COUNCIL OF
THE EUROPEAN UNION

Brussels, 2 October 2009

13788/09

EUROPOL 73

COVER NOTE

from:	Europol
to:	Article 36 Committee
Subject:	Europol Work Programme 2010

1. Article 28 (10) of the Europol Convention as replaced by the 2003 Protocol[1] and Article 37(10) of the Council Decision establishing the European Police Office[2] mention that the Europol work programme is to be adopted by the Europol Management Board and is to be submitted to the Council for endorsement. The Council shall forward the Europol work programme to the European Parliament for information.

2. The Europol work programme 2010 was unanimously adopted by the Management Board at its meeting on 23-24 September 2009 and was sent by letter from the Chair of the Management Board to the Council dated 25 September 2009.

3. The Article 36 Committee is invited to endorse the aforementioned work programme 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.

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[1] OJ C 2, 6.1.2004, p. 3.
[2] OJ L 121, 15.5.2009, p. 37

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Europol Work Programme 2010

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2. EXECUTIVE SUMMARY

Europol is at a crucial point in its evolution, having celebrated its tenth anniversary in 2009 and ready to move forward under its new legal framework, as of 2010, as a central player supporting the EU law enforcement community in the fight against organised and serious crime.

The objectives in this Work Programme focus on the operational priorities identified by the Member States, building on Europol's core capabilities in the areas of **information exchange** (objective 1.1), **operational analysis** (objective 2.1), **strategic analysis** (objective 3.2) **support to operations** (objective 4.1) and **sharing knowledge** (objective 4.2). The common aim of all these objectives is to provide our partners with timely, relevant products and services of the highest quality. Europol will not maintain a static portfolio but will both improve existing tools and develop activities in new areas, based on the priorities identified through strategic analysis and consultation with the Member States (objective 3.1).

Europol does not exist in a vacuum and it is not enough to provide high quality services. Europol and the Member States share a responsibility to ensure that the right solutions are available to the right law enforcement officers at the right time. This relies on Europol **understanding the requirements of the users** and adapting its approach when needed. It is also essential to **increase awareness** of what Europol can offer, throughout the law enforcement community. These strategic issues are addressed by objectives 1.2 and 5.6. Europol must also take a pro-active role in ensuring that Member States can benefit from **synergies** between the services provided by different **EU and international agencies** (objective 5.3) and from Europol's **cooperation with non-EU states** (objective 5.7).

None of the objectives described above can be fully achieved if the right foundations are not in place within Europol. 2010 and early 2011 will see the culmination of several years of work by both Europol and the Host State to provide Europol with a state-of-the-art **new headquarters** (objective 5.2). Finally, governance arrangements will be strengthened: in relation to the **new legal framework** (objectives 5.1 and 5.8), as part of ongoing **organisational improvement initiatives** (objectives 5.4 and 5.5) and to improve **accountability** towards Europol's stakeholders (objective 5.9 and 5.10).

This balanced approach to operational and organisational issues will ensure that Europol is in a strong position to serve the Member States effectively by delivering clear operational benefits.

3. INTRODUCTION

The Work Programme is Europol's annual business plan. Its purpose is to translate the Organisation's strategy into annual objectives, taking into account the current situation, and to provide the basis for the budgetary planning. It is used to communicate the Organisation's objectives to the European Union (EU) Member States in a transparent and structured manner.

The Work Programme 2010 was developed in alignment with the 2007 Strategy for Europol. Meanwhile, Europol has undertaken a review of its strategy in the summer of 2009, in consultation with the Member States. An assessment of the principles emerging from the strategy review shows that there will also be strong alignment between the Work Programme 2010 objectives and the draft revised strategy 2010-2014.

The operational content of the document reflects the Member States' requirements, as expressed by the Heads of Europol National Units (HENUs) at their 17-18 September 2008 meeting. It also reflects the findings of the Organised Crime Threat Assessment (OCTA) 2008, as well as the Council Conclusions resulting from the OCTA 2007.

As Europol will be governed by a new legal framework, which will enter into force on 1 January 2010, this is the first Work Programme produced in order to fulfil Articles 37(10) and 38(4) of the Council Decision establishing the European Police Office (Europol). Every effort has been made to restructure the Work Programme in order to comply with the provisions of the Europol Council Decision (ECD) and the resulting financial regulations. In recent years, Europol has already strengthened the links between its Work Programme and budget; these efforts will take on more significance in the context of the Organisation's new legal framework.

As well as requiring changes in the structure of the Work Programme, the new legal framework necessitates a number of additional consultation steps before the Work Programme can be adopted. The greater involvement of the European Commission, and the new role of the European Parliament, made it necessary to submit the first draft Work Programme to the Management Board (MB) in December instead of in January or February, as was previously the case. At the first MB meeting of 2009, a second draft of the Work Programme 2010 was adopted, reflecting feedback received from Member States on the first draft, and including the performance indicators. The MB then forwarded the document to the Commission, which provided its opinion. The present document reflects the opinion of the Commission, in particular via the estimated allocation of human and financial resources to objectives in Annex A and the inclusion of a strategic risk register in Annex B. The MB is now invited to adopt the Work Programme 2010 and forward it to the Council for endorsement, in accordance with Article 37(10)(b) of the ECD.

4. INFLUENCING FACTORS

4.1 Factors at the Operational Level

As mentioned above, the Work Programme is an expression of the annual objectives to be achieved in accordance with the Strategy. However, the following important inputs have also been used in identifying the objectives:

- Europol Evaluation Report 2007 and interim Europol Evaluation Report 2008;
- Member States' operational requirements, as expressed by the HENUs at their 17-18 September 2008 meeting;
- Operational planning at the Unit and Department level;
- Budgetary considerations;
- The move into the new Europol Headquarters.

4.2 Factors from the European Union Justice and Home Affairs domain

The policy factors below have been taken into account in the preparation of the Work Programme 2010:

- The entry into force of the ECD, including the new governance rules applicable to the Organisation;
- The possible entry into force of the European Union (EU) Reform Treaty (or related developments);
- Preparations for the new multiannual "Programme for Strengthening Freedom, Security and Justice in the European Union" (Stockholm Programme - available by 2010);
- Preliminary discussions underway in preparation for the new Strategy for the External Dimension of Justice and Home Affairs (available by 2010);
- The Council working priorities established on basis of the OCTA, including developments relating to the geographical areas of special attention in the OCTA (especially for the Western Balkans);
- Policy developments in the field of information exchange (e.g. Principle of Availability, Prüm Treaty, etc.).

5. WORK PROGRAMME OBJECTIVES – OVERVIEW

5.1 Methodology

The 17 objectives for the Work Programme 2010 have been identified based on departmental and corporate planning for implementing the Strategy, taking into account the influencing factors described in chapter 4 above.

