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THE EUROPEAN UNION**

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**LIMITE**

**JAI 45  
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**NOTE**

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**From:** General Secretariat  
**To:** Standing Committee on operational cooperation on internal security (COSI)  
**No. prev. doc.:** 5675/11 JAI 44 COSI 4  
8387/10 JAI 287 COSI 17  
9441/2/10 REV 2 JAI 395 COSI 33  
**Subject:** Draft Scorecard – Implementation of the JHA Agencies report

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Delegations will find in annex a Draft Scorecard – Implementation of the JHA Agencies report<sup>1</sup>.  
The report was jointly drafted by CEPOL, Eurojust, Europol and Frontex.

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<sup>1</sup> Final report on the cooperation between JHA Agencies, doc. 8387/10, Ensuring consistency of action in the light of the joint report on cooperation between JHA agencies, doc. 9441/2/10 REV 2



No	Planned action	Responsibility	State of Play	Status <sup>2</sup>
<b>I. BILATERAL COOPERATION</b>				
<i>1.1 Increase cooperation between Europol and Eurojust<sup>3</sup></i>				
a.	<p>Increase awareness of the services offered by both organisations via:</p> <ul style="list-style-type: none"> <li>• A staff exchange programme</li> <li>• Awareness/training sessions for agency officials on the new possibilities and obligations under the 2009 cooperation agreement</li> <li>• Regular information sessions for internal and external partners to promote the involvement of both organisations in Joint Investigation Teams (JITs)</li> <li>• Encouraging the Member States</li> </ul>	Shared	<p>The staff exchange programme, to start in 2011, was agreed by the Europol-Eurojust Steering Committee on 17 December 2010.</p> <p>Currently: Involvement of Eurojust in Europol's internal JIT training events twice a year. In the future: to be aligned with new initiatives in the framework of COSI and COSPOL, coordinated by CEPOL.</p>	<p>Achieved / ongoing</p> <p>Ongoing /quick win</p>

<sup>2</sup> The "Status" would mark four different stages: a) achieved; b) ongoing; c) postponed until; d) under preparation

<sup>3</sup> Cooperation between Europol and Eurojust has been dealt with by a joint Steering Committee and a Task Force for several years already. To avoid duplication of efforts, this report occasionally refers to the well established bodies to further implement the proposals at hand.

No	Planned action	Responsibility	State of Play	Status <sup>2</sup>
	to promote JITs at a national level using tools such as the JIT manual, the annual JIT expert meeting and the JIT website.		<p>Dissemination of JIT Guide as an ongoing EJ-EP activity.</p> <p>The 6<sup>th</sup> JIT Experts meeting was co-organised by Eurojust and Europol, hosted by Europol on 2-3 December 2010.</p> <p>The JIT website is updated regularly and is an efficient tool for raising awareness. It is accessible from the Europol and Eurojust websites.</p> <p>Eurojust is recruiting a JIT Network Secretariat Coordinator responsible for facilitating the work of the JITs Network as well as coordinating the organisation of the future meetings of JIT Experts.</p>	<p><b>quick win</b></p> <p>Achieved</p> <p>Ongoing</p> <p>Ongoing</p> <p><b>quick win</b></p>
b.	<p>Improve operational cooperation and information exchange by:</p> <ul style="list-style-type: none"> <li>● <del>Assisting Member States in their measures to support close relations between the Eurojust National Coordination System</del></li> </ul>			<p>Postponed until further notice: “[...] the first, seventh and last bullet points of point 1.1.b, the competent</p>

<sup>4</sup> Once in place, the promotion of this communication channel could be supported by a handbook.

<sup>5</sup> Europol promotes Eurojust’s participation in AWFs with its Member States. However, the final decision on the association of third partners to AWFs lies with the Member States.

<sup>6</sup> For example, Eurojust will continue to support the drafting of Europol’s Terrorism Situation and Trend Report (TE-SAT).

<sup>7</sup> In order to make better use of Eurojust’s specific expertise in judicial cooperation and to raise awareness of the judicial aspects concerning the priorities against organised crime.

No	Planned action	Responsibility	State of Play	Status <sup>2</sup>
	<p>and the Europol National Units</p> <ul style="list-style-type: none"> <li>• Exploring the possible use of the secure communication link between Eurojust and Europol for the exchange of information between Eurojust national desks and Europol Liaison Bureaux<sup>4</sup></li> <li>• Facilitating Eurojust's association to Analysis Work Files in the priority crime areas identified by the Council (in accordance with the existing legal framework and procedures)<sup>5</sup></li> <li>• Maintaining close cooperation in the field of counter-terrorism<sup>6</sup></li> <li>• Further tailoring of Eurojust's</li> </ul>		<p>Eurojust is exploring the possibility of exchanging information directly via a SIENA account. Europol offered Eurojust the possibility to install mailboxes for 27 Liaison Bureaux for Eurojust's direct information exchange via SIENA.</p> <p>AWF Heroin: Participating Member States have just agreed to Eurojust joining AWF Heroin. The procedure is about to be finalised.</p> <p>Association to AWF Cannabis and AWF Phoenix are raised but Eurojust's aim remains to be associated to all</p> <p>Maintenance activity.</p>	<p>Council bodies will discuss the appropriate implementation. „9</p> <p>Under preparation</p> <p><b>Quick win</b></p> <p>Under preparation</p>

<sup>8</sup> For example the mutual exchange of calendars on operational meetings.

