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NOTE

From:	Europol
To:	Delegations
Subject:	Europol Programming Document 2017-2019, including Europol Work Programme 2017

1. Article 37(10) (b) of Council Decision establishing the European Police Office (Europol)¹ stipulates that Europol Work Programme is to be adopted by the Europol Management Board, after having obtained the Commission's opinion, and is to be submitted to the Council for endorsement. The Council shall forward Europol Work Programme to the European Parliament for information.
2. Europol Programming Document 2017-2019, including Europol Work Programme 2017 in its Section III, as set out in the Annex was adopted by the Management Board on 6 January 2017 and was sent by the Chair of the Management Board to the Council by a letter dated 18 January 2017.
3. The Law Enforcement Working Party is invited to agree to Europol Work Programme 2017 set out in Section III of the attached Europol Programming Document 2017-2019, and to forward it to COREPER / Council, for it to be endorsed by the Council and to be forwarded by the Council to the European Parliament for information.

¹ OJ L 121, 15.5.2009, p. 37.

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Europol Programming Document

2017 - 2019

Table of Contents

List of Acronyms..... 3

Mission Statement..... 4

SECTION I – General Context..... 4

SECTION II - Multi-annual programming 2017 – 2019..... 9

 1. Multi-annual objectives 9

 2. Multi-annual programme10

 Goal 1: Europol will be the EU criminal information hub, providing information sharing capabilities to law enforcement authorities in the MS10

 Goal 2: Europol will provide the most effective operational support and expertise to MS investigations by developing and employing a comprehensive portfolio of services11

 Goal 3: Europol will be an efficient organisation with effective governance arrangements and a positive reputation.....14

 3. Human and financial resource outlook for the years 2017-201916

SECTION III - Work Programme 201720

 1. Executive summary20

 2. Activities23

 A.1. Development of operational systems23

 A.2. Information Hub.....27

 A.3. Combating Serious and Organised Crime.....30

 A.4. Combating Cyber Crime34

 A.5. Counter-Terrorism38

 A.6. Provision of cross-cutting operational capabilities43

 A.7. Governance, support and administration47

ANNEXES51

List of Acronyms

ADEP	Automation of Data Exchange Processes
AFIS	Automated Fingerprint Identification System
ARO	Asset Recovery Office
CATS	Coordinating Committee in the area of police and judicial cooperation in criminal matters
COM	European Commission
COSI	Standing Committee on Operational Cooperation on Internal Security
CT	Counter-Terrorism
EC3	Europol Cybercrime Centre
ECTC	European Counter-Terrorism Centre
EEAS	European External Action Service
EIS	Europol Information System
EMPACT	European Multidisciplinary Platform against Criminal Threats
EMSC	European Migrant Smuggling Centre
EPE	Europol Platform for Experts
EUIPO	European Union Intellectual Property Office
FIU	Financial Intelligence Unit
FP	Focal Point
FTF	Foreign Terrorist Fighter
HR	Human Resource
IAF	Internal Audit Function
IAS	Internal Audit Service
IDMC	Integrated Data Management Concept
ioCTA	Internet Organised Crime Threat Assessment
IRU	Internet Referral Unit
J-CAT	Joint Cybercrime Action Taskforce
JHA	Justice and Home Affairs
JIT	Joint Investigation Team
JOT	Joint Operation Team
LEA	Law Enforcement Authorities
MENA	Middle East and North Africa region
MFF	Multiannual Financial Framework
MS	Member State
MTIC	Excise and Missing Trader Intra Community
PIU	Passenger Information Unit
PNR	Passenger Name Record
SIENA	Secure Information Exchange Network Application
SIS	Schengen Information System
SOCTA	Serious and Organized Crime Threat Assessment
TFTP	Terrorist Finance Tracking Programme
TP	Third Parties
UMF	Universal Message Format
VIS	Visa Information System

Mission Statement

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

SECTION I – General Context

The following influencing factors were identified during the process of developing the Europol Strategy 2016-2020 and while preparing the annual programming component for 2017.

1. European Agenda on Security

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

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

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

- Requirement for a more joined-up **inter-agency and cross-sectorial approach**; the Agenda specifically mentions the cooperation between Europol and Frontex, and Europol and Eurojust which should be further enhanced.
- Requirement to strengthen further the **cooperation** with enlargement and neighbourhood countries, key strategic partners, and relevant international and regional organisations. The Agenda insists specifically on extending the work of the EU Policy Cycle to **neighbouring countries**.
- Cooperation with the **private sector** is also of critical importance to fight online crime.
- Ensuring better information exchange by improving the existing information tools or create new ones. Member States should use Europol as their channel of first choice for law enforcement **information sharing** across the EU. SIENA is described as a swift, secure and user-friendly way for information exchange. On the other hand, there is no reference in the Agenda about the EIS which could be a signal for a not yet fully utilised capacity of the instrument and low awareness among stakeholders.
- There are already multiple information exchange systems in the EU with relevance to Europol's work which creates a degree of complexity in terms of **information management**. Europol should have a clear overview on the existing information flows in order to make better use of existing systems and should obtain necessary access and optimise the receipt of complementary information, especially in regards to SIS II, PNR and the Smart border package.
- The Commission adopted a package of measures on **firearms** in November 2015 to improve the sharing of information e.g. by uploading information on seized firearms in Europol's information system. In addition, the Commission intends to develop a post-2016 strategy on **Trafficking in human beings** in which Europol and Eurojust should further play a major role.

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

2. Internal Security Strategy 2015 - 2020

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

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

3. European Agenda on Migration

The European Agenda on Migration came into life in May 2015 and granted Europol an active role in the fight against irregular immigration. First, there should be better pooling and utilisation of information to identify and target smugglers. Europol is expected to strengthen the **JOT MARE** and its Focal Point on migrant smuggling. The result – a European Migrant Smuggling Centre – should be a single entry point for inter-agency cooperation on smuggling¹. Frontex and Europol are also tasked to develop profiles of vessels which could be used by smugglers, following patterns to identify potential vessels and monitor their movements. Europol and Eurojust will assist the host Member State with investigations to **dismantle the smuggling and trafficking networks**. In addition, Europol will identify **illegal internet content** used by smugglers to attract migrants and refugees, and request its removal.

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

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

¹ The European Maritime Safety Agency, the European Fisheries Control Agency and Eurojust should also contribute to this work.

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

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

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

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

The Commission presented on 6 April 2016 a Communication on Stronger and Smarter Information Systems for Borders and Security². It is designed to address shortcomings identified in the current systems, gaps in the architecture and limited interoperability, caused by the complexity and fragmentation of information systems at the European level while fully complying with data protection rules. After the Communication, a High Level Expert Group on Information Systems and Interoperability with EU Agencies, including Europol, national experts and relevant institutional stakeholders has started work to elaborate on the legal, technical and operational aspects of the different options proposed in the Communication to achieve interoperability of information systems.

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

6. European Commission Communication on Security Union

Building on the principles and priorities of the European Agenda on Security, the Commission has put forward ideas to pave the way towards an effective and genuine Security Union³, in which Member States would work closely together on matters of security, acknowledging that the internal security of one Member State is the internal security of all Member States. The Communication provides a roadmap identifying a number of priority areas in the collective fight against terrorism and corresponding measures to be implemented. The main issues addressed are the threat posed by returning foreign terrorist fighters, preventing and fighting radicalisation, sanctioning terrorists and their backers, cutting the access of terrorists to firearms and explosives, funds, etc.

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

² Communication from the European Commission to the European Parliament, the European Council and the Council: Stronger and Smarter Information Systems for Borders and Security, 6 April 2016, COM(2016) 205 final, Council Secretariat file no. 7644/16

³ Communication from the European Commission to the European Parliament, the European Council and the Council: Delivering on the European Agenda on Security to fight against terrorism and pave the way towards an effective and genuine Security Union, 20 April 2016 (COM (2016) 230 Final), Council Secretariat file no. 8128/16

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

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

The roadmap on information exchange⁴ endorsed by the Justice and Home Affairs Council in June 2016 contains specific, practical short- and medium-term actions and long-term orientations to enhance information management and information exchange in the Justice and Home Affairs (JHA) area. The purpose is to support operational investigations, especially in counter-terrorism - realising that there is a close connection between terrorism and crime - and to swiftly provide front-line practitioners, such as police officers, border guards, public prosecutors, immigration officers and others with comprehensive, topical and high-quality information to cooperate and act effectively.

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

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

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

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

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

On 14 September 2016, the European Commission Communication "Enhancing security in a world of mobility: Improved information exchange in the fight against terrorism and stronger external borders"⁵ was released, taking further the objectives of the Security Union communication, released earlier in April 2016.

Next to the topics of European integrated border management, enhanced identity management and identification document security, the Commission Communication outlines additional focus areas concerning Europol and its ECTC, namely by setting out objectives with a view to:

⁴ Roadmap to enhance information exchange and information management including interoperability solutions in the Justice and Home Affairs area, 6 June 2016, Council Secretariat file no. 9368/1/16

⁵ Communication from the European Commission to the European Parliament, the European Council and the Council: Enhancing security in a world of mobility: Improved information exchange in the fight against terrorism and stronger external borders, 14 September 2016 (COM (2016) 602 Final), Council Secretariat file no. 12307/16

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

9. Multiannual Financial Framework 2014-2020

The MFF is of a key consideration as it provides the **financial and human resource ceilings** for the implementation of Europol's multi-annual programming and annual objectives. Europol has to adjust the level of ambition of the 2017 objectives and actions in relation to new tasks in line with the constraints that the MFF imposes.

Mindful to the MFF ceilings but taking into account recent developments and the new Europol Regulation, which have provided Europol with a significant number of new tasks and a steep increase of workload on its existing tasks, Europol assesses its resource needs on an annual basis.

10. EU Policy Cycle

The EU policy cycle lasts until 2017. In March 2015 the interim SOCTA was discussed by COSI, which confirmed the priority areas for the remainder of the current cycle. The next Policy cycle covers the years 2017-2021, with the next SOCTA to be published in 2017.

SECTION II - Multi-annual programming 2017 – 2019

1. Multi-annual objectives

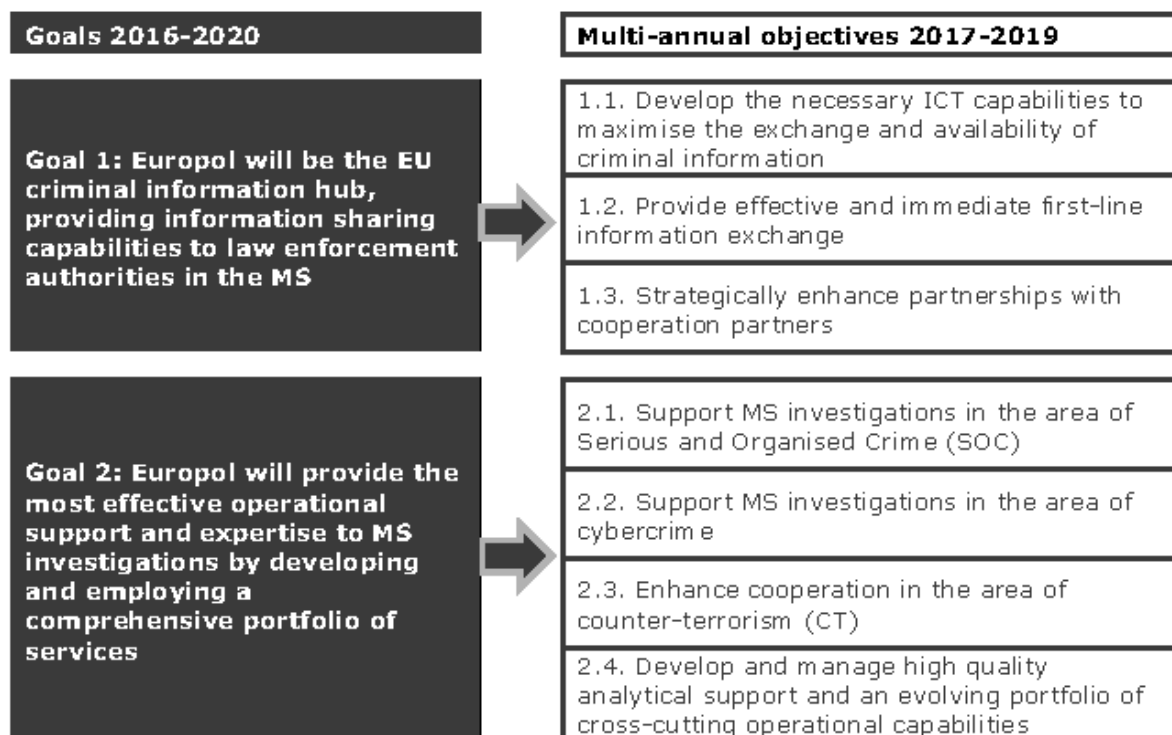
Based on the Financial Regulation applicable to Europol since 2014 and following Commission guidelines, Europol has prepared this year for the first time a Programming Document containing multi-annual and annual programming components combined with indicative budget and resource allocations.

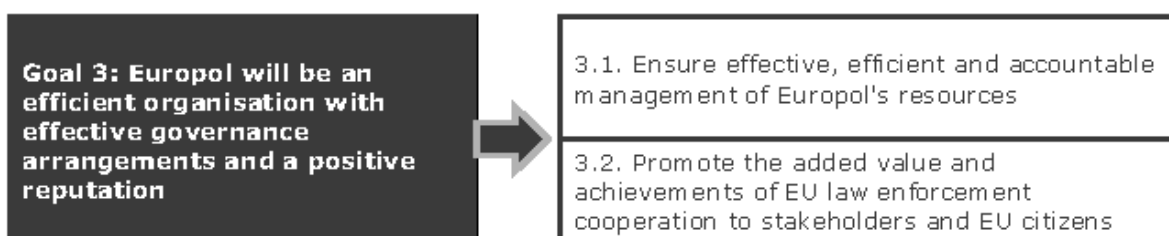
The multi-annual component of the Programming Document covers the period 2017-2019 and it is largely based on the Europol Strategy 2016-2020 which was adopted by Europol's Management Board on 1st December 2015. Europol's agreed strategic objectives are incorporated in the Programming Document as multi-annual objectives and are linked to the 2017 annual work programme, objectives and actions under Section III.

The previous Europol Strategy 2010-2014 laid the foundation for Europol to become a trusted partner of law enforcement authorities, strengthening criminal information sharing and cooperation as the European criminal information hub and realising its role as a principal provider of operational support and expertise to Member States' investigations.

In the next three years, Europol's core purpose and focus will remain unchanged. Europol will continue to support law enforcement authorities in their fight against serious and organised crime and terrorism, but the strategic emphasis of the organisation will progressively shift from laying the foundation of increased capability to one based on full-scale delivery of operational service and impact. Europol, in its multi-annual programming 2017-2019 focuses on consolidating all its capabilities and expertise, to deliver the most effective support to MS investigations. The focus of Europol's work will therefore be placed on two fundamental themes:

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





2. Multi-annual programme

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

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

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

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

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

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

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

1.2. Provide effective and immediate first-line information exchange

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

Europol will respond to the needs of Member States for fast and uninterrupted service in a number of ways. A first-line 24/7 information hub is becoming available to maximise intake, initial processing and availability of information to Member States. In addition, Europol will work with Member States to increase the quality of their cooperation, in particular with regard to the quality of information exchanged and the speed of response (e.g. through increased usage of the Universal Message Format (UMF)).

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

1.3. Strategically enhance partnerships with cooperation partners

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

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

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

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

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

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

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

In order to achieve maximum impact and operational results, Europol will dynamically adjust its operational delivery models and use of human resources. Existing and new operational capabilities and expertise will be employed as required to tackle the challenges in each of the key crime areas. Europol's Focal Points will support MS investigations in the

area of Serious and Organised Crime within the priorities set in the EU Policy Cycles (2013-2017 and 2017-2021), while special focus will be placed in the area of facilitated irregular migration. The European Cybercrime centre will continue to drive and support intelligence-led actions, and provide specialised forensic and technical support. In the area of counter-terrorism, Europol will focus on promoting and facilitating cooperation and information sharing with a view to improving the intelligence picture and increase operational support to MS. In all priority areas Europol will provide an effective platform for the coordination of operations carried out by MS.

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

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

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

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

Europol has largely embedded the principles of intelligence led policing in its structure, processes and resources. The EU Policy Cycle priorities will be the main driver for operational support provided to MS in the area of Serious and Organised Crime. Therefore, until 2017 at least, operational support will focus on Facilitation of Irregular Immigration, Trafficking in Human Beings, Cocaine and Heroin, Synthetic Drugs, Organised property crime, Illicit Firearms Trafficking, Excise and MTIC Fraud, Counterfeit goods and Cybercrime (elevated to one of the priority areas of the Security Agenda). Additionally, Europol will support Member States' efforts in tackling hierarchically structured, poly-crime Organised Crime Groups ("Mafia-type" groups). The work on Intellectual Property Crime will also be enhanced through the cooperation agreement with EUIPO. Europol will continue its work of providing operational analysis, coordination and funding of operational meetings. Large-scale operations and joint action days will be coordinated from Europol HQ with the aim of achieving operational results. The clustering and reduction of the number of Focal Points and the exchange of best practices between them will serve to achieve consistent results and optimum allocation of human resources. From 2018 onwards, Europol will support Member States in tackling the priorities defined in the new EU Policy Cycle 2017-2021.

As part of the EU efforts to respond to the migration crisis and at the explicit request of the JHA Council, Europol established the European Migrant Smuggling Centre (EMSC) in early 2016 which provides increased operational support to MS in their fight against organised people smuggling networks. The EMSC utilises a combination of operational capabilities to ensure the best operational support; the existing Focal Points, JOT-Mare and regional task forces deployed at migration hotspots were strengthened with EU mobile investigation support teams, providing on-the-spot operational and analytical support. The expertise of

the EU Internet Referral Unit is also used to identify and refer online content relating to the provision of irregular migration services.

2.2. Support MS investigations in the area of Cybercrime

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

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

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

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

2.3. Enhance cooperation in the area of Counter-Terrorism

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

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

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

Europol will continue the effort to apply secure, tailored solutions within its EIS and SIENA systems to promote and enhance information exchange in the area of counter-terrorism.

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

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

Operational and strategic analysis will remain the basis of Europol's operational support. Analysis products will evolve in order to remain relevant with the aim to make best use of the information available to Europol to provide unique and valuable intelligence to Member States. This will include identifying the needs of Member States in terms of the type of analysis needed (e.g. tactical, strategic or operational), investing in the training of Europol

analysts, further developing and maintaining quality standards for analytical support and exploring new methods such as big data analysis. Focus will also be placed on identifying and assessing future developments of crime. The new opportunities afforded by the integrated data management will ensure the provision of high quality value-adding analytical products.