The objectives are structured in a Strategy Map, which is a starting point for implementing a strategy-focused performance monitoring system. These perspectives are based on the principles of the Balanced Scorecard[3] a widely used strategy management and performance management methodology. The approach is in use in some EU Agencies[4] and mentioned by the European Court of Auditors[5] as a valuable system for monitoring the implementation of an EU agency's annual work programme. The perspectives have been chosen to suit Europol's unique status and mandate and to present different perspectives (viewpoints) in a comprehensive way. After the Strategy Map is agreed, relevant performance indicators are designed for the monitoring of Europol's performance against each of its annual objectives.

The following four perspectives are used:

- **Learning & Growth Perspective**: Objectives in this perspective describe the ways in which Europol will invest in its innovation and learning capacity, in order to ensure that it has the right knowledge, human resources, technical and physical infrastructure in place;

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[3]   "The Balanced Scorecard: Translating Strategy into Action", Robert S. Kaplan, David P. Norton; Harvard Business School Press, Boston, Massachusetts, USA, 1996.

[4]   Including, but not limited to, the European Foundation for the Improvement of Living and Working Conditions (EUROFOUND) and the European Environment Agency (EEA).

[5]   The European Union's Agencies: Getting Results, Special Report No 5, //2008

- **Process Perspective**: Objectives in this perspective describe the way Europol will adjust and improve its key processes, by making them more efficient and raising the quality of the output (products and services);

- **Customer Perspective**: Europol has a complex array of stakeholders: primarily customers (users of Europol's products & services) represented by the competent Law Enforcement Authorities of the 27 Member States, but also cooperation partners (organisations and Third States) as well as political decision makers such as the European Parliament and The European Commission. Objectives in this perspective describe how Europol will:
  o meet expectations of the governing bodies;
  o increase the satisfaction of existing customers;
  o identify new customers and encourage them to use Europol's products and services.

- **Financial Perspective:** As a public body financed ultimately by tax payers in the EU Member States, Europol has a responsibility to achieve the best possible outcomes with its available budget. This should be realised by respecting the "principle of sound financial management".

This principle is defined in Article 25 of EU Commission Regulation No 2343/2002 of 23 December 2002. It refers to the principles of economy, efficiency and effectiveness:

- The principle of economy requires that the resources used by Europol for the pursuit of its activities shall be made available in due time, in appropriate quantity and quality and at the best price;

- The principle of efficiency concerns the best relationship between resources employed and results achieved;

- The principle of effectiveness concerns attaining the specific objectives set and achieving the intended results.

Causal links can be drawn between the four perspectives. Achievement of **learning and growth** objectives enables the Organisation to achieve its **key process** objectives. Improved processes will result in higher quality products and services, which will lead to increased **customer** satisfaction. Increased customer satisfaction will result in greater, more efficient and effective usage of Europol's products and services. Ultimately this should lead to improvement of the effectiveness and cooperation of the competent law enforcement authorities in the Member States in preventing and combating all forms of serious international crime and terrorism. The **financial** perspective appears as the fourth perspective because the "value for money" provided by Europol can only be measured in relation to the outcomes achieved.

5.2   Europol's Strategy Map for 2010

The Strategy Map presented in Figure 1 below is designed to provide an overview of Europol's strategic objectives for 2010. The arrows on the left-hand side show how the achievement of objectives in the Learning & Growth and Process perspectives contribute to achieving strategic objectives from Europol's Customers' perspective. All objectives support the Strategy and the Vision.

For visual purposes, the Strategy Map does not show the individual causal links between individual objectives.

Some objectives can be viewed from two perspectives, for example "5.1 transition to New Legal Framework". The achievement of this objective will be measured via both learning & growth indicators and process indicators. Further details about each objective can be found in Chapter 6 below.
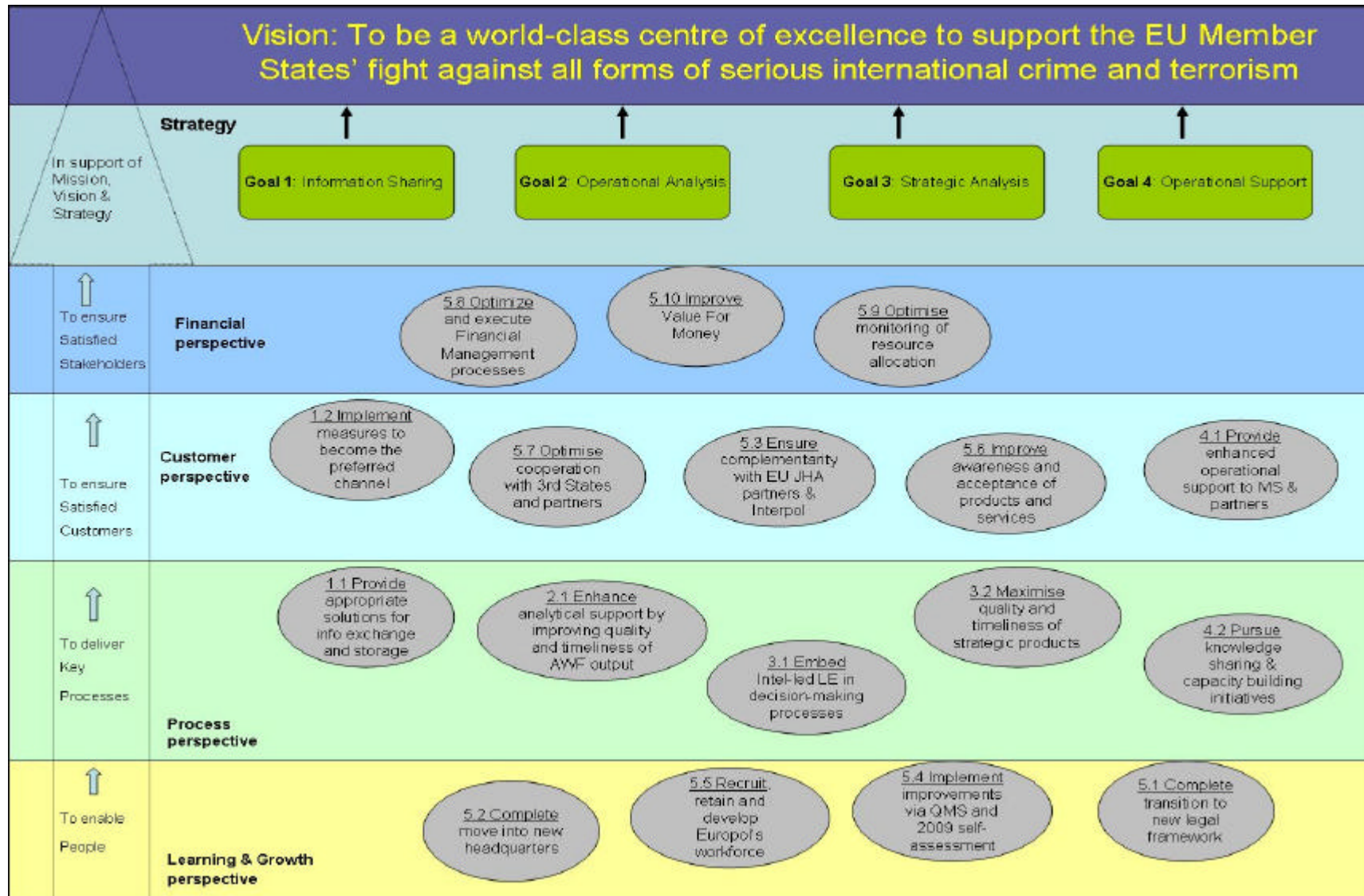
Figure 1: Strategy Map showing Europol's Work Programme 2010 objectives, supporting the four Goals of the Strategy (see Chapter 4.2 for further details)