<sup>9</sup> Council document 944/2/10, p.2.

No	Planned action	Responsibility	State of Play	Status <sup>2</sup>
	<p>contribution to the Organised Crime Threat Assessment<sup>7</sup></p> <ul style="list-style-type: none"> <li>• Undertaking the necessary steps for a possible exchange of classified information above the level of 'restricted'</li> <li>• <del>Preparing a handbook for the exchange of information between Europol and Eurojust</del></li> <li>• Defining good practices on how to best involve Europol and Eurojust in the handling of common cases</li> <li>• <del>Increasing mutual involvement in operational planning.<sup>8</sup></del></li> </ul>		<p>The questionnaire was updated and adapted to Eurojust's particular set-up.</p> <p>Europol proposal for a Table of Equivalence was sent to Eurojust on 20/10/2010. Eurojust College approved the Table of Equivalence on 11 January 2011.</p> <p>Issue proposed to be tabled at a next Europol-Eurojust task force meeting.</p>	<p><b>Quick win</b></p> <p>Ongoing</p> <p>Under preparation</p>
<b>1.2 Increase cooperation between Europol and Frontex<sup>10</sup></b>				
a.	Align regional focus of both agencies where appropriate	Shared	Frontex regularly invites Europol to participate in all its regional network meetings with the objective of maintaining close cooperation in the strategic regional focus of the Agencies	Ongoing <b>/quick win</b>

<sup>10</sup> Europol and Frontex have established a well-functioning bilateral relationship which will be strengthened by the 'Europol-Frontex Cooperation Plan', concluded on 1 October 2009 (Europol file number 3710-588). It already comprises the most important areas of bilateral cooperation, such as operations, confidentiality/security, institutional and strategic issues, external relations and ICT.

No	Planned action	Responsibility	State of Play	Status <sup>2</sup>
			Europol's regional approach with designated regional support officers will facilitate operational coordination with Frontex on region-specific crime issues.	Under preparation
b.	Establish a secure communication link between both agencies	Shared	<ul style="list-style-type: none"> <li>• Frontex is implementing a Secure Area Network for up to the level of EU RESTRICTED, which is foreseen to implement the handling of classified information as of beginning of 2011. Once the network is stable and all the relevant applications are installed, the next step is to interconnect the network with Member States and third parties, such as Europol, which is foreseen to be fully available by May 2011. Europol has suggested Frontex consider the possibility of becoming part of, or that they make use of, the existing accredited Europol network, which provides a secure communication channel with Member States.</li> <li>• Europol has started its internal procedures to establish a secure line with Frontex. The finalisation will depend on the end of the IT freeze (due to the move to the new Europol headquarters), probably mid-2011).</li> <li>• With reference to the Europol-Frontex cooperation plan: <i>compatibility/ interoperability of Frontex-Europol systems and processes</i>: both agencies are exploring possibilities of cooperation in the area of Information Management (standards, data models, formats, objects), Information Exchange, Project and Product Management of IT applications (business side) and developments related to European Information Exchange</li> </ul>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing (since June 2010)</p>

No	Planned action	Responsibility	State of Play	Status <sup>2</sup>
			<p>Model (see 2.4.b), as well as sharing good practice.</p> <p>With reference to the Europol-Frontex cooperation plan: <i>implement staff exchange programmes:</i> Frontex staff trained and learnt from good practice at Europol in the area of Information Management and business development of automated tools (policies and procedures design). Two training sessions were organised, in March and October 2010.</p>	Under preparation/ on-going
c.	Increase Agencies' cooperation in supporting joint security programmes developed at EU level	Shared	<p>With reference to the Europol-Frontex cooperation plan:</p> <p><i>Operational cooperation:</i> Europol is participating in Joint Operations</p> <p><i>Improvements:</i> mechanism for the provision of information from Joint Operations organised by Frontex to Europol should be enhanced after the outcomes of the 2010 joint activities carried out.</p> <p><i>Frontex Programme of Work 2011:</i> Frontex has foreseen strong cooperation with Europol in its 2011 operational activities, in Joint Operations and Pilot Projects, taking full advantage of the interagency cooperation for enhancing the IBM concept.</p> <p>Larger initiatives or joint security programmes such as Harmony Project/EU Policy Cycle are dealt with in multilateral forums such as COSI where Europol and Frontex participate.</p>	<p>Ongoing: Beginning of 2011 for the assessment of the possible developments</p> <p>End of 2011 for the enhancement of the mechanism for providing Europol information from Frontex Joint Operations</p>

