective to improve the effectiveness and co-operation of the competent authorities in the Member States in preventing and combating terrorism, unlawful drug trafficking and other serious forms of international organised crime.*

The Europol Vision Statement agreed upon by the Directorate has been defined as follows: "*Europol will be a world-class centre of excellence to support the EU Member States' fight against organised crime and terrorism*". Related strategic goals have also been decided in order to comply with the Mission Statement and are part of Europol's strategy.⁵

4. Impact Factors

The following factors are considered to be of significance for the organisation in 2007:

Changes in the EU

Further to the endorsement of the "The Hague Programme" by the European Council of 4–5 November 2004, the Justice and Home Affairs Council held on 2–3 June 2005 adopted the "Action Plan implementing the Hague Programme on strengthening freedom, security and justice in the European Union".⁶

The European Council of 16–17 June 2005 confirmed this Action Plan and decided that

⁴ Article 2

⁵ Europol's Vision and Strategy – Background and Methodology, File n° 3000-30, submitted to the MB in March 2006

⁶ Council Secretariat documentation reference file n°: 9778/2/05 REV 2 LIMITE JAI 207

it will be updated at the end of 2006 to adjust political guidelines and the deriving actions for implementation to the developments that will have taken place by then.⁷ As a complementary policy document, the Council approved the “EU Drugs Action Plan (2005– 2008)”⁸ on 27 –28 June 2005.

The Organised Crime Threat Assessment (OCTA) constitutes the core product assigned to Europol in the “Action Plan implementing the Hague Programme on strengthening freedom, security and justice in the European Union”. Together with the EU Presidency, Europol therefore developed specific “Council conclusions on intelligence-led policing and the development of the Organised Crime Threat Assessment (OCTA)” – endorsed by the Justice and Home Affairs Council on 12 October 2005 – to define the process and expected outcome for the EU Member States.

Further to Europol’s external strategy 2004–2006 as agreed by the Europol Management Board and supported by the Article 36 Committee (CATS) of the Council on 6 and 7 October 2004⁹, Europol prepared the EU strategy towards the Western Balkan region which was as well approved by the Justice and Home Affairs Council on 12 October 2005. This strategy defines Europol’s future partners in the South–Eastern European region and outlines that cooperation with the Southeast European Cooperative Initiative (SECI) centre – as a regional operational centre for those neighbouring third states to the EU that have candidate country status or are in the Stabilization and Association Process (SAP) – is of key importance.¹⁰

Against this background, Europol will develop further regional strategies through the Europol Management Board in 2006 and 2007 to prepare the planning with which regions and countries Europol as the European Union’s law enforcement centre should establish cooperation.

At the meeting of the Justice and Home Affairs Council of 1–2 December 2005, agreement was reached on “The EU Counter Terrorism Strategy”¹¹ and the “EU Action Plan for Combating Radicalisation and Recruitment to Terrorism”¹². Both policies have been confirmed by the European Council of 15–16 December 2005 as the guiding framework to tackle international terrorism.

The EU plan on best practices, standards and procedures for combating and preventing trafficking in human beings¹³ foresees Europol’s participation in various activities together with the Commission, Police Chiefs Task Force (COSPOL initiative), Council and the regional Baltic Sea Task Force concerning preventing and combating of trafficking in human beings.

The strategic guidelines and actions defined in the aforementioned policy documentation are reflected in Europol’s Work Programme 2007 and Europol’s Outline Five Year Business Plan 2007–2011.

Europol has contributed to the policy discussion on the principle of availability in the Council structures in consultation with the Europol Management Board¹⁴. In this context, the need to establish an integral and horizontal concept for EU authorities that are of

⁷ Council Secretariat documentation reference file n°: 10255/1/05 REV 1 CONCL2

⁸ Council Secretariat documentation reference file n°: 8652/1/05 REV 1 CORDROGUE 25 + COR 1

⁹ Council Secretariat documentation reference file n°: 12660/04 LIMITE EUROPOL 44, 13744/04 CATS 46 COMIX 633

¹⁰ Council Secretariat documentation reference file n°: 11087/05 LIMITE EUROPOL 25 + COR 1

¹¹ Council Secretariat documentation reference file n°: 14469/4/05 REV 4 LIMITE JAI 423, 14782/05 RESTREINT UE JAI 453

¹² Council Secretariat documentation reference file n°: 5771/1/06 REV 1 LIMITE JAI 34

¹³ Council Secretariat documentation reference file n°: 2005/C 311/01

¹⁴ Council Secretariat documentation reference file n°: 14137/05 CRIMORG 129

relevance to the EU Justice and Home Affairs domain has been emphasised. It is the aim to reach a clear understanding on services and products of each of the involved parties so that dependencies, gaps and overlaps can be identified and more efficient policing and overall coordination is achieved in the long run. The Austrian Presidency has taken this idea forward and initiated a discussion at Ministerial level at the Informal Justice and Home Affairs Council on 14 January 2006. Europol has been invited to take part in the further development of the integral and horizontal concept for EU authorities. A concrete example for an improved horizontal approach is the recent "Proposal for a Council Decision on the transmission of information resulting from the activities of security and intelligence services with respect to terrorist offences"¹⁵ which will influence the information exchange between the law enforcement sector and the (security) intelligence service domain.

The business planning of Europol in 2007 will be affected by the results of the policy discourse on the future of Europol which was launched at the Informal Justice and Home Affairs Council on 14 January 2006.

Changes in the Europol Convention

Assuming that the protocols amending the Europol Convention will be ratified by all MS in 2006 or in early 2007 and will subsequently enter into force in 2007, the following consequences will result from the implementation of these protocols:

- Certain MS' competent authorities will be able to contact Europol directly.
- Certain MS' competent authorities will be able to query the Europol Information System.
- Experts of 3rd states and bodies will be in the position to be associated with the work of the Analytical Work Files group (AWF).
- Retrieval of data stored in the AWFs will also be granted to participants of the analysis group.
- Europol will be able to participate in Joint Investigation Teams (JITs) activities in a support function.
- Europol will be able to request MS to initiate investigations in specific cases.
- Europol will be able to deal with money laundering crime independently of the crime committed.

Changes in Europol's Organisational Structure

The tasks and responsibilities of the organisation's different business areas were defined in August 2005¹⁶. This functional allocation of powers and responsibilities laid down the organisations' tasks by business areas. As a result, certain structural changes were carried out in the Corporate Governance and Information Management and Technology Departments (e.g. positioning of departmental Secretariats), and the implementation of the horizontal concept within the Serious Crime department was reinforced.

¹⁵ Council Secretariat documentation reference file n°: 5335/06 LIMITE ENFOPOL 7

¹⁶ Decision of the Director of 1 August 2005 on the functional allocation of powers and responsibilities File n° 124184v7

Impact of the EU Organised Crime Threat Assessment (OCTA) 2006

The aim of the OCTA 2006 is to inform political authorities in the establishment of strategic priorities in the fight against serious and organised crime and to initiate an intelligence process to define operational strategies. It should be noted that the principal function of the OCTA 2006 is to provide guidelines and a tool for the Member States to categorise OC groups and types according to comparable measures. At this stage it is not designed to prioritise or to influence the current perception of the most dangerous forms of crime or to prioritise the OC groups posing the biggest threat to the EU. However, the principles of the OCTA together with the findings presented in the Organised Crime Report 2005 (OCR) were used to shape the framework for defining the contributions of the Member states and their input as to what the priorities of Europol should be for 2007¹⁷.

5. Financial Overview

Europol proposes a budget for 2007¹⁸ which will be just above the budget framework as it has been included for 2007 in the Financing Plan 2006-2010¹⁹. It has been possible to make reductions in some areas of the budget in line with the general reduction of 10% of activity related costs compared to year 2006. However, as far as staffing is concerned, Europol expects that the foreseen 10 new posts will prove insufficient and therefore an increase of 7 new posts has been included in the 2007 Draft Budget resulting in 17 new posts for 2007. This increase is in particular due to additional activities in the area of data protection, quality management, business analysis and the strengthening of certain support functions²⁰.

6. Supporting the EU Member States' Fight against Organised Crime and Terrorism by Providing Intelligence and Analysis

Taking into account Europol's vision, strategies and given priorities, Europol will focus its operational related resources and activities in producing the most relevant user oriented products and services, being specifically designed for its various categories of strategic decision makers and in particular its operational related customers from MS competent authorities.¹⁷

Previously Europol's operational related activities and projects were triggered by initiatives developed by groups of Experts from MS various competent authorities, thereafter discussed, assessed and decided within the framework of the HENU's, e.g. on the basis of advice from the Operational Steering Group.

During 2006 the OCTA will be fully developed and implemented on the basis of the concept of Intelligence Led Enforcement, meaning that;

- Inputs of data and intelligence will be pro-actively obtained or collected by Europol in close dialogue with all MS competent authorities as well as Third Parties and the Private Sector, seen from EU-wide as well as Global perspectives;
- The type and kind of data being used for analysis will be focusing on future looking

¹⁷ HENUs feedback into the Work Programme 2007: Summary of findings, File n° 1422-54, approved also by PCTF (7 December 2005), File n° 1422-55. See also Appendix D for list of categories for Europol's generic products and services

¹⁸ File n° 2210-200r3

¹⁹ File n° 2210-189r2

²⁰ New Posts in the Draft Europol Budget 2007, File n° 2210-204r2, submitted to the MB in March 2006

trends, problems and risks;

- More comprehensive and future oriented EU-wide Crime Threat Assessments will be produced and be available for decision making purposes, EU-wide, regional (e.g. Baltic Sea or Western-Balkan regions) as well as at national level;
- Policy and Strategic levels of decision makers will be able to make informed decisions on how to most efficiently prevent and combat organised crime, included political, legal and resource related issues;
- Europol's various operational related services (as described further in chapters 6.1 to 6.8) partners and individuals involved in combating serious crimes, will be able to better identify new trends and threats, prioritise and initiate effective actions against specific criminal targets (organisations or groups) or specific criminal phenomenon's and at national, regional or EU-level.