6. WORK PROGRAMME OBJECTIVES

The Work Programme objectives are listed according to the goal in the Strategy for Europol they support most directly. Europol's operational products and services are then listed in relation to the objective they will support most directly.

All objectives are made specific, measurable, achievable, relevant and timed (SMART) with the addition of key performance indicators (KPIs) and targets in the second draft of this Work Programme, which is submitted to the first MB meeting of 2009.

For some operational objectives, detailed lists of planned products and services are included. This has been done to respond to some Member States' requests to provide such detail. However, it is crucial that Europol remains flexible in responding to emerging crime trends and the demands of the Member States. It should therefore be understood that the products and services listed beneath certain objectives are indicative only.

6.1 Goal 1: First Platform of Choice for Information Sharing

6.1.1 Objective 1.1: Provide the appropriate technical solutions for information exchange and storage, including the further improvement of the IS and SIENA and specialised solutions when necessary

Products and Services:

- Information exchange:
  o Development of the new application Secure Information Exchange Network Application (SIENA), including high quality and timely releases of its new versions in accordance with the requirements of users and stakeholders;
  o Facilitation of the information exchange between Member States and Europol bilaterally and multilaterally;
  o Drafting of policy and procedure documents;

- o User support;
- o Statistical reports;
- o Communication of classified data using special encryption software and secure links;
- The Information System (IS):
  - o Coordination of the business administration of the IS;
  - o Drafting of policy and procedure documents;
  - o User support;
  - o High quality and timely releases of new versions of the IS in accordance with the requirements of users and stakeholders;
  - o Statistical reports;
- Cross-checks against non-Europol systems on behalf of Member States and partners;
- Specialised data exchange and storage solutions:
  - o EU Bomb Data System: Platform to share timely and relevant information and intelligence on explosives, explosive devices and chemical, biological, radiological and nuclear (CBRN) materials;
  - o 3-in-1 Early Warning System platform for CBRN, explosives and firearms.
  - o Europol Check the Web (CtW) Portal: Platform to share information on the use of Islamist extremist propaganda on the Internet[6];
  - o Database of technical analysis of skimming devices;
  - o ATLAS collaboration platform - to facilitate mutual support between Member States in the event of a crisis situation resulting from a terrorist threat or attack;
  - o High Risk Informant Database & High Risk Informant Request Database;
  - o European Cyber Crime Platform;

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[6] A similar platform could be envisaged to exchange information about Internet use by other types of terrorist groups, if the competent authorities express such a requirement.

- Data protection and confidentiality:
  - o Registration, reproduction, dissemination, storage and destruction of information classified Europol CONFIDENTIAL and above;
  - o Provision of awareness training and updates in organizational data protection, confidentiality and information security policies, procedures and practices;
  - o Data protection audit;
  - o Contact point Joint Supervisory Body (JSB) and national supervisory bodies;
  - o Information security management and assurance;
  - o Information security compliance audits;
- Information and Communication Technology (ICT) Support, including helpdesk support to National Units and Liaison Bureaux, secure email, telephony and videoconferencing;
- Subject to the agreement of the Member States, establish the accommodation, facilitation and integration of FIU.NET structure - the infrastructure which enables the Member States' Financial Intelligence Units (FIUs) to exchange information on suspicious financial transactions.

6.1.2 Objective 1.2: Implement measures to become the preferred channel of choice for information exchange within the EU and with third partners

The meaning of this objective is that Europol must promote – at political and operational levels – its role as the main hub for information exchange within the EU and in the Member States.

Europol believes that a European Information Management Strategy would be in the Member States' best interests. Europol also sees itself playing a central role in the information exchange mechanisms foreseen by such a strategy.

In terms of developing such a strategy, Europol will need to raise awareness among decision-makers about the possibilities of its existing legal and technical frameworks, and the potential for developing additional technical solutions.

In terms of implementing such a strategy, Europol will need to raise awareness at the working level in the Member States, so that officers in the field know when and how to use Europol's services.

Products and Services:

- Presentations and training curricula for CEPOL (within its mandate) and for the Member States (see also Objective 4.2);
- Other communications tools:
    - Press releases;
    - Press conferences;
    - Articles and publications;
    - Speeches and presentations and relevant events;
    - Hosting visits and events;
    - Europol website.

6.2 Goal 2: Operational Analysis

6.2.1 Objective 2.1: Enhance analytical support to Member States and partners by improving the quality and timeliness of AWF output

The performance of the AWFs will be measured and reported based on SMART objectives, clearly expressing the adopted concept of the favored approach and making explicit the expected results and clear time frames, as agreed with the participants. This will be based on the results of the work undertaken within the different HENU subgroups and on evaluation conducted within the Europol SC Department.

Products and Services:

- AWF Overview & Coordination
    - Inform Europol Directorate, HENUs and the MB on the status of all new and existing AWF projects;
    - Ensure flexible horizontal allocation of analytical resources through the AWFs;

- Maintain the Europol Analysis System to ensure optimal performance and to be able to customise as quickly as possible to follow changes in crime areas;
- Develop computer forensic analysis capacities within the AWF framework;
- Ensure proper on-the-spot analysis support with the help of an up-to-date mobile office solution;
- Promote criminal and intelligence analysis research and development;
- Miscellaneous activities enabling Europol to stay abreast of developments and to assist the Member States in their activities related to emerging operational initiatives;
- Operational Analysis and Reports: to provide operational intelligence analysis to Member States' live investigations, supported in the framework of the AWFs, covering all highly prioritised serious crime areas EU-wide, including support to Comprehensive, Operational, Strategic Planning for the Police (COSPOL) projects, Joint Customs Operations, Joint Investigation Teams (JITs) and regional initiatives. New AWFs may be launched to address other emerging crime trends, in principle based on the findings of the OCTA 2009, if requested by the Member States in co-operation with Europol after comprehensive feasibility studies. The foreseen AWFs in 2010 are at the minimum focussing on the following crime trends and related criminal offences:
  - o Organised Crime Groups & Cyber Crime;
  - o Drugs Trafficking;
  - o Illegal Immigration, Trafficking in Human Beings (THB) & Child Sexual Exploitation;
  - o Financial crime, property crime & intellectual property crime;
  - o Terrorism;
  - o Euro counterfeiting and payment card fraud.