No	Planned action	Responsibility	State of Play	Status <sup>2</sup>
d.	Establish contact points at operational level for relevant topics such as strategic analysis and situation monitoring	Shared	<p>With reference to the Europol-Frontex cooperation plan: <i>Operations: Media Monitoring cooperation and 'Emergency/Crisis Monitoring'</i></p> <ul style="list-style-type: none"> <li>• Contact points for 'media monitoring' established between Europol and Frontex since Feb 2009</li> <li>• Contact points for 'information exchange, situation and crisis monitoring' established between Europol and Frontex since Oct 2010.</li> <li>• Regular contacts and exchange of information on ongoing/planned analytical projects through participation of Europol representatives in meetings of Frontex Risk Analysis Network, and regional analytical networks in Western Balkans and Eastern Borders</li> <li>• Bilateral contributions to each other's products such as the Europol Illegal Immigration Bulletin, the Frontex Tailored Risk Assessment on THB, and responses to requests for information.</li> <li>• In the past, formal contact points on illegal migration and analytical activities existed; currently, informal contacts on analytical issues have been processed through the Head of Frontex Risk Analysis Unit and the Europol FRAN representative.</li> <li>• A meeting regarding Research and Development issues was</li> </ul>	<p><b>Quick win</b></p> <p><b>Quick win</b></p> <p>Ongoing</p> <p><b>/quick win</b></p> <p>Ongoing</p>



No	Planned action	Responsibility	State of Play	Status <sup>2</sup>
			<p>held at Frontex on 10 September 2010. The purpose is for Europol to benefit from Frontex' experience and strong position in the field. Furthermore, the two agencies can coordinate their efforts to further strengthen the position of European law enforcement in this field. Points of contact were assigned.</p>	Ongoing
e.	<p>Explore the possibility of using the results from security assessment visits carried out by the Council Security Office.</p>		<p>Frontex was subject to an EC/Council security inspection in September 2010: The exchange of information at level RESTRICTED can be permitted between SGC and Frontex or EC and Frontex. The fact that Frontex has implemented all the security measures to properly process RESTRICTED information was recognised by Europol even at an earlier stage. The cooperation agreement between Europol and Frontex, signed on 29 March 2008, approves the exchange of classified information at a RESTRICTED level. Next inspection for Frontex may be at the beginning of 2011.</p> <p>Exchange of CONFIDENTIAL or above should only be envisaged after the recommendations are implemented. Recommendations were accepted by Frontex and are in the implementation phase. Frontex expects to be ready for the second EC/Council security inspection at the beginning of 2011. The outcome of the inspection may be used for concluding an agreement with Europol for exchanging classified information at level CONFIDENTIEL UE or higher.</p>	Ongoing

No	Planned action	Responsibility	State of Play	Status <sup>2</sup>
<b>1.3 Increase cooperation between Europol and CEPOL</b>				
a.	Align CEPOL training and learning activities with the priorities identified by the Organised Crime Threat Assessment (OCTA)	CEPOL in communication with Europol	<p>Next to OCTA alignment, Harmony, ECIM and Intelligence-led policing should also be considered.</p> <p>Examples for CEPOL activities for 2010:</p> <ul style="list-style-type: none"> <li>• Southwest Europe OC Organisations</li> <li>• Northeast Europe OC Organisations</li> <li>• Southeast Europe OC Organisations</li> <li>• OCTA &amp; ECIM – Strategic Planning in the Fight Against Organised Crime</li> </ul> <p>Additional new CEPOL activity planned in 2011:</p> <ul style="list-style-type: none"> <li>• European Haulage Industry and OC</li> </ul>	Ongoing (since 2007)  /quick win
b.	Finalise and deliver an e-learning tool on Europol	CEPOL	Finalisation of the e-learning tool on Europol is planned by February 2011.	Ongoing (the task is to be completed by February 2011)
c.	Develop Europol's support to CEPOL training and learning activities	Europol in communication with CEPOL	<p>Europol contributed to 30 CEPOL activities in 2010 and to 23 activities in 2009. The activities were focused on priorities identified by Europol.</p> <p>Example: Common approach for further development of training</p>	Ongoing

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			on cybercrime: Following an initiative of Europol, both agencies agreed to further develop the existing training on cybercrime. Europol brings in the expertise on the content; CEPOL will be responsible for the administrative and learning approach.	
d.	Maintain Europol involvement in CEPOL's Programme Committee	Europol	<p>Europol participated in the last meeting of the Annual Programme Committee in September 2010.</p> <p>Furthermore, Europol regularly participates in CEPOL Governing Board meetings, e.g. in 2010 Europol participated in three Governing Board meetings.</p>	Ongoing
e.	Explore more efficient cooperation methods, including video-conferencing.	Shared	<ul style="list-style-type: none"> <li>• Common activity for European Decision makers in the JHA area: CEPOL and Europol will organise a conference for decision makers, e.g. General Directors of the Police or Directors of the Police Academies.</li> <li>• Common "Roadshow": It was agreed to deliver one-day activities for decision makers in Member States. First common activity took place on 15-16 December 2010 in Bulgaria.</li> <li>• Development of a coordinated approach on knowledge management: Following a request from the Council, CEPOL and Europol have agreed to coordinate and harmonise already-existing elements for knowledge management.</li> <li>• Video conferences took place on several occasions.</li> </ul>	<p>Ongoing (the task is to be completed by the end of 2011)</p> <p>Ongoing / <b>Quick win</b></p> <p>Ongoing</p>