Europol will step up its contribution in all stages of the EU Policy Cycle. This will involve taking into account lessons learned and recommendations from the evaluation of the EU Policy Cycle 2013-2017. Europol will further improve the SOCTA, based on the updated methodology, to ensure that its recommendations capture the most important threats. Europol will support the EMPACT priorities with the aim to improve the operational focus of operational actions; efforts will also be placed in securing the funding required to support the implementation of the operational action plans. Finally, the coordination of cross-border investigations within the EMPACT priorities, including highly complex operations involving numerous operational actions, will be refined in order to identify the best ways to achieve operational impact.

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

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

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

After the entry into force of the Europol Council decision in 2009, Europol has successfully transitioned into an EU Agency with an excellent record of compliance with EU accountability arrangements.

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

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

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

On 1st May 2017 Europol will make transition into the new Europol Regulation.

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

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

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

Europol will maintain its high accountability standards by addressing audit and evaluation recommendations and by adhering to its internal control standards. As a consequence of the forthcoming Regulation, Europol will be subject to new supervision and oversight from the

Europol Unclassified – Basic Protection Level

European Data Protection Supervisor (EDPS) and the Joint Parliamentary Scrutiny Group (JPSG). In line with the European Union's policy, Europol will continue enhancing the transparency of its activities by facilitating access to documents through a public access register.

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

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

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

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

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

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

3. Human and financial resource outlook for the years 2017-2019

HUMAN RESOURCES

Temporary agents (TAs)

As far as the staffing is concerned the Final Budget 2017 includes an Establishment Plan of 550 TAs which is a net increase of 70 posts compared to the initial 2016 Establishment Plan (480 TAs). This is 1 post less than the Establishment Plan in the final draft estimate 2017, that was adopted by the Management Board in January 2016 and which included 551 TAs. Similar increases are envisaged for 2018 and 2019.

Contract Agents (CAs)

The number of Contract Agents increased in 2016 due to business needs and as a consequence of budget availability. The number of full time equivalent posts (FTE) in 2016 was 142 while the number of heads was already close to the actual FTEs foreseen for 2017 (165).

Seconded National Experts (SNEs)

Similarly to Contract Agents, Europol increased during 2015 the number of SNEs also as a result of business need and budget availability. For 2015 the original number of SNEs envisaged was 40 and this grew to 65 in 2016. For 2017 another increase is foreseen for the EU Internet Referral Unit (+6 SNEs).

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

FINANCIAL RESOURCES

The draft estimate for 2017 came to € 117.2M and included a net increase in posts of 71 Temporary Agents and 56 Seconded National Experts to step up operational activities in the priority areas. This concerned increasing demand for EC3 and the area of migrant smuggling and an increase based on the latest developments concerning counter-terrorism. Those areas need to be equipped with the necessary resources to re-enforce capabilities on internet monitoring and referral, terrorist financing, tracking of illegal fire-arms and monitoring of activities of foreign-fighters. The draft estimate 2017 also included the continuation of the EMPACT activities which are currently covered by separate funding from the Commission (Delegation Agreement).

The draft EU Budget 2017, as initially proposed by the Commission in June 2016, came to € 112.6M for Europol. This included the funds for continuation of the additional staff for counter-terrorism in view of the EU response to the terrorist threat (25 additional TAs) which were already a part of the 2016 budget amendment. In addition, it included a net increase of 15 TAs, 2 CAs and 6 SNEs.

In October 2016 the Commission requested a further reinforcement of 20 TAs for the ECTC. The additional staff will enhance the operational support, notably by providing a 24/7 service for ECTC and on-the-spot deployment capabilities.

Additionally, as a result of the Conciliation between Parliament and Council on the 2017 Budget held in November 2016, 10 TA posts were added for ECTC operations and Counter-terrorism financial intelligence.

Compared to Europol's initial request the Establishment Plan 2017 includes considerably more staff for counter-terrorism (+22) while for EC3 (-11) and EMSC (-12) the requested re-enforcements have not been (fully) provided.

The final budget 2017 takes into consideration the aforementioned latest developments and amendments to the Budget 2016. Overall the final budget 2017 comes to € 114.6M.

Europol Unclassified – Basic Protection Level

Table 1: Final Budget 2017

Description	Amount
Budget for recurrent activities (including 2016 amending budget and effect of salary increase effective from 1/7/2016)	€ 105,968,000
COMs initial estimate June 2016 (+15 TAs, 6 SNEs and 2 CAs)	€ 1,242,000
COMs amendment October 2016 (+20 TAs ECTC)	€ 1,340,000
Parliament and Council conciliation November 2016 (+10 TAs ECTC)	€ 675,000
Additional subsidy for the European School 2017	€ 514,000
Financial support of the EU Policy Cycle for ICT for FIU.net	€ 884,613
Continuation of EMPACT activities previously in Delegation Agreement	€ 4,000,000
FINAL BUDGET 2017	€ 114,623,613

Revenue

Revenue includes, besides the regular subsidy of € 113M, also the additional subsidy of € 1.6M for the difference between the higher fee for the European School in The Hague (ESH) and the regular education allowances, as agreed in the Memorandum of Understanding between Europol and the Commission.

Table 2: Revenue 2015-2017

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

In this document figures are rounded, which means that the sum of individual amounts may differ from the totals. The figures for 2016 reflect the current budget after transfers.

Expenditure

Table 3: Expenditure overview 2015-2017

Item	Heading	Budget Outturn 2015	Budget 2016	Final Budget 2017
1	Staff	58,186,081	65,213,884	71,801,563
2	Other Administrative Expenditure	10,160,978	8,817,050	9,451,550
3	Operational Activities	26,482,962	28,243,850	33,370,500
Total expenditure		94,830,021	102,274,784	114,623,613

The Final Budget 2017 increases by € 12.4M compared to the Budget 2016. The main changes result from the organisational growth in terms of the staffing and the integration of the delegation agreement for EMPACT into the budget for Europol.

Title 1 – Staff expenditure:

The estimated staff expenditure amounts to € 71.8M and represents 62.6% of the total budget. It reflects 10% growth compared to 2016.

Europol Unclassified – Basic Protection Level

The considerable increase in the budget for staff expenditure largely results from the growth in the number of posts and the related increase of pupil's enrolment into the European School.

The Final Budget 2017 includes a net staff increase of 45 Temporary Agent posts compared to the Establishment Plan 2016 (54 posts minus 9 posts to be cut). The envisaged additional staff resources are foreseen for the main priorities area:

- 30 TAs for the ECTC
- 10 TAs for EC3 (including 2 TAs in line with MFF)
- 8 TAs for IRU
- 6 TAs for FIU.net

The staff and salary budget foresees the expenditure for overall numbers of 550 TA posts and 165 CA posts. The direct salary and allowances (including recruitment expenditure and relocation allowances) related budget for TAs and CAs (Chapter 11 – Staff in active employment) comes to € 66.2M. This is an increase by € 5.8M compared to the year 2016.

Also taking into account various other staff related expenditures including medical and PMO services, other external services, interim services, training and the costs for the European school, etc. the overall amount budgeted for Staff expenditure under Title 1 comes to € 71.8M which is an increase of almost € 6.6M compared to 2016.

Title 2 – Other Administrative Expenditure:

The final budget for the administrative activities comes to almost € 9.5M and represents 8.2% of the total Europol budget. This is 7% higher compared to the Budget 2016.

The budget under Title 2 is primarily planned for building related running costs and new initiatives (€ 4.9M), administrative ICT costs (€ 1.9M), other administrative expenditure (€ 1.8M) and for Statutory expenditure (e.g. Management Board, Joint Supervisory Body and Internal Audit Function) amounting to € 0.9M.

Concerning the Building, a significant part of the budget is foreseen for the implementation of the service level agreement with the Host State (€ 1.9M). This concerns the contractual maintenance to retain the current service environment and business continuity of the headquarters and involved infrastructure. Part of the budget is also reserved for the necessary update of the AV conference system upgrade from analogue into digital (€ 0.8M). Due to the growth of the organisation additional investments are needed in relation to the strategic housing programme. Also investments in the security of the building and other additional work are foreseen which is triggered by the growth of the organisation and the need to reallocate some of the teams in order to adjust the building arrangements (€ 0.9M). The other running costs (€ 1.3M) are in line with the current implementation and the organisational growth.

Concerning Administrative ICT the budget in 2017 is with € 1.9M at the same level as in 2016. A new initiative for the administrative budget area is the introduction of Sysper 2 which is the Commission's HR System that is foreseen to be rolled out to agencies. The budget for administrative ICT also includes continuation and finalization of the IRIS (Intranet), FMIS (Facilities Management System) and E-Procurement initiatives.

An amount of € 1.8M is foreseen for other administrative expenditure such as open source subscriptions, office supplies, furniture, car fleet, administrative expertise, postal charges and telecommunications, etc. This does not include any new initiatives.

The Europol Regulation will have implications on the activities of the Management Board and its Working Groups in 2017, therefore the budget increased by €159K to € 669K compared to the expected outturn 2016.

The budget for the Joint Supervisory Body is € 200K. It is envisaged only for the time until the new Europol regulation will enter into force on 1 May 2017.

Title 3 – Operational activities:

The estimated operational expenditure adds up to € 33.4M and represents 29.1% of the total budget. It is 18% higher than Budget 2016.

The budget amendments made already in 2015 and 2016 will come to full effect during 2017 when all the additional staff will be fully up to speed after induction and taking up their new tasks. Together with the effect of the entering into force of the Europol Regulation, the recent O Department re-organisation and the further additional staff now provided for 2017, Europol will be able to step-up its support to Member States in the operational priority areas.

A budget of € 10.1M for Chapter 30 – Operations, emphasises Europol's focus on operational results and increasing support to Member States. This is an increase of 63% compared to the expenditure in 2016, mainly because of the integration of the EMPACT activities amounting to € 4M, that were previously covered by a separate Delegation Agreement. Following the entry into force of the new Europol Regulation € 4M will be integrated in the Europol budget. A small part of this will be used to take over the staff that was previously funded via the Delegation Agreement to administer the funds. A considerable part will be used to support the Member States organising operational and strategic meetings. The remaining € 3M will be included under the new budget item 3020-EMPACT grants and will be dedicated for grants for Member States.

The budget for operational ICT services and programmes comes to € 19.5M which is an increase of €0.7M compared to 2016. This is due to a growing number of solutions and services supported by ICT, driven by increasing business demand and new Europol mandate. Core network equipment is also end-of-life and will need replacement in 2017. During 2017 the rollout of the new Europol Analysis System (EAS) will continue. Further development of the SIENA, FIU and IRU platforms will also take place as well as well as continuous support for EC3 and an increasing number of operations. A new Biometric intelligence support system (AFIS) will be introduced as well as the ETS (Europol Tracking Solution) solution. Pilot implementations of new capabilities based on the new Europol Regulation are also included in the Work Programme.

A part of the operational expenditure is also intended to cover the allowances for the Seconded National Experts, amounting to € 3.4M for 71 SNE's including 5 new SNEs as a part of the amending budget 2016 for the ECTC and an additional 6 SNEs which are foreseen for EU IRU in 2017.

The budget for high level external stakeholder meetings (HENU and Europol Police Chiefs Convention) amounts to € 290K which is slightly less than in 2016.

For detailed data, see Annex II.

SECTION III - Work Programme 2017

4. Executive summary

The Work Programme 2017 was developed following activity-based principles; unlike previous years when the annual objectives and actions were structured along the Europol's different strategic goals, now the annual objectives, actions and relevant resources are clustered around the corresponding main activities or areas of operations of the agency.

This structure of the Work Programme is consistent with the structure of the new Europol Strategy 2016-2020 and its content was elaborated on the basis of the strategic guidelines. Table 4 presents the correlation between the Strategic Objectives 2016-2020 and the Objectives 2017.

For 2017 Europol will put emphasis on bringing forward and delivering on the major initiatives such as the European Counter-Terrorism Centre including the Internet Referral Unit, the European Migrant Smuggling Centre and the recently integrated into Europol computer network of the Financial Intelligence Units of the Member States.

The Work Programme takes into account the strategic Council conclusions on fighting trafficking of firearms and counter-terrorism⁶ and puts forward for implementation proposals stemming from the European Commission Communications on establishing a Security Union and on "Enhancing security in a world of mobility". Europol will further strengthen the capabilities of the ECTC by upgrading the Agency's access to EU databases, implementing a 24/7 CT cell, reinforcing its support to MS hotspots and enhancing cooperation with third countries and other JHA agencies.

The Integrated Data Management Concept introduced by the new Europol Regulation will be in its first year of implementation and any kind of transition in Europol's communication and information systems should be smooth and non-disruptive. Particular attention will be paid on the recommendations and the initiatives stipulated in the Commission Communication on Stronger and Smarter Information Systems for Borders and Security and the Roadmap on interoperability in the area of Justice and Home Affairs.

The agency is also committed to continue working on improving the quality and relevance of operational analysis and the on-the-spot support.

In 2017 Europol will further support the EMPACT priorities of the current Policy Cycle (2013-2017) and will aim at improving the efficiency and operational focus of the financial support. 2017 will also be the first year of the next policy cycle so a new SOCTA will be prepared, as well as a new i-OCTA.

Table 4: Overview of Objectives 2017
Correlation between Strategic Objectives 2016-2020 and Objectives 2017

Strategic Objective 2016-2020	Europol WP Activity	Objective 2017
Goal 1: Europol will be the EU criminal information hub, providing information sharing capabilities to law enforcement authorities in the MS		
1.1. Develop the necessary ICT capabilities to maximise the exchange and availability of criminal information	A.1. Development of operational systems	A.1.1. Implement the new information management strategy with a focus on automation and modernising data systems architecture and interoperability.
		A.1.2. Continue improving operational systems and tools along MS needs and by applying innovative solutions.

⁶ Council conclusions on strengthening the use of means of fighting trafficking of firearms from 8 October 2015
Council conclusions on Counter Terrorism from 20 November 2015

Europol Unclassified – Basic Protection Level

1.2. Provide effective and immediate first-line information exchange	A.2. Information Hub	A.2.1. Increase speed and quality of first-line response as well as remote support to operational actions on the spot by providing an efficient 24/7 front office.
1.3. Strategically enhance partnerships with cooperation partners		A.2.2. Implement an effective cooperation process with partners on the basis of new provisions in the Europol Regulation.
Strategic Objective 2016-2020	Europol WP Activity	Objective 2017
Goal 2: Europol will provide the most effective operational support and expertise to MS investigations by developing and employing a comprehensive portfolio of services		
2.1. Support MS investigations in the area of Serious and Organised Crime (SOC)	A.3. Combating SOC	A.3.1. Support the preparation and the initiation of the next EU Policy Cycle 2017-2021.
		A.3.2. Step up the coordination of cross-border investigations with the support of EU agencies in particular within the EMPACT priorities.
		A.3.3. Fully establish the European Migrant Smuggling Centre (EMSC) as the EU coordination point for inter-agency cooperation on smuggling.
		A.3.4. Increase Europol's analytical capabilities and cooperation with third parties in regards to trafficking of firearms and explosives.
2.2. Support MS investigations in the area of cybercrime	A.4. Combating cybercrime	A.4.1. Improve information exchange and processing in the cybercrime area.
		A.4.2. Improve the support provided to MS' cybercrime investigations including forensic services.
		A.4.3. Serve as the collective voice of European cybercrime investigators to address common challenges in a unified manner.
		A.4.4. Pool European cybercrime expertise to boost up strategic analysis and to support MS in capacity building, prevention and awareness raising.
2.3. Enhance cooperation in the area of counter-terrorism (CT)	A.5. Counter-terrorism	A.5.1. Complete the establishment and promote the use of SIENA as a central communication tool to enable the exchange of operational and strategic crime-related information amongst Member States, Europol and third party cooperation partners in respect to terrorism.
		A.5.2. Complete the establishment and promote the use of the Europol Information System (EIS) as a EU central information and intelligence database in respect to terrorism.
		A.5.3. Further develop Europol capabilities for operational support in the area of counter-terrorism in response to the increasing connectivity of the EU counter-terrorism community and increasing number of joint actions.
		A.5.4. Increase the volume and quality of Internet referrals, and other operational and strategic support services related to terrorism and violent extremism.
		A.5.5. Establish Europol as a recognised partner in the Passenger Name Records (PNR) network.
2.4. Develop and manage high quality analytical support and an evolving portfolio of cross-cutting operational capabilities	A.6. Provision of cross-cutting operational capabilities	A.6.1. Improve quality and relevance of operational analysis.
		A.6.2. Improve the efficiency and the operational focus of the financial support of actions within the EMPACT framework.

Europol Unclassified – Basic Protection Level

		A.6.3. Build up Europol capabilities to carry out European policing tasks and actions tailored to Member States' needs.
		A.6.4. Enhance coordination of intelligence driven targeted operations and live information exchange at Europol headquarters.
		A.6.5. Further improve EU wide cooperation in combating criminal finance and money laundering.
Strategic Objective 2016-2020	Europol WP Activity	Objective 2017
Goal 3: Europol will be an efficient organisation with effective governance arrangements and a positive reputation		
3.1. Ensure effective, efficient and accountable management of Europol's resources	A.7. Governance, support and administration	A.7.1. Continue the implementation of the new Europol Regulation and introduce new innovative approaches to exploit all opportunities provided by the new legal framework.
		A.7.2. Further improve Europol's risk and compliance management, performance reporting and document management processes.
A.7.3 Further improve Europol's HR and finance management.		
A.7.4 Further rationalise the management and use of Europol's facilities including the building and improve the eco-friendliness of the organisation.		
A.7.5. Further implement marketing and public relations strategies around Europol's mission and operational successes of EU police cooperation.		
3.2. Promote the added value and achievements of EU law enforcement cooperation to stakeholders and EU citizens		

2. Activities

A.1. Development of operational systems

Overview

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

As of 1st May 2017, the Europol Regulation governs data processing at the agency and its cooperation with Member States and cooperation partners. An important change compared to all previous legal frameworks for Europol, is that the explicit references to systems (AWFs, EIS, new systems) for the processing of data have been removed and replaced by the mandatory indication of the purpose(s) for which data is processed. This change will have an effect on the way Member States and Europol cooperate, offering concrete opportunities to streamline the work and increase the effectiveness of the work of all partners involved. The implementation of the new information management architecture will duly incorporate data protection safeguards as prescribed in the Regulation.

Europol is also coming forward with a package of actions and initiatives towards the implementation of the Roadmap to enhance information exchange and information management including interoperability solutions in the Justice and Home Affairs area⁷ adopted by the Council in June 2016. A significant portion of Europol's work in the domain of developing its operational and information management systems is devoted to improving the efficiency of information sharing with MS, third countries, EU agencies and international organisations, and the connectivity with relevant EU information systems and networks.

Recurrent actions

- Development and maintenance of ICT operational systems
- Business services development
- Development of core systems incl. SIENA, EIS, EAS, EPE
- ICT and network security
- Software engineering
- Architecture compliance management

2017 Objectives

A.1.1. Implement the new information management strategy with a focus on automation and modernising data systems architecture and interoperability.

Actions

Initiate the implementation of the Integrated Data Management Concept (IDMC) as prescribed by the new Europol regulation whereby access by law enforcement officers to data is defined by the data processing purpose and therefore no longer dependent on the type of data processing system.