6.3 Goal 3: Strategic Analysis

6.3.1 Objective 3.1: Lead by example in the EU Law Enforcement Community by embedding the principles of Intelligence-Led Law Enforcement in Europol's decision-making processes

The meaning of this objective is that Europol should update its planning methodology to recognise more formally the principle of intelligence-led law enforcement. The exact proposals are under development and will be discussed with the Member States later in 2009. Part of the solution could be to use the expert fora in different crime areas to develop action plans to respond to the crime trends highlighted in the Council Conclusions based on the OCTA. The role of the Police Chiefs' Task Force (PCTF) and the COSPOL projects will also be considered in this context.

Naturally, this objective can only be successful if the operational and strategic products are of a sufficiently high quality, so the products listed under 5.2.1 above and 5.3.2 below will support this objective as well.

Furthermore, the objective cannot be achieved by Europol alone but will require the active participation of the Member States.

6.3.2 Objective 3.2: Maximise the quality, relevance and timeliness of strategic products, including the OCTA, TE-SAT and thematic threat assessments and situation reports

Products and Services:
- EU Organised Crime Threat Assessment (OCTA);
- EU Terrorism Situation and Trend Report (TE-SAT);

- Thematic threat assessments, regional threat assessments[7] and intelligence assessments:
  o Update of the initial Europol threat assessment on Ethnic Albanian Crime Groups (EACGs) (Project Copper);
  o Thematic intelligence assessment report on Outlaw Motor Cycle Gang (OMCG) Violence (Project Monitor);
  o Baseline intelligence assessment report on OMCG Threat (Project Monitor);
  o East European Organised Crime (EEOC) threat assessment / strategic situation report (Project EEOC);
  o Threat Assessment on Cyber Crime;
  o Illegal Immigration intelligence assessment on Marriage of Convenience;
  o Illegal Immigration intelligence assessment on China, Vietnam or another critical areas identified;
  o THB intelligence assessment on Central Asia;
  o THB intelligence assessment on the Middle East and North Africa Region
  o Industrial Product Piracy Assessment;
  o Motor Vehicle Crime Assessment;
  o Situation report into the Criminal Funding of Terrorism[8]
  o Threat Assessment on extremist/terrorist attacks and activities;
  o Threat and Risk Assessment for Council Summit Meetings;
  o Threat Assessment supporting major sporting events in the EU and other major international events;
  o Threat and risk assessments for countries who are introducing the Euro;
  o Miscellaneous activities enabling Europol to stay abreast of developments and to assist the Member States in their activities related to emerging initiatives in the field of High Tech Crime

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[7] Based on the Council Conclusions based on the OCTA 2009, the need for further regional threat assessments might arise.

[8] A first such report has already been finalised. The need to repeat the exercise will be reviewed on a regular basis.

- Strategic reports:
  - OMCG strategic report (Project Monitor);
  - OMCG influential membership strategic report (Project Monitor);
  - Expert strategic reports focusing on issues in the field of drugs;
  - Reporting on new psychoactive substances in association with the European Monitoring Centre for Drugs and Drug Addiction (EMCDDA);
  - Annual Situation Report on Illicit Trafficking in Nuclear and Radiological Substances;
  - Annual Situation Report on Illegal Trafficking in Arms and Ammunition;
  - Bi-annual Situation Reports on Euro Counterfeiting;
  - Strategic Reports on Organised Crime Groups;
  - Strategic Reports on types of crime and on key Organised Crime features;
- Intelligence bulletins:
  - Illegal Immigration bi-monthly Bulletins;
  - THB and Child Abuse bi-monthly bulletins;
  - CT Monthly (counter-terrorism bulletin);
  - Monthly Counter-Proliferation Bulletin;
  - Animal Rights Extremism Quarterly;
  - Counterfeit Currency News;
- Other strategic products:
  - Dialogue on Mediterranean Transit Migration (MTM) "I-Map" (a web-based interactive tool with restricted access) presenting risks and threats faced by partner states, notably on organised crime activities linked to migration and/or border control-related issues;
  - Special briefing papers on terrorist incidents;
  - Glossary of Terrorist Organisations: tailored reports on terrorist organisations describing their structure, modus operandi etc.;
  - Payment Card Fraud Report.

6.4   Goal 4: Operational Support

6.4.1 Objective 4.1: Provide enhanced operational support to Member States and partners

In the pursuit of this objective there should be a particular focus on offering added value to Member States' JITs.

Products and Services:

- Hi-Tech Forensic Support to AWFs: operational support delivering expertise to support AWFs and Member States' requests;
- Cocaine Logo System (incorporating Catalogue & CD-ROM);
- Ecstasy Logo System (incorporating Catalogue & CD-ROM);
- Europol Illicit Laboratory Comparison System (EILCS) incorporating the Europol Synthetic Drug Production Equipment Catalogue (ESDEC) (Project Synergy);
- Facilitation and support to the European Joint Unit on Precursors (EJUP) (Project Synergy);
- On-the-spot technical and analytical support in dismantling and investigating illicit synthetic drug facilities (Project Synergy);
- Support to the European Drug Profiling System (EDPS);
- Europol Asset Seizure Centre (facilitating cross-border criminal asset identification or recovery requests);
- First Response Network of Europol and Member States' Experts to provide support to a Member State affected by an terrorist attack;
- Early warning messages on Euro counterfeiting and non-cash payment fraud
- Technical and Evaluation Reports on counterfeit Euro banknotes and coins;
- Implementation of a European Monitoring Centre for currency counterfeiting at Europol;
- Provision of operational subsidies to support Member States' Euro counterfeiting investigations;
- Ad Hoc reports on Euro counterfeiting for judicial authorities;

- Technical Support on dismantled print-shops;

- Counterfeit Currency Image System / Pay Safe project and database;

- Provision of swift and relevant information on equipment being used by counterfeiters, including technical investigations carried out on request;

- Technical Analysis reports for counterfeit plastic payment cards;

- Technical Analysis overview of skimming devices;

- Mobile toolkit to support investigations in payment card fraud;

- Availability of Europol personnel to testify in court.