No	Planned action	Responsibility	State of Play	Status <sup>2</sup>
				<b>Quick win</b>
<b>1.4 Increase cooperation between Eurojust and Frontex<sup>11</sup></b>				
<i>a.</i>	Establish and maintain cooperative relations	Shared	Frontex has prepared a first draft of the Cooperation Arrangement between Frontex and Eurojust which has been sent to Eurojust for comments. The draft is currently undergoing internal consultation. The draft cooperation instrument will most likely be submitted to the Frontex Management Board in the first half of 2011.	Under preparation <b>/quick win</b>
<i>b.</i>	Define areas of cooperation	Shared	The areas of cooperation have been defined in the draft agreement. The intention is to sign the cooperation agreement in the first half of 2011.	Under preparation
<b>1.5 Increase cooperation between Eurojust and CEPOL<sup>12</sup></b>				
<i>a.</i>	Develop Eurojust's support to CEPOL training and learning activities, and CEPOL's attendance at Eurojust seminars and conferences when relevant	Eurojust	Eurojust liaised with CEPOL concerning 18 CEPOL activities in 2010 and again in 2011.	Ongoing

<sup>11</sup> Article 26 of the Eurojust Decision states that Eurojust and Frontex shall establish and maintain cooperative relations. However, the Frontex Regulation of 2004 does not refer to Eurojust. Given the current Frontex legal framework, the exchange of personal data falls out of the scope of a possible agreement and thus other possible areas of cooperation remain to be defined in a dialogue between both organisations.

<sup>12</sup> The Memorandum of Understanding on cooperation between Eurojust and the European Police College (CEPOL), which aims to define the cooperation between the Parties in the field of training to encourage and improve cross-border cooperation in the fight against serious crime, entered into force on 1 January 2010.

No	Planned action	Responsibility	State of Play	Status <sup>2</sup>
b.	Elaborate options for establishing multi-professional training, e.g. training of senior police officers and prosecutors about Joint Investigation Teams	CEPOL	In 2010, Eurojust supported CEPOL training on JITs for the first time. For the further development of JIT training, it is agreed that we involve the Judicial Training Network.  During the last COSPOL meeting at Europol on 10 September 2010, CEPOL offered to organise specific training for the members of a newly-established JIT. Eurojust supported this proposal and agreed to participate in this training.	Ongoing
c.	Develop and implement relevant course material and the Eurojust Common Curriculum <sup>13</sup>	CEPOL	In the Memorandum of Understanding between Eurojust and CEPOL signed on 12 October 2009, it has been agreed to develop the Common Curricula on Eurojust.	Ongoing (the task is to be finalised till 2012)
d.	Participate annually in CEPOL's Programme Committee.	Eurojust	Eurojust participated in the last meeting of Annual Programme Committee in September 2010.	Ongoing  /quick win
<b>1.6 Increase cooperation between Frontex and CEPOL<sup>14</sup></b>				
a.	Develop Frontex support to CEPOL training and learning activities, and CEPOL's attendance at Frontex seminars and conferences when relevant	Shared	Frontex contributed to 4 CEPOL activities in 2010. Frontex has frequently contributed to seminars and training sessions organised by CEPOL, such as the CEPOL study tour and other senior police officer training, particularly in illegal immigration. CEPOL regularly participates in Frontex training network meetings and the development of common curricula; curriculum assessment board.	Ongoing  /quick win

<sup>13</sup> As provided for in Article 4 of the Memorandum of Understanding.

<sup>14</sup> Frontex and CEPOL cooperate with each other on the basis of a Cooperation Arrangement.

No	Planned action	Responsibility	State of Play	Status <sup>2</sup>
			Frontex committed to contribute to 6 CEPOL activities in 2010 and to 2 in 2009.	
<i>b.</i>	Maintain Frontex involvement in CEPOL's Programme Committee		Frontex participated in the last CEPOL Programme Committee in Tallinn in September 2010. Furthermore: Regular bilateral meetings of the Heads of the Agencies: The first meeting took place in June 2010 in Bramshill.	Ongoing <b>quick win</b>
<i>c.</i>	Hold meetings between training experts from both organisations, where relevant		Two specific bilateral meetings between Frontex and CEPOL focusing on concrete cooperation and training implementation support were carried out in April and May 2010, and concrete cooperation actions developed.	Ongoing <b>/quick win</b>
<i>d.</i>	Make full use of CEPOL's services for the training and development of Frontex staff		Frontex staff attended CEPOL courses.	Ongoing
<i>e.</i>	Enhance cooperation in emerging fields related to the implementation of the EU integrated border management strategy		Exchange of best practice on media monitoring tools: interest expressed by CEPOL in counting on Frontex expertise (Frontex Media Monitor) for the implementation of the CEPOL Media Monitor; first contact initiated in June 2010.	Ongoing (started in June 2010)
<i>f.</i>	Develop training for law enforcement officers in sensitive issues such as the fight against trafficking in human beings and/or unaccompanied minors		<ul style="list-style-type: none"> <li>• Frontex invited CEPOL to contribute their expertise to the Frontex training project on trafficking in human beings (THB). In the second half of 2010, CEPOL provided Frontex with their common curriculum on THB for this purpose and will continue to take part in the project in 2011.</li> <li>• Develop a standardised training for Schengen Evaluators: It is</li> </ul>	Under preparation (Kick-off meeting for the THB training development planned for