⁷ Council doc. 9368/1/16

As a part of the IDMC develop a single interface giving access to multiple data repositories and apply the indication of data processing purposes and an access model.

Establish the framework for the opening and closure of Operational Analysis Projects (OAPs), including reporting mechanisms and the transition from the AWFs to the initial set of OAPs.

Adjust the core systems to comply with minimum requirements for data processing under the Europol Regulation.

Review Europol's products and services to ensure alignment with the changes introduced by the IDMC.

Deliver training and awareness material to guide the transition to the new information management under the Europol Regulation.

Expected results

New forms of data management and processing are in place which results in process optimisation, enhanced decision-making and identification of links.

A.1.2. Continue improving operational systems and tools along MS needs and by applying innovative solutions.

Actions

Review and implement new SIENA architecture. Continue the improvement/extension of the SIENA web service. Further support the roll-out of SIENA to more competent authorities and law enforcement communities. Continue improving SIENA usability.

Deploy the new Europol analysis system (EAS) solution to all operational areas and continue improving its functionalities. Following the reclassification of SIENA to EU confidential explore the need to upgrade the EAS to handle the same level of classified data.

Deliver cost benefit analysis on further possible integration of a new Automated Fingerprint Identification System with the EAS and EIS.

Deliver feasibility analysis on a concept of integrated fingerprints and face recognition searches.

Improve technical capabilities to enable searches and systematic cross-matching of prioritised Europol data against SIS alerts. Cross-check high priority cases from third parties with SIS II.

Establish access to Visa Information System (VIS) and advance the business case for connecting Europol with Eurodac in close cooperation with eu-LISA.

Further support the development, implementation and governance of the Universal Message Format (UMF) concept. Finalise the data exchange format for firearms in cooperation with the Commission, Interpol and eu-LISA. Automate cross-checking of structured data and improve notifications.

Europol Unclassified – Basic Protection Level

	<p>Roll out the Search webservice (QUEST) to pilot countries. Implement necessary changes stemming from the pilot and extend QUEST with new objects (e.g. ID documents).</p> <p>Initiate the establishment of access to selected information systems from unclassified infrastructure (e.g. for SIENA, QUEST, ADEP, FIU.net, PIU) including necessary changes in the applications and the infrastructure.</p> <p>Finalise the integration of the FIU.net infrastructure into Europol system. Further consolidate and improve the functionalities of the network.</p> <p>Participate in the ADEP pilot test phase and contribute to the setting up of the central management body.</p> <p>Support the PNR initiative, in particular the use of SIENA for the communication between PIU's.</p> <p>Explore the optimum ways to keep the Europol Platform for Experts (EPE) user database up to date.</p> <p>Deliver Europol's contribution to the EU JHA Interoperability and information exchange architecture.</p>
Expected results	<p>MS needs in terms of operational support are better met.</p> <p>Increased data quality.</p> <p>Evolution of communication and operational tools and facilities.</p> <p>Stronger position of Europol's systems as primary reference sources and communication channels between MS.</p>

Indicators ⁸	Latest result (Q3 2016)	Target 2017
<i>Operational Stability - Uptime of Core Systems</i>	99.9%	99.5%
<i>Core business project delivery (% of milestones achieved for projects that entail a core business component)</i>	73%	75%
Number of organisational sub entities SIENA mailboxes in MS and TP connected to SIENA	734	
Number of Designated Competent Authorities connected to EIS		
<i>Number of SIENA messages exchanged</i>	642,419	970,000
<i>Number of SIENA cases initiated</i>	33,509	50,000
<i>% of all SIENA messages received by Europol containing structured data</i>	7%	8%

⁸ Indicators marked in italics are the Corporate Key Performance Indicators.

Europol Unclassified – Basic Protection Level

% of MS individual EIS targets achieved (MS)	26%	30%
Number of person objects in the EIS	106,493	115,000
<i>Number of objects in the EIS (MS+Europol)</i>	<i>384,804</i>	<i>415,000</i>
<i>Number of EIS searches</i>	<i>1,025,052</i>	<i>1,605,000</i>
Number of MS EIS data loaders	17	
Cross-border crime checks (CBCC) related to persons	727	
Number of active expert platforms on the EPE	50	
Number of EPE user accounts	10,338	
% of active users on the EPE	15%	20%

A.2. Information Hub

Overview

Effective delivery of operational support requires among others speed in providing a response, facilitating timely information exchange and updates if new information becomes available. Europol faces expectations by stakeholders regarding its operational flexibility and state of response and has focused resources to develop a permanently available information service. With the setting-up of a new front desk office Europol is able to receive an incoming request from MS and Third Parties, do cross-checks during on-going operations and support mobile offices deployments on 24/7 basis.

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

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

At the same time, Europol aims to further strengthen its partnership with Interpol and relevant EU bodies and agencies such as CEPOL, EASO, ECB, ECDC, EEAS, EMCDDA, ENISA, EUIPO, Eurojust, eu-LISA, Frontex and OLAF, in order to ensure complementarity and derive maximum benefit from possible synergies. Europol also supports and contributes to the work of the JHA Agencies Network.

Recurrent actions

- Processing information and provision of first line response
- Management of information on behalf of third parties
- Provision of operational analysis
- Provision of operational support on the spot
- Provision of technical support on the spot and from Europol headquarters
- Financial and logistical support to operational meetings
- Management of specialist/ data exchange platforms or knowledge databases
- Provision of expertise and delivery of knowledge products
- Cooperation with MS and EU institutions, agencies or bodies
- Cooperation with third countries and international organisations
- Delivery of specific trainings to Member States and relevant third parties (including in cooperation with CEPOL)

2017 Objectives

A.2.1. Increase speed and quality of first-line response as well as remote support to operational actions on the spot by providing an efficient 24/7 front office.

Actions	<p>Further adjust the newly established Europol front office including the review and evaluation of processes, and organising staff training and 24/7 shift plans.</p> <p>Implement the new procedures for initiating immediate actions and crisis response mechanisms in case of operational emergencies and terrorist attacks within the EU or if impacting the security of the EU.</p> <p>Build up Europol's capabilities to coordinate/ participate in the securing of international events. Finalise feasibility study regarding the hosting of an international police coordination centre for UEFA 2020 at Europol.</p>
Expected results	<p>Quick cross-check of information and response back to concerned MS.</p> <p>Increased availability with 24/7 service implemented.</p> <p>Adequate crisis-management support provided to MS during major incidents, such as terrorist attacks.</p>

A.2.2. Implement an effective cooperation process with partners on the basis of new provisions in the Europol Regulation.

Actions	<p>Implement the new External Strategy finalised in 2017 in line with the new multi-annual Europol Strategy 2016-2020 and the new legal framework.</p> <p>Conclude a Working Arrangement with the European Commission on the modalities for establishing cooperation agreements between Europol and third countries following the provisions of the new Regulation.</p> <p>In light of the outcome of the decision to opt in or opt out of the Europol Regulation support EU negotiations with the UK and Denmark on the future relation and cooperation with Europol, and assess and manage consequences for Europol.</p> <p>Propose the establishment of a Europol office in Brussels to reinforce the relationship with the EU institutions in line with the new legal provisions and in accordance with agreed objectives.</p>
Expected results	<p>Improved information exchange and joint undertakings with Third parties leading to increased operational impact.</p> <p>Europol is able to better represent the EU law enforcement community and to reflect Member States' operational needs towards political expectations.</p>

Europol Unclassified – Basic Protection Level

Indicators	Latest result (Q3 2016)	Target 2017
<i>Speed of first-line response to MS requests (days)</i>	26.6	15
<i>Accepted contributions to be processed</i>	51,013	77,300
<i>Operational Information Backlog (number of operational contributions pending processing)</i>	6,657	6,500
% of total SIENA messages exchanged (by Europol) outside of office hours	6%	10%
Hit rate (Number of cross match reports and simple answers per 100 accepted contributions)	3.7	5.5
Number of Mobile office deployments	170	200
<i>SIENA messages exchanged by third parties (TP)</i>	70,559	111,000
<i>Operations supported by Europol involving cooperation partners</i>	303	370
Operations supported by Europol involving private partners	35	
New associations of TP to Focal Points	34	

A.3. Combating Serious and Organised Crime

Overview

Europol has embedded the principles of intelligence led policing in its structure, processes and resources. Europol supported the implementation of the first two EU policy cycles while responding to an increasing demand to support operations targeting EU prioritised and other serious and organised crime threats. Europol enhanced its capabilities to coordinate joint operational actions with Member States, Third Parties and other cooperation partners aiming at an increased operational impact. To respond to emerging threats and crises Europol developed more flexible cooperation mechanisms and expanded its portfolio of tailored products and services.

The EU Policy Cycle (2013-2017) will be the main driver for the operational support provided to MS in the area of Serious and Organised Crime in 2017. According to the current priorities of the Policy Cycle operational support will focus on Facilitation of Irregular Immigration, Trafficking in Human Beings, Cocaine and Heroin, Synthetic Drugs, Organised property crime, Cybercrime, Illicit Firearms Trafficking, Excise and MTIC Fraud and Counterfeit goods. Additionally, Europol will support Member States' efforts in tackling hierarchically structured, poly-crime Organised Crime Groups ("Mafia-type" groups).

The European Migrant Smuggling Centre (EMSC) encompasses Europol's work on criminal activities related to irregular migration. The goal of the EMSC is to have a decisive role in proactively supporting MS to target and dismantle organised crime networks involved in migrant smuggling. Special attention is provided to existing and emerging EU hotspots.

Building on the established mechanisms Europol will continue its endeavours to support the implementation of the European Agenda on Security in the area of Serious and Organised Crime as well as the European Agenda on Migration.

Recurrent actions

- Cross-checking of information
- Provision of operational analysis
- Provision of operational support on the spot
- Provision of technical support on the spot and from Europol headquarter
- Coordination of operational actions
- Financial and logistical support to operational meetings
- Support to provision of strategic analysis - Threat assessments, Situation reports and Intelligence notifications (e.g. joint EMCDDA-Europol European Drug Markets Report)
- Management of specialist/ data exchange platforms or knowledge databases
- Provision of expertise and delivery of knowledge products
- Cooperation with MS and EU institutions, agencies or bodies
- Cooperation with third countries and international organisations
- Delivery of specific trainings to Member States and relevant third parties (including in cooperation with CEPOL)

2017 Objectives

A.3.1. Support the preparation and the initiation of the next EU Policy Cycle 2017-2021 taking into account findings of the evaluation of the previous cycle.

Actions	<p>Deliver SOCTA 2017 based on reviewed methodology.</p> <p>Deliver an in-depth strategic assessment for each of the newly identified EU serious and organised crime priorities to support the drafting of the Multi Annual Strategic Plans 2018-2021.</p> <p>Develop methodology and identify Top Target / High Value Target / High Profile target groups or strategic areas and critical sectors for intervention for each of the newly identified EU serious and organised crime priorities in support of the drafting of targeted Operational Action Plans 2018.</p> <p>Review the established Focal Point⁹ clusters in terms of their alignment with the newly identified EU serious and organised crime priorities and prepare for flexible adjustments where needed.</p> <p>Further extend the work of the EU Policy Cycle to enlargement and neighbouring countries (by taking into account and possibly benefitting from existing EU structures and resources in the area).</p>
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Expected results	<p>Based on the SOCTA the common EU priorities in the area of serious and organised crime can be defined.</p> <p>Based on in-depth strategic assessments relevant and result-oriented, multi-annual objectives can be agreed.</p> <p>Key top EU criminal networks, strategic areas and critical sectors are efficiently and effectively targeted by operational actions stemming from the Operational Action Plans 2018.</p> <p>Operational resources can be allocated flexibly and efficiently to new priority crime areas.</p>
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A.3.2. Step up the coordination of cross-border investigations with the support of EU agencies in particular within the EMPACT priorities.

Actions	<p>Review and further improve operational cooperation mechanisms with relevant agencies such as Eurojust and Frontex.</p> <p>Increase the overall investigative support to MS and outreach to stakeholders in the area of counterfeiting and product piracy based on the enhanced cooperation between Europol and the European Union Intellectual Property Office (EUIPO).</p>
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Expected results	<p>The respective unique strengths of Europol and its partner agencies complement each other in joint</p>
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⁹ Focal Points will be further re-organised into Operational Analysis Projects following the requirements of the new Europol Regulation.

operational cooperation.

A.3.3. Fully establish the European Migrant Smuggling Centre (EMSC) as the EU coordination point for inter-agency cooperation on smuggling.

Actions	<p>Provide permanently available on-the-spot support to MS via the EU Mobile Investigation Support Teams (EMIST) and the Europol Mobile Analysis Teams (EMAST) which should among others ensure immediate translation and submission of the information to Europol's data systems for cross-matching and in-depth analysis.</p> <p>Increase financial, expert and analytical capabilities of EMIST and EMAST in order to adequately meet MS's needs for operational and analytical support (including on analysis of fraudulent documents).</p> <p>Optimise the utilisation of working arrangements with Eurojust, Frontex and Interpol, and increase the cooperation with third countries with regards to information exchange and joint actions in the area of migrant smuggling.</p> <p>Further enhance the internet referral services to identify and request the removal of illegal internet content related to irregular migration and people smuggling by increasing the network with partners and operational delivery.</p> <p>Strengthen the focus on identifying financial flows related to migrant smuggling by increasing cooperation with financial, logistical and other intermediaries.</p>
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Expected results	<p>Identified smuggling and trafficking networks are targeted by joint operational actions.</p> <p>Effective disruption of the usage of social media for migrant smuggling.</p>
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A.3.4. Increase Europol's analytical capabilities and cooperation with third parties in regards to trafficking of firearms and explosives.

Actions	<p>Increase the number and quality of analytical and strategic products on firearms based on the increasing input of Member States to EIS, EAS and the upcoming connection of Europol to Interpol's database iARMS.</p> <p>Take an initiative to obtain a better outreach towards the MS custom authorities and promote the sharing of information regarding trafficking of firearms and explosives.</p> <p>Contribute to the work on establishing the interoperability between UMF, iARMS and SIS.</p> <p>Further focus on stepping up the cooperation on firearms with South Eastern Europe and MENA countries, notably through the setting up of intelligence-led joint operations.</p>
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Europol Unclassified – Basic Protection Level

	Whenever relevant include trafficking of firearms and explosives as a priority in the cooperation with external partners. Support investigations and initiatives which aim at identifying links between firearms and explosives trafficking and terrorism.
Expected results	Possible security gaps in the trade with firearms, smuggling routes and modi operandi used by OCGs are better identified. Identified firearms trafficking networks are targeted by joint operational action.

Indicators	Latest result (Q3 2016)	Target 2017
<i>Operational reports delivered related to SOC</i>	851	1,275
<i>Operations supported related to SOC</i>	542	600
<i>Satisfaction with operational support and analysis in the area of SOC</i>	8.7	8.5
Operations supported by EMSC	77	
<i>SIENA messages exchanged related to irregular migration</i>	13,994	22,650
<i>On-the-spot support deployed related to EMSC (days)</i>	2,591	2,258
Volume of content assessed by IRU related to irregular migration	148	1,000
% of decisions for referral by the EU IRU related to irregular migration	93%	75%
% of successful referrals by EU IRU related to irregular migration	98%	80%
Operations supported related to (online) trafficking of firearms	80	
Joint operations with third parties to detect smuggling of firearms	n.a.	3
Operations supported related to Counterfeiting	30	

A.4. Combating Cyber Crime

Overview

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

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

As described in the European Agenda on Security cybercrime is an ever-growing threat to citizens' fundamental rights and to the economy. Cybercriminals can act from outside the Union to harm critical infrastructures and simultaneously target a large number of victims across Member States, with minimum effort and risk. Similarly, threats such as those posed by cyberterrorism could increase in the years to come. Cybercrime is also closely linked to child sexual exploitation, with a growing and alarming trend of child abuse through live streaming.

The European Agenda for Security focuses on cybercrime as one of its three priorities and confirms the importance of the development of Europol European Cybercrime Centre as a central information hub for law enforcement in this area.

Recurrent actions

- Processing of information and provision of cross-matching and operational analysis
- Provision of operational support on-the-spot on request from MS
- Coordination of cybercrime threat responses at EU and international level
- Provision of advanced forensic and technical support in the cybercrime area
- Coordination of cybercrime attack responses
- Financial and logistical support to operational meetings
- Provision of strategic analysis, tactical, operational and cyber intelligence products
- Provision of expertise and delivery of knowledge products
- Victim identification in the area of child sexual abuse
- Management of specialist/ data exchange platforms or knowledge databases
- Delivery of prevention and awareness campaigns
- Cooperation with key actors within the cyber environment (EU institutions, agencies or bodies, international organisations, and non-LE actors in particular in the area of financial services, internet security, service providers, academia, digital forensics, internet governance, CERT community)
- Delivery of specific training to Member States and relevant third parties (including in cooperation with CEPOL)
- Assessing, steering and supporting research on new tools and tactics in the area of cybercrime

2017 Objectives

A.4.1. Improve information exchange and processing in the cybercrime area.

Actions

Develop specific tools to facilitate the processing of large and varied data sets (big data tool, cryptocurrency/blockchain analysis tool, cross-checking of commonly used passwords tool, etc.).

Review and further develop existing tools and dedicated environments to facilitate the pre-processing of data (FITE, etc.).

Improve and expand the Europol Malware Analysis System functionalities (bulk upload, mobile malware, etc.)

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

Review the terms of reference and engagement with key EC3 partnership networks (Advisory Groups, MoU partners, etc.) towards enhanced information exchange.

Expected results

Enriched intelligence picture on existing and emerging cyber threats.

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

MS investigations receive better and extended technical and forensic support.

Europol's information set is enhanced with input from relevant LE and non-LE sector partners.

A.4.2. Improve the support provided to MS' cybercrime investigations including forensic services.

Actions

Upgrade the existing and procure new tools for on-the-spot operational support (technical toolkits, mobile office, mobile forensic kit, etc.).

Develop and implement the operational real-time collaboration solution to facilitate the secure and immediate communication during live operational actions.

Engage with key cyber intelligence centres and cyber operational international taskforces (such as Cyber Defense Alliance, International Cyber Crime Coordination Cell, Interpol Global Complex for Innovation, CERTs, etc.) in order to facilitate the alignment, de-confliction and operational cooperation.

Expected results

MS investigations receive better and extended operational, technical and forensic support.

Emerging operational needs can be met with adequate analytical tools.

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

A.4.3. Serve as the collective voice of European cybercrime investigators to address common challenges in a unified manner.

Actions

Organise the next Forensic Expert Forum meeting towards identifying the top digital forensic needs of the EU cyber law enforcement community.

Support 3 priority needs of the MS in terms of H2020 project applications for development of technical and forensic tools and tactics to respond to cybercrime.

Change IP WHOIS policy and contribute to the development of a new Domain Name System WHOIS protocol to improve accuracy and support operational activities in the field of cybercrime.