The improved sharing of information and intelligence will enhance the needs and possibilities for initiating and coordinating bi-lateral cross border co-operation as well as initiation of comprehensive EURO-wide investigations using the concept of JIT's.

Organised Crime groups in general are taking advantage of the free movement of people, goods and money EU-wide and to some extend globally. Therefore, efficient responses to this challenge require multi-agency co-operation and coordination across borders.

Concerning the existing strategic and operational agreements, Europol is enhancing and managing the practical implementation of its ongoing activities and work plans. In this respect the following Third Countries and Bodies play a horizontal key role in relation to Europol's general tasks and responsibilities²¹ in combating serious forms of organised crime:

Operational Partners:

- Bulgaria
- Canada
- Croatia
- Eurojust
- Iceland
- Interpol
- Norway
- Romania
- Switzerland
- USA (USS, FBI, Postal Service, AFT etc)

Strategic Partners:

- Colombia
- European Commission (EC)
- European Central Bank (ECB)
- European Monitoring Centre for Drugs and Drug Addiction (EMCDDA)
- European Anti-Fraud Office (OLAF)
- Russia
- Turkey
- United Nations Office on Drugs and Crime (UNODC)
- World Customs Organisation (WCO)

²¹ Ref: Chapters 6.1 to 6.8

6.1 Operational and Strategic Analysis

The main focus of this area is in supporting the various operational and strategic activities of the organisation by obtaining, collecting and utilizing information and intelligence with special focus on strengthening the Member States’ operational capacities and to contribute to the further development of the Intelligence Led Policing²² concept by delivering the EU Organised Crime Threat Assessment (OCTA) and relevant operational products designed for the various categories of users.

The recommendations derived from the OCTA will be used internally to determine the priorities for the Work Programme. The OCTA outcome will also provide advice the EU strategic decision-making level in order to provide priorities for the EU Member States’ Law Enforcement agencies. In addition to the OCTA more specific crime assessments will be developed.

Objective 1:	
<i>To provide guidance and coordination of strategic analysis through the concept of Intelligence Led Law Enforcement.</i> ²³	
Actions:	
<ul style="list-style-type: none"> ▪ Implement the methodology for preparing the annual EU OCTA based on future oriented information and intelligence. ▪ Gather, process and analyse information and intelligence for the annual Organised Crime Threat Assessment (OCTA). ▪ Determine strategic priorities to advice EU political level (i.e. Council) and to advice the PCTF with regard to the implementation of the priorities. 	
Products & Services:	
Operational Support	<ul style="list-style-type: none"> ▪ Support to the initiation of Joint Investigation Teams (JIT)²⁴
Strategic Reporting	<ul style="list-style-type: none"> ▪ EU Organised Crime Threat Assessment ▪ Specific threat and risk assessments generated by the OCTA
Knowledge Products and Services	<ul style="list-style-type: none"> ▪ Design and implementation of specific analytical tools and working methods (e.g. analytical guidelines) ▪ Training courses on operational and strategic analysis
External Associates:	
<ul style="list-style-type: none"> ▪ Multi-disciplinary working group (MDG) ▪ The informal working group to the OCR/ OCTA (former Contact and Support Network) ▪ Police Chiefs Task Force (COSPOL action plan) ▪ Eurojust, OLAF, Interpol, FRONTEX ▪ Private sector ▪ Scientific institutions, academia 	

Objective 2:
<i>To further strengthen analytical and intelligence capabilities of the organisation with the</i>

²² The Intelligence Model Framework, File n° 3100-07r8, 10 November 1998
²³ Five Year Business Plan 2007 – 2011, File n° 1424-34r5, Chapter 6.1, objective 2
²⁴ Europol and Eurojust will work closely together in the initiation and support to Joint Investigation Teams. This applies to all business areas throughout the report (chapters 6.1 – 6.8).

aim of being able to facilitate increased number of target groups in existing AWFs within the various prioritised crime areas.²⁵

Actions:

- Delivery of operational analytical products, targeting specific crime groups/types, and supporting specific operations.
- Ensure horizontal management of analytical resources to maximise the capability for running AWFs in a flexible and efficient manner through integrated teamwork between the analysts and the experts.
- Ensure opening of new AWFs only after comprehensive feasibility studies provided by involved MS and when priority is given by the operational steering group.
- Transfer information/intelligence from AWFs to IS and vice versa.
- Finalisation of the OASIS project and ensure the existence of interfaces between the Analysis and the Information System to guarantee easy data transfer with support from IMT.
- Automate the intelligence cycle with the further integration of Overall Analysis System for Intelligence and Support (OASIS).

Products & Services:

Operational Intelligence	<ul style="list-style-type: none"> ▪ Cross-checked hits with analytical match reports ▪ Specific reports ▪ Ad-hoc reports ▪ Overall reports
Operational Support	<ul style="list-style-type: none"> ▪ Operational analysis ▪ Ad-hoc support to JITs ▪ Dun & Bradstreet²⁶ searches
Strategic Reporting	<ul style="list-style-type: none"> ▪ Threat assessments designed for a specific operational purpose
Knowledge Products and Services	<ul style="list-style-type: none"> ▪ Overall Analysis System for Intelligence and Support (OASIS) ▪ Training on operational, strategic and financial analysis for MS and other prioritised requesting authorities ▪ Internal analysis training, including the New Analysis System Concept Training (NASC) ▪ Awareness of analysis ▪ Information database (Dun & Bradstreet)

External Associates:

- Member States competent authorities participating in AWFs
- Third states and organisations such as Eurojust (once the protocol has been ratified by all Member States)

6.2 Organised Crime Groups

The main focus of this area is on combating criminal groups (e.g. regional, such as East and South-East Europe and South-Mediterranean²⁷) and organisations (e.g. Outlaw Motorcycle Gangs).

Objective 1:

²⁵ Five Year Business Plan 2007 – 2011, File n° 1424-34r5, Chapter 6.1, objective 3

²⁶ Dun and Bradstreet is a global private company which maintains databases on business intelligence and information

²⁷ See also Chapter 6.5, objective 3, for operational intelligence products and services related to South-Mediterranean region.

To target Organised Crime Groups (OCG) focusing specifically on group-oriented structures through joint multi-agency, horizontal and regional-oriented approaches.²⁸

Actions:

- Identify new criminal groups and organisations based on the OCTA.
- Collect intelligence in order to identify major criminal groups and individuals.
- Target criminal organisations that represent a great threat in the different mandated areas (drugs, illegal immigration, crimes against persons, money laundering etc) by using regional-oriented approach.
- Facilitate specific COSPOL action plans.

Specific multi-agency and customs related actions:

- Focus on illicit production and smuggling of highly taxed goods and products.

Products & Services:

Operational Intelligence	<ul style="list-style-type: none"> ▪ AWF reporting on outlaw motorcycle gangs (AWF MONITOR) ▪ AWF reporting on East European organised crime (AWF EEOC) ▪ AWF reporting on ethnic Albanian criminal groups (AWF COPPER) ▪ AWF reporting on tobacco fraud (AWF SMOKE)²⁹ ▪ Analytical outputs ▪ Response to request
Operational Support	<ul style="list-style-type: none"> ▪ Pro-active coordination, analysis and support to live investigations ▪ Participation in JITs
Strategic Reporting	<ul style="list-style-type: none"> ▪ Threat assessments ▪ Situational reports

External Associates:

- EU network of Liaison Officers stationed in third countries
- EU Anti-Fraud Office (OLAF)
- Southeast European Cooperative Initiative Regional Centre for combating trans-border crime (SECI-Centre)³⁰
- Police Chiefs Task Force (COSPOL action plan)
- Customs Cooperation Working Group (CCWG)

Objective 2:

To improve and promote law-enforcement co-operation EU-wide through development and use of specific investigation techniques used as best practise amongst the Member States' competent authorities.³¹

Actions:

- Update and provide all relevant manuals to MS competent authorities and promote their use through standardized working methods.
- Maintain and further widen networks of experts in the fields concerned with special law enforcement techniques including; witness protections, informants, controlled deliveries, hostage taking and kidnapping.
- Further promote the use of already existing knowledge and expertise in the field of specific investigation techniques used as best practise.

Products & Services:

²⁸ Five Year Business Plan 2007 – 2011, File n° 1424-34r5, Chapter 6.1, objective 4

²⁹ Europol Evaluation Report 2005, File n° 1423-37, Chapter 3.2.4

³⁰ In line with Europol's proposal to be endorsed by the Council structures, doc n° 3710-176 cooperation with the SECI Centre will be developed

³¹ PCTF outcome of proceedings 27/10/2005 14736/05ENFOPOL162

Operational Support	<ul style="list-style-type: none"> ▪ Support and advice (both legal and operational) to specialised services on request in regard to knowledge products and services listed below
Knowledge Products and Services	<ul style="list-style-type: none"> ▪ High-risk informants Database ▪ Manual on Specialists Law Enforcement techniques ▪ Witness protection coordination and best practice ▪ Manual on controlled deliveries ▪ Training on witness protection ▪ Training on informants handling
External Associates: <ul style="list-style-type: none"> ▪ Commission (AGIS, CARD and TAIEX programmes) ▪ Council of Europe ▪ Various MS expert working groups ▪ CEPOL 	

Objective 3:

*To provide advice and support in the area of information and technology related crime.*³²

Actions:

The specific actions to be defined in accordance with feasibility study being finalised in 2006.

6.3 Drugs Trafficking

The main focus of this area is on combating the production and trafficking of synthetic drugs and precursor chemicals and on combating the trafficking of heroin and cocaine and related crimes.