No	Planned action	Responsibility	State of Play	Status <sup>2</sup>
			agreed to establish one pilot activity for the standardised training for Schengen Evaluators. The aim is to achieve a certification for the Evaluators.	23/24 February 2011)
g.	Develop a holistic approach to training modules for police and border guards (identifying common areas and specificities).		<ul style="list-style-type: none"> <li>• Develop a common structural approach for Exchange Programmes/Exchange Projects: For the preparation and implementation of the European Police Exchange Programme inspired by Erasmus, to be implemented by CEPOL, and the Exchange Project for trainers implemented by Frontex. It is agreed to further establish consultation and cooperation to evaluate options for cooperation and for the exchange of structural models and experiences. This includes evaluating whether a direct contribution/involvement on a mutual basis can be established.</li> <li>• Examples mentioned under lit. c and project on THB (lit. f)</li> <li>• All Frontex training tools (e.g. stolen cars detection, false document detection, dog-handlers training, etc) delivered to CEPOL for implementation support in police training</li> </ul>	Ongoing (started in June 2010)          <b>Quick win</b>
<b>II. Multilateral cooperation</b>				
<b>2.1 Establish the foundation of cooperation: legal provisions</b>				
a.	<del>Strive for harmonised provisions in the</del>	-----	“[...] the competent Council bodies will discuss the	Postponed until

No	Planned action	Responsibility	State of Play	Status <sup>2</sup>
	<del>agencies' legal frameworks, e.g. mirror provisions,<sup>15</sup> via agency involvement in stakeholder consultations during any procedure to revise these frameworks<sup>16</sup></del>		appropriate implementation.” <sup>17</sup>	further notice.
b.	Establish common and equal access to community funding to support specific projects. <sup>18</sup>	Europol	<p>The Agencies would appreciate being consulted by the Commission with a view to better alignment of ISEC and Agencies' planning documents.</p> <p>The Agencies are frequently invited to join projects run by Member States, but often do not have the human and financial resources to do so, as activities had not been prioritised initially.</p> <p>Continued communication with the Commission should be established to ensure that the Agencies are always updated on upcoming options for funding.</p>	
<b>2.2 Create a common sphere of governance among the JHA Agencies</b>				

<sup>15</sup> For example, the Eurojust Council Decision (Article 26(1)) specifically foresees cooperation with Frontex whereas Frontex has no such provision with regard to Eurojust.

<sup>16</sup> However, the current legal framework of the agencies does not always support full operational cooperation. Examples: (1) Frontex does not have the possibility to process personal data. The Commission ‘prefers to return to the question of personal data in the context of the overall strategy for information exchange to be presented later this year’ (COM (2010)61 final, p. 4). This issue is relevant to the efficient investigation and subsequent prosecution of serious cross-border crime such as trafficking in human beings. (2) Eurojust is considered an external partner within Europol’s legal framework, falling under the provisions of Article 22 Europol Council Decision governing the relationship with EU bodies. Access to Europol’s information processing systems is therefore governed by Europol’s external relations legal framework.

<sup>17</sup> Council document 9441/2/10, p.2.

<sup>18</sup> For example, Europol’s new legal framework restricts its access to EU funding, including potential projects in partnership with other agencies. The EU Internal Security Fund should also specifically support joint projects undertaken by the JHA Agencies.



No	Planned action	Responsibility	State of Play	Status <sup>2</sup>
a.	<p>Ensure regular meetings of the Heads of JHA Agencies, chaired by the JHA Agencies themselves, on a yearly rotation principle, supported by:</p> <ul style="list-style-type: none"> <li>• a secretariat function;<sup>19</sup> and/or</li> <li>• a steering group to monitor the implementation of decisions taken by the Heads of Agencies</li> </ul>	Europol (2010)	Europol hosted the annual JHA Heads of Agencies Meeting on 26/11/2010. According to the rotation principle, the chairmanship will be handed over to Eurojust in 2011, to Frontex in 2012, and to CEPOL in 2013.	Ongoing <b>/quick win</b>
b.	Attend relevant meetings of other agencies at governance level as necessary	Shared	Governance meetings are already partially attended (e.g. Frontex, Eurojust and Europol attend the CEPOL Annual Programme Committee. Further participation will be decided on an ad hoc basis. To enable Agencies to do so, Agencies check regularly if other Agencies should be invited to their respective governance meetings.	Ongoing <b>/quick win</b>
c.	Consult other agencies when developing organisational strategies and annual planning documentation <sup>20</sup>	Shared	<p>Agencies already partially circulate their planning documents for information and comments. FRA is interested to join the consultation mechanism in the future.</p> <p>Best practices could be discussed on a regular basis. To facilitate this, the re-establishment of a working group of experts dealing with planning in their respective agencies was decided during the JHA Heads of Agencies Meeting 2010.</p>	(Partially) Ongoing

<sup>19</sup> The secretariat function could be taken on by a group of agencies on a rotating basis (similar to the arrangement used for the EU Heads of Agencies meetings). Alternatively, the Commission or the Council Secretariat could fulfil the role.