Contribute to the development of the new Blueprint for EU cooperation in responding to large-scale cyber incidents/attacks.

Expected results

Emerging operational needs can be met with adequate forensic and technical tools.

Global Internet rules and standards reflect the needs of the law enforcement.

More effective levels of cooperation with other EU bodies, international organisations and private parties leading to increased joint activities and improved operational results in EU MS.

Improved coordination of action in the EU against common priorities.

A.4.4. Pool European cybercrime expertise to boost up strategic analysis and to support MS in capacity building, prevention and awareness raising.

Actions

Deliver i-OCTA 2017.

Develop assessment mechanisms (surveys, consultation with partnership networks, etc.) on the strategic analysis products and adjust them in accordance with the feedback provided.

Revise the Training Competency Framework and further refine the Standardised Training Model for cyber law enforcement and judiciary at EU level (together with CEPOL, Eurojust, ECTEG and DG HOME).

In cooperation with the Operations and Industry and in line with the operational priorities, develop at least one cybercrime prevention campaign.

Organise and actively participate in conferences and expert meetings on new cybercrime trends, developments and initiatives.

Europol Unclassified – Basic Protection Level

Expected results	<p>Standardised training and tools are at the disposal of cyber investigators.</p> <p>Informed and timed prevention and awareness raising campaigns.</p> <p>Experts are up to date with latest technological developments.</p> <p>More intensive exchange of good practices is in place.</p>
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Indicators	Latest result (Q3 2016)	Target 2017
<i>Operational reports produced related to cybercrime</i>	1,954	2,000
<i>Operations supported related to cybercrime</i>	159	140
<i>Satisfaction with operational support (incl. analysis) in the area of cybercrime</i>	8.7	8.5
Number of forensic jobs performed by EC3	n.a.	100
Number of files submitted to EMAS by MS	152,159	50,000
Number of malicious files identified through EMAS	91,717	25,000
Number of new series in ICSE with IVAS	90	100
Victim identification related intelligence packages	n.a.	10
Number of prevention campaigns organised	n.a.	5
Number of forensic examinations on printed materials (e.g. euro banknotes, brand labels, documents, etc.)	7	
Number of Europol Forensic Lab deployments on the spot by the EC3 Lab	32	
Number of on the spot mobile device examination kit deployments in all crime areas	211	
Number of MoU or other cooperation agreements concluded with private sector	9	

A.5. Counter-Terrorism

Overview

The European Counter-Terrorism Centre (ECTC) as proposed by the European Parliament in its Resolution of February 2015 and as suggested by the European Agenda on Security has been established within the organisational structure of Europol as of 1st January 2016. The ECTC helps to maximise the efficiency of existing resources and brings about an effective organisational response to a growing number of expectations towards Europol regarding counter-terrorism. The ECTC aims at connecting all information threads (CT, terrorism financing, cyber, firearms - already existing at Europol) into a coherent information stream. A comprehensive support package is being developed and provided to the law enforcement authorities fighting terrorism.

The foundation of the work of the ECTC is to engender trust and raise awareness among national counter-terrorism authorities about existing cooperation instruments at EU level, by increasing the visibility of Europol's related services and tools, thus maximising operational, technical and overall intelligence exchange capabilities in the area of counter-terrorism.

Recurrent actions

- Processing of information and provision of operational analysis
- Provision of operational support on the spot on request from MS
- Provision of technical support from Europol headquarter
- Facilitation of counter-terrorism operations at EU level with Europol coordination capabilities
- Financial and logistical support to operational meetings
- Implementation of the Terrorist Finance Tracking Programme (TFTP)
- Management of information on behalf of third parties
- Provision of Internet Referral services
- Provision of qualitative strategic analysis - Threat assessments, Situation reports and Intelligence notifications
- Management of specialist/ data exchange platforms or knowledge databases
- Provision of expertise and delivery of knowledge products
- Cooperation with MS and EU institutions, agencies or bodies
- Cooperation with third countries, international organisations and non-LE actors
- Delivery of specific trainings to Member States and relevant third parties (including in cooperation with CEPOL)

2017 Objectives

A.5.1. Complete the establishment and promote the use of SIENA as a central communication tool to enable the exchange of operational and strategic crime-related information amongst Member States, Europol and third party cooperation partners in respect to terrorism.

Actions	Facilitate access to funding for CT authorities' connectivity to SIENA by raising awareness about funding possibilities. Provide training to newly connected authorities. Depending on experience/feedback from the 2016 pilot year of SIENA CT further tailor SIENA information
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Europol Unclassified – Basic Protection Level

	<p>exchange service and functionality to the needs of the counter-terrorism community.</p> <p>Explore the need for developing a communication system allowing information exchange up to EU Secret.</p>
Expected results	<p>CT SIENA is further improved and increasingly utilised by MS' CT competent authorities according to their needs. There is increased CT SIENA information exchange between MS CT units involving Europol.</p>
A.5.2. Complete the establishment and promote the use of the Europol Information System (EIS) as a EU central information and intelligence database in respect to terrorism.	
Actions	<p>Depending on the 2016 experience/feedback further tailor EIS functionality to the needs of the counter-terrorism community.</p> <p>Progress in connecting all EU MS CT units to EIS.</p> <p>Include MS consolidated lists of all known and potential Foreign Fighters and their facilitators in the system.</p> <p>Engage with MS to expand the use of EIS to other terrorist threats following the Foreign Fighters example.</p> <p>Support increased installation and usage of data-loaders.</p> <p>Provide awareness and training on EIS.</p>
Expected results	<p>EIS provides first line investigative support in fighting terrorism at EU level in line with MS needs.</p>
A.5.3. Further develop Europol capabilities for operational support in the area of counter-terrorism in response to the increasing connectivity of the EU counter-terrorism community and increasing number of joint actions.	
Actions	<p>Initiate the implementation of a 24/7 CT cell in Europol's existing 24/7 capability to process fast incoming information related to CT.</p> <p>Support the screening process in the MS' hotspots in particular by deploying guest officers to reinforce the secondary security checks.*</p> <p>Explore the potential of initiating a structured and standardised approach for defining operational priorities on Foreign Fighters and other terrorist threats or to establish a permanent consultative working group with MS.</p> <p>Set up a Europol Counter-Terrorism Activity Plan for 2018 to establish common priorities and initiatives with MS.</p> <p>In consultation with the Europol's Management Board explore the possibilities to reinforce the ECTC governance by establishing a supplementary governance tool and steering mechanism for its work</p>

Europol Unclassified – Basic Protection Level

	<p>(building on the positive experience from the similar structure set up for the European Cybercrime Centre).*</p> <p>Prepare for handling of increased information, in particular by adapting technical capabilities for pre-processing of bulk data.*</p> <p>Identify avenues with the Commission, EEAS and Interpol for enhancing cooperation and establishing counter-terrorism partnerships with third countries.*</p> <p>Explore MS needs for receiving investigation support in the areas of genocide, war crimes and crimes against humanity following the applicability of Europol's Regulation as of 1 May 2017 and prepare to take up new tasks.*</p> <p>Prepare for the organisation of increasing number of operational meetings at Europol.</p>
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Expected results	<p>Improved coordination of action in the EU against common priorities in the area of counter-terrorism.</p> <p>A sustainable, targeted and pro-active approach towards counter-terrorism is achieved.</p>
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A.5.4. Increase the volume and quality of Internet referrals, and other operational and strategic support services related to terrorism and violent extremism.
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Actions	<p>Depending on available resources step up the engagement with private partners in the internet referral domain.</p> <p>Continuously monitor the environment to engage with new online platforms.</p> <p>Improve and automate the referral process in order to reduce the time needed to manage a referral end to end.</p> <p>In cooperation with law enforcement and private sector coordinate Referral Action Days in order to takedown and/or refer accounts and websites across multiple networks*.</p> <p>Provide guidelines to MS how to engage with online service providers (e.g. regarding data collection, judicial request, etc).</p>
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Expected results	<p>Improved reactivity from the private sector in a crisis situation.</p> <p>Full automation of the referral process along all platforms.</p> <p>Coordinated takedown of content across platforms, subsequent to attack-centric propaganda.</p> <p>Increased number of contents taken down.</p>
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Europol Unclassified – Basic Protection Level

A.5.5. Establish Europol as a recognised partner in the Passenger Name Records (PNR) network.

Actions	<p>Establish PNR Single Point of Contact (SPOC) within Europol to support the work of the MS Passenger Information Units (PIUs).</p> <p>Host the secretariat for the informal working group on PNR and conduct committee meetings.</p> <p>Explore the possibilities for supporting the establishment of a communication tool for data exchange among the PIUs in MS.</p> <p>Develop technical capability for sophisticated cross-matching of PNR data and specific processes (possibly in EIS) for the creation and maintenance of an EU PNR watch lists (fed and controlled by the MS).</p> <p>Exploit existing provisions for PNR data exchange within current EU - TP PNR agreements.</p> <p>Support projects (ISF-Police or otherwise funded) related to PNR for which Europol hosts the secretariat or is an associated partner (e.g. PNRDEP¹⁰).</p>
Expected results	The added value of utilising PNR data analysis within investigations across the crime areas covered by Europol's mandate is fully exploited.

* The level of implementation of some actions depends on the availability of additional resources.

Indicators	Latest result (Q3 2016)	Target 2017
<i>Operational reports produced related to CT</i>	95	145
<i>Operations supported related to CT</i>	60	65
Satisfaction with operational support and analysis in the area of CT	n.a.	8.5
Number of EU MS/TP CT units connected to SIENA	45	
Number of EU MS CT units connected to EIS	20	
<i>SIENA messages exchanged by CT units</i>	6,613	17,900
<i>Number of accepted contributions to the AWF related to CT</i>	2,791	6,750
<i>Number of EIS objects related to CT</i>	13,645	26,750
Number of foreign fighters and facilitators in EIS	6,506	

¹⁰ "Pilot programme for data exchange of the Passenger Information Units"

Europol Unclassified – Basic Protection Level

Indicators	Latest result (Q3 2016)	Target 2017
Number of MS and TP contributing terrorism and foreign fighters related objects in EIS	21	
Number of referrals for secondary security checks in hot spots	327	
Number of persons referred for secondary security check	782	
Number of hits resulting from secondary security checks	36	
Volume of content assessed by IRU related to terrorism and violent extremism	16,022	20,000
<i>% of decisions for referral by EU IRU related to terrorism and violent extremism</i>	<i>95%</i>	<i>78%</i>
<i>% of successful referrals by EU IRU of suspicious internet content related to terrorism and violent extremism</i>	<i>89%</i>	<i>88%</i>
Number of TFTP Art. 10 EU Requests for TFTP searches	88	50
Number of TFTP Art. 4 US Requests to obtain data from Designated Providers	9	
Number of TFTP Art. 9 Spontaneous provision of information by the US	7	

A.6. Provision of cross-cutting operational capabilities

Overview

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

Europol's EMPACT Support Unit provides administrative and logistical support to the EMPACT projects to facilitate the tasks of the national EMPACT drivers and monitors the progress of the EMPACT actions. In 2014 Europol signed the EMPACT Delegation Agreement (DA) with the European Commission, enabling the agency to provide financial support to the actions under the EU Policy Cycle. Upon application of the Europol Regulation, the additional funds previously foreseen in the EMPACT DA will be integrated into Europol's regular budget to allow Europol to financially support actions of the OAPs in a flexible way.

On 1st January 2016, Europol embedded the FIU.net computer network and its components which facilitate the exchange of information between Financial Intelligence Units (FIUs) of the EU Member States. As a result of this process a dedicated team became responsible for the daily running of the network with the aim of enhancing the cooperation between Europol and the MS' FIUs.

Recurrent actions

- Support to coordination of operational actions
- Management and support to deployments
- Development of new tools and techniques in the area of special tactics
- Monitoring and reporting of operational output and performance
- Quality assurance and standardisation
- Provision of strategic analysis - Threat assessments, Situation reports and Intelligence notifications
- EMPACT support
- Support to operations with financial intelligence
- Development and maintenance of the FIU.net computer network

2017 Objectives

A.6.1. Improve quality and relevance of operational analysis.

Actions

Implement a blueprint of the analytical capabilities of Europol on the basis of an agreed vision of the future of analysis at Europol.

Continue improving the quality of analytical products through quality management and training of staff.

Enhance the features of existing analysis tools or acquire specific new tools accordingly.

Europol Unclassified – Basic Protection Level

	<p>Create a centre of excellence on specialised analysis techniques (e.g. on social network analysis, geographical analysis, quality and standards).</p> <p>Support the organisation of Analytical Conference for Member States.</p>
Expected results	<p>Better support provided to MS and third parties' investigations.</p> <p>Europol increasingly contributes to operational outcomes in MS.</p>

A.6.2. Improve the efficiency and the operational focus of the financial support of actions within the EMPACT framework.

Actions	<p>Address the recommendations of the evaluation of the policy cycle and the implementation of the EMPACT Delegation Agreement from 2016.</p> <p>Put in place a more flexible funding mechanism to financially support Member States' actions in line with the new Europol Regulation and new Europol Financial Regulation.</p> <p>Revise the eligibility criteria for the funding of EMPACT related actions to ensure that greater support is provided for operational activities.</p>
Expected results	<p>Operational Action Plans include more actions with operational focus and outcomes.</p> <p>Increased operational impact of the EU Policy Cycle.</p>

A.6.3. Build up Europol capabilities to carry out European policing tasks and actions tailored to Member States' needs.

Actions	<p>Expand Europol operational support portfolio to provide permanently available on-the-spot support in line with MS' needs.</p> <p>Implement the European Tracking Solution based on the findings of the 2016 pilot project.</p> <p>Further develop and promote services in view of providing these on the spot, such as face recognition, DNA and fingerprints cross checking.</p> <p>Further improve and promote the use of existing unique services related to special tactics - the European Most Wanted List, High Risk Informant Database and Virtual Command Post. Explore MS' needs to develop a new platform for Missing Children/Missing Persons.</p>
Expected results	<p>Needs of police in the field are better met.</p> <p>High user satisfaction with Europol operational support.</p>

Europol Unclassified – Basic Protection Level

Europol increasingly contributes to operational outcomes in the MS.

A.6.4. Enhance coordination of intelligence driven targeted operations and live information exchange at Europol headquarters.

Actions

Create a sustainable environment at Europol for coordination of intelligence led operations and live information exchange.

Europol to assume a stronger role in bringing forward result-oriented operational actions.

Coordinate intelligence-led, value-adding Joint Action Days with a focus on EMPACT priorities.

Expected results

Improved coordination of action in the EU against common priorities.

More ambitious operational actions and outcomes.

A.6.5. Further improve EU wide cooperation in combating criminal finance and money laundering.

Actions

Utilise anonymised/ pseudonymised cross-matching techniques enabling the identification and prioritisation of links between data sets in various databases without the necessity of revealing the content of that information.

Raise awareness about the services which Europol can provide to FIUs and better engage with end users in order to increase the collection of suspicious transaction reports.

Support corruption related activities initiated by the MS and promote the use of SIENA for the information exchange between Anti-Corruption Authorities.

Conduct financial intelligence trainings and dedicated FIU.Net workshops. Support CEPOL in delivering relevant courses and webinars.

Support projects (funded by ISF-Police or otherwise) related to the fields of financial intelligence, money laundering, asset recovery, and/or corruption for which Europol hosts the secretariat or is an associated partner.

Expected results

Europol increasingly contributes to operational outcomes in the MS within money laundering and asset recovery investigations.

The FIU.net is better utilised for cross-crime areas investigations.

Investigations on organised crime and terrorism can better benefit from synergies between financial and criminal intelligence.

Europol Unclassified – Basic Protection Level

Indicators	Latest result (Q3 2016)	Target 2017
Number of strategic analysis reports	n.a.	12
Number of thematic analysis reports	n.a.	35
Number of Action Days	n.a.	13
Number of Joint Action days	n.a.	2
% of operational actions in the Operational Action Plans	50%	80%
% of the allocated budget within the OAPs funding operational actions	52%	60%
<i>Operations supported with financial intelligence products/services</i>	<i>31</i>	<i>40</i>
Number of operational reports related to financial intelligence	125	140
Satisfaction with operational support and analysis in the area of financial intelligence		8.5
Training activities for MS/TP	74	
Satisfaction of participants with training provided by Europol to MS	8.9	8.5

A.7. Governance, support and administration

Overview

Europol has institutionalised the necessary functions and processes to ensure compliance with its current legal framework including principles of sound financial management, security, data protection and internal control standards which has been closely monitored by both the internal and external audit mechanisms. Also, in the spirit of ensuring clear accountability towards its stakeholders, Europol applies robust document and records management procedures and adheres to a systematic performance monitoring and reporting practice.

The set of Europol's legal acts was revised to align it with the new EU financial and staff regulations and a significant effort went into developing the related implementing rules, policies and procedures.

Europol has implemented the staff reductions envisioned in the MFF 2014-2020 while managing an increased workload resulting from a growing demand for Europol's recurrent products and services as well as the assignment of additional tasks. In this context and to materialise efficiency improvements, Europol reviewed operational and support processes and adjusted the organisational structure accordingly.

It remains a priority for Europol to ensure the best use of its resources, including the competencies of Europol's staff in view of enhancing the operational delivery. Furthermore in 2017 the focus will be on implementing the new provisions of the new Europol Regulation in all its aspects.

Recurrent actions

- Strategic policy development
- Risk management
- Internal control coordination
- Corporate communications (internal and external)
- Open Sources management
- MB and its Working Groups (ICT, CM) coordination
- Strategic planning, monitoring and reporting
- Strategic document and record management
- Quality and process management
- Public access management
- Development, maintenance and advice on Europol's legal framework
- Physical, technical and information security
- Confidentiality and accreditation services
- Business continuity
- Procurement
- Human resource management (recruitment & selection, staff contracts, learning & development, salaries & allowances, health & wellbeing, pension related issues, etc)
- Resource planning, monitoring and reporting
- Financial management
- Facilities management (including conference management and travel support)
- Management and provision of in-house ICT services

Europol Unclassified – Basic Protection Level

2017 Objectives

A.7.1. Continue the implementation of the new Europol Regulation and introduce new innovative approaches to exploit all opportunities provided by the new legal framework.

Actions	<p>Finalise the revision of Europol's acquis.</p> <p>Finalise implementing rules for adoption by the Europol MB.</p> <p>Review and design relevant processes and procedures impacted by the Europol Regulation.</p> <p>Introduce or further implement related technical and organisational changes.</p> <p>Implement interaction with the European Parliament and national parliaments of the Member States in view of their enhanced oversight role for Europol.</p>
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Expected results	<p>New arrangements in place to enhance Europol's operational and strategic capabilities to support Member States.</p> <p>Europol is able to better represent the EU law enforcement community and to reflect Member States' operational needs towards political expectations.</p>
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A.7.2. Further improve Europol's risk and compliance management, performance reporting and document management processes.