Objective:

*To provide operational support, specialist knowledge, technical expertise and training in relation to matters concerned with illicit drugs, and to improve the co-operation, effectiveness and awareness of law enforcement authorities of the Member States.*³³

Actions:

- Provide coordination, analysis and support to operational projects including AWFs and expert systems.
- Assist Member States drugs operations on request.
- Contribute to an EU exchange of best practices, mainstream strategic and operative analyses of the drug crime phenomena.
- Where possible, support Joint Customs Operations.
- Facilitate specific COSPOL action plans.

Products & Services:

Operation Intelligence	<ul style="list-style-type: none"> ▪ AWF reporting on trafficking of heroin (AWF MUSTARD) ▪ AWF reporting on trafficking of cocaine (AWF COLA) ▪ AWF reporting on production and trafficking of synthetic drugs, precursor chemicals and production equipment for synthetic drugs (AWF SYNERGY)
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³² Europol Evaluation Report 2005, File n° 1423-37, Chapter 3.5

³³ Five Year Business Plan 2007 – 2011, File n° 1424-34r5, Chapter 6.1 objective 8; EU Strategy on Drugs 2005 – 2012 and EU Drugs Action Plan 2005 – 2008

Operational Support	<ul style="list-style-type: none"> ▪ On-the-spot support regarding detection and dismantling illicit drug laboratories ▪ Providing specific expertise regarding drugs trafficking and the production of synthetic drugs and precursor chemicals ▪ Participation in Joint Investigation Teams
Strategic Reporting	<ul style="list-style-type: none"> ▪ Drug situation report ▪ Threat assessment ▪ Drugs information bulletin ▪ Ad-hoc reports
Knowledge Products and Services	<ul style="list-style-type: none"> ▪ Europol Ecstasy Logo System (EELS) ▪ Europol Illicit Laboratory Comparison System (EILCS) ▪ Europol Cocaine Logo System (ECLS) ▪ Catalogues and manuals in synthetic drugs production, ecstasy and cocaine logos ▪ Training in dismantling of illicit synthetic drugs production sites
External Associates: <ul style="list-style-type: none"> ▪ Eurojust ▪ Police Chiefs Task Force (COSPOL action plan) ▪ EU Monitoring Centre for Drugs and Drug Addiction (EMCDDA) ▪ European Joint Unit on Precursors (EJUP) ▪ UN International Narcotics Control Board (UNINCB) ▪ Council Working Group: Horizontal Drug Group (HDG) ▪ Customs Cooperation Working Group (CCWG) ▪ Australia, Canada, Columbia and USA³⁴ 	

6.4 Crimes against Persons

The main focus of this area is combating facilitated illegal Immigration, trafficking in human beings, child pornography and the prevention of the sexual exploitation and abuse of children.

Objective 1: <i>To focus on the most problematic geographical areas regarding facilitated illegal immigration into and within the EU.</i>	
Actions: The actions will in particular relate to criminal activities carried out in the Mediterranean and Eastern European regions aiming at: <ul style="list-style-type: none"> ▪ identifying emerging crime patterns and trends ▪ determining opportunities for Europol to initiate support ▪ supporting operational target-oriented investigations ▪ facilitating projects and proposals such as: <ul style="list-style-type: none"> ○ The EU Commission action plan on the Mediterranean ○ The International Centre for Migration Policy Development (ICMPD) project on the Mediterranean. 	
Products & Services:	
Operational Intelligence	<ul style="list-style-type: none"> ▪ AWF reporting on illegal immigration (AWF CHECKPOINT³⁵)

³⁴ EU Drugs Action Plan 2005 – 2008

³⁵ Depending on the outcome of JSB March 2006 and consequently the MB decision

Operational Support	<ul style="list-style-type: none"> ▪ Participation in Joint Investigation Teams ▪ Ad-hoc support to live investigations / operations
Strategic Reporting	<ul style="list-style-type: none"> ▪ Ad-hoc assessments and reports ▪ Bi-monthly intelligence bulletins
External Associates: <ul style="list-style-type: none"> ▪ EU Commission ▪ EU Council ▪ Eurojust ▪ International Organization for Migration (IOM) ▪ Organisation for Security and Cooperation in Europe (OSCE) ▪ International Centre for Migration Policy Development (ICMPD) ▪ International Labour Organization (ILO) ▪ United Nations Office on Drugs and Crime (UNODC) ▪ United Nations Interregional Crime and Justice research Institute (UNICRI) ▪ FRONTEX ▪ Southeast European Cooperative Initiative Regional Centre (SECI-Centre) 	

Objective 2: <i>To focus on the most problematic geographical areas regarding the prevention and combating of trafficking of human beings (THB,) mainly focussing on the traffic in women and children for sexual exploitation.</i> ³⁶	
Actions: <ul style="list-style-type: none"> ▪ Identify emerging crime patterns and trends. ▪ Determine opportunities for Europol to initiate or provide support. ▪ Support operational target-oriented investigations. ▪ Facilitate projects and proposals from MS and external associates. ▪ Further improve knowledge of the scale and nature of THB affecting the EU in cooperation with the Commission. ▪ Improve the strategic and tactical intelligence picture on THB and enable intelligence led approach (through OCTA and AWF) in co-operation with Interpol and FRONTEX. <p>Additionally activities will include the area of labour exploitation.</p>	
Products & Services:	
Operational Intelligence	<ul style="list-style-type: none"> ▪ AWF reporting on trafficking human beings (AWF MARITSA)
Operational Support	<ul style="list-style-type: none"> ▪ Ad-hoc support to live investigations / operations ▪ Participate in Joint Investigation Teams
Strategic Reporting	<ul style="list-style-type: none"> ▪ Ad-hoc assessments and reports³⁷ ▪ Bi-monthly intelligence bulletins
Knowledge Products and Services	<ul style="list-style-type: none"> ▪ Training on THB 'best policy and practise measures' provided to external associates, MS and Third States
External Associates: <ul style="list-style-type: none"> ▪ EU Commission ▪ EU Council ▪ Eurojust ▪ Baltic Sea Task Force ▪ International Organization for Migration (IOM) 	

³⁶ Five Year Business Plan 2007 – 2011, File n° 1424-34r5, Chapter 6.1 objective 8; Council Secretariat documentation reference file n°: 2005/C 311/01 "EU plan on best practices, standards and procedures for combating and preventing trafficking in human beings", p. 5 objective 1, p. 8 objective 1, p. 9 objective 3

³⁷ E.g. in line with Council Secretariat documentation reference file n°: 2005/C 311/01 "EU plan on best practices, standards and procedures for combating and preventing trafficking in human beings", p. 9 objective 3

- Organisation for Security and Cooperation in Europe (OSCE)
- International Centre for Migration Policy Development (ICMPD)
- International Labour Office (ILO)
- United Nations Office on Drugs and Crime (UNODC)
- United Nations Interregional Crime and Justice Research Institute (UNICRI)
- EU Agency for the Management of Operational Cooperation at the External Borders of the Member States (FRONTEX)
- Police Chiefs Task Force (COSPOL initiative)

Objective 3:

To identify and target criminal networks involved in production and dissemination of child pornography through sexual abuse of children.

Actions:

- Identify emerging crime patterns and trends.
- Determine opportunities for Europol to initiate support.
- Support operational target-oriented investigations.

Products & Services:

Operational Intelligence	<ul style="list-style-type: none"> ▪ AWF reporting on child pornography (AWF TWINS) ▪ Ad-hoc support to live investigations / operations
Operational Support	<ul style="list-style-type: none"> ▪ Participation in Joint Investigation Teams
Strategic Reporting	<ul style="list-style-type: none"> ▪ Ad-hoc assessments and reports ▪ Intelligence bulletins
Knowledge Products and Services	<ul style="list-style-type: none"> ▪ Training on combating the sexual exploitation of children on the Internet

External Associates:

- INTERPOL
- USA (FBI, US Postal Service)

6.5 Financial Crime

The main focus of this area is on combating money laundering, fraud and crime against property (including motor vehicle crime, intellectual and cultural property crime) together with supporting the Member States customs agencies in targeting organised cross-border crime with regard to financial crime.

Objective 1:

To improve EU-wide detection and confiscating of criminal assets through collection and analysis of suspicious transactions in the field of money laundering by identifying suspicious trends, establishing links and identifying of related persons and companies for further investigation.

Actions:

- Pro-actively promote input on all related data of the MS related to money laundering.
- Provide analysis on STR/CTR gathered within an AWF project in order to identify new money laundering cases.
- Support the MS in the identification and localisation of criminal assets, when located outside national boundaries.
- Support the counter-terrorism unit in detecting links with financing terrorism.
- Support other AWFs and operational projects within Europol.

Products & Services:

Operational Intelligence	<ul style="list-style-type: none"> AWF reporting on Money laundering (AWF SUSTRANS)
Operational Support	<ul style="list-style-type: none"> Support to live investigations on request (eventually participation in joint investigation teams)
Strategic Reporting	<ul style="list-style-type: none"> Situation report on money laundering Threat assessments
Knowledge Products and Services	<ul style="list-style-type: none"> Guidelines on assets identification/tracing Training in Money Laundering and Asset Tracing Financial Crime Information Centre (SC4 secured website) Criminal Asset Knowledge Centre Support the Camden Asset Recovery Inter-Agency Network (CARIN)³⁸

External Associates:

- Financial Action Task Force (FATF)
- European Banking Federation (EBF)
- Asset recovery agencies
- CARIN network
- US Federal Services

Objective 2:

To support the Member States in identifying criminal organisations and networks involved in fraud against EU institutions, credit card companies or customs related issues.

Actions:

- Detect modus operandi and prevent fraud, especially focussing on credit card fraud.
- Facilitate customs and other relevant EU bodies' investigations in the fight against cross-border crime.
- Establish contact with the different bodies and institutions dealing with fraud.