<sup>20</sup> Such consultation would be facilitated if the planning cycles were fully aligned. This should be taken into account in any future revision of

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d.	Improve alignment of the agencies' activities with other initiatives such as Project Harmony, initiated by Belgium and funded by the Commission's 'Prevention of and Fight against Crime' (ISEC) Programme	Europol Shared	Following the approval of Council Conclusion on the EU policy cycle, the Agencies are an integral part of the overall coordination mechanism and are currently implementing the provisions.	Under preparation
e.	Communicate lists of the main products of each agency to the other agencies and to the Commission	Shared	<p>Europol's catalogue of products and services was made available in January 2010. A new version of the document will be distributed in February 2011.</p> <p>Eurojust is working on a list of main products and will make it available as soon as it is finalised, possibly early 2011.</p> <p>The list of Frontex main analytical products and services is under preparation and will be made available when finalised.</p> <p>The list of CEPOL available Common Curricula and of the e-learning tools, which are currently being finalised, will be disseminated by January 2011.</p> <p>FRA offers to also provide a list of its main products, as well as good practices identified through FRA research.</p>	Ongoing / Under preparation
f.	Exchange the products themselves where appropriate	Shared	<p>Partially already ongoing:</p> <p>Europol: OCTA, TE-SAT etc.</p>	Ongoing (since April 2010) /quick win

agencies' legal frameworks.

No	Planned action	Responsibility	State of Play	Status <sup>2</sup>
			<p>Frontex main analytical reports are regularly shared with Europol and the EU Sitcen within the FRAN structure. A broad range of Frontex analytical reports were shared with Eurojust in May 2010. Eurojust subscribed to the Frontex Situation Centre 'Daily Newsletter'.</p> <p>CEPOL Common Curricula and e-learning tools will be made accessible to the other JHA agencies after finalisation. CEPOL's e-library and further Research and Science products will be made available for the other agencies.</p> <p>General comment: For further documents, classification levels need to be taken into consideration</p>	<p>Ongoing</p> <p>Under preparation</p>
g.	Share good practice and experiences in the fields of evaluation and performance measurement with a view to further aligning measurement tools	Overall Agency network?	As an informal working group, including all EU Agencies, already exists, there would be no need to duplicate these efforts, as evaluation and performance measurement do not seem to have particularities relating to the JHA area.	Delegated to different context.
h.	Exchange best practices in other fields such as internal control, recruitment and procurement, and explore joint approaches where useful.	Overall Agency network?	<p>As an informal working group, including all EU Agencies already exists (e.g. audit-net for internal control matters, network on procurement), and model processes are currently being prepared, there is no need to duplicate these efforts.</p> <p>Procurement: Eurojust procurement staff have already started consultations with Europol procurement staff to discuss possible future collaboration, including the future possibility to carry out</p>	<p>Delegated to different context.</p> <p>Under preparation</p>

No	Planned action	Responsibility	State of Play	Status <sup>2</sup>
			procurement procedures on an inter-institutional basis  Eurojust has invited Europol legal officers in charge of administrative matters to exchange best practices and lessons learned on privileges and immunities; budgetary matters; contracts, procurement and grants.	Ongoing
<b>2.3 Develop a coordinated approach to EU institutional affairs and external relations</b>				
a.	Cooperate when issues of common interest are being dealt with by EU bodies, <sup>21</sup> e.g. via informal consultation mechanisms, as necessary	Shared	Agencies consult each other on a regular basis. Recent examples: (1) consultations carried out between Europol, Frontex and CEPOL with regard to CEPOL's Draft Cooperation Agreement with the Russian Federation; (2) "State of the EU internal security: Madrid Report. Written comments to doc. 8849/10 COSI 21 by Europol, Eurojust and Frontex". <sup>22</sup>  Regarding other Council Working Groups, Agencies will exchange information on which one is attended by whom, also with a view to updating each other.	Ongoing  /quick win  Quick win
b.	Circulate information about ongoing and planned activities with third partners, e.g. planned negotiation of cooperation agreements	Shared, COM input would be welcomed	Respective DPOs of the Agencies are already in contact. Commission input would be needed.	Under preparation

<sup>21</sup> For example: European Parliament, Council working structures such as COSI, CATS or JAIEX.

<sup>22</sup> Europol reference: # 471282

No	Planned action	Responsibility	State of Play	Status <sup>2</sup>
c.	Streamline efforts when negotiating cooperation agreements <sup>23</sup>		Lists of agreements, lists of third parties eligible for negotiations (“Council’s lists”) and new model agreements could be circulated.	Ongoing
d.	Explore options for joint liaison offices in countries or at international organisations, depending on the business needs and legal possibilities. <sup>24</sup>		<p>The draft Frontex Regulation provides for the possibility of deploying Liaison Officers in third countries. Further opportunities would have to be explored, also in the context of the ongoing ILECU’s project.</p> <p>New Eurojust Decision foresees the possibility of posting Eurojust liaison magistrates to a third State (Article 27 a, EJ Decision)</p> <p>Europol cooperation agreements provide for the possibility of sending LO to third parties.</p> <p>Legal aspects for deploying joint liaison offices would have to be examined.</p>	Under preparation  (Partly ongoing)
<b>2.4. Combine efforts in the field of research &amp; development</b>				
a.	Seek complementarities in research activities by sharing results and best practices, for example in the areas of	Frontex	Frontex: Sharing good practice on interviewing techniques when dealing with suspected traffickers, e.g. Guidelines to manage Risk Analysis units and other manuals related to good practices in	

<sup>23</sup> For example: coordinated data protection assessment visits could be conducted by agencies having similar business needs. This proposal is in line with the conclusions agreed by the follow-up group of ‘EU JHA Agencies’ on legal challenges with regard to the exchange of information on 18 June 2009.