Actions	<p>Establish electronic workflows in pilot projects.</p> <p>Set up the requirements and initiate the establishment of a robust and easily accessible data-base for qualitative and accurate performance measurement and reporting.</p> <p>Implement a corporate risk management tooling including a compliance dimension.</p> <p>Improve the visibility of the level of compliance for core systems based on a compliance audit review.</p>
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Expected results	<p>Bureaucracy and time spent on reporting is reduced while ensuring the availability of reliable information on decision making, corporate performance and level of compliance.</p>
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A.7.3. Further improve Europol's HR and finance management.

Actions	<p>Implement a job architecture framework throughout the organisation (including streamlining of job titles).</p> <p>Introduce improved knowledge management.</p> <p>Initiate the implementation of teleworking.</p> <p>Implement the general provisions on the engagement and use of temporary agents [TA2f].</p>
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Europol Unclassified – Basic Protection Level

	<p>Further develop the business partner model and integrated service delivery for HR and Finance.</p> <p>Continue business process reengineering in HR and Finance.</p> <p>Establish tool for digitalisation and storage of personal files of staff.</p> <p>Implement Sysper2 as HR system for Europol according to the planning of the Commission.</p> <p>Expand e-recruitment to restricted posts.</p> <p>Explore possibilities for an increased administrative cooperation and introduction of shared services with Eurojust (e.g. regarding medical service, travel arrangements, etc).</p>
Expected results	<p>Increased staff satisfaction and engagement.</p> <p>Reduced bureaucracy in HR and Finance related processes.</p> <p>Increased organisational change management capability.</p>

A.7.4. Further rationalise the management and use of Europol's facilities including the building and improve the eco-friendliness of the organisation.

Actions	<p>Update and further implement the Strategic Housing Roadmap including changes in operational rooms, central archive and entrance building.</p> <p>Implement the Environmental Performance Management Programme, based on the EU Eco-Management and Audit Scheme concept of the Commission.</p> <p>Start the actual upgrade of the AV installations in the conference environment.</p> <p>Further develop the business partner model and integrated service delivery for facilities.</p> <p>Continue business process reengineering in facilities.</p>
Expected results	<p>Workspaces and office space in the headquarters are used in the most optimal way and the forecasted organisational growth is anticipated.</p> <p>Improved environmental performance of the organisation.</p>

A.7.5. Further implement marketing and public relations strategies around Europol's mission and operational successes of EU police cooperation.

Actions	<p>Further increase Europol presence on social networks.</p> <p>Continue improving Europol's website.</p> <p>Explore and as appropriate develop innovative communication tools suited for use with latest</p>
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Europol Unclassified – Basic Protection Level

	technologies and by digital society users. Continue improving and exploring online digital publications addressing interoperability, portability and availability issues.
Expected results	Europol's communication tools are fit for purpose in a digital environment and enable users to fully benefit from digital distribution. Europol's publications are more mobile-friendly and in particular more suitable for access via portable devices. Other potential users and the public in general are aware of Europol's activities and the added value of police cooperation at the EU level.

Indicators	Latest result Q4 2015	Target 2017
Administrative ICT project delivery	n.a.	75%
Uptime of administrative systems	n.a.	99.0%
Commitment Rate Europol Budget	99.8%	95%
Payment Rate Europol Budget	89.0%	93%
Accrual rate of carry overs	43%	60%
<i>Budget Outturn rate</i>	<i>0.9%</i>	<i>5%</i>
% Late Payments	6.3% (Q3 2016)	10%
<i>Vacancy rate</i>	<i>0.0%</i>	<i>2%</i>
<i>Sickness rate</i>	<i>1.2% (Q3 2016)</i>	<i>3.5%</i>
<i>Turnover rate</i>	<i>11.6%</i>	<i>15%</i>
<i>% of pending critical/very important audit recommendations addressed</i>	<i>90% (Q3 2016)</i>	<i>90%</i>
% of Work Programme objectives implementation	65% (Q2 2016)	80%
% Staff Engagement (via Staff Survey)	52% (2014)	55%
<i>% Satisfaction with Europol's image (via User Survey)</i>	<i>75.5 (2014)</i>	<i>76.1%</i>
Appearance of Europol in the media	100,000	80,000

ANNEXES

Annex I: Resource allocation per Activity 2017-2019

Annex II: Human and Financial Resources (Tables) 2017-2019

Table 1 – Expenditure

Table 2 – Revenue

Table 3 – Budget outturn and cancellation of appropriations

Annex III:

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

Table 2 – Multi-annual staff policy plan year 2017 – 2019

Annex IV:

A. Recruitment policy

B. Appraisal of performance and reclassification/promotions

Table 1 – Reclassification of temporary staff/promotion of officials

Table 2 – Reclassification of contract staff

C. Mobility policy

D. Gender and geographical balance

E. Schooling

Annex V: Buildings

Annex VI: Privileges and immunities

Annex VII: Evaluations

Annex VIII: Risks 2017

Annex IX: Procurement plan 2017

Annex X: Grants 2017

Annex XI: Organisational chart

Europol Unclassified – Basic Protection Level

Annex I: Resource allocation per Activity 2017-2019

	Budget 2017				Forecast 2018 ¹¹		Forecast 2019	
	Number of staff (TA,CA,SNE)	% of total staff	Budget allocation €	% of total budget	Number of staff	Budget allocation €	Number of staff	Budget allocation €
A.1. Development of operational systems	114	15%	31,535,437	28%	114	31,535,437	114	31,535,437
A.2. Information Hub	64	8%	7,983,689	7%	64	7,983,689	64	7,983,689
A.3. Combating Serious Organised Crime	133	17%	17,410,747	15%	133	17,410,747	133	17,410,747
A.4. Combating Cyber Crime	83	11%	11,155,806	10%	83	11,155,806	83	11,155,806
A.5. Counter Terrorism	108	14%	13,767,545	12%	108	13,767,545	108	13,767,545
A.6. Provision of cross-cutting operational capabilities	66	8%	7,163,329	6%	66	7,163,329	66	7,163,329
A.7. Governance, support and administration	201	26%	22,984,645	20%	201	22,984,645	201	22,984,645
Management Board functions: Data Protection Office Internal Audit Function Management Board Accounting Office	17	2%	2,622,414	2%	17	2,622,414	17	2,622,414
TOTAL	786	100%	114,623,613	100%	786	114,623,613	786	114,623,613

¹¹ In Q4 2016, Europol was requested by the European Commission to provide a three-year needs assessment. The multi-annual staff policy plan and budget figures as per the outcome of this assessment will be incorporated in Europol's Programming Document 2018-2020.

Europol Unclassified – Basic Protection Level

Annex II: Human and Financial Resources 2017 – 2019

Table 1: Expenditure

Expenditure	2016		2017	
	CA	PA	CA	PA
Title 1	65,213,884	65,213,884	71,801,563	71,801,563
Title 2	8,817,050	8,817,050	9,451,550	9,451,550
Title 3	28,243,850	28,243,850	33,370,500	33,370,500
Total expenditure	102,274,784	102,274,784	114,623,613	114,623,613

EXPENDITURE (fund source C1, C4, C5 and R0)	Commitment appropriations						
	Executed Budget 2015	Draft Executed Budget 2016 ¹²	DB 2017 Agency request	Final Budget 2017	VAR 2017 / 2016	Envisaged 2018	Envisaged 2019
Title 1 Staff Expenditure	58,245,375	70,658,448	69,730,700	71,801,563	1.02	71,801,563	71,801,563
11 Salaries & allowances	54,125,645	65,898,621	63,963,700	66,216,563	1.00	66,216,563	66,216,563
- of which establishment plan posts	47,733,854	52,393,734	63,963,700	56,505,463	1.08	56,505,463	56,505,463
- of which external personnel	6,391,791	13,504,887		9,711,100	0.72	9,711,100	9,711,100
12 Administrative Missions	285	0					
13 Sociomedical infrastructure	956,308	908,921	1,012,000	1,028,000	1.13	1,028,000	1,028,000
14 Training	236,452	229,324	400,000	400,000	1.74	400,000	400,000
15 Other staff-related expenditure	2,836,729	3,539,226	4,287,000	4,089,000	1.16	4,089,000	4,089,000
16 Entertainment and representation expenses	89,954	82,356	68,000	68,000	0.83	68,000	68,000
Title 2 Infrastructure and operating expenditure	10,302,419	9,129,398	8,284,500	9,451,550	1.04	9,451,550	9,451,550
20 Rental of buildings and associated costs	5,768,420	4,657,029	4,302,500	4,896,550	1.05	4,896,550	4,896,550
21 Information and communication	2,370,567	2,154,967	1,522,500	1,925,500	0.89	1,925,500	1,925,500

¹² For 2016 the expenditure appropriations for internal and external assigned revenue (C4, C5, R0) include the carry-over from 2015 while the related revenue (table 2) is reflected in the year that it is cashed (2015 or 2016).

Europol Unclassified – Basic Protection Level

technology								
22 Movable property and associated costs	618,286	763,796	610,000	757,500	0.99	757,500	757,500	
23 Current administrative expenditure	322,065	305,606	320,500	481,500	1.58	481,500	481,500	
24 Postage / Telecommunications	356,117	458,521	554,000	521,500	1.14	521,500	521,500	
25 Statutory expenditure	858,200	789,480	975,000	869,000	1.10	869,000	869,000	
26 Community subsidy for ECD	8,765							
Title 3 Operating expenditure	31,307,761	34,784,438	39,180,800	33,370,500	0.96	33,370,500	33,370,500	
30 Operations	5,028,391	5,755,707	10,511,500	10,132,500	1.76	10,132,500	10,132,500	
31 Operational information technology	17,312,267	18,155,630	22,229,300	18,630,000	1.03	18,630,000	18,630,000	
32 Telecommunication costs for operational activities	1,688,609	825,714	1,140,000	910,000	1.10	910,000	910,000	
33 Seconded National Experts (Operational)	2,310,420	2,900,000	5,000,000	3,408,000	1.18	3,408,000	3,408,000	
34 EPCC	165,232	214,569	200,000	200,000	0.93	200,000	200,000	
35 Heads of Europol National Units	83,800	79,544	100,000	90,000	1.13	90,000	90,000	
36 Operational expenditure related to subsidies and grants	4,409,043	6,131,387			0.00			
37 Operational expenditure related to research and development projects	310,000	721,886			0.00			
TOTAL EXPENDITURE	99,855,555	114,572,283	117,196,000	114,623,613	1.00	114,623,613	114,623,613	

Europol Unclassified – Basic Protection Level

EXPENDITURE (fund source C1, C4, C5 and R0)	Payment appropriations						
	Executed Budget 2015	Draft Executed Budget 2016	DB 2017 Agency request	Final Budget 2017	VAR 2017 / 2016	Envisaged 2018	Envisaged 2019
Title 1 Staff Expenditure	58,245,375	70,658,448	69,730,700	71,801,563	1.02	71,801,563	71,801,563
11 Salaries & allowances	54,125,645	65,898,621	63,963,700	66,216,563	1.00	66,216,563	66,216,563
- of which establishment plan posts	47,733,854	52,393,734	63,963,700	56,505,463	1.08	56,505,463	56,505,463
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55

Europol Unclassified – Basic Protection Level

31 Operational information technology	17,312,267	18,155,630	22,229,300	18,630,000	1.03	18,630,000	18,630,000
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33 Seconded National Experts (Operational)	2,310,420	2,900,000	5,000,000	3,408,000	1.18	3,408,000	3,408,000
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35 Heads of Europol National Units	83,800	79,544	100,000	90,000	1.13	90,000	90,000
36 Operational expenditure related to subsidies and grants	4,409,043	6,131,387			0.00		
37 Operational expenditure related to research and development projects	310,000	721,886			0.00		
TOTAL EXPENDITURE	99,855,555	114,572,283	117,196,000	114,623,613	1.00	114,623,613	114,623,613

Europol Unclassified – Basic Protection Level

Table 2 – Revenue

REVENUES (including IC4 / IC41/RO)	2015	2016	2017		VAR 2017/ 2016 (Budget forecast)
	Executed Budget	Revenues estimated by the agency	As requested by the agency	Final Budget 2017	
1 REVENUE FROM FEES AND CHARGES					
2. EU CONTRIBUTION	94,860,000	102,242,000	117,196,000	114,623,613	1.12
<i>of which assigned revenues deriving from previous years' surpluses</i>		2,582,000	898,000		
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)					
<i>Of which EFTA</i>					
<i>Of which Candidate Countries</i>					
4 OTHER CONTRIBUTIONS	7,500,000	13,869,528			
<i>Of which additional EU funding stemming from delegation agreement whereby the Commission has decided to entrust budget implementation tasks to Europol under the ISF Police Regulation</i>	7,000,000	2,313,742			
<i>Of which additional funding from EUIPO for the fight against Intellectual Property Rights infringements</i>	500,000	500,000			
<i>Of which additional funding from ISF Police 2015 emergency fund for the secondary security checks at Hot Spots</i>		1,500,000			
<i>Of which additional funding from the remaining of Europol Pension Funds into the Europol accounts</i>		9,555,786			
5 ADMINISTRATIVE OPERATIONS	694,044	1,279,341			
<i>Other revenue (internal and external assigned revenue) and carried forward revenue from 2014</i>	627,150	1,246,557			
<i>Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)</i>	66,894	32,784			
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT					
7 CORRECTION OF BUDGETARY IMBALANCES					
TOTAL REVENUES	103,054,044	117,390,869	117,196,000	114,623,613	0.98

Europol Unclassified – Basic Protection Level

Table 3 – Budget Outturn Cancellation of appropriations

Calculation Budget Outturn

BUDGET OUTTURN	2013	2014	2015
Revenue actually received (+)	82,516,008	84,732,082	103,054,044
Payments made (-)	-72,481,547	-78,892,374	-88,026,977
Carry-over of appropriations (-)	-9,834,649	-6,028,732	-15,131,537
Cancellation of appropriations carried over (+)	1,453,397	2,370,547	700,502
Adjustment for carry-over of assigned revenue appropriations from previous year (+)	608,710	418,698	303,136
Other corrections		-12,222	
Exchange rate differences (+/-)	491	-5,647	-1,318
Adjustment for negative balance from previous year (-)			
Total	2,262,411	2,582,353	897,850

Budget Outturn 2015

The overall draft budgetary outturn for the financial year 2015 comes to € 898K. This includes the following:

- An amount of € 199K of the 2015 budget has not been committed and has lapsed;
- An amount of € 700.5K of the appropriations carried forward from 2014 to 2015 was not used (including € 47.6K not used as assigned revenue arising from fund source C5);
- The exchange rate difference is -€ 1.3K.

Cancellation of payment appropriations for the year and payment appropriations carried over

A total of € 5.7M of payment appropriations was carried forward to 2015. It represented 6.7% of the 2014 budget and it was almost 3.8M lower compared to the previous year (payment appropriations carried forward from 2013 to 2014). The final implementation rate of the carry forward was 87.8%. A total of € 700.5K was not used. The unused carry forward from 2014 to 2015 mainly relates to an overestimation of some commitments for running costs (the final reimbursement of various meeting and mission expenditure turned out to be lower than expected) and lower final expenditure for ICT consultancy and sTesta.

Europol Unclassified – Basic Protection Level

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

Staff population [1]		Actually filled as of 31.12.2014 [2]	Authorised under EU Budget 2015 [3]	Actually filled as of 31.12.2015 [4]	Authorised under EU budget for year 2016 [5]	Final Budget 2017	Envisaged in 2018 [6]	Envisaged in 2019 [7]
TA	AD	403	435	455	472	517	517	517
	AST	37	44	28	33	33	33	33
	AST /SC	n/a	4	0	0	0	0	0
TOTAL TA [8]		440	483	483	505	550	550	550
CA GF IV		12.90	19	18.05	32	43	43	43
CA GF III		61.75	75	69.76	84	82	82	82
CA GF II		15.08	13	19.06	19	40	40	40
CA GF I		0	0	0	0	0	0	0
TOTAL CA [9]		89.73	107	106.87	135	165	165	165
SNE [10]		33.29	40	44.33	65	71	71	71
<i>Structural service providers [11]</i>		36.7	55	38	50	50	50	50
TOTAL		599.72	685	672.20	755	836	836	836
<i>External staff⁽¹²⁾ for occasional replacement⁽¹³⁾</i>		3.41	3	6.53	10	10	10	10

[1] This table provides all staff categories at Europol except trainees and Europol Liaison Officers. At the end of 2015 there were 30 trainees and around 200 Europol Liaison Officers

[2] The figures below include 13 TA posts (all in AD function group) that were not filled on 31.12.2014 but for which recruitment procedures were finalised and offer letters sent to selected candidates

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

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

[5] As authorised for officials and temporary agents (TA) and as estimated for contract agents (CA) and seconded national experts (SNE) including amending budget 2016

[6] Tabular explanation of the effects on staff population is provided on the page below. Further update of future staff planning will be integrated in the new SPD 2018-2020

[7] Ibid

[8] Headcounts

[9] FTE (annual averages)

[10] FTE (annual averages)

[11] FTE (annual averages)

[12] FTE (annual averages)

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

Europol Unclassified – Basic Protection Level

Annex III: Table 2 - Multi-annual staff policy plan 2017-2019

Category and grade	Establishment plan in EU Budget 2015	Filled as of 31/12/2015	Modifications in year 2015 in application of flexibility rule	Modifications in year 2015 in application of flexibility rule [1]	Establishment plan in voted EU Budget 2016	Modifications in year 2016 in application of flexibility rule [2] [3]	Establishment plan in Draft EU Budget 2017	Establishment plan 2018	Establishment plan 2019
	TA only	TA only	TA only	TA only	TA only	TA only	TA only	TA only	TA only
AD 16	0	0	0	0	0	0	0	0	0
AD 15	1	1	1	1	1	1	1	1	1
AD 14	0	1	0	0	1	1	1	1	1
AD 13	3	2	3	3	3	3	5	5	5
AD 12	7	7	7	7	9	9	11	11	11
AD 11	15	12	15	15	15	15	17	17	17
AD 10	16	11	16	16	25	23	30	30	30
AD 9	67	50	58	60	52	52	61	61	61
AD 8	94	86	90	90	106	94	97	97	97
AD 7	104	100	107	111	109	113	126	126	126
AD 6	71	176	86	113	127	147	139	139	139
AD 5	24	9	24	24	17	14	29	29	29
Total AD	402	455	407	440	465	472	517	517	517
AST 11	0	0	0	0	0	0	0	0	0
AST 10	0	0	0	0	0	0	0	0	0
AST 9	0	0	0	0	0	0	0	0	0
AST 8	0	0	0	0	1	1	2	2	2
AST 7	3	3	3	3	4	4	5	5	5
AST 6	8	4	8	8	8	6	6	6	6
AST 5	11	6	8	8	8	8	8	8	8
AST 4	20	10	18	18	14	9	8	8	8
AST 3	2	3	4	4	3	3	3	3	3
AST 2	0	2	2	2	2	2	1	1	1
AST 1	0	0	0	0	0	0	0	0	0
Total AST	44	28	43	43	40	33	33	33	33
AST/SC6	0	0	0	0	0	0	0	0	0
AST/SC5	0	0	0	0	0	0	0	0	0
AST/SC4	1	0	0	0	0	0	0	0	0
AST/SC3	1	0	0	0	0	0	0	0	0
AST/SC2	1	0	0	0	0	0	0	0	0
AST/SC1	1	0	0	0	0	0	0	0	0
Total AST/SC	4	0	0	0	0	0	0	0	0
TOTAL	450	483	450	483	505	505	550	550	550

[1] In line with Article 38(1) of the framework Financial Regulation, the management board may modify, under certain conditions, the establishment plan by in principle up to 10% TA only of posts authorised, unless the financial rules of the body concerned allows for a different % rate. This includes 33 posts from Amending Budget 5/2015 and 7/2015.