Products & Services:

Operational Intelligence	<ul style="list-style-type: none"> AWF reporting on Credit card fraud (skimming) (AWF TERMINAL) Initiate AWF reporting on industrial piracy
Operational Support	<ul style="list-style-type: none"> Support to live investigations on request Technical analysis of counterfeit payment cards Early warning messages on non-cash payment fraud Participate in on-going investigations, through JITs Provide support to customs operations (operational coordination room available for joint customs)
Strategic Reporting	<ul style="list-style-type: none"> Assessment on industrial piracy Situational reports: payment card fraud report Non-cash payment fraud early warning messages
Knowledge Products and Services	<ul style="list-style-type: none"> Training on combating non-cash payment fraud EU Identification Documents Database Database on skimming devices

External Associates:

- Credit card companies
- ATM deployers/networks (European ATM Security Team)
- EU Anti-Fraud Office (OLAF)
- EU Commission

³⁸ CARIN is an informal network of investigative and judicial Law Enforcement contacts throughout the EU in relation to criminal asset forfeiture issues

- Customs Cooperation Working Group (CCWG)
- National customs agencies
- World Customs Organisations (WCO)

Objective 3:

To identify and target criminal groups and networks acting cross-border in the field of property crime mainly focusing on motor vehicle crime, organised thefts and robberies.

Actions:

- Update and disseminate the EUVID on motor vehicle crime.
- Identify emerging crime patterns and trends.
- Determine opportunities for Europol to initiate support.
- Support operational target-oriented investigations.

Products & Services:

Operational Intelligence	<ul style="list-style-type: none"> ▪ AWF reporting on organised cross-border theft/robberies especially focussing on the Southern-Mediterranean region (AWF MARE NOSTRUM) ▪ AWF reporting on vehicle crime (AWF KEY PROCESS)
Operational Support	<ul style="list-style-type: none"> ▪ Support to live investigations on request ▪ Facilitate control actions at EU borders (or other hot-spots) ▪ Participation in JITs
Strategic Reporting	<ul style="list-style-type: none"> ▪ Assessments on property and motor vehicle crime
Knowledge Products and Services	<ul style="list-style-type: none"> ▪ EU Vehicle Identification Database (EUVID) ▪ Training course on combating vehicle crime

External Associates:

- German and Austrian police together with the Commission (AGIS funded) in the area of jointly managing the European Vehicle Identification Database (EUVID)

6.6 Terrorism and Proliferation

The main focus of this area is on counter terrorism (CT) issues, together with counter proliferation (CP) of Chemical, Biological, Radioactive and Nuclear (CBRN) weapons and substances, and trafficking of arms, ammunition, explosives. Additionally emphasis is given to racism and xenophobia related issues.

Objective 1:

To assist the Member States in identifying networks of Islamic terrorism and other active terrorist groups or networks in, or posing a threat to the EU, its representatives or institutions.

Actions:

- Host and facilitate the CTTF in order to support the implementation of EU action plan against terrorism if to be continued or re-established due to terrorist incidents.
- Pro-actively obtain information and intelligence for ad-hoc dissemination.
- Provide threat assessments to MS and support to ad-hoc teams with regard to mass events and their participation in e.g. major international sporting events and other large scale events.
- Support ongoing investigations and provide analysis or specific expertise concerning the various kinds of threats possible.
- Analyse interaction between international terrorism and OC activities.
- Maintain 24 x 7 preparedness in case of an unexpected terrorist activity as per PCTF

contingency plan.	
<ul style="list-style-type: none"> Implement the operational actions in line with the strategies of combating terrorism, radicalisation and recruitment to terrorism as agreed by the JHA Council.³⁹ 	
Products & Services:	
Operational Intelligence	<ul style="list-style-type: none"> AWF reporting on Islamic extremist terrorism (AWF 008) AWF reporting on other terrorist related groups (AWF DOLPHIN)
Operational Support	<ul style="list-style-type: none"> EU Operational Control Centre 24+7 in case of terrorist incidents Use of false/forged documents by terrorist groups Financing terrorism, with co-operation of Financial Crime unit⁴⁰
Strategic Reporting	<ul style="list-style-type: none"> Threat assessment on Islamic extremist terrorism Situation and trend reports Bulletins based on Open Sources Threat assessment with a view to prevention of terrorism Threat assessments concerning major sports events Strategic analysis concerning recruitment of terrorists Profile indicators of Islamic extremist terrorists
Knowledge Products and Services	<ul style="list-style-type: none"> Modus operandi bomb database Database on racist and xenophobic sound recordings (propaganda material) Central reference products including CT legislation Internet site including the terrorist modus operandi handbook and a best practise tool-kit Training in Counter Terrorism
External Associates:	
<ul style="list-style-type: none"> Counter Terrorism Group (CTG) Joint Situation Centre (SitCen) Police Working Group on Terrorism (PWGT), Terrorism Working Group (TWG), Counter-Terrorism Committee in UN (CTC UN), USA 	

NOTE: It was accepted that the Task Force is a temporary measure in response to a major terrorist incident. However, it was noted that the proscription of a definite date for closure is linked to the lifespan of the projects within the Task Force, and their possible assimilation into the activities of SC5⁴¹.

Objective 2:	
<i>To identify threats, trends and criminal groups involved in illicit trafficking of arms, ammunition, explosives, and the criminal use of CBRN weapons and substances to support MS initiatives in this field.</i>	
Actions:	
<ul style="list-style-type: none"> Obtain and assess relevant information and intelligence EU-wide. Enhance exchange of operational and technical information. Maintain bomb database on modus operandi. 	
Products & Services:	
Operational Intelligence	<ul style="list-style-type: none"> Initiate new AWF on illicit trafficking in firearms
Operational Support	<ul style="list-style-type: none"> EU early warning system for firearms and explosives Participation in an EU contingency response concerning CBRN attacks Participation in JITs

³⁹ Council Secretariat documentation reference file n°: 5771/1/06 REV 1 LIMITE JAI 34

⁴⁰ To identify areas for joint action with SitCen in accordance to their Work Programme (doc. n° 5244/05 CATS3)

⁴¹ Ref: doc 2566-381r2 "Evaluation of CTTF2" p. 12.

Strategic Reporting	<ul style="list-style-type: none"> ▪ Situation and trends reports in the areas covered by the Counter Proliferation Programme ▪ Assessment concerning recruitment of terrorists. ▪ Open Sources bulletin on CBRN
Knowledge Products and Services	<ul style="list-style-type: none"> ▪ Central Reference including directories of national contact points and directories of legislation ▪ CBRN and Arms, Ammunition and Explosives Information Centres (web site based) ▪ Training in the field of CBRN co-operation with the EU Commission and CEPOL
External Associates:	
<ul style="list-style-type: none"> ▪ Leading role in European fire arms expert network, EU Commission Joint Research Centre, UN IAEA and OPCW ▪ EU Rapid Alert System for Chemical, Biological, Radioactive, Nuclear (CBRN) integrated in the EU Rapid Alert System platform "ARGUS" 	

6.7 Euro Counterfeiting

The main focus of this area is primarily on preventing and combating the forgery of currency, especially focusing on the forgery of Euro. According to a Council decision⁴², Europol is to be the designated European Central Office⁴³. In 2007 Europol will further progress to establish products and services related to its European central office function.

Objective 1:	
<i>To further improve Europol's role as the European Union Central Office for protecting the Euro currency.</i> ⁴⁴	
Actions:	
<ul style="list-style-type: none"> ▪ Gather information and intelligence to be uniquely centralised at Europol. ▪ From the European Central Bank database (Counterfeit Monitoring System) evaluate and prioritise and target the most dangerous counterfeit Euro both in terms of quality and quantity disseminated either within or outside the European Union. ▪ Detect patterns, trends and routes in order to provide competent authorities with concrete intelligence to initiate investigations. ▪ Support the EU Member States' and in particular the Euro System, composed out of ECB and EU National Banks to have a smooth and secure introduction of the Euro in other EU countries (enlargement of the Euro Zone). 	
Products & Services:	
Operational Intelligence	<ul style="list-style-type: none"> ▪ Early Warning Messages ▪ Evaluation reports on all relevant information and intelligence related to most sophisticated Euro counterfeits ▪ Investigative support to non-EU Countries
Operational Support	<ul style="list-style-type: none"> ▪ Tactical and technical support to live investigations on request. ▪ Technical investigation aiming at the identification of raw materials, techniques and equipments used to reproduce counterfeit banknotes in order to define the place of origin
Strategic Reporting	<ul style="list-style-type: none"> ▪ Monthly Report to all Europol's partners ▪ Quarterly Euro Counterfeit Situation Report ▪ Annual Counterfeit Situation Report

⁴² Council Decision 2005/511/JHA of 12 July 2005

⁴³ In terms of articles 12, 13, 14 and 15 of Geneva Convention 1529

⁴⁴ Five Year Business Plan 2007 – 2011, File n° 1424-34r5, Chapter 6.1, objective 5

Knowledge Products and Services	<ul style="list-style-type: none"> ▪ Sharing of best practise regarding currency counterfeit investigations ▪ Bitmap Centre at Europol ▪ Counterfeit Currency Image System (CCIS) ▪ Tactical and technical training on currency counterfeiting aiming at standardising the knowledge in this area
External Associates: <ul style="list-style-type: none"> ▪ Non-EU countries with Europol agreement ▪ EU Anti-Fraud Office (OLAF) ▪ Eurojust ▪ European Central Bank (ECB) ▪ Interpol-SG ▪ United States Secret Service (USSS) ▪ Private sector 	

Objective 2: <i>To identify and target criminal networks involved in the production and dissemination counterfeit Euros.</i>	
Actions: <ul style="list-style-type: none"> ▪ Identify emerging crime patterns, trends and routes. ▪ Determine opportunities for Europol to initiate support. ▪ Support operational investigations with coordination roles. ▪ Identify organised crime groups and clandestine print and mint shops in order to be respectively disrupted and dismantled. 	
Products & Services:	
Operational Intelligence	<ul style="list-style-type: none"> ▪ AWF reporting in forgery of money (AWF SOYA) ▪ Promote the establishment of Task Forces on specific criminal groups and common classes when priority is determined by collated intelligence
Operational Support	<ul style="list-style-type: none"> ▪ Support on-the-spot during major investigations and actions ▪ Participation in JITs ▪ Provide an EU response team in cases outside the European Union involving large seizures of Euro counterfeits or the discovery of clandestine Euro print and mint shops ▪ Technical support to ongoing investigations ▪ Provide financial support to carry out investigations, with particular reference to countries lacking funding regarding following activities: <ul style="list-style-type: none"> ○ Informants reward ○ Confidence buy ○ Technical investigation ○ Cash allowance and payment in connection to operational activities
Strategic Reporting	<ul style="list-style-type: none"> ▪ Threat assessments on specific countries, regions or criminal groups when relevant
External Associates: <ul style="list-style-type: none"> ▪ Non-EU countries with Europol agreement ▪ EU Anti-Fraud Office (OLAF) ▪ Eurojust ▪ European Central Bank (ECB) ▪ Interpol-SG 	

- United States Secret Service (USSS)
- Private sector

6.8 Management and Coordination

The main focus of this area is on coordinating the activities of Europol's Serious Crime Department and acting as a channel for exchanging information and expertise internally and externally between Europol and its stakeholders to further strengthen the horizontal concept within the Serious Crime Department.

Objective 1:

To promote Europol's intelligence and working methods with special focus on strengthening Member States' LEA Operational capacity seen in an EU context.⁴⁵

Actions:

- Promote the OCTA and the methodology used.
- Promote the EU Intelligence Led Law Enforcement concept.
- Horizontal coordination of AWFs.
- Introduce and promote the use of contribution notes and the use of 4/4 evaluation systems and electronic data input to AWFs.
- Promote and support operational related awareness activities.⁴⁵
- Promote of the use of JITs.

Products and Services:

- Manual on JITs
- Training manuals on Intelligence Led Enforcement
- Coordination of specific training and awareness related activities

Objective 2:

To provide guidance and support concerning Europol's overall activities in general and in particular Serious Crime Department's strategic, operational and administrative work (including the development, coordination and implementation of new working methods when related to the department).⁴⁶

Actions:

- Overall management of all AWFs and the performance of the project managers.
- Coordinate and monitor the business planning and the performance management at departmental level.
- Facilitate the EU expert network for JITs.
- Facilitate the development of new AWFs and JITs.
- Facilitate the operational work with third parties and bodies.
- Provide supervision and administrative support regarding all departmental issues.
- In the field of analysis training, coordinate training activities in relation to Member States' specific needs in order to enhance MS input of information in to the OCTA and AWFs.
- Assist CEPOL in developing comprehensive training materials and seminars in the area of expertise concerning combating OC.

Products & Services:

⁴⁵ Five Year Business Plan 2007 – 2011, File n° 1424-34r5, Chapter 6.1 objective 1, Europol Evaluation Report 2005, File n° 1423-37, Chapter 3.5

⁴⁶ Europol Evaluation Report 2005 File n° 1423-37, Chapter 3.5

- Preparation and participation in relevant Third Pillar working groups e.g. MDC, PCWG and Customs Working Groups.
- Periodic reporting and evaluation of all AWFs.
- Preparation of departmental contributions to Europol's overall strategies, work programme and budget.
- Monitoring of activities and budgets at Departmental level
- Compilation and assessment of the bi-monthly reports from the Units of the Serious Crime Department.
- Updated versions of Europol training curriculum to be provided to CEPOL on annual basis.

Objective 3:

To support and further strengthen EU law enforcement co-operation.⁴⁷

Actions:

- Coordinate the Operational Steering Committee, responsible for assessing and prioritising Europol's Operational Projects and closure or implementation of AWFs.
- Coordinate Europol's involvement in various international fora dealing with the planning of preventing or combating organised crime of a horizontal nature, e.g. COSPOL and the Baltic Sea Task Force.
- Increase the involvement of ELOs in Europol's operational work (AWFs) by improving current processes for collecting information via the Europol National Units (ENUs).
- Coordinate operational enlargement for Bulgaria and Romania before end 2007 and Western-Balkan strategies from operational perspectives.
- Assist Member States in security-related issues in preparation of major international sporting events and other large scale events.
- Monitor and manage data protection issues related to the activities of the Serious Crime Department (mainly AWFs).

7. Information Management and Technology

Europol operates on a system of inter-linking procedures that control the work flow. Within this system, the Information Management and Technology (IMT) Department will have to provide products and services to every working part of Europol in 2007.

By his decision on roles and responsibilities⁴⁸, the Director delegated the following tasks to IMT:

- Provide the communication networks for Europol, cooperation partners and National Units
- Work stations and telephones
- Communications security
- Software and hardware maintenance
- Development and selection of computer systems
- Deployment of systems and operating rules
- IT training
- Operational support at remote sites
- Project management
- Systems analysis
- Advice on business analysis
- Coordination of all data base management in Europol
- Information processing policy (information model)

⁴⁷ Five Year Business Plan 2007 – 2011, File n° 1424-34r5, Chapter 6.1 objective 6

⁴⁸ Decision of the Director of 1 August 2005 on the functional allocation of powers and responsibilities, File n° 124184v7, Chapter 4

- Operational use of the Information System
- Administration of the Information System
- Development of the information system
- Operational exchange with cooperation partners
- Organisational compliance with the legislative framework on security, integrity, confidentiality of data
- Organisational responsibility for providing logistical support to liaison bureaux
- Organisational responsibility for enlargement

In addition to these general responsibilities the focus of the Information Management and Technology department will be in achieving the following objectives:

7.1. IMT Strategy

Objective 1:
<i>To improve internal and external activities in accordance with IMT strategies put in place to address the customers' needs in the most sufficient way.</i>
Actions: <ul style="list-style-type: none"> ▪ To monitor the effectiveness of the strategies chosen in different areas of IMT to balance demand and supply. ▪ To maintain feedback on products, services and performance delivered on an ongoing basis. ▪ To assess areas of change based on "Open System Model" from a strategic and operational point of view. ▪ To communicate, propose and implement changes to reach "customer fit" of IMT products and services.
Product: Customer tailored products and services in the different areas of IMT (IT infrastructure, Technical Architecture, System Development, Information Exchange, IS Management, Information Security and Data Protection)

Objective 2:
<i>To improve the partnership⁴⁹ mechanisms for the use of information within the Europol framework.</i>
Actions:⁵⁰ <ul style="list-style-type: none"> ▪ Develop data quality assurance at the strategic level. ▪ Integrate better the organs of Europol in planning IMT developments inside and outside the organisation. ▪ Create new ways of sharing responsibility for the multi-national network. ▪ Achieve future compatibility with technical and business developments in the EU. ▪ Oversee the implementation of technology in support of cooperation agreements.
Product: An effective set of partnership tools that align the responsibilities of Partners, Member States and Europol for the storage and passage of data through Europol.

⁴⁹ Europol Convention Art 24 (3): "The harmonized proposals for common solutions to existing problems."

⁵⁰ Five Year Business Plan 2007 – 2011, File n° 1424-34r5, Chapter 6.2, objective 2

Objective 3:

To improve the integration of activities making up Europol's information architecture.

Actions:

- Reinforce the roles of information architects in the organisation.
- Continue to emphasise the need for business information policies that take the lead in IT development.
- Distinguish better between information strategies and information system projects
- Fit the Europol information strategy into the established planning mechanisms of Europol.

Product:

A documented framework of activities and standards that regulate the addition of value in the information processing cycle.

7.2. Management and Coordination

Objective:

To provide a central point of contact to improve the integration of IMT products and services in the rest of the Europol organisation.

Actions:

- Maintain a repository of policies and procedures.
- Establish a library of products and services delivered by the Department and authorise any changes to these.
- Develop the Department finance strategy and day-to day budget monitoring.
- Support the ICT Programme Board.

Product:

A one-stop-shop to deliver the strategies delegated to the Deputy Director IMT by the Decision of the Director on the Allocation of Powers and Responsibilities of 1 August 2005.

7.3. Infrastructure

Objective:

To improve the service delivered in relation to the Europol communication networks.

Actions:⁵¹

- Supply telephony and network connectivity.
- Upgrade the IS and internal corporate systems.
- Improve the availability, performance, security and reliability of the Europol network systems.
- Develop the quality standards within the ITIL model.
- Prepare arrangements and implement decisions for the new building regarding IT

⁵¹ Five Year Business Plan 2007 – 2011, File n° 1424-34r5, Chapter 6.2, objective 4

related matters.

Product:

A cheaper, higher quality network infrastructure that balances business, security and technical constraints.

7.4. Project Coordination

Objective 1:

*To improve the quantity and quality of business change projects delivered successfully in Europol.*⁵²

Actions:

- Ensure that ICT developments are led by the business.
- Ensure that organisational business changes and priorities are reflected in the planning of new projects.
- Improve project management standards and consultancy including quality assurance.
- Continuously update the knowledge base of industry best practice and benchmark information.
- Implement an integrated Programme Management System for Europol.

Service:

The organisation is provided with advice and expertise regarding Programme and Project Management.

Objective 2:

To implement and continuously develop the concept of quality assurance regarding IT projects.

Actions:

- Support the delivery of specialized products in accordance with priorities set, within the agreed time, budget and to a satisfying quality.
- In particular, supporting the following projects:
 - Business continuity
 - ICT Security Projects
 - ISv2 Project Definition⁵³
 - OASIS
 - New Building (ICT part)
- ICT New Projects (unpredictable proposals).

Service:

Transparent reporting on the progress of major change management projects against milestones previously agreed and approved by MS.

⁵² Five Year Business Plan 2007 – 2011, File n° 1424-34r5, Chapter 6.2, objective 3

⁵³ The term *definition* is used to anticipate any financial resources for the ISv2 project in 2007 as solely the definition can be carried out without budgetary consequences.

Objective 3:

To implement the integrated approach for the development of technical solutions to business problems.

Actions:

- Develop a Europol framework for the management of technical architecture.
- Provide consultancy for problem resolution.
- Advise the Directorate on strategic IT issues.

Service:

Provide a technical authority for decisions in relation to the IT architecture, including networks and applications.

7.5. Systems Life Cycle Management

Objective:

To continuously research and implement software solutions to support the core business of the organisation.

Actions:⁵⁴

- Improve the quality of services in systems feasibility, systems development and systems maintenance.
- Deliver high quality, reliable and effective, products to the organization in line with the competence and roles of the unit (IT systems feasibility, design, development, testing, deployment, maintenance and retirement).
- Improve the competency, the knowledge base and the efficiency of its staff.
- Maintain the highest standards of IT systems development.

Service:

The organisation is supported with efficient and reliable software solutions.

7.6. Information Management

Objective 1:

To enhance the quality and quantity of data in the Information System.

Actions⁵⁵:

- Effectively input data into the IS to ensure data completeness, accuracy, integrity and verification aiming towards an improved overall quality of the service provided.
- Provide the user community with accurate and complete data reviews.
- Manage efficiently the identity assessment within 24 hours from the cross-border crime check (CBCC) notification and monitor the progress of this assessment so as to ensure that action will be taken within a period no longer than 3 months from the initiation of the case.
- Control effectively the overall data processing system to ensure compliance with the existing procedures and at the same time assure that high quality standards are applied to all steps within the described process.

Service:

Provide the IS user community with an efficient and effective Information System.

⁵⁴ Five Year Business Plan 2007 – 2011, File n° 1424-34r5, Chapter 6.2, objective 4

⁵⁵ Five Year Business Plan 2007 – 2011, File n° 1424-34r5, Chapter 6.2, objective 2

Objective 2:

To provide business needs and customer view to the development of the Information System.

Actions:⁵⁶

- Liaise with relevant stakeholders in the formulation of proposals for the development and evolution of the IS.
- Ensure that the IS user guide incorporates all the latest developments and new functionalities implemented in the IS and inform the user community accordingly.
- Arrange and contribute to the quality review of data inserted into the IS and assure that data quality requirements are successfully implemented and followed.
- Produce valid test cases for the IS, based on passed experiences and accumulated knowledge, aiming to assist the test manager to effectively test the new versions of the IS.
- Control effectively any planned and ongoing projects, in relation to IS development, and assure that high quality standards are applied to all steps of those projects.

Service:

Provide the IS user community with an Information System in line with business needs.

Objective 3:

To promote and improve the exchange of information with the partners that Europol has co-operation agreements on a daily basis.

Actions:

- Ensure that the exchange of information, on request, will be executed within (1) one hour after the actual recipients of the message have been identified.
- Assure compliance with all applicable data protection, security and confidentiality regulations and policies governing the exchange of information aiming towards an enhanced quality process.
- Ensure the usage of the Info-Ex application as the only vehicle for the transmission of operational information within Europol's boundaries and assure that its scope is respected and safeguarded.
- Provide support Europol's liaison desks in the USA and at Interpol (ICPO).
- Provide, on a monthly basis but also on request, with accurate and descriptive statistics on the use of the Info-Ex application and the transactions amongst parties in formats out of which decisions could be made on the overall exchange of operational information.
- Further develop the concept of Knowledge Management Centre (KMC), and develop and further expand the existing KMC data-base to incorporate all latest technical and operational improvements for the benefit of the end users.
- Control effectively the overall information exchange process, to ensure compliance with the existing procedures and policies while at the same time assure that high quality standards are applied to all steps for the benefit of the end users.

Service:

The IS user community is provided with an information system shared by key partners.

⁵⁶ Five Year Business Plan 2007 – 2011, File n° 1424-34r5, Chapter 6.2, objective 2

7.7. Liaison Bureau Logistics

Objective 1:

To improve and reinforce the co-operation between Europol and its Liaison Bureau (LB) network.⁵⁷

Actions:

- Assess the state of play of signed operational and strategic co-operation agreements with third parties.
- Execute non-operational requests from LB.
- Coordinate and manage the integration of new MS to Europol by advising in matters related to the equipping, indoctrination and training of all new ELOs.
- Provide presentations on the ELO cooperation in Europol.
- Transport Europol visions to the ELOs and vice versa.
- Coordinate the location of LB in the new Headquarters.

Service:

Europol and its Liaison Bureau network are provided with quality coordination of activities and exchange of views and expectations.

Objective 2:

To continuously improve the support provided to the Liaison Bureaux and implement general standards of good practices of information exchange and use of related work tools (DMS II and the new InfoEx).

Actions:

- Provide administrative support to LB in meetings, information and training events.
- Assist LB in their own projects.
- Produce and gathering activity reports.
- Support the use of new technologies within the ELO community.

Service:

The Liaison Bureau network is provided with efficient support in all matters related to administration and technical matters.

7.8. Customer Liaison and Support

Objective:

To further develop and implement the Intelligence and Information Model Project.

Actions:⁵⁸

- Sign off the lessons learned from the 'Intelligence Platform' concept developed in 2006 in partnership with AWF Copper.
- Complete an architectural framework based on the policies, procedures and standards applicable to information management in Europol, especially in relation to the OCTA.
- Ensure a reliable mechanism for obtaining an intelligence requirement is in place.
- Implement the business change plan developed in 2006.

Product:

A suite of products and services integrated into an information framework for Europol.

⁵⁷ Implementation Plan of the MB act of 15 October 1998 concerning the rights and obligations of the liaison officers, doc. n° 89321, Five Year Business Plan 2007 – 2011, File n° 1424-34r5, Chapter 6.2, objective 5

⁵⁸ Five Year Business Plan 2007 – 2011, File n° 1424-34r5, Chapter 6.2, objective 5

7.9. Information Integrity

Objective 1:

To improve the quality and trustworthiness of law enforcement information in Europol through partnership with the Member States.

Actions:⁵⁹

- Provide guidance on compliance with the legal requirements of data protection to the Director and across the organisation.
- Disseminate standards, guidelines and best practice through awareness briefings and training sessions.
- Facilitate the continuous improvement of the organisation's partnership with key stakeholders in the fields of confidentiality, security and data protection.
- Coordinate the continuous implementation, improvement, monitoring and promotion of the Europol Data Protection Strategy.
- Participate in the negotiation of Data Protection issues in agreements with non-EU states and Third Bodies.

Service:

Strengthened trust in the organisation through proper handling of law enforcement information.

Objective 2:

To further enhance the confidence in the reliability of the organisation by ensuring the proper handling and processing of Europol Information and information exchanged with partners.

Actions:

- Disseminate standards, guidelines and best practice through awareness briefings and training sessions.
- Coordinate the continuous implementation, improvement, monitoring and promotion of the Europol Confidentiality Strategy.
- Provide legal advice on compliance of the processing of Europol information marked with a Europol protection level with the Confidentiality Regime in Europol.
- Handle requests to Europol official to testify in National courts, and to provide advice to the Director on the authorisation of these testimonies.
- Maintain a record of authorisations to Europol officials to process Europol information.

Service:

Strengthened trust in the organisation through proper handling of law enforcement information.

Objective 3:

To further strengthen the strategic value of the organisation as an information exchange platform by providing guidance on the measures required in protecting the organisation against security risks to communications and IT system.

Actions:

- Coordinate the continuous implementation, improvement, monitoring and promotion of the Europol Information Security Strategy.
- Provide advice and guidance on the IT security measures required to ensure the

⁵⁹ Five Year Business Plan 2007 – 2011, File n° 1424-34r5, Chapter 6.2, objective 1

continuing compliance with Article 25(2) of the Europol Convention and on all policies and regulations required thereof.

- Perform the continuous implementation, improvement, and promotion of the security approval process, standards and guidelines for communication and information systems.
- Ensure the correct installation of INFOSEC measures through the continuous auditing and assurance activities.

Service:

The organisation and its MS are provided with high quality advice and expertise in IT security related matters.

8. Corporate Governance

The Corporate Governance (CG) department provides support to the core-business of the organisation through the areas of human resources, finance, corporate communication, planning and evaluation, legal affairs, general services and security. In addition the department supports the Directorate in the strategic implementation of the business planning and coordinates the implementation of Directorate and Management Board decisions. The Department aims at providing transparency and accountability to Europol's governing bodies and fostering mutual co-operation with the organisation's key partners.

By his decision on roles and responsibilities⁶⁰, the Director delegated the following tasks to CG:

- Further developing and controlling the implementation of Europol's partnership and external strategies.
- Establishing the organisation's international relations including setting up co-operational agreements.
- Coordination of Europol's co-operation with Eurojust.
- Monitoring the Europol related consequences of decisions of the EU political level.
- Establishment of business procedures and standards in relation to producing and archiving documents produced at strategic level.
- Supporting the preparation of MB, HENU and PCTF meetings.
- Monitoring activity and budget planning and performance management.
- Providing legal advice on Europol's legal framework.
- Advising on the procurement of goods and services by Europol.
- Coordinating corporate level communication both, internally and externally including awareness and promotion of the organisation.
- Managing Europol's human resources through personnel related regulations, including recruitment and training of personnel and personnel and salary administration.
- Coordinating and implementing Europol's financial strategy.
- Handling all revenue and expenditure including payments.
- Coordinating housing and facility management.
- Maintaining safe and secure work environment through specific security processes and procedures.

⁶⁰ Decision of the Director of 1 August 2005 on the functional allocation of powers and responsibilities, File n° 124184v7, Chapter 3

In addition to these general responsibilities the focus of the Corporate Governance department will be in achieving the following objectives:

8.1 Strategy and Leadership (including Directorate Support)

Objective 1:

To continuously develop and implement the organisational strategy that facilitates the successful realization of the Europol Vision and the objectives set in Europol's mission.⁶¹

Actions:

- Development and implementation of an organisational strategy in line with the EU key political issues and stakeholder demand, focusing on the areas of:
 - Policies
 - Partners
 - Managing resources and leading the organisation
 - Marketing.

Services:

- The Europol Directorate is provided with support and expertise in the implementation of strategic planning.
- The organisation is provided with clear and measurable corporate objectives in line with the organisation's strategy.

Objective 2:

To ensure continuous organisational improvement and development of Europol's products and services by focusing on⁶²:

- ***identifying change and development priorities for the organisation and implementing change by appropriate management tools;***
- ***introducing the concept of process based Quality Management organisation wide with a special emphasis on customer approach.***

Actions:

- Identify future potential of Europol products (such as OCTA and similar products)
- Continuously review and modify the organisational "change agenda" to align activities with the organisation's strategy.
- Within the area of Corporate Governance, implement the Development Plan as a platform for changes and improvement initiatives deriving from the organisational evaluation.
- Review and develop business processes and procedures (in selected SC areas) and improve transparency of business processes and costs.
- Improve cooperation between departments and units through a process oriented view.

⁶¹ Five Year Business Plan 2007 – 2011, File n° 1424-34r5, Chapter 6.3, objective 2; Europol Evaluation Report 2005 File n° 1423-37, Chapter 6.9

⁶² Five Year Business Plan 2007 – 2011, File n° 1424-34r5, Chapter 6.3, objective 4; Europol Evaluation Report 2005 File n° 1423-37, Chapter 6.9; New Posts in the Draft Europol Budget 2007 File n° 2210-204r1, Chapter 2.3.1

Services:

The organisation is provided with

- structured way of implementing improvements;
- a controlling system to monitor activities and allow for change management at departmental and unit levels with regard to planned activities;
- clearly defined and documented procedures for managing processes organisation wide.

8.2 Stakeholders

Objective:

To develop and maintain Europol's external policy focusing on⁶³:

- ***the EU***
- ***Outside the EU***
- ***Private sector.***

Actions:

EU:

- Enhance a structured co-operation with Eurojust to fully utilise the established co-operation agreement.⁶⁴
- Mature the co-operation with the SitGen within the framework of the strategic agreement⁶⁵.
- Instigate an operational co-operation agreement with FRONTEX and OLAF
- Increase Europol's profile in the working groups of the Council (Secretariat) in the policy area of Justice and Home Affairs

Outside the EU:

- Finalise co-operational agreements with the Western Balkan countries.
- Develop co-operation with SECI based on Europol's EU strategy⁶⁶ towards the Western Balkan region as endorsed by the Council in October 2005 and in line with the initiative to create a South –East European Police Convention.
- Develop further regional strategies through the Europol Management Board to prepare the planning with which countries of a geographical region Europol as the EU law enforcement centre should establish co-operation.
- Continue the development of co-operation with Interpol.
- Foster the cooperation between Europol and third parties with agreements in place, in particular to expand relations with US law enforcement authorities (transatlantic dialogue).

Private sector:

- Explore opportunities for a structured cooperation with the private sector taking into account the outcome of the current policy discussion on the future of Europol (including possible changes to the legal framework of Europol)⁶⁷.

⁶³ Five Year Business Plan 2007 – 2011, File n° 1424-34r5, Chapter 6.3, objective 3

⁶⁴ The Hague Programme, page 20 (chapter III, item 2.2), page 21/22 (chapter III, item 2.3), page 22 (chapter III, item 2.3), page 30 (chapter III, item 3.3)

⁶⁵ The Hague Programme, page 20 (chapter III, item 2.2)

⁶⁶ Council Secretariat documentation reference file n°: 12660/04 LIMITE EUROPOL 44, 13744/04 CATS 46 COMIX 633

⁶⁷ The Hague Programme, page 26 (chapter III, item 2.6); Outcome of the European Public Private Security Forum, held in Brussels 19-20 December 2005, Europol documentation reference file no - Document Management System (DMS) 152118v7

Service:

Organisation's core-business is provided with a coherent view on the organisation's approach in liaising with main stakeholders.

External Associates:

- Eurojust
- SitCen
- OLAF
- FRONTEX
- Working groups of the Council (Secretariat), including the PCTF
- Western Balkan countries and SECI
- Interpol
- Third parties such as the USA

8.3 Corporate Communications

Objective:

*To promote Europol as a main channel for Law Enforcement Intelligence Exchange.*⁶⁸

Actions:

- Promote Europol's role, tasks, products, services and operational support to the Member States, Accession Countries, non-EU States and other co-operation partners.
- Sharing of best practise with EU law enforcement press/communication officers.
- Identify operational matters to be released to the media.

Service:

Enhanced external communication with stakeholders together with increased awareness about the organisation in the role of collecting, elaborating and distributing of law enforcement information and intelligence.

8.4 The New Europol Headquarters

Objective:

*To facilitate the completion and move to the new Europol headquarters in co-operation with the Dutch Authorities.*⁶⁹

Actions:

The specific actions to be defined in accordance with the agreement of the Management Board to initiate the New Building project⁷⁰

⁶⁸ Five Year Business Plan 2007 – 2011, File n° 1424-34r5, Chapter 6.3, objective 5

⁶⁹ Five Year Business Plan 2007 – 2011, File n° 1424-34r5, Chapter 6.3, objective 6

⁷⁰ Status Report of the New Europol Headquarters, File n° 2730-13, presented for MB approval 8-9 February 2006

8.5 Legal Affairs

Objective 1:

To support the preparation for and take part in the negotiation and adoption of an amended legal framework for Europol.⁷¹

Actions:

- Implementation of the three protocols amending the Europol Convention after their entry into force.
- Taking part in the discussions and negotiations regarding an amended legal framework for Europol, including the question how to transfer the Europol Convention in to a new legal framework.
- Prepare and take part in the negotiation of an "overhaul" of Europol's Staff Regulations and its Financial Regulation (continued activity from 2006).
- Overhaul of Europol's regulatory framework regarding the cooperation with Third Partners and coordination of Third Pillar working Groups.

Service:

The organisation is provided with advice and expertise regarding the development of an amended legal framework.

Objective 2:

To consolidate Europol's procurement process administration.

Actions:

- Implementation of the revised Financial Regulation (see objective 1).
- Continue to ensure the compliance of Europol's procurement activities with its regulatory framework.
- Control and monitor of major purchases and contracts throughout Europol to promote value for money.

Service:

The purchase of goods and services will be handled following a proper procurement procedure.

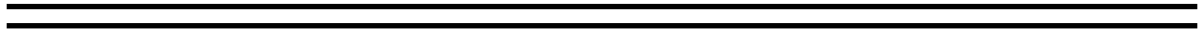
⁷¹ Five Year Business Plan 2007 – 2011, File n° 1424-34r5, Chapter 6.3, objective 7; work on the implementation of the protocols will start already in 2006.

9. Conclusions

In 2007 Europol will focus on further following the Intelligence Led Law Enforcement approach by implementing the European Criminal Intelligence Model and Organised Crime Threat Assessment in a coordinated way.

Important developments include the European Union Organised Crime Threat Assessment, providing expertise to the Member States in the role of a central office for Euro Counterfeiting, further developing analysis capabilities, focusing on relationships with Europol's Liaison Officers, Information System implementation and managing key stakeholders.

This document outlined the major projects foreseen in 2007 keeping in mind the flexibility that is needed for the organisation to respond to unforeseen external developments.



10. Appendix A: Link Work Programme and Budget 2007

Activities included in the Work Programme 2007	Budget 2007					
	Title 2 Personnel *	Chapter 30 Activity related costs	Chapter 31 General Support **	Title 4 Bodies and Organs	Title 6 ICT (Including TECS)	Total
6.1 Operational and Strategic Analysis	8,636,000	170,000	-	-	-	8,806,000
6.2 Organised Crime Groups	1,523,000	115,000	-	-	-	1,638,000
6.3 Drugs Trafficking	1,353,000	80,000	-	-	-	1,433,000
6.4 Crimes against Persons	1,313,000	115,000	-	-	-	1,428,000
6.5 Financial Crime	1,372,000	115,000	-	-	-	1,487,000
6.6 Terrorism and Proliferation	1,769,000	240,000	-	-	-	2,009,000
6.7 Euro Counterfeiting	1,344,000	256,500	-	-	-	1,600,500
6.8 Management and Co-ordination	1,415,000	744,000	-	-	-	2,159,000
Total Serious Crime Dept.	18,725,000	1,835,500	-	-	-	20,560,500
7 Information Management and Technology	11,820,000	626,500	-	-	15,710,000	28,156,500
Total Information Management And Technology Dept.	11,820,000	626,500	-	-	15,710,000	28,156,500
8 Corporate Governance	9,699,000	734,000	-	-	-	10,433,000
Total Corporate Governance Dept.	9,699,000	734,000	-	-	-	10,433,000
General Support	1,191,000	208,000	3,155,000	-	-	4,554,000
Total General Support	1,191,000	208,000	3,155,000	-	-	4,554,000
Bodies and Organs	-	-	-	4,190,000	-	4,190,000
Total Bodies and Organs	-	-	-	4,190,000	-	4,190,000
OVERALL TOTAL	41,435,000	3,404,000	3,155,000	4,190,000	15,710,000	67,894,000
Budget 2006***	38,370,000	3,695,000	3,450,000	4,025,000	14,010,000	63,550,000
% Increase/Decrease	8%	-8%	-9%	4%	12%	6.8%

* Costs for General Support include recruitment, general training and the back-payment of salaries in 2007.

** In Chapter 31 an amount of € 220,000 is included for the new building.

***For 2006, the transfer of appropriations (File no. 2220-103) which was approved by the Management Board at their meeting in November 2005 has been taken into consideration in the figures.

11. Appendix B: Link Work Programme and Budget 2007 – Activity Related Costs

Activities included in the Work Programme 2007	Budget 2007								
	300 Meetings	301 Translations	302 Printing	303 Travel	304 Consultancy & Studies – Excluding ICT	305 Expertise Training	306 Technical Equipment	307 Operational Subsidies	Total
6.1 Operational and Strategic Analysis	37,500	-	-	125,000	7,500	-	-	-	170,000
6.2 Organised Crime Groups	60,000	-	-	55,000	-	-	-	-	115,000
6.3 Drugs Trafficking	25,000	-	-	55,000	-	-	-	-	80,000
6.4 Crimes against Persons	60,000	-	-	55,000	-	-	-	-	115,000
6.5 Financial Crime	60,000	-	-	55,000	-	-	-	-	115,000
6.6 Terrorism and Proliferation	90,000	-	-	150,000	-	-	-	-	240,000
6.7 Euro Counterfeiting	25,000	-	-	76,500	-	-	5,000	150,000	256,500
6.8 Management and Co-ordination	15,000	405,000	100,000	174,000	-	50,000	-	-	744,000
Total Serious Crime Dept.	372,500	405,000	100,000	745,500	7,500	50,000	5,000	150,000	1,835,500
7 Information Management and Technology	243,000	9,000	65,000	260,500	47,000	-	2,000	-	626,500
Total Information Management And Technology Dept.	243,000	9,000	65,000	260,500	47,000	-	2,000	-	626,500
8 Corporate Governance	123,500	320,000	92,000	138,000	55,500	5,000	-	-	734,000
Total Corporate Governance Dept.	123,500	320,000	92,000	138,000	55,500	5,000	-	-	734,000
General Support	131,000	15,000	3,000	26,000	-	30,000	3,000	-	208,000
Total General Support	131,000	15,000	3,000	26,000	-	30,000	3,000	-	208,000
OVERALL TOTAL	870,000	749,000	260,000	1,170,000	110,000	85,000	10,000	150,000	3,404,000
Budget 2006***	960,000	645,000	355,000	1,330,000	150,000	65,000	40,000	150,000	3,695,000
% Increase/Decrease	-9%	16%	-27%	-12%	-27%	31%	-75%	0%	-8%

* For 2006, the transfer of appropriations (File no 2220-103) which was approved by the management Board (November 2005) has been taken into consideration in the figures.

12. Appendix C: Performance Indicators

The performance indicators for 2007 need to be developed on the basis of performance measured and reported during 2006, and revised planning for 2007. It is therefore not possible to present specific indicators in this document. Presented here are the types of performance indicators that will be used for the products and services planned to be delivered in 2007, examples and the method or source of data. In addition, during 2006 generic performance indicators for AWFs will be developed as will performance indicators for the Corporate Strategic Objectives which will be further developed in 2006.

Product or service	Type of indicator	Example	Method/Source
Operational intelligence AWF	Quantitative	Timeliness of responses	Quarterly reporting
		Incidence of non-compliance identified in JSB report.	JSB report
	Qualitative	Number of specialist/analytical reports Customer satisfaction of at least 85% for analytical reports produced by AWF.	AWF Logbooks Specific product survey Other
Operational intelligence AWF – databases e.g. drugs related (e.g. EELS)	Quantitative	Increase in requests to the data base or no. of new objects in the database.	Quarterly reporting
Operational Support	Quantitative	Incidences of operational support provided.	Quarterly reporting
	Qualitative	Customer satisfaction of at least 75% achieved for operational support related to specific area.	Annual Client Survey
Strategic reporting	Quantitative	Final draft of OCTA completed by <i>(date)</i> .	Quarterly reporting
		Threat assessment on <i>(subject)</i> completed and disseminated by <i>(date)</i> .	Quarterly reporting
	Qualitative	Customer satisfaction of at least 85% for threat assessment.	Specific product survey
Knowledge products and services	Quantitative	Updated manual delivered by <i>(date)</i> .	Quarterly reporting
		No. of requests to databases e.g. KMC.	Quarterly reporting
		No. of counterfeit cards analysed.	Quarterly reporting
	Qualitative	Customer satisfaction of 70% achieved.	Annual client survey Specific product survey
Training	Quantitative	No. and type of trainings delivered.	Quarterly reporting
	Qualitative	Participant satisfaction of at least 85% achieved.	Specific survey
IMT services	Quantitative	% resolved incidents vs Service Level Agreement.	Quarterly reporting
		IT process maturity.	Benchmarking
		IT security procedures implementation	Project audit

Product or service	Type of indicator	Example	Method/Source
Corporate Governance	Quantitative	Housing project milestones achieved.	Quarterly reporting
		Finance plan milestones, objectives achieved.	Quarterly reporting
		Development plan milestones or objectives achieved.	Quarterly reporting
		Corporate indicators related to HR e.g., those related to recruitment, staff turnover, sickness leave.	Quarterly reporting
		Reporting against corporate strategic objectives.	Quarterly reporting
	Qualitative	Perception of Europol by users.	Annual Client Survey
		Perceived value of Europol by users.	Annual Client Survey

13. Appendix D: List of Key Generic Products and Services

Operational Intelligence AWF	
Definition:	Example:
Reports:	Info-ex and operational reports
Analytical outputs:	Ad-hoc response to requests and structured reporting
Joint investigations:	Pro-active support to live investigations
Operational Support	
Definition:	Example:
Investigative support:	Support to live investigations on request, i.e. controlled delivery, support in high-tech crime related investigations
Coordination and facilitation:	Coordination and facilitation of action plans, i.e. high impact operations
Logistic and planning:	i.e. PCTF action plans
Strategic Reporting	
Definition:	Example:
<u>Future</u> Threat assessments:	i.e. OCTA and ad-hoc reports in specific crime areas
<u>Present</u> Specific crime profiles:	Detailed profile of crime/incident series, hotspots and disorder problems or a priority theme, i.e. recruitment of terrorists
<u>Past/present</u> Situational reports:	Periodical reports, i.e. bulletins
Knowledge Products and Services	
Definition:	Example:
Guidelines:	Specific manuals and reference materials i.e. ecstasy logo database
Best practise:	i.e. witness protection
Training:	i.e. child pornography
Expertise:	i.e. knowledge management database and examining counterfeit Euros

14. Appendix E: Abbreviations

ARGUS	EU Rapid Alert System
AWF	Analysis Work Files
BSTF	Baltic Sea Task Force
CARIN	Camden Asset Recovery Inter – Agency Network
CBRN	Chemical, Biological, Radioactive, Nuclear
CBRN-RAS	Chemical Biological Radiological and Nuclear Rapid Alert System
CCIS	Counterfeit Currency Image System
CCWG	Customs Cooperation Working Group
CEPOL	European Police College
COSPOL	Comprehensive Operational Strategic Planning for the Police
CP	Counter Proliferation
CPI	Corporate Performance Indicator
CT	Counter Terrorism
CTC	Counter-Terrorism committee in UN
CTG	Counter Terrorism Group
CTR	Currency Transactions Reports
CTTF	Counter Terrorism Task Force
CBCC	Cross Border Crime Check
DMS	Document Management System
EACG	Ethnic Albanians Criminal Groups
EBF	European Banking Federation
ECB	European Central Bank
ECLS	Europol Cocaine Logo System
EELS	Europol Ecstasy Logo System
EEOC	East European Organised Crime Groups
EILCS	Europol Illicit Laboratory Comparison System
EJUP	European Joint Unit on Precursors
ELO	Europol Liaison Officer
EMCDDA	EU Monitoring Centre for Drugs and Drug Addiction
ENU	Europol National Unit
EUVID	European Vehicle Identification Database
EUOCR	EU Organised Crime Report
FATF	Financial Action Task Force
FBI	Federal Bureau Investigation
FCIC	Financial Crime Information Centre
FRONTEX	EU Agency for the Management of Operational Cooperation at the External Borders of the Member States.
HDG	Horizontal Drug Group
HENU	Heads of Europol National Unit
HR	Human Resources
HTCC	High Tech Crime Centre
ICMPD	International Centre for Migration Policy Development
ICPO	International Criminal Police Organisation
ICT	Information Communication and Technology
ILO	International Labour Office
IOM	International Organization for Migration
IS	Information System
IT	Information Technology
ITIL	IT Infrastructure Library
JHA	Justice & Home Affairs
JIT	Joint Investigation Team
KMC	Knowledge Management Centre
KPI	Key Performance Indicator
LB	Liaison Bureau

LEA	Law Enforcement Authority
MB	Management Board
MDG	Multi-Disciplinary Working Group
MS	Member State
NASC	New Analysis System Concept Training
NEUS	Non-European Union States
OIA	Operational Internet Accounts
OASIS	Overall Analysis System for Intelligence and Support
OC	Organised Crime
OCG	Organised Crime Groups
OCR	Organised Crime Report
OCTA	Organised Crime Threat Assessment
OCU	Operational Coordination Unit
OLAF	European Anti-Fraud Office
OMCG	Outlaw Motorcycle Groups
OSCE	Organisation for Security and Cooperation in Europe
PCTF	Police Chiefs Task Force
PCWG	Police Cooperation Working Group
PWGT	Police Working Group on Terrorism
SCR	Suspicious cross border currency reports
SECI-Centre	Southeast European Cooperative Initiative Regional Centre
SitCen	EU Joint Situation Centre
SIS	Schengen Information System
SLA	Service Level Agreement
STR	Suspicious transaction reports
TECS	The Europol Computer System
TE-SAT	Terrorism Situation and Trend Report
THB	Trafficking in Human Beings
TWG	Terrorism Working Group
UN	United Nations
UNICRI	United Nations Interregional Crime and Justice Research Institute
UNINCB	United Nations International Narcotics Control Board
UNODC	United Nations Office on Drugs and Crime
USSS	United States Secret Service
WP	Work Programme