<sup>24</sup> Options include co-location (e.g. of liaison officers and liaison magistrates in third countries) and co-representation (e.g. Europol Liaison Offices in Washington and at Interpol could also represent other JHA agencies).

No	Planned action	Responsibility	State of Play	Status <sup>2</sup>
	investigation techniques or document security, as appropriate.	<p data-bbox="837 587 945 619">Europol</p> <p data-bbox="837 799 945 831">CEPOL</p> <p data-bbox="857 1007 925 1038">FRA</p>	<p data-bbox="1025 300 1883 440">Police and Border Control activities. Frontex could organise seminars with other Agencies on the Common Integrated Risk Analysis Model (CIRAM) and its application to risk analysis products.</p> <p data-bbox="1025 480 1883 584">Europol: Agencies' analysts could be invited for a presentation on the new OCTA – and vice versa for other Agencies' core intelligence products.</p> <p data-bbox="1025 624 1883 764">CEPOL offers their research and scientist activities (eg. Symposia, conference) to be used for the dissemination and discussion of research results. CEPOL provides access to its existing network with research institutions.</p> <p data-bbox="1025 804 1883 909">FRA proposes to communicate information on its research activities in the field of JHA, including “good” or “promising” practices.</p>	
b.	Contribute to a European Information Exchange Model to achieve more interoperability between JHA Agencies <sup>25</sup>	COM	Europol, Eurojust and Frontex have played a key role in the Commission-managed Information Mapping Project Team, which “mapped” the legal aspects, communication channels, information flows and IT aspects of cross-border law enforcement data-	Under preparation

<sup>25</sup> On the basis of the Stockholm Programme, the European Commission initiated the setting up of an Information Mapping Project Team which will

No	Planned action	Responsibility	State of Play	Status <sup>2</sup>
			sharing. The Commission will publish the findings of its mapping exercise in early 2011, with potential recommendations in 2012.	
c.	Support close consultation among European end-users to support the planning and execution of security research initiatives <sup>26</sup>	Shared	Frontex Capacity Building Division organises a conference on an annual basis, where the latest developments are presented.  CEPOL regularly organises a “market place” for research and science. The agency is ready to provide a training session for officers applying for EU funding in the field of security.	
d.	Explore opportunities for common public procurement procedures, in particular in the area of IT equipment.	Shared	As an informal working group including all EU Agencies already exists (NAPO network), there is no need to duplicate these efforts.  Eurojust and Europol procurement officers are already in contact to streamline their procedures, whenever possible. First meeting already took place at Eurojust on 5 May 2010.	Delegated to a different context.
<b>2.5 Undertake joint efforts in the field of training</b>				
a.	Inform CEPOL of all planned and ongoing law-enforcement <sup>27</sup> training courses in a timely manner <sup>28</sup>	Europol/ Frontex	CEPOL is to undertake a comprehensive overview of training activities. Europol is to review its training commitments next year.  Frontex is ready to share its training calendar with other agencies.	Under preparation

assess how information and criminal intelligence are exchanged in the field of EU internal security, focusing *inter alia* on communication channels used for the exchange of information and criminal intelligence, the flow of information between relevant actors, as well as databases and IT solutions used. *The European Information Exchange Model, Brussels*, 6 January 2010, 5046/10, JAI 5.

<sup>26</sup> Such as the Seventh Framework Programme (FP7).

<sup>27</sup> Compared to the Final report, the scope of the implementation has been widened: Agencies suggest not limiting it to “police training”, but to extend

No	Planned action	Responsibility	State of Play	Status <sup>2</sup>
b.	Develop standardised certification of trainers and course accreditation and establish a European database for certified trainers	CEPOL  CEPOL	In close cooperation with Frontex: trainers for border guard training and course accreditation for border guard training  CEPOL intends to initiate discussions with stakeholders on the development of a standardised system to approve and certify trainers at the European level, with a view to the development of a European Training Scheme as described in the Stockholm Programme. In parallel, CEPOL trainers will be available via a European database of certified trainers.	The objective should be achieved by 2013
c.	Harmonise learning and training, based on common curricula	CEPOL  CEPOL  FRA	In close cooperation with Frontex: development of a curriculum assessment board together with the CEPOL and Frontex training partners  CEPOL has finished the following 5 Common Curricula (Europol, Police Ethics and Prevention of Corruption, Domestic Violence, THB, Drug Trafficking) and is going to finish the following further Common Curricula (Money Laundering, Counter Terrorism, European Police Cooperation, Civilian Crisis Management, Management of diversity).  FRA suggests mainstreaming Agencies' core curricula with regard to training on fundamental rights. FRA offers to contribute to a possible "curriculum-assessment-board" with a view to incorporating fundamental rights awareness and compliance. FRA	Ongoing

it to "law enforcement" in order to have a full picture and include Frontex.