[2] Ibid

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

Europol Unclassified – Basic Protection Level

Explanations on the modifications and changes in relation to the establishment plans from 2016 to 2018

Modification to 2016 establishment plan using the flexibility contained with Article 38(1) of framework Financial Regulation.

The modifications envisaged to the establishment plan 2016 can be summarised as follows:

Modification	Budgetary effect
2 AD10 posts downgraded to AD7	Savings
2 AD8 posts downgraded to AD7	Savings
10 AD8 posts downgraded to AD6	Savings
3 AD5 posts converted to AD6	Cost increase
2 AST6 posts converted to AD6	Cost increase
5 AST4 posts converted to AD6	Cost increase

In total the modifications involve 48 post movements which constitute 10% of the total number of 480 established posts within the allowable 10% contained within Article 38 and expenditure impact of the total changes results in budget savings.

As expected, in 2015 Europol experienced a high degree of staff turnover (11.6%) similar to the ratio at the end of 2014 (11.3%). The result is that replacement of staff occurs in many instances at entry level thus reducing the grade of many posts of long-serving staff that transferred to EU contracts during the transition in 2010 and 2011. The modified establishment plan 2016 provides a more accurate reflection of the organisation in terms of actual grades allocated to staff and current and upcoming vacancies, taking into account the following factors:

- 49 staff members left Europol during 2015 with most being replaced or due to be replaced in lower grades
 - similar profiles are replaced in entry grades, i.e. in most cases lower than those of leaving staff;
 - in many cases when post profiles are reviewed and updated they are converted into lower level posts (e.g. Senior Specialist/Senior Analyst into Specialist/Analyst).
- In order to meet the requirement to implement 10% staff savings (including 5% for the redeployment pool) for the period 2014-2018, Europol has reviewed and optimised resources used within support functions. As a result of this review the cuts will concern posts designated for technical and administrative support functions which are graded within the AST function group. From 2012, a systematic process began whereby staff in administrative and clerical functions has been recruited as Contract Agents instead of Temporary Agents AST. This has led to a significant reduction in the use of grades in the AST function group, which in turn will allow Europol to deploy more established posts to its core operational functions.
- Europol has a different approach towards the entry levels, in particular regarding operational posts (restricted to law enforcement officials) for which entry level AD6 is foreseen. These posts must remain attractive for applicants who already have a career at national level. Furthermore it must be noted that no real career perspective is possible at Europol, because maximum contract duration of nine years applies to the vast majority of staff.

Reclassification adjustments in the Establishment plans for 2017, 2018 and 2019

Europol implements reclassification on an annual basis. The establishment plans for 2016 to 2019 not only reflect the changes required in relation to new staff allocations but also changes to facilitate the reclassification process and potential changes to staff grades. At the end of the reclassification 2015 13% of staff was reclassified. For future years depending on the grades the establishment plan foresees approximately 25% reclassification.

Europol Unclassified – Basic Protection Level

Annex IV:

A. Recruitment policy

Europol generally follows the Staff Regulations of Officials of the European Communities (ECSR) and Conditions of employment of other servants of the European Communities (CEOS)¹³. Europol's recruitment procedure is independent from that of other EU institutions and agencies. It has no permanent officials, but is staffed by Temporary Agents and Contract Agents recruited through open selection procedures.

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

Key functions	Type of contract (official, TA or CA)	Function group, grade of recruitment*
Core Functions		
Level 1 Manager*(Executive Director & Deputy Executive Director) incl. Head of Dept	TA	AD13 – AD15
Level 2 Managers Head of Business Area* (eq. HoU)	TA	AD9 – AD11
Senior Specialist/Senior Analyst* (eq Senior officer)	TA	AD7
Specialist/Analyst* (eq Officer)	TA	AD6
Support Functions		
Head of Administration (level 2 above)*	TA	AD11
Head of Finance (level 2 above)	No post at Europol	Notional AD9
Head of HR (level 2 above)	No post at Europol	Notional AD9
Head of Communications (level 2 above)*	TA	AD9
Head of IT (level 2 above)	TA	AD11
Senior Specialist*	TA	AD7
Specialist* (incl. web editor)	TA	AD6, AST4
Admin Assistant or equivalent	TA/CA	AST2 / FGII
Special functions		
DPO*	TA	AD9
Accounting officer*	TA	AD9
Internal Auditor*	TA	AD11
Management Board Sec.*	TA	AD11

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

¹³ Laid down by Council Regulation (EEC, EURATOM, ECSC) No 259/68 and last amended by Regulation (EU, Euratom) No 1023/2013 of the European Parliament and the Council of 22 October 2013 (OJ L 287, 29.10.2013, p. 15)

Europol Unclassified – Basic Protection Level

Europol is responsible for its own recruitments and generally launches recruitment procedures through the announcement of vacant posts on its official website, the EPSO website and through the Europol National Units and any other media as deemed appropriate. The vacancy notice provides information on the purpose of the post, tasks and responsibilities pertaining to the position, eligibility and selection criteria as well as terms and conditions of employment and outlines further details on the selection process. Employment at Europol is open to nationals of any of the 28 EU Member States. There is no nationality quota system in operation but Europol strives for a broad range of nationalities in order to keep a well-balanced geographical distribution among its staff members.

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

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

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

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

I. Temporary Agents:

Temporary Agent posts are classified in two function groups according to the nature of the duties to which they relate: Administrators (AD) and Assistants (AST) in ascending rank order. Function group AD comprises twelve grades from AD 5 to AD 16. Based on the requirements of the Europol Council Decision the posts within function group AD are divided further into two categories: posts that can be filled only by staff engaged from the competent authorities, called "restricted posts"¹⁴ and "non-restricted posts" that can be filled by citizens of one of the Member States of the European Union who enjoy full rights as a citizen. Function group AST comprises eleven grades from AST 1 to AST 11. For AD posts AD6 is applied as entry grade in order to ensure it remains attractive for applicants who already have a career at national level. Furthermore it must be noted that limited real career perspective is possible at Europol, because maximum contract duration of nine years applies to the vast majority of staff. Europol seeks to use what flexibility it can when looking to recruit suitably qualified staff to fill its positions in order to fulfil its mission and reach its objectives.

¹⁴ Decision of the Europol Management Board Laying down the list of Europol posts that can be filled only by staff engaged from the competent authorities of the Member States EDOC~629985v14

Europol Unclassified – Basic Protection Level

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

Europol Unclassified – Basic Protection Level

Function	Summary duties and tasks
Assistant Analyst	<ul style="list-style-type: none"> Carries out data input, processing and administration in support of the analytical function and performs simple analysis under instruction in a particular crime field.
AST Function group:	
Senior (Technical) Officer	<ul style="list-style-type: none"> Engaged in providing technical expertise and particular skills required at a highly developed level either in relation to a particular area of competence; May include project management responsibilities.
(Technical) Officer	<ul style="list-style-type: none"> Provides specialist technical knowledge in relation to a particular area of competence.
Administrative Assistant	<ul style="list-style-type: none"> Engaged in carrying out administrative, secretarial or technical tasks entailing, as relevant, the interpretation of rules and general instructions; Engaged in secretarial or administrative tasks supporting middle or senior management; Engaged in conducting tasks, experiments or trials in various areas (technical assistant); Duties as a personal assistant to member of Directorate.

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

Contract Agents

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

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

The current practice will be reviewed in the light of the new EU Staff Regulations and relevant Implementing Rules.

Europol recruitment procedure for Temporary and Contract Agents

Equal Opportunity:

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

Application process:

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

Europol Unclassified – Basic Protection Level

Education) and a document attesting so must also be submitted to enable the Selection Committee to accurately assess the level of qualification.

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

The Recruitment & Selection Team acknowledges receipt of all applications. Applicants invited to a written test/ practical test and interview will be required to provide, on the day of the written test, the following documents in original plus one copy:

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

Selection:

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

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

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

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

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

Data Protection:

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

Europol Unclassified – Basic Protection Level

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

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

The Head of Business Area Administration is responsible for the data processing operation. Candidates have the right to access, rectify, block and erase their personal data in accordance with the applicable data protection rules.

Candidates have the right of recourse to the Europol Data Protection Office and the Joint Supervisory Body.

Reserve list:

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

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

Contract Duration:

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

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

European Communities Personnel Selection Office (EPSO):

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

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

Seconded National Experts

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

Europol Unclassified – Basic Protection Level

Eligibility criteria:

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

Application process:

Secondment notices are forwarded to the Europol National Units via their Liaison Bureaux and are published on EurOPs and Europol website as well for a minimum duration of 28 days.

Candidates endorsed by the national competent authorities are required to complete the application form and submit the original application via their National Unit to Europol. The application form must be accompanied by a letter from the sending authority to the Director of Europol expressing willingness to second the candidate. Applications must be sent to Europol by the date of the deadline indicated on the vacancy notice at the latest. The stamp on the envelop serves as proof of the sending date. Applications received after the deadline cannot be accepted.

Selection:

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

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

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

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

Duration:

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

Cost-free Seconded National Experts

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

Upon request of Europol

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

Upon request of a Competent Authority

If a Competent Authority expresses an interest to start a new project or to extend the scope of an existing project with new products or services a business case outlining how

Europol Unclassified – Basic Protection Level

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

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

Structural service providers¹⁵

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

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

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

During the year certain other staff may be engaged in Turnkey projects; in this case these staff work on the delivery of projects but are not separately identified in the MSPP.

All contractors are engaged after the conclusion of the appropriate tenders, which are run in accordance with the financial regulation and appropriate guidelines.

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

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

¹⁵ NB Structural service providers are not employed by the agency.

Europol Unclassified – Basic Protection Level

Annex IV:

B. Appraisal of performance and reclassification/promotions

Appraisal

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

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

Reclassification

Reclassification was for the first time implemented at Europol in 2014. The Management Board adopted the (unchanged) Commission Decision C(2013)8968 of 16 December 2013 laying down general provisions for implementing Article 45 of the Staff Regulations. These general provisions applied to the re-classification organised in 2015 for the temporary staff and contract staff.

Reclassification of temporary staff

Category and grade	Staff in activity at 01.01.2014		How many staff members were promoted / reclassified in 2015		Average number of years in grade of reclassified/ promoted staff members
	officials	TA	officials		
AD 16		0		0	n/a
AD 15		1		0	n/a
AD 14		0		0	n/a
AD 13		3		0	n/a
AD 12		3		0	n/a
AD 11		17		1	5.08
AD 10		1		0	n/a
AD 9		49		5	4.73
AD 8		84		10	4.74
AD 7		94		19	4.6
AD 6		93		16	4.39
AD 5		39		2	4.92
Total AD		384		53	n/a
AST 11		0		0	n/a
AST 10		0		0	n/a
AST 9		0		0	n/a
AST 8		0		0	n/a
AST 7		1		0	n/a
AST 6		7		1	5.17
AST 5		2		0	n/a
AST 4		26		3	3.97
AST 3		1		1	3.79
AST 2		5		1	2.16

Europol Unclassified – Basic Protection Level

AST 1		0		0	n/a
Total AST		42		6	
Total		426		59	

Reclassification of contract staff

Function Group	Grade	Staff in activity at 01.01.2014	How many staff members were reclassified in 2015	Average number of years in grade of reclassified staff members
CA IV	18	0	0	n/a
	17	0	0	n/a
	16	0	0	n/a
	15	0	0	n/a
	14	9	2	4.23
	13	3	0	n/a
CA III	12	0	0	n/a
	11	0	0	n/a
	10	40	6	5.42
	9	16	1	3.75
	8	14	3	4.08
CA II	7	0	0	n/a
	6	0	0	n/a
	5	9	2	3.23
	4	3	0	n/a
CA I	3	0	0	n/a
	2	0	0	n/a
	1	0	0	n/a
Total		94	14	

Europol Unclassified – Basic Protection Level

Annex IV:

C. Mobility policy

a) Internal mobility

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

Since the introduction of a mobility policy in March 2013, 39 valid mobility requests have been received from 35 members of staff. 1 request was withdrawn. Out of these 34, 17 (50%) have been re-assigned to another area of the business, while 10 staff members have in the meantime left the organisation. There were 5 mobility requests not fulfilling the requirements for 2 years of service in the post.

b) Mobility between agencies and Institutions

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

The following tables provide for 2015 the numbers of staff that were recruited from other EU institutions and agencies and the numbers of staff that were recruited by other EU Institutions and agencies:

Europol Staff in post as per December 2015 recruited from:	Number
European Institutions	
European Commission	4
European Commission JRC	2
EU Agencies	
Eurojust	3
ECHA	3
EASO	1
ECDC	1
ERA	1
Other	
OSCE	1
EULEX Kosovo	1
Total	17

Europol Staff leaving post during 2015 recruited by:	Number
European Institutions	
European Central Bank	4
EU Agencies	
ACER	1
CEPOL	1
EASO	1
EMA	1
Eurojust	1
Frontex	1
Total	10

Annex IV:

D. Gender and geographical balance

Gender balance

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

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

Gender breakdown at Europol (on 31.12.2015)

Post	Gender	Number	Percentage
Temporary Agents	Female	119	28.1%
	Male	304	71.9%
AD Function group	Female	98	24.7%
	Male	298	75.3%
AST Function group	Female	21	77.8%
	Male	6	22.2%
Contract Agents	Female	75	57.3%
	Male	56	42.7%
Seconded National Experts	Female	9	17.3%
	Male	43	82.7%
Overall	Female	203	33.5%
	Male	403	66.4%

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

In general, this involves inter alia to:

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

Europol Unclassified – Basic Protection Level

Europol strives to:

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

Specific strategies:

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

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

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

Europol Unclassified – Basic Protection Level

Geographical balance

The table below provides an overview of staff from each EU Member State working at Europol as on 31.12.2015.

Country	TA's			CA's	SNE's	Total	ELO's
	AD	AST	TOTAL				
Austria	9	0	9	1	2	12	8
Belgium	31	1	32	3	0	35	5
Bulgaria	7	0	7	5	1	13	2
Croatia	1	0	1	1	1	3	1
Cyprus	2	0	2	0	1	3	2
Czech Republic	11	1	12	1	0	13	2
Denmark	1	0	1	0	0	1	3
Estonia	5	0	5	0	0	5	3
Finland	5	0	5	4	1	10	4
France	30	0	30	5	5	40	7
Germany	32	2	34	5	8	47	12
Greece	28	2	30	2	1	33	2
Hungary	11	1	12	6	1	19	4
Ireland	7	0	7	2	0	9	3
Italy	24	1	25	10	5	40	6
Latvia	3	1	4	1	0	5	2
Lithuania	7	1	8	2	0	10	2
Luxembourg	0	1	1	0	0	1	4
Malta	0	0	0	0	0	0	1
Netherlands	41	7	48	51	3	102	36
Poland	25	5	30	3	0	33	5
Portugal	17	0	17	4	1	22	1
Romania	24	0	24	9	3	36	1
Slovakia	4	1	5	1	0	6	2
Slovenia	7	1	8	1	0	9	2
Spain	29	1	30	9	17	56	11
Sweden	6	0	6	1	0	7	7
United Kingdom	29	1	30	4	2	36	21
Third States/ Organisations	0	0	0	0	0	0	46
Total EU MS	396	27	423	131	52	606	159
Overall Total	396	27	423	131	52	606	205

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

Europol Unclassified – Basic Protection Level

Annex IV:

E. Schooling

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

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

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

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

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

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

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

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

Europol Unclassified – Basic Protection Level

Annex V: Buildings

	Name, location and type of building	Other Comments
<i>Information to be provided per building:</i>	Headquarters, Eisenhowerlaan 73, 2517 KK, The Hague Netherlands	The Dutch Government Buildings Agency is owner of the building. Europol is responsible for the user related elements which are linked to the business of the organisation e.g. catering, ICT, Security and AV systems.
Surface area (in square metres) - Of which office space - Of which non-office space	Gross floor space building is 32.500 m2.	Number of workplaces has increased from 850 to 930.
Annual rent (in EUR)	N/A	Building provided free of charge by the Host State
Type and duration of rental contract	Lease Agreement is valid for 20 years and was signed on 1 March 2011	Lease Agreement Europol New Headquarters, reference EDOC-#532152.
Host country grant or support	Host State support by providing and maintaining the accommodation.	The maintenance regarding the owner related elements.
Present value of the building	N/A	

Building projects in planning phase:

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

Europol is facing a shortage of workplaces and meeting facilities in its headquarters. The Dutch Host State and Europol have developed a Strategic Housing Roadmap (SHR) for the period 2016 – 2031 (expiration of the first term Lease Agreement). For the mid-term the capacity of the building should increase from 930 to approximately 1,400 workplaces by 2020. Together with the Host State a SHR Programme is launched to implement Intermediate Housing Measures and the Mid-Term Housing solutions to cover the organisational growth and demands. It will be a multi-year programme which will be implemented in the period 2016 – 2020. In addition the Host State launched a visibility study to investigate the housing possibilities in the close vicinity of the Europol headquarters if the 1,400 workplaces in the building would not be sufficient. The reason for making this study is to have solid information available about the options in the direct surroundings and sufficient time to plan alternative external housing solutions for the future. This takes into account the time required to initiate new building projects which in accordance with Article 88 of the Europol Financial Regulation will require approval by both European Parliament and the Council. Europol foresees to seek this approval in 2017.

Building projects submitted to the European Parliament and the Council:

N/A

Europol Unclassified – Basic Protection Level

Annex VI: Privileges and immunities

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
<p>According to Article 51(2) Europol Council Decision the Protocol on Privileges and Immunities of the European Communities applies to Europol.</p> <p><u>From 1 May 2017:</u></p> <p>According to Article 63(1) Europol Regulation the Protocol on Privileges and Immunities of the European Union ("Protocol No. 7"¹⁶ to the Treaty on European Union and the Treaty on the Functioning of the European Union) applies to Europol.</p> <p>The Protocol is supplemented by the Agreement of 15 October 1998 between the Kingdom of the Netherlands and Europol concerning the Headquarters of Europol (see Art. 50 Europol Council Decision; <i>as of 1 May 2017: see Art. 70 Europol Regulation</i>).</p>	<p>According to Article 51(1) Europol Council Decision the following legal acts apply to the Director and Deputy Directors of Europol and to Europol staff:</p> <ul style="list-style-type: none"> - The Protocol on Privileges and Immunities of the European Communities and - Regulation (Euratom, ECSC, EEC) No 549/69 of 25 March 1969 determining the categories of officials and other servants of the European Communities to whom the provisions of Article 12, the second paragraph of Article 13 and Article 14 of the Protocol on Privileges and Immunities of the Communities apply (as last amended by Regulation (EC) No. 371/2009 of 27 November 2008). <p><u>From 1 May 2017:</u></p> <p>According to Article 63(1) Europol Regulation the following legal acts apply to Europol's staff (including the Executive Director and the Deputy Executive Directors):</p> <ul style="list-style-type: none"> - Protocol on Privileges and Immunities of the European Union ("Protocol No. 7" to the Treaty on European Union and the Treaty on the Functioning of the EU). - Regulation (Euratom, ECSC, EEC) No. 549/69 of 25 March 1969 determining the categories of officials and other servants of the European Communities to whom the provisions of Article 12, the second paragraph of Article 13 and Article 14 of the Protocol on the Privileges and Immunities of the Communities apply (as last amended by Regulation (EC) No. 371/2009 of 27 November 2008). <p>The Protocol and Regulation are supplemented by the Agreement of 15 October 1998 between the Kingdom of the Netherlands and Europol concerning the Headquarters of Europol (see Art. 50 Europol Council Decision; <i>as of 1 May 2017: see Art. 70 Europol Regulation</i>), which is itself supplemented regarding staff privileges and immunities by an exchange of <i>Notes Verbales</i> of 24 October 2007.</p>	<p>Europol staff members can benefit from the ordinary rules regarding tax benefits linked to day care expenses just as any other residents of the Netherlands.</p>

¹⁶ Please note: Protocol No. 7 has been renumbered, compared to the Protocol on Privileges and Immunities of the European Communities. Its Article 15 empowers the European Parliament and the Council to determine acting by means of regulations the categories of officials and other servants of the Union to whom the provisions of Article 11, the second paragraph of Article 12, and Article 13 of this Protocol shall apply, in whole or in part. - Regulation No. 549/69 (see above) has not been amended following the entry into force of the new Protocol No. 7 (1 Dec. 2009), thus still contains the references to the old numbering.

Annex VII: Evaluations¹⁷

Internal monitoring & evaluation

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

The **Six-Month Activity Report** is presented in accordance with Article 38(4)(j) of the Europol Council Decision (ECD), which stipulates that regular reports shall be submitted to the Management Board (MB) on the results of monitoring Europol's performance in terms of achievement of its objectives.

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

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

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

The consolidated **Annual Activity Report** is submitted on behalf of the authorising officer of Europol on the duties and activities performed on annual basis. It is presented in accordance with Article 47 of the Financial Regulation applicable to Europol, which stipulates that the authorising officer shall report to the management board on the performance of his/her duties in a form of a consolidated annual activity report.

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

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

Following the adoption of the set of **Internal Control Standards (ICS)** by the Europol Management Board (MB) in 2011, Europol worked to address the recommendations identified by the Internal Audit Service (IAS) of the Commission.

The implementation of the standards focuses on continuously refining processes, and identifying key internal controls which need further development or review in order to ensure proper process implementation and reduction of the risks related to the performance of the processes and subsequent outcomes.

The duties and responsibilities of the **Internal Audit Capability (IAC)**, according to the Financial Regulation (FR) applicable to Europol, are performed by the Internal Audit Function (IAF) of Europol, established under the Europol Council Decision.

The **Internal Audit Function (IAF)** is a key stakeholder in this endeavour, next to on-going internal quality and process management.

¹⁷ Figures provided in Annex VII presents the situation as of 30.06.2016.

Europol Unclassified – Basic Protection Level

In line with the IAF Annual Work Plan 2016, the IAF reviewed the following process areas: 1) status concerning the implementation of recommendations issued by the IAF in the period 2010-2014; 2) Internal Control Standards at Europol; 3) ABAC access rights; 4) Europol Sports and Social Association; 5) operational support provided by the European Cybercrime Centre (EC3); and 6) the Europol Forensic Laboratory's conformity with ISO/IEC 17020:2012.

A review of the status concerning the implementation of recommendations issued by the IAF in the period 2010-2014 was performed. From the 88 recommendations considered, 54 have been implemented, sufficiently mitigating risks. At the same time, 28 recommendations remain partially implemented, on-going or non-implemented (16 very important and 12 important). It was stressed that 12 of the open recommendations (4 non-implemented, 1 partially implemented and 7 on-going) already date from 2010 (6), 2011 (2) and 2012 (4). It is expected that they will be properly addressed in the near future.

In 2016 the **Data Protection Office (DPO)** continued working on the three-year review of Europol's Focal Points. During the first 6 months of 2016, FP Maritime Piracy¹⁸, FP Cannabis, FP Checkpoint, FP ITOC, FP Soya and FP Synergy were reviewed. An audit in the Closed Circuit Television (CCTV) system was initiated by the DPO and it is currently on-going.

There are a total of 56 critical recommendations issued by the DPO, 8 of which are still pending to be addressed and are related to archiving and medical files. 20 critical recommendations are fulfilled and the rest are being addressed.

Also, the DPO regularly takes care of data subjects' requests (Art. 30 requests). In the first six months of 2016, 112 requests were handled representing an increase of 11% compared to the same period in 2015. These requests resulted in two full hits and 5 partial hits with Europol databases.

A task force for the implementation of the new Europol Regulation was set up in 2016. The DPO is a member of this taskforce and has provided advice on sensitive key topics for the future development of systems and data processing such as the EU IRU or the ETS project.

The DPO has also provided advice and participated in the developments regarding the Unified Audit Solution (UAS) which currently gathers the audit logs generated by the EIS, the Index Function (IxF) and SIENA.

Europol's Data Protection Experts Network (EDEN), launched in January 2015, is regularly maintained and updated by the DPO. This platform was created to facilitate the communication between law enforcement data protection experts. The number of active users has continuously grown since its inception and currently has more than 250 active users.

External monitoring & evaluation

According to Article 37(11) of the Europol Council Decision (ECD), the Management Board (MB) shall commission an independent external evaluation of the implementation of the ECD and of the activities carried out by Europol within four years of the date of application of the Decision and every four years thereafter.

While the ECD became applicable on 1 January 2010, the MB decided in December 2010 to commission an independent external evaluation of the ECD implementation and Europol's activities in view of the requirement stemming from the Lisbon Treaty to replace the ECD by a Regulation.

Following a public tender procedure, the evaluation was contracted to *RAND Europe* in August 2011 and the final report was presented to, and accepted by, the MB in June 2012.

¹⁸ This Focal Point has been closed

Europol Unclassified – Basic Protection Level

On the basis of the above a new evaluation should be commissioned in 2016; however, considering that the Europol Regulation will come into force in 2016, the MB opted for waiving this exercise.

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

On the basis of the risk assessment concerning Europol's process landscape, performed by the **Internal Audit Service (IAS)** in November 2013, the Europol MB endorsed the "IAS Strategic Audit Plan 2014 – 2016" in May 2014. The following audit topics were identified in the strategic audit planning on the way forward, in the following order: (a) recruitment, (b) stakeholder management, (c) procurement and (d) Data management and information security.

Following the audits on recruitment (Q3 2014) and stakeholder management (Q1 2015), the IAS performed an audit on procurement in October 2016, the results of which will be subsequently presented to the Europol MB.

From an overall perspective, there are 7 pending recommendations graded as important: three concerning the audit on recruitment and four regarding the audit on stakeholder management. The IAS will assess the implementation of these before the end of 2016. Europol considers two of the recommendations from the recruitment audit (update of documentation concerning the selection process, data processing provisions concerning personnel files) and another two recommendations from the stakeholder management audit (monitoring of relations with Member States and third party cooperation agreements) as implemented.

According to Article 34 (1) of the ECD the **Joint Supervisory Body (JSB)** is an independent body of MS national supervisory bodies which reviews the activities of Europol in order to ensure that the rights of the individual are not violated by the storage, processing and use of the data held by Europol. In addition, the Joint Supervisory Body monitors the permissibility of the transmission of data originating from Europol. The JSB carried out the regular annual inspection in March 2016. Also, the JSB visited Europol twice in order to participate in the New Projects Group, a subcommittee created for consultation with Europol (following Article 19 of the Analysis Rules).

Regarding audit recommendations issued by the JSB and following the release of the JSB Draft Inspection report, 25 recommendations were graded as Critical, 8 of which are pending. 8 critical recommendations are considered fulfilled and other 9 as partially fulfilled. Most of the pending critical recommendations relate to information processing issues. The vast majority are linked to the development of the EAS, while three others relate to SIS II. For non-operational matters, one critical recommendation refers to the recoding of incoming calls.

The audit by the **European Court of Auditors (ECA)** concerning the annual accounts of Europol for the financial year 2015 was completed in April 2016. Next to an extensive review of the relevant documentation, the ECA performed two audit assignments during which the financial transactions (including Europol's budget administration, carry-forwards and accounting), procurement, as well as and the related internal control framework were scrutinised.

The ECA's assurance statement will comprise a positive opinion in relation to the reliability of the accounts, as well as the legality and regularity of the financial transactions underlying the 2015 annual accounts.

Annex VIII: Risks Year 2017

Europol's corporate risk management process aggregates risks (including the related responses) at organisational level. In doing so, Europol expands risk management from a vertical (e.g. in business area or projects) to a horizontal perspective (corporate, organisational wide view), thus meeting the Internal Control Standard (ICS) N° 6 of the Commission, "Risk Management Process". In line with this, corporate risks are considered internally by Europol at regular intervals throughout the year and on an immediate ad hoc basis in the event of the identification of time-critical or high impact risks.

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

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

Given the current risk exposure concerning the business planning, the following critical risks (threats) are identified for the 2017 planning¹⁹:

¹⁹ It should be noted that the critical risks, in terms of threats and opportunities, represent a "snapshot" moment in time. The risks described will be integrated into the risk register as part of the corporate risk management process during 2016 (prior to the start of 2017). This will ensure that the risks are regularly assessed and amended where required. The Europol MB will be informed of any significant change to the risks presented with this document.

Europol Unclassified – Basic Protection Level

(1) Overview of threats (risks which could have a negative effect on the 2017 business planning)

Ref. n°	Risk description (cause, event and effect)	Objective area	Response type ²⁰	Key Response measures
01	<p>Europol, following the envisaged delivery of the new Europol Analysis System (EAS) in 2017, may not meet the operational demand intended by key Europol Strategy 2016-2020 goals ("effective and immediate first-line information exchange" and "high quality analytical support" to support serious organised crime, illegal migration, cybercrime and terrorism investigations), thus may not deliver a unique and valuable set of operational support services according to expectations of Member States and cooperation partners, including the needs of front-line investigators, due to the lack of:</p> <ul style="list-style-type: none"> Speed, relevance as well as quality of operational response and analysis provided; Capabilities which allow for direct, secure and user-friendly communication, in real time, during operations; First-hand and live access – at federal, regional and local levels – to serious organised crime and terrorism related investigative data during operations supported by Europol, in particular on-the-spot (deployments to Greece and Italy) at the request of national authorities; Member States' preparedness to share live, high quality investigative data (including relevant context) with Europol, reflecting sufficient awareness of, or trust in, Europol's capabilities as an operational partner; Europol's capability to effectively and efficiently process and analyse contributions with the new EAS; Effective coordination of law enforcement activities against cross-border organised crime affecting the EU, based on an accurate and thorough understanding of priority crime areas and emerging (regional) threats; 	1.2 2.1-2.4 3.2	Share	<ul style="list-style-type: none"> Implement the new information management strategy with a focus on automation and modernising data systems architecture and interoperability (Objective A.1.1); Increase speed and quality of first-line response as well as remote support to operational actions on the spot by providing an efficient 24/7 front office (Objective A.2.1); Implement an effective cooperation process with partners on the basis of the new provisions in the Europol Regulation (Objective A.2.2); Continuous strategic analysis to reduce information gaps and to identify up-to-date regional crime trends, in particular by initiating the next EU Policy Cycle 2017-2021 (Objective A.3.1); Fully establish the European Migrant Smuggling Centre (EMSC) as the EU coordination point for inter-agency cooperation on smuggling (Objective A.3.3); Improve the support provided to MS' cybercrime investigations including forensic services, next to improved information exchange (Objectives A.4.1 and A.4.2); Complete the establishment and promote the use of SIENA as a central communication tool regarding counter-terrorism (Objective A.5.1); Improve quality and relevance of operational analysis (Objective A.6.1); Improve the efficiency and operational focus the financial support of actions within the EMPACT framework (Objective A.6.2);

²⁰ Threat risk type responses are: Reduce (pro-active actions are undertaken to minimise the probability or impact; the responsibility for the risk effect(s) and response measure(s) stay with Europol); Remove (changing the scope of the business objective concerned); Transfer (a third party takes responsibility for the risk); Retain (conscious and deliberate decision to accept the risk and, especially, the possible effect(s) on the business objective); Share (the responsibility for the risk effect(s) and risk response measure(s) are shared between the involved parties, i.e. Europol and Member States take responsibility for certain aspects of the risk)

Europol Unclassified – Basic Protection Level

Ref. n°	Risk description (cause, event and effect)	Objective area	Response type ²⁰	Key Response measures
Continued from above	<ul style="list-style-type: none"> Enhanced operational cooperation with source countries for key crime areas and relevant countries/bodies on a global scale, given new cooperation agreement mechanisms under the Europol Regulation; Access to non-law enforcement expertise and relevant information, in particular from the private sector in the area of EC3; Overall availability of human resources at Europol, in Member States and within authorities of cooperation partners; Adequate (human) resources in 2017 for joint investigation activities; Appropriate capabilities of Europol's cooperation partners to protect the integrity and confidentiality of information exchange and operational (analysis) data, provided by or through Europol; Clear responsibilities and participation of other EU agencies involved in the concerned operational work. 	Continued from above	Continued from above	<ul style="list-style-type: none"> Enhance coordination of intelligence driven targeted operations (Objective A.6.4); Establish Europol as a recognised partner in the Passenger Name Records (PNR) network (Objective A.5.5); Building a strong and positive Europol culture and image, including specific satisfaction surveys on analysis and/or operational support received by MS and key partners (Objective A.7.5); Engaging with Europol Liaison Bureaux, as a backbone for Europol's operational engagement, in particular through the 24/7 front office (across all objectives); Member States and cooperation partners take up responsibility to submit and facilitate live investigative data flow from federal, regional and local levels to and communicate the opportunities Europol can offer at national levels to Europol (in particular Objectives A.2.1, A.3.2 - A.3.4, A.4.1 - A.4.2, A.5.1 - A.5.4).
02	<p>The further development of, in particular, core systems in 2017 and the related (support) activities, may lead, in view of the Integrated Data Management Concept (IDMC) to become operational with the Europol Regulation in 2017 and continuous human resource scarcity, especially in infrastructure areas, to a critical risk profile regarding the production of deliverables on time, within budget margins and against compliance requirements, especially in light of (the):</p> <ul style="list-style-type: none"> Use of the 24/7 front office; 	<p>1.1 1.2 2.4 3.1</p>	Reduce	<ul style="list-style-type: none"> Guide business delivery by the principles of simplification, convergence and unification, thus aiming to provide a healthy starting point for the changes planned in 2017, in particular in view of the Europol Regulation to become operational (across all objectives); Implement the information management strategy against the new strategic direction set by the IDMC (Objective A.1.1);

Europol Unclassified – Basic Protection Level

Ref. n°	Risk description (cause, event and effect)	Objective area	Response type²⁰	Key Response measures
Continued from above	<ul style="list-style-type: none"> A paradigm shift introduced with the IDMC in the Europol Regulation, compared with the regulatory principle applied since Europol was established, i.e. access by data processing purpose, not related to processing systems defined in the regulatory founding act any longer, thus implying an overhaul of the entire information architecture of Europol's IT systems with an implied risk profile concerning the timely adjustment of business processes and related ICT tools (complexity); Key refinements planned for SIENA and the EAS as the current central IDMC capability tools for information exchange and operational analysis as well as support (e.g. upgrade to process data at the level of EU Confidential); Requirements for enhanced access and interoperability with core applications of relevance to Europol's core business, in particular concerning external databases (SIS II, VIS, Eurodac) reaching out towards Member States and other cooperation partners; Increased technical support to manage access to and the handling of operational live data, resulting from elevated operational cooperation needs (by making use, for instance, of standardised information exchange (UMF) and search capabilities - QUEST); Continuously advancing (forensic) IT capabilities especially in the area of EC3 and regarding the accredited forgery of Euro currency laboratory; Tight human resource levels in infrastructure and ICT areas (given priority staffing in the core operational business); Elevated audit, security as well as data protection requirements, in particular in light of heightened governance provisions in the Europol Regulation; De-prioritised development and maintenance of non-core systems and applications in the past years (e.g. in the area of contract management); Expanded ICT support services in general. 	Continued from above	Continued from above	<ul style="list-style-type: none"> Continue improving operational systems and tools along MS needs and by applying innovative solutions (Objective A.1.2); Monitoring of business plans closely, in order to identify deviations from the planning and budget availability in a pro-active manner (across all objectives); Enhance risk and compliance management as well as performance reporting, while, at the same time, reduce bureaucracy (Objective A.7.2); Continuous optimisation of data handling systems, work processes and (resource) service management, in particular concerning efficiency, data quality (structured data flows) and flexibility (Objectives A.2.1, A.2.2, A.6.1, A.6.2, A.7.3).

Europol Unclassified – Basic Protection Level

Ref. n°	Risk description (cause, event and effect)	Objective area	Response type	Key Response measures
03	<p>Europol is approached by various key stakeholders, including the political level, to implement ad hoc requests. Performing the resulting tasks reduces the resources available for the achievement of the objectives for 2017.</p> <p>Accordingly, the implementation of the key goals of the new Europol Strategy 2016-2020 may be at risk.</p>	All objectives	Reduce	<ul style="list-style-type: none"> • Perform robust planning as well as performance measurement processes, close monitoring of the annual work planning, based on quarterly performance reporting (across all objectives); • Operating, on a continuous basis, an organisational demand management process which contributes to the appropriate re-prioritisation within the organisational mandate and reflects the principle of an efficient and effective use of available resources, in consultation with relevant stakeholders and assurance providers (such as the Europol MB); • Ensure communication which reflects realistic ambitions (Objective A.7.1); • Improve risk and compliance management (Objective A.7.2).

Europol Unclassified – Basic Protection Level

(2) Overview of opportunities (risks which could have a positive effect on the 2017 business planning)

Ref. n°	Risk description (cause, event and effect)	Objective area	Response type ²¹	Response measures
01	<p>The adoption of the EU Internal Security Strategy (EU ISS) 2015-2020, the European Agendas on Security and Migration, the establishment of the EU Security Union, as well as the implementation of the Europol Regulation, the Multiannual Financial Framework (MFF) 2014-2020, including the Internal Security Fund (ISF), combined with elevated governance at EU level under the auspices of the European Commission and the EU Counter Terrorism Coordinator (EU CTC) increase coherence, thus promoting opportunities for:</p> <ul style="list-style-type: none"> • An enhanced security architecture across the EU JHA landscape, ascribing Europol a central information hub, analysis as well as operational support role for law enforcement agencies in the EU and beyond, concerning the fight against serious and organised crime (including cybercrime, migration) and terrorism; • A framework to allow parliamentary oversight and elevated levels of transparency regarding Europol's work (including the handling of sensitive and classified information) in a controlled environment, in line with best (practice) standards adopted at national and EU levels; • Exploiting the benefits of the Integrated Data Management Concept (IDMC) at Europol, to realise a balanced approach between data protection and effective, as well as efficient achievement of annual objectives and long-term strategy goals, taking due care of the trust invested by Member States and other partners regarding the secure handling of information and intelligence; • An adequate level of financial and human resource allocation, to correspond with Europol's specific business objectives and mandate, while also securing the financing of operational action in Member States through Europol. 	All objectives	Exploit	<ul style="list-style-type: none"> • Implement the IDMC, resulting in an enhanced information architecture at Europol, providing for a flexible, future-proof framework to manage information flows in an efficient and effective manner, meeting highest security standards, while reflecting equitable and fit-for-purpose governance and data protection principles that allow for efficient governance mechanisms and automated data handling - in contrast to single transaction and ad hoc data management (in particular: Objective A.1.1); • Implement an effective cooperation process under the new Europol Regulation (Objective A.2.2); • Continue the implementation of the new Europol Regulation and introduce new innovative approaches provided by the new legal framework, next to pro-active communication (Objective A.7.1); • Allocation of human resources (established posts) is considered by the actors involved at EU Level based on the mandate and operational delivery, allowing for adjustments of financial programming where justified and required (especially concerning Objective A.7.3).

²¹ Opportunity risk type responses are: Realise (identifying and seizing a chance to realise the concerned business objective with less resources or earlier than planned); Enhance (seizing and improving on an identified opportunity, thus achieving additional gains of relevance to more than one concerned business objective); Exploit (expanding the scope of business objectives by taking advantage of multiple benefits).

Europol Unclassified – Basic Protection Level

Ref. n°	Risk description (cause, event and effect)	Objective area	Response type ²¹	Response measures
02	The EU Internal Security Strategy (EU ISS) 2015-2020, and the further development of the Security Union, the maturing EU policy cycle (implementation of the EMPACT priorities of the EU SOCTA), based on direct operational funding, and the consolidation of the ECTC, the EMSC, EC3 and the 24/7 front office services at Europol can result in a further profile and awareness boost for Europol as the key agency in the EU's internal security architecture, supported by the new Europol Regulation and the organisation's leading information technology capabilities.	All objectives	Enhance	<ul style="list-style-type: none"> • Building a strong and positive culture and image is supported by all stakeholders and partners of Europol, taking part in realising a further increase of Europol's profile and awareness about the unique capabilities the organisation can offer (in particular objective A.7.1); • Establishing a permanent funding role of operational action by Europol is promoted by Europol's stakeholders.

Annex IX: Procurement plan 2017

1. Introduction (Legal basis and financing decision):

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

- Article 85(1) of the Europol Financial Regulation states that: *“as regards procurement, Title V of Regulation (EU, Euratom) No 966/2012 (hereinafter referred to as the EU Financial Regulation) and Delegated Regulation (EU) No 1268/2012²² (hereinafter referred to as “the Rules of Application”) shall apply (...)”*.
- Article 84(2) of the EU Financial Regulation states that: *“Except in the case of appropriations which can be implemented without a basic act in accordance with point (e) of the first subparagraph of Article 54(2), the commitment of expenditure shall be preceded by a financing decision adopted by the institution or the authorities to which powers have been delegated by the institution”*.
- Article 94 of the Rules of Application states under paragraph 2, that *“the financing decision shall set out certain essential elements for an action involving the expenditure from the budget for procurement, in particular:*
 - *the global budgetary envelope reserved for the procurements during the year;*
 - *the indicative number and type of contracts envisaged and if possible their subject in generic terms”*.

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

2. Rules for participation in Europol tender procedures:

Eligibility and exclusion criteria

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

Selection and award criteria

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

²² Commission Delegated Regulation (EU) No 1268/2012 of 29 October 2012 on the rules of application of Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council on the financial rules applicable to the general budget of the Union.

Europol Unclassified – Basic Protection Level

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

3. Overview of the main procurement initiatives for year 2017:

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

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

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

A detailed overview of the procurement initiatives for YEAR 2017 is provided in Table 2 below. The table indicates the **number of the main contracts** (i.e. above EUR 15,000) in force in 2017 and divided into two parts:

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

The table also includes the **indicative list of tender procedures** to be initiated in 2017. The list of tender procedures will be further detailed once more details on calls timing will be available.

The table does not include the following data:

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

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

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

Europol Unclassified – Basic Protection Level

Table 1: Summary of the main procurement initiatives

Table Code	Other initiatives and services	Estimated commitments in EURO					Number of (main) contracts	Expected number of tender procedures
		Planned value	Reviewed value (draft outrun)	Planned value	Reviewed value (budget 2017)	Planned value		
		2016	2016	2017	2017	2018		
Part A	Total Procurement (non-ICT)	16,401,180	16,537,099	17,155,400	18,982,950	25,895,100	56	21
Part B	Total ICT procurement	22,110,800	21,335,304	25,545,800	22,072,000	23,823,500	75	6
Parts A & B	Total all procured budget value	38,511,980	37,872,403	42,701,200	41,054,950	49,718,600	131	27
% of the Europol budget for procurement initiatives		38%	37%	36%	36%	38%		

Europol Unclassified – Basic Protection Level

Table 2: Overview of the main procurement initiatives for 2017

TABLE PART A - Main procurement initiatives 2017 (Non ICT-related activities)

List of running contracts in 2017 (Framework Contracts (FWC), Direct contracts or Other, such as Service Level Agreements, Memorandum of Understanding)					
Category	Main procurement initiatives (services, supplies/goods and other initiatives) (categorised per budget headings)	Value (in Euro)	Contracts		Tenders
			Number of main contracts valid in 2017	Type of contracts	Number of tenders to be initiated by EUROPOL
Category A1	Staff-related expenditure, excluding salaries or allowances (medical services, training, etc.)	3,565,500	13	FWC: 8 Direct: 1 Other: 4	0
Category A2	Building-related contracts, agreements, SLA and MoU (e.g. rent, energy, cleaning, maintenance, furniture, security, hospitality, etc.)	5,964,550	14	FWC: 9 Direct: 2 Other: 3	6
Category A3	Various administrative contracts (e.g. postal services, stationary, open source, library, catering, insurance, publication, uniform, legal, PR items, etc.)	2,757,900	25 (3 expire in 2017)	FWC: 23 Direct: 2 Other: 0	14
Category A4	Travel, hotels, interpretations, translations, meetings	6,695,000	4	FWC: 2 Direct: 0 Other: 2	1
Sub-Total Category A		18,982,950	56		21

92

Europol Unclassified – Basic Protection Level

Tentative detailed overview of tender procedures (non-IT sector) to be initiated in 2017					
Type of Procurement initiatives (as divided in accordance with table above)	Subject	Estimated budget in Euro²³	Indicative timeframe		Comments
			Indicative time frame for tender initiation	Indicative time frame for tender completion	
Category A2	AV Audio Equipment Conference area	Above EU threshold (around 3,000,000 out of 4 years)	Q1.2017	Q3.2017	New initiative - Expected to be initiated jointly with the Host State (The Netherlands) Indicative timeframe subject to Host State planning
Category A2	Technical consultancy on facilities management services (incl. housing and environmental expertise)	Above EU threshold (unless split into 2 separate procedures) (around 135,000 / year)	Q1.2017	Q3.2017	New initiative
Category A2	External audit for cleaning services	Below EU threshold (around 30,000 per year)	Q1.2017	Q3.2017	Procedure initially planned in 2016 postponed in 2017 New initiative
Category A2	Energy (gas and electricity) services	Above EU threshold (around 2,500,000 out of 4 years for electricity and around 60,000 out of 4 years for gas)	Q2.2017	Q4.2017	Expected to be initiated jointly with the Host State (The Netherlands) Indicative timeframe subject to Host State planning
Category A2	Content & glass Insurance	Above EU threshold (around 250,000 out of 4 years)	Q3.2017	Q1.2018	Existing Contract expiry date: 26.02.2018 Europol may decide to use an inter-institutional contract and not a tender
Category A2	Move, storage and related services	Above EU threshold (around 830,000 out of 4 years)	Q4.2017	Q3.2018	Existing contract expiry date: 24.08.2018
Category A3	Portal Radios	Below EU threshold (around 16,000)	Q1.2017	Q2.2017	New initiative (unless single offer is used if total purchase is below EUR 15,000)
Category A3	Printed Access badges	Below EU threshold (around 30,000)	Q1.2017	Q2.2018	New initiative

²³ Estimated amounts provided for information only where available. Below EU threshold = below EUR 135,000; Above EU threshold = above EUR 135,000

Europol Unclassified – Basic Protection Level

Category A3	Catering Services	Above EU threshold (around 4,000,000 out of 4 years)	Q3.2017	Q2.2018	Existing Contract expiry date: 29.04.2018
Category A3	External legal advice and court representation	Above EU threshold (around 170,000 out of 4 years)	Q1.2017	Q2/Q3.2017	Several Existing Contracts expiry date: May/June 2017
Category A3	Express Courier services	Above EU threshold (around 300,000 out of 4 years)	Q1.2017	Q3.2017	Existing Contract expiry date: 18.09.2017
Category A3	Audio-visual productions	Above EU threshold (around 80,000 per year)	Q1.2017	Q3.2017	New initiative
Category A3	Consultancy services for Local Staff Pension fund closure	Below EU threshold (around 60,000)	Q1/Q2.2017	Q3.2017	Procedure initially planned in 2016 - postponed in 2017 New initiative
Category A3	Uniform for security guards	Below EU threshold (around 150,000 out of 4 year)	Q1/Q2.2017	Q3.2017	Existing Contract expiry date: 28.08.2017
Category A3	Operational forensic equipment	Above EU threshold (around 80,000 per year)	Q2.2016	Q3.2016	New initiative
Category A3	Car Insurance	Above EU threshold (between 135,000 and 200,000 out of 4 years)	Q2.2017	Q4.2017	Existing Contract expiry date: 31.12.2017
Category A3	Europol Duty Cars (acquisition or rental)	Above EU threshold	Q1.2017	Q3.2018	New initiative
Category A3	Stationary and Office Supplies	Above EU threshold (between 300,000 and 400,000 out of 4 year)	Q3.2017	Q1.2018	Existing Contract expiry date: 27.02.2018
Category A3	Graphic design, lay out and multimedia services	Above EU threshold (between 300,000 and 400,000 out of 4 year)	Q4.2017	Q2.2018	Existing Contract expiry date: 30.03.2018
Category A3	High-Level Gifts	Below EU threshold (around 134,000 out of 4 years)	Q2.2017	Q3.2017	New initiative
Category A4	Selection of external venues and even management services	Above EU threshold (around 200,000 out of 4 years – amount subject to change)	Q1.2017	Q3.2017	New initiative

94

Europol Unclassified – Basic Protection Level

Tentative detailed overview of tender procedures (non-IT sector) to be initiated in 2017					
<small>(outside Europol's budget – Outside Contribution – See Annex II) – Procedure(s) not included in Table 1</small>					
Category	Main procurement initiatives <small>(services, supplies/goods and other initiatives)</small>	Value (in Euro)	Indicative time frame for tender initiation	Indicative time frame for tender	Comments
Budget line grant	Consultancy services for the provision of forensic analysis of seized counterfeit pharmaceuticals in Europe	60,000 (estimated amount)	Q1.2017	Q3.2017	Procedure initially planned in 2016 - postponed in 2017 New initiative Additional funding from EUIPO (European Union Intellectual Property Office) for the fight against Intellectual Property Rights infringements Additional tender procedures may be initiated during the course of 2017.

95

Europol Unclassified – Basic Protection Level

TABLE PART B - Main procurement initiatives 2017 (ICT-related activities)

Part B - Main procurement initiatives 2017 (ICT-related activities)					
Category	Main procurement initiatives (services, supplies/goods and other initiatives) (categorised per budget headings)	Value (in Euro)	Contracts ²⁴		Tenders
			Nr of main contracts valid in 2017	Type of contracts	Number of tenders to be initiated by
Category B1	Administrative purchase and maintenance of Hardware and Software	709,500	18	FWC	1
Category B2	Administrative ICT studies and strategic consultancy services	94,000	6	FWC	
Category B3	Administrative ICT External Service Provision including development and maintenance of solutions	1,122,000	12	FWC	2
Category B4	Administrative Telecommunications costs	416,500	6	FWC	
Category B5	Operational training	190,000	1	FWC	
Category B6	Operational purchase and maintenance of Hardware and Software	11,757,000	18	FWC	2
Category B7	Operational ICT External Service provision including development and maintenance of solutions	6,873,000	12	FWC	1
Category B8	Other telecommunications costs including management of network to Member States	910,000	2	FWC	
Sub-Total Category B		22,072,000	75		6

²⁴ A contract may cover several categories and the same contract be counted more than once.

Europol Unclassified – Basic Protection Level

Tentative detailed overview of IT-related tender procedures to be initiated in 2017:					
Category	Subject	Estimated budget ²⁵	Indicative timeframe		Comments
			Indicative time frame for tender initiation	Indicative time frame for tender completion	
Category B1	Acquisition of Desktops, Notebooks, Hardware & Services	Above EU threshold	Q2.2017	Q4.2017	Existing Contract expiry date: 30.11.2017
Category B3	Web-based user interface for translation	Above EU threshold	Q1 2017	Q3.2017	Procedure initially planned in 2016 - postponed in 2017 Existing Contract expiry date: 31.12.2017
Category B3	E-library solution	Above EU threshold	Q2.2017	Q4.2017	Procedure initially planned in 2016 - postponed in 2017 Existing Contract expiry date: 8.12.2017 This procedure may be cancelled if the services are ordered via the announced inter-institutional tender procedure EAC/27/2016 for the supply of e-books and books, yearbooks, updates and monographic series.
Category B6	Internet -related Services	Above EU threshold	Q3.2017	Q2.2018 (before end of May 2018)	One existing Contract expiry date: 20.05.2018 (procedure may be initiated on the basis of Article 134(1)(i) of the RAP)
Category B6	Managed Internet Access	Above EU threshold	Q4.2017	Q3.2018	Existing Contract expiry date: 11.07.2017
Category B7	IT consultancy services on specific software	Above EU threshold (unless procedures launched separately)	Q2 2017	Q4.2017	One existing Contract expiry date: 30.12.2017

²⁵ Below EU threshold = below EUR 135,000; Above EU threshold = above EUR 135,000.

Annex X: Grants 2017

1. Restricted call for proposals to support the implementation of the EU Policy Cycle for Serious and Organised Crime for EMPACT activities

Legal basis:

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

Council Conclusions on the creation and implementation of an EU policy cycle for organised and serious international crime, doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94.

Budget line

3020-EMPACT grants

Priorities of the year, objectives pursued and expected results

Enhancing the fight against serious and organised international crime during the last year of the implementation of the EU Policy Cycle 2014-2017.

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

The objective of the call is to provide support to Operational Actions laid down in the thirteen Operational Action Plans (OAPs) as adopted by the Council. In the current EU Policy Cycle the OAPs address the following crime areas: Facilitated Illegal Immigration, Trafficking in Human Beings, Counterfeit goods, MTIC & Excise fraud, Synthetic Drugs, Cocaine, Heroin, Cybercrime (covering three areas: Payment Card Fraud, Child Sexual Exploitation and Cyberattacks), Firearms and Organised Property Crime.

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

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

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

Calls will be designed with the aim of promoting one or more of the following outcomes:

- fostering communication and coordination amongst participants of OAPs;
- sharing of experiences and best practices between EU Member States;
- improving intelligence gathering and analyses;
- expanding data sharing with Europol information systems and prioritising the use of SIENA (secure line) as an operational communication tool;

Europol Unclassified – Basic Protection Level

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

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

Essential eligibility, selection and award criteria

Eligibility criteria:

I. In order to be eligible the Applicant must be a public body established in an EU Member State participating in the OAP in question (i.e. the particular EMPACT crime priority).

II. The Co-Applicants must be:

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

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

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

Selection criteria:

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

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

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

Award criteria:

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

Indicative timetable and indicative amount of the call for proposals

Date	Amount
Q1	1,980,000 EUR

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

95%

Europol Unclassified – Basic Protection Level

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

Legal basis

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

Council Conclusions on the creation and implementation of an EU policy cycle for organised and serious international crime, doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94.

Budget line

3020-EMPACT grants

Priorities of the year, objectives pursued and expected results

Enhancing the fight against serious and organised international crime during the last year of the implementation of the EU Policy Cycle 2014-2017.

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

The objective of the low-value grants is to provide support tailored to operational activities within the thirteen Operational Action Plans (OAPs) adopted by the Council. They target activities that are developed on an ad-hoc basis rather than as a result of a long-term planning, due to their investigative nature or other quickly changing aspects of crime phenomena and crime-countering measures. In the current EU Policy Cycle the OAPs address the following areas: Facilitated Illegal Immigration, Trafficking in Human Beings, Counterfeit goods, MTIC & Excise fraud, Synthetic Drugs, Cocaine, Heroin, Cybercrime (covering three areas: Payment Card Fraud, Child Sexual exploitation and Cyberattacks), Firearms and Organised Property Crime.

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

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

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

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

Europol Unclassified – Basic Protection Level

Essential eligibility, selection and award criteria

Eligibility criteria:

I. In order to be eligible the Applicant must be a public body established in an EU Member State participating in the OAP in question (i.e. the particular EMPACT crime priority).

II. The Co-Applicants must be:

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

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

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

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

Selection criteria:

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

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

Award criteria:

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

Indicative timetable and indicative amount of the call for proposals

Date	Amount
Q1-Q4	1,020,000 EUR

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

95%

Europol Unclassified – Basic Protection Level

3. Support for combatting Euro-counterfeiting

Legal basis

Article 4(4) and Article 61(2) and (3) and of the REGULATION OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL on the European Union Agency for Law Enforcement Cooperation (Europol) and replacing and repealing Council Decisions 2009/371/JHA, 2009/934/JHA, 2009/935/JHA, 2009/936/JHA and 2009/968/JHA.

Budget line

3007 Operational Subsidies

Priorities of the year, objectives pursued and expected results

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

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

Short-term operational and/or investigative activities aimed at the protection of the euro currency, with a budget not exceeding 60,000 EUR.

Essential eligibility, selection and award criteria

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

Indicative amount available

Date	Amount
Q1-Q4	150,000 EUR

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

100% maximum (pending DG Budget authorisation)

Annex X: Organisation chart