6.4.2 Objective 4.2: Pursue knowledge sharing and capacity building initiatives to build Europol's reputation as a "Centre of Excellence"

Products and services:

- Knowledge products and services:
  - Manual on the identification of ethnic Albanian individuals (Project Copper);
  - Good Practice Report (Project Monitor);
  - CD-ROM on Witness Protection legislation and regulations within the EU and relevant Third States;
  - CD-ROM to provide expertise and best practice to Member States concerning controlled deliveries;
  - EU Manual on best practices on the Use of Informants;
  - CD-ROM on training and best practices issues for investigation officers dealing with informants;
  - CD-ROM on cross border surveillance;
  - JIT Manual for Member States' JIT experts (law enforcement and judicial authorities), produced jointly with Eurojust;
  - Financial Crime Information Centre (FCIC) (including asset recovery section for members of the Camden Assets Recovery Inter-Agency Network (CARIN));

- o European Union Vehicle Identification Database (EUVID);
- o DOCIS-Europol (database to centralise Knowledge and best practice related to the identification of ID, travel and other documents);
- o Europol version of German "RAKK" database (to identify the country and region in which vehicle licence plates were issued);
- o Training manual on combating non-cash payment fraud;
- o Management, administration of content up-grade and support to the users of the Automated Translation System SYSTRAN;
- o European Law Enforcement Dictionary;
- o Crime Scene Website to support the exchange of methods and best practices in forensic expertise with regard to crime scenes;
- o Guidelines for a Memorandum of Understanding in covert human intelligence matters;
- o Knowledge Management Centre (KMC):
  - ▪ Gathering, registration and updating of uncommon areas of investigative expertise in the KMC database;
  - ▪ Providing of search facility for Member States to find relevant experts, to learn from each other and prevent duplication of efforts;
- o Miscellaneous activities enabling Europol to stay abreast of developments and to assist the Member States in their activities related to emerging initiatives in the field of High Tech Crime
- Capacity building:
  - o Composition, presentation and continuous updating of the Europol Training Module and case studies;
  - o Cyber Crime training packages: Ad hoc training in internet and forensic investigations as result of the working group on training harmonisation established at Europol;
  - o Courses under the umbrella of **S**pecialised **L**aw **E**nforcement **T**echniques (SPLET) project such as the informants handler course, witness protection seminars on best practice, and others;

- o Training course on the dismantling of illicit synthetic drugs laboratories;

- o Support to European Police College (CEPOL) training courses on drugs and JITs;

- o Europol Annual Training Combating the Sexual Exploitation of Children on the Internet;

- o Preparation of minimum standards for the investigation of terrorist financing

- o Training on currency counterfeiting and on the use of specific tools in detecting counterfeit money;

- o Tactical and technical training on currency counterfeiting and Euro recognition;

- o Training course in Operational Integrated Analysis through the train the trainer concept;

- o Training course on Strategic Intelligence Analysis;

- o Training course on Financial Crime Intelligence Analysis;

- o Support and implement, as permanent Co-Chair and Secretariat, the development and activities of the European Explosive Ordnance Disposal Units Network (EEODN)[9]

- Policy guidance:
  - o Expert support to regional and international policy making and other strategic seminars;
  - o Secretariat of CARIN;
  - o Working Group at European level on 'Issues and further procedures related to the Monitoring of Internet Communications';
  - o EU Network on Advisory Teams (EuNAT);

- Conferences and meetings:
  - o Euro Conference 2010;
  - o Working group on "Issues and further procedures related to the Monitoring of Internet Communication" at European level;
  - o Working Group on the technical Analysis of skimming devices;
  - o 6th JIT expert meeting, organised jointly with Eurojust.

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[9] As foreseen in the "EU Action Plan on Enhancing the Security of Explosives", Brussels, 11 April 2008, File Number 8311/08

6.5   Cross-Cutting Issues

6.5.1 Objective 5.1: Complete the transition to the new legal framework in compliance with the new staff regulations

The Council Decision established the European Police Office is expected to enter into force on 1 January 2010. This means that the objectives of the current ECD Programme, which focuses on preparing Europol for the changes ahead, will mostly have been achieved by then.

The focus of this objective in the Work Programme 2010 will therefore be to ensure compliance with the Staff Regulations of Officials and Conditions of Employment of other servants of the European Community, which will apply to Europol for the first time, to introduce the necessary implementing rules and to perform the new functions associated with the new framework as efficiently and effectively as possible. At the same time, it will be necessary to maintain the necessary structures to continue applying the old staff regulations until such time as these become obsolete.

6.5.2 Objective 5.2: Complete the move into the new headquarters in a timely manner and with minimum disruption to service delivery

This objective reflects the objectives of the New Headquarters Programme:

- Ensure Europol has a new headquarters that meets all current spatial, functional and technical requirements for all the building requirements for the next 20 years;
- Ensure a safe, secure, pleasant and efficient working environment for all users of the new headquarters;
- Create a working environment that is supported by improved policies, plans and services to ensure a mechanism for efficient management of the new headquarters.

The current schedule indicates that the New Headquarters is to be finalized in September 2010, at which point the transfer of staff and functions should commence. There will therefore be a significant commitment of resources to the move throughout 2010.

6.5.3 Objective 5.3: Develop more effective horizontal cooperation with the relevant EU agencies and bodies and with relevant international organisations

The EU Agencies with which Europol will attempt to develop and enhance cooperation will include Eurojust, Frontex, CEPOL, EMCDDA, the EU Joint Situation Centre (SitCen), the European Anti-Fraud Office (OLAF) and the EU Police Missions.

The primary international organisations with which Europol will seek to enhance cooperation will be INTERPOL, the United Nations Office on Drugs and Crime (UNODC) and the World Customs Organisation

The guiding principles of Europol's interaction with these bodies, and with Interpol, will be to ensure that products and services complement each other and to avoid duplication, but also gaps in service provision.

Products and services:
- Analytical and expert support to regional initiatives such as the Maritime Analysis and Operational Centre - Narcotics (MAOC-N) and the Coordination Centre for the Fight against Drugs in the Mediterranean Area (CeCLAD-M);
- The political debate about the relationship between Europol and the SECI Centre could result in a decision to task Europol to support the analytical activities of the SECI Centre. The outcome that such a decision would hope to achieve would be twofold: in the short term an increase in the operational cooperation between Europol and the non-EU members of SECI, and in the longer term a tangible assistance to the efforts of those states to achieve EU (Europol) membership by bringing them closer to the organisation. The decision aims also at preventing the overlapping of activities and analytical capacities at Europol and at the SECI Centre.[10]

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[10] The implementation of this proposal is subject to the approval by the Council of the proposal outlined in the "draft Roadmap for the development of relations between Europol and the SECI Centre / SELC" (doc. 14305/2/08 - JAI 538 REV2) and to the outcome of the MB discussion under item 10B of the MB agenda (03-04 February 2009 MB meeting).

6.5.4 Objective 5.4: Implement organisational improvements, as identified via Europol's Quality Management System and the self-assessment to be conducted at the end of 2009

In 2009 Europol will begin implementation of its Quality Management System (QMS) by focusing on certain key processes. In 2010, this approach will be extended to other processes throughout the Organisation. Meanwhile, the work on the first key processes in 2009 is expected to identify areas for improvement. It is therefore planned to implement these improvements in 2010.

Following the self-assessment which was conducted in the first half of 2008, the Europol Improvement Programme (EIP) has been launched. This Programme consists of ten improvement projects which should be concluded by the end of 2009. Any remaining or ongoing actions will be handed back to the responsible Units.

Europol then intends to conduct a second self-assessment at the end of 2009. This self-assessment should again generate a plan of action for organisational improvements, for which resources in 2010 are foreseen under this Work Programme objective.

Meanwhile, one important ongoing improvement initiative will be to provide a strategic and operational business continuity framework and assist in resolving business issues related to recovery planning and recovery plan development, in order to increase resilience to disruption, interruption or loss of business processes.

Work will also progress in terms of the implementation and coordination of business planning and performance management throughout the Organisation.

6.5.5 Objective 5.5: Recruit, retain and develop Europol's workforce in keeping with the Vision & Values

The current Human Resource (HR) Strategy, which includes 2010, provides three strategic goals:

- Attract and recruit staff with the right competencies;

- Optimise the workforce;

- Develop competencies and reinforce psychological contract.

6.5.6 Objective 5.6: Improve awareness and acceptance of Europol's products and services, particularly within the Law Enforcement community

This objective focuses on communication with the competent law enforcement authorities in the current Member States and third partners, as well as with the EU bodies and EU agencies, in particular in the field of Justice and Home Affairs.

Cooperation with law enforcement authorities in the Member States and the respective EU partners is crucial for the organisation: strengthening the communication in this area, by better promoting awareness of Europol, should lead to increased usage of the Organisation's products and services, and therewith contribute to more operational cooperation.

An important factor in fulfilling this objective will be achieved through the implementation of the corporate communication strategy (including improvements to the Europol website) as well as the continuation of the relevant activities launched as part of the EIP (in particular the "relationship with law enforcement communities" project). Continued participation in CEPOL training activities will also support the achievement of this objective.

6.5.7 Objective 5.7: Optimise cooperation with Third States and partner organisations in accordance with the operational needs and EU priorities as reflected in the Europol External Strategy

- Negotiation and effective implementation of new cooperation agreements with third states, when requested by the Member States and when data protection considerations allow, and with a particular focus on the Western Balkans[11];
- Logistic implementation of cooperation agreements with third states and international organisations (secure communication links, liaison bureaux, etc.);
- Facilitation of the exchange of data between Europol and third states and partners;
- Input of data received from third states and partners into the IS in compliance with relevant legislation and internal procedures;
- Security inspection visits to third parties in order to verify security measures applied to protect classified information;
- Direct support to the SECI Centre (future SELEC) by facilitating analysis activities (see also Section 0 above).

6.5.8 Objective 5.8: Optimise and execute financial management processes in compliance with the new financial regulations

The Council Decision established the European Police Office is expected to enter into force on 1 January 2010. This means that the objectives of the current ECD Programme, which focuses on preparing Europol for the changes ahead, will mostly have been achieved by then. The focus of this objective will therefore be to ensure compliance with all newly applicable financial regulations and guidelines including the principle of sound financial management as defined in chapter 4.1.

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[11] The conclusion of operational cooperation agreements with a number of third states is foreseen in the External Strategy of Europol 2006-2008, File n°3710-241r3, which was approved by the Management Board on 27 October 2006. The MB then agreed on 24-25 September 2008 to extend the current External Strategy until the end of 2009. Therefore, in 2010, the likely priorities will be the implementation of newly finalised agreements and, if necessary, the conclusion of agreements still under negotiation.

Sound financial management also means that SMART objectives shall be set for all sectors of activity covered by the budget and that the achievement of those objectives shall be monitored by performance indicators for each activity. This means that Europol's efforts to embed performance management more fully in its management processes, as required in the Strategy for Europol, will also support this objective.

6.5.9 Objective 5.9: Optimise monitoring of resource allocation in relation to objectives

A budget classified by activity makes priority-setting more result-oriented and facilitates the allocation of human and financial resources in accordance with the priorities that are adopted. The implementation of the principles of economy, efficiency and effectiveness, collectively known as the principle of sound financial management, can only be assessed accurately when inputs (resource allocation) can be measured in relation to outputs (activities).

6.5.10 Objective 5.10: Improve value for money in Europol's service delivery

An EU Agency is expected to provide value to the EU citizen. However, Europol does not provide a service to EU citizens directly. Instead, it provides products and services which support and assist law enforcement agencies in the Member States, thereby making them more effective in their respective missions. Therefore, perception of value for money can be measured via the end users of Europol's products and services, namely law enforcement officials throughout the EU.

ANNEX A – OBJECTIVES, KEY PERFORMANCE INDICATORS AND ALLOCATION OF RESOURCES

Number	Objective	Links to *The Strategy for Europol*	Key Performance Indicators (KPIs)	Human Resource Allocation[12]	Budget Allocation (€)[13]
1.1	Provide the appropriate technical solutions for information exchange and storage, including the further improvement of the IS and SIENA and specialised solutions when necessary	Goal 1 (sharing of information)	SIENA: a) Roll out of phase 2 completed by 31 January 2010, featuring automated cross-match, case management, support to exchanges between competent authorities following IS hits, and access to SIENA by competent authorities; b) Delivery of phase 3 (date to be specified by end 2009), including synchronous communication, and automated feeding of the Europol Analysis System (EAS), depending on business priorities; c) At least two meetings held on SIENA use and business processes with the SIENA product management forum, including business representatives from the Member States. IS: d) Roll out of IS version completed by 31 January 2010, featuring extended access to competent authorities and full compliance with ECD, including processing of fingerprints and DNA and the application of handling codes to control access; e) At least two meetings held on IS use and business processes with the IS product management forum, including business representatives from the MS.	48.6 (8.9%)	6,895,000 (8.6%)

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12 Full-Time Equivalents (FTEs); includes Contract Agent posts and operational Seconded National Experts
13 Excluding salary costs of €46,306,000 (Budget chapters 11 – "Staff in active employment" and 33 – "Seconded National Experts (Operational)")

Number	Objective	Links to *The Strategy for Europol*	Key Performance Indicators (KPIs)	Human Resource Allocation[12]	Budget Allocation (€)[13]
1.2	Implement measures to become the preferred channel of choice for information exchange within the EU and with third partners	Goal 1 (sharing of information)	IS and Information Exchange statistics: a) Cases initiated: annual increase of 7% of total number of cases initiated using InfoEx/Siena compared to 2008 b) Overall activity: annual increase of 15% of the total number of messages exchanged using InfoEx/Siena compared to 2008 c) IS content annual increase of 25% compared to projected figures for the end of 2009 d) IS searches: increase of MS searches by 25% compared to 2008 figures e) Total number of Cross-Border Crime Checks: annual increase of 25% compared to projected figures for the end of 2009 Data protection & confidentiality: f) Less than 25% of findings in data protection and confidentiality compliance reports involve serious breaches of standards of data protection, confidentiality and information security	4.8 (0.9%)	841,800 (1.1%)
2.1	Enhance analytical support to Member States and partners by improving the quality and timeliness of AWF output	Goal 2 (operational analysis)	a) Annual average increase of 0.2 points in final score of accepted AWF contributions, as measured by HENUs Working Group 3 b) Ratio of time spent per analyst on analysis pre-processing compared with analysis (target ratio to be defined during 2009) c) 60% satisfaction with analysis reports (based on feedback mechanism to be developed during 2009) d) Improvement in AWF-related operational outcomes (arrests, successful prosecutions and seizures of assets, drugs and goods, resulting from investigations in which AWFs were involved), based on measurement and reporting mechanism to be developed during 2009	117.6 (21.5%)	8,924,00 (1.1%)

Number	Objective	Links to *The Strategy for Europol*	Key Performance Indicators (KPIs)	Human Resource Allocation[12]	Budget Allocation (€)[13]
3.1	Lead by example in the EU Law Enforcement Community by embedding the principles of Intelligence-Led Law Enforcement in Europol's decision-making processes	Goal 3 (strategic analysis)	a) Structured Strategic analysis exercise (incl. Threat Assessments) integrated in Europol's planning process b) % of Europol strategic products (excluding counter-terrorism) aligned with OCTA findings	3.9 (0.7%)	190,000 (0.2%)
3.2	Maximise the quality, relevance and timeliness of strategic products, including the OCTA, TE-SAT and thematic threat assessments and situation reports	Goal 3 (strategic analysis)	a) Customer satisfaction with the OCTA should be higher than 7.3, as measured in the 2010 Client Survey b) Customer satisfaction with the TE-SAT should be higher than 7.7, as measured in the 2010 Client Survey c) Implementation of product-specific satisfaction surveys for OCTA, TE-SAT, regional and thematic threat assessments and situation reports d) Implementation of recommendations from the review following ISO 9001:2008 and ISO 15504 regarding the TE-SAT process (to be carried out in 2009) e) Achievement of process capability level "established" for the TE-SAT process (following ISO 15504 standards) in external process assessment	25.0 (4.6%)	59,300 (0.1%)
4.1	Provide enhanced operational support to Member States and partners	Goal 4 (operational support)	a) 5% annual increase in mobile office deployment b) Participate in at least 5 awareness events in the Member States regarding Europol's operational support in the framework of JITs c) Improvement in customer satisfaction with operational support as measured in 2010 client survey, against benchmark set in 2008	36.5 (6.7%)	311,050 (0.4%)

Number	Objective	Links to *The Strategy for Europol*	Key Performance Indicators (KPIs)	Human Resource Allocation[12]	Budget Allocation (€)[13]
4.2	Pursue knowledge sharing and capacity building initiatives to build Europol's reputation as a "Centre of Excellence"	Goal 4 (operational support)	a) Annual increase in number of training and "train the trainer" events b) Opinion of customers regarding Europol as a "Centre of Excellence" should be higher than 6.0, as measured in the 2010 Client Survey c) Customer satisfaction with training and knowledge products as measured in 2010 client survey, against benchmark set in 2008	30.8 (5.6%)	4,910,100 (6.1%)
5.1	Complete the transition to the new legal framework in compliance with the new staff regulations	Cross-cutting issues	a) Development and adoption of 100% of necessary implementing rules to facilitate the application and functioning of the Staff Regulations of Officials and Conditions of employment of other servants of the European Community within Europol b) Completion of 100% of internal selection processes; 100% of eligible staff offered EU contracts	15.6 (2.9%)	110,500 (0.1%)
5.2	Complete the move into the new headquarters in a timely manner and with minimum disruption to service delivery	Cross-cutting issues	a) All products to be delivered in the Stages within 2010 for the New HQ, Programme, ICT, Facilities, Building Philosophy and the Security & Safety Projects to be delivered. b) The products have to be delivered within the time Constraints of the Programme and the according to the Programme Quality Plan. All Products have to be reviewed and approved by the individual project boards and in some cases the New HQ Directorate Programme Board.	18.4 (3.4%)	10,999,600 (13.7%)

Number	Objective	Links to *The Strategy for Europol*	Key Performance Indicators (KPIs)	Human Resource Allocation[12]	Budget Allocation (€)[13]
5.3	Develop more effective horizontal cooperation with the relevant EU agencies and bodies and with relevant international organisations	Cross-cutting issues	a) Coordination with EU JHA Agencies: ii) Organise Europol/Eurojust steering committee meetings every three months as well as the appropriate follow-up working groups; iii) Cooperate with FRONTEX in 100% relevant projects; iv) Participate in 100% of CEPOL's governing board meetings. b) Cooperation with Interpol: i) Hold a minimum of 1 yearly meeting of the heads of both organisations; ii) Hold a minimum of 1 yearly meeting of heads of department; iii) Hold working-level meetings on a regular basis involving the respective experts for each crime area within Europol's mandate; iv) Implement an exchange programme with a minimum of 5 officials of each organisation per year. c) Cooperation with OLAF: i) Hold a minimum of 2 high-level meetings per year; ii) Implement an exchange programme with a minimum of 5 officials of each organisation per year. d) Participate in 100% of relevant EU inter-agency networks	13.1 (2.4%)	111,310 (0.1%)

Number	Objective	Links to *The Strategy for Europol*	Key Performance Indicators (KPIs)	Human Resource Allocation[12]	Budget Allocation (€)[13]
5.4	Implement organisational improvements, as identified via Europol's Quality Management System and the self-assessment to be conducted at the end of 2009	Cross-cutting issues	a) Certification of Quality Management System in accordance with ISO 9001:2008 by the end of 2010 b) Achievement of process capability level "established" for selected processes (following ISO 15504 standards) c) Improved results of 2010 staff survey, based on 2008 baseline d) Scores of the second self-assessment should be 20% higher on average in comparison to the 2008 assessment 2008	10.0 (1.8%)	61,750 (0.1%)
5.5	Recruit, retain and develop Europol's workforce in keeping with the Vision & Values	Cross-cutting issues	a) Average of working days lost per staff member per year should be less than 4.5% b) Ratio of vacancy rate over turnover rate should be less than 0.25 c) Vacancy rate at the end of the year should be less than 5% d) Gender: Women will occupy 40% of the total Europol posts, and 20% of the posts ranked First Officer or above e) National representation: ratio (% Europol officials / % national population) should not deviate more than 1 point from the baseline (ratio = 1) f) The number of resignations 1 year or more before the end of contract should be less than 25% of the total number of resignations	16.6 (3.0%)	1,583,000 (2.0%)
5.6	Improve awareness and acceptance of Europol's products and services, particularly within the Law Enforcement community	Cross-cutting issues	a) 10 % annual increase in articles about Europol in law enforcement publications b) 10% annual increase in media requests received c) Customer loyalty should be higher than 8.3, as measured in the 2010 Client Survey	7.2 (1.3%)	152,750 (0.2%)

Number	Objective	Links to *The Strategy for Europol*	Key Performance Indicators (KPIs)	Human Resource Allocation[12]	Budget Allocation (€)[13]
5.7	Optimise cooperation with Third States and partner organisations in accordance with the operational needs and EU priorities as reflected in the Europol External Strategy	Cross-cutting issues	a) The number of messages exchanged with third parties with an operational cooperation agreement should increase by 25% per year b) The involvement of Europol's Liaison Officers in Member States' investigations should continue to increase annually c) Conclusion of operational cooperation agreements with Western Balkan states by the end of 2010 (subject to their compliance with Europol data protection requirements) d) 60% of cooperation partners should have table of equivalence, established point of contact, secure link, and association to at least one AWF	10.6 (1.9%)	166,350 (0.2%)
5.8	Optimise and execute financial management processes in compliance with the new financial regulations	Cross-cutting issues	a) Successful consolidation of initiatives taken in 2009: complete review and update of all financial processes, finalisation of legal framework for financial management (Financial Regulation with Implementing Rules, Management Board and Director's Decisions on policies, development of manuals and guidelines), full implementation of the ABAC System (contract database included) and accrual based accounting b) Establishment of a new financial and budget reporting framework c) Number of negative findings of COM IAS, European Court of Auditors and Internal Auditor – benchmarks to be established in 2010	9.5 (1.7%)	81,750 (0.1%)
5.9	Optimise monitoring of resource allocation in relation to objectives	Cross-cutting issues	a) Budget implementation rate of at least 95% b) Implementation of a resource management system throughout the organisation c) Implementation of activity-based budgeting and management	3.2 (0.6%)	0 (0%)

Number	Objective	Links to *The Strategy for Europol*	Key Performance Indicators (KPIs)	Human Resource Allocation[12]	Budget Allocation (€)[13]
5.10	Improve value for money in Europol's service delivery	Cross-cutting issues	a) Assessment of value for money by end users of Europol's products and services, as measured in the 2010 Client Survey	4.7 (0.9%)	30,500 (0.04%)
			Directorate:	14 (2.6%)	134,000 (0.2%)
			ICT infrastructure and operations:	25.6 (4.7%)	110,000 (0.1%)
			Facilities management:	10 (1.8%)	1,482,450 (1.9%)
			Security:	37 (6.8%)	244,000 (0.3%)
			Other ongoing management and support activities:	83.7 (15.3%)	4,394,540 (5.5%)
			Sub-Total	546	33,762,150 (42.2%)
			Salary costs[14]:	N/A	46,306,000 (57.8%)
			TOTAL:	**546**	**80,068,150**

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14 Budget chapters 11 – "Staff in active employment" and 33 – "Seconded National Experts (Operational)"

ANNEX B – OVERVIEW OF MAIN RISKS AND MITIGATING MEASURES

As part of Europol's efforts to adapt its working practices to its new legal framework, an organisational risk management system is being developed. A key component of this system will be a risk register, including risks at a variety of levels. According to the Commission risk management standards[15], the "critical" risks should be reported in the Work Programme.

The table below summarises the critical risks identified by Europol. A risk is considered critical if it can:

(a) jeopardise the realisation of major policy objectives;

(b) cause serious damage to Europol's partners (Member States, companies, citizens, etc.);

(c) result in critical intervention at political level (Council/Parliament) regarding Europol's performance;

(d) result in the infringement of laws and regulations;

(e) result in material financial loss;

(f) put the safety of Europol's staff at risk; or

(g) in any way seriously damage Europol's image and reputation.

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[15] Communication to the Commission "Towards an effective and coherent risk management in the Commission services" of 20 October 2005 (SEC2005)1327) and "Risk Management in the Commission: Implementation Guide", updated version April 2008

Mitigating measures are presented for each critical risk, following four possible response types:

1) **Avoid** the risk by changing or modifying the draft objectives;

2) **Transfer** or share the risk with a third party (insurance company, outsourcing, inter-service agreement, etc.);

3) **Reduce** the risk by more effective controls and other measures such as training, information, simplification, etc.;

4) **Accept** the risk because of cost/benefit aspects or for other reasons (for example a non-controllable internal or external risk associated with an activity that cannot be discontinued).

Risk	Objective(s) affected by Risk	Response	Mitigating Measures
MS will not share information because of lack of awareness of, or trust in, Europol's services	Objective 1.2 – Implement measures to become the preferred channel of choice for information exchange within the EU and with third partners	3 – Reduce	Cultivate greater trust though operational achievements EIP projects on "first platform", "communication" and others (see Work Programme objective 5.4) Ongoing efforts to improve communication: target right people with right messages (see Work Programme objective 5.6)
Information is not shared effectively because no common approach between MS to use IS (type of info)	Objective 1.1 – Provide the appropriate technical solutions for information exchange and storage, including the further improvement of the IS and SIENA and specialised solutions when necessary Objective 1.2 – Implement measures to become the preferred channel of choice for information exchange within the EU and with third partners	3 – Reduce	Review impact of EIP project "increase usage of IS" and propose follow up actions including further promotion of a common approach to usage of the IS, with simplified guidelines (see Work Programme objective 1.2)
Legal, financial and reputational risks because of delays in adopting most important implementing rules	Objective 5.1 – Complete the transition to the new legal framework in compliance with the new staff regulations Objective 5.8 - Optimise and execute financial management processes in compliance with the new financial regulations	3 – Reduce	Prioritise implementing rules to finalise the most urgently needed ones in time Communication to staff to provide clarity on issues causing most concern
Europol user requirements not met because of security conditions in public area surrounding new HQ are not met in time	Objective 5.2 – Complete the move into the new headquarters in a timely manner and with minimum disruption to service delivery	2 – Transfer 3 – Reduce	Host State must propose physical security arrangements to the MB (via Security Committee). MB may decide to accept alternative solutions proposed by Host State If arrangements are not judged to meet requirements, alternative and/or temporary solutions must be developed

Risk	Objective(s) affected by Risk	Response	Mitigating Measures
ICT failures - potentially affecting all networks, all core and non-core systems - resulting in loss of data and/or downtime, because of outdated hardware, power failure and/or server cooling problems	Objective 1.1 – Provide the appropriate technical solutions for information exchange and storage, including the further improvement of the IS and SIENA