<sup>28</sup> However, training in the fields of judicial cooperation (European Judicial Training Network (EJTN)) and training for border guards (Frontex) are not covered by CEPOL.



No	Planned action	Responsibility	State of Play	Status <sup>2</sup>
			research findings can be used as training input, e.g. on THB.	
d.	Use ‘blended learning’ (e.g. e-learning tools and learning management systems) to complement courses and seminars by CEPOL.	CEPOL	CEPOL is in the final stages of producing the following e-learning tools – Police English, Europol and Schengen.	Ongoing
<b>2.6 Raise awareness about the work of the agencies</b>				
a.	<p><i>Raise awareness internally amongst agencies’ staff by:</i></p> <ul style="list-style-type: none"> <li>• Providing a common training module for JHA Agencies’ staff on the remit and activities of each JHA Agency</li> <li>• Including training and awareness modules on fundamental rights in the curricula<sup>29</sup></li> </ul>	<p>CEPOL / Shared</p> <p>CEPOL in cooperation with Frontex / FRA</p>	<ul style="list-style-type: none"> <li>• Ensure that information on other Agencies is part of their respective newcomers’ training. FRA expressed its interest participating in awareness activities to inform about FRA research and training.</li> <li>• Organise staff events and open door days</li> </ul> <p>Based on the already existing good cooperation with FRA, CEPOL considers developing common training and awareness modules together with FRA.</p> <p>As FRA provides tailor-made training for Frontex, it is suggested it is extended to all Agencies (to be examined by FRA on a case-</p>	<p>Under preparation</p> <p>Under preparation</p>

<sup>29</sup> This approach should be supported with common communication strategies to external stakeholders or media, and the public, as regards the respect of fundamental rights in the work of the agencies.

No	Planned action	Responsibility	State of Play	Status <sup>2</sup>
	<ul style="list-style-type: none"> <li data-bbox="331 363 761 432">• Organising bilateral exchange programmes<sup>30</sup></li> <li data-bbox="331 600 761 847">• Hosting thematic one-week programmes at each agency, focusing on a particular professional field (e.g. data protection), to be attended simultaneously by respective staff from all agencies</li> <li data-bbox="331 887 761 1166">• Further exploring the possibilities offered by the 'inter-agency job market' and integrating these possibilities in the professional development and career planning activities of the agencies.</li> </ul>	<p data-bbox="846 384 936 411">Shared</p> <p data-bbox="846 592 936 619">Shared</p>	<p data-bbox="1025 300 1211 327">by-case basis).</p> <p data-bbox="1025 368 1883 432">Limited and focused exchanges, i.e. 1 day meeting of the respective mirror units:</p> <ul style="list-style-type: none"> <li data-bbox="1037 480 1883 544">• Europol-Eurojust: bilateral exchange programme was agreed upon in December 2010, for implementation in 2011.</li> <li data-bbox="1037 584 1861 611">• Bilateral exchange and training programme Europol-Frontex</li> </ul> <p data-bbox="1025 895 1839 959">Frontex and Eurojust already participate in the inter-agency job market</p> <p data-bbox="1025 983 1883 1046">Commission could further update the Agencies on requirements etc.</p>	<p data-bbox="1910 384 2063 448">Under preparation</p> <p data-bbox="1910 632 2063 695">Under preparation</p> <p data-bbox="1910 943 2040 970">(Partially)</p> <p data-bbox="1910 1010 2029 1037">Ongoing</p>

<sup>30</sup> Currently, such exchange programmes are being organised between Europol and Eurojust and between Europol and Frontex.



No	Planned action	Responsibility	State of Play	Status <sup>2</sup>
	and media.	Shared	communication can be done jointly.  An overall Agencies' exhibition will be organised on 31 January – 4 February 2011 at the European Parliament. All four Agencies will participate in the JHA-part of the exhibition.	Partially ongoing (Eurojust and Europol) and  Under preparation
<b><i>2.7 Demonstrate effective inter-agency cooperation through targeted training and awareness activities</i></b>				
a.	Develop a joint pilot project in the area of training and awareness: <ul style="list-style-type: none"> <li>• Bring together key law enforcement and judicial personnel</li> <li>• Deliver presentations on all agencies</li> <li>• Conduct exercises based on case scenarios.<sup>33</sup></li> </ul>	CEPOL  Shared	Europol will take part in the one day activities for decision makers as well as in the "roadshow". Frontex and Eurojust have expressed interest in participating in this activity. The decision on future involvement will be based on an evaluation. FRA would be interested in joining if capacity allows.	

<sup>33</sup> A possible scenario could be the discovery of a criminal network at an EU external border by Frontex. A JIT could be set up, funded by Eurojust and supported by Europol analysis and the use of the mobile office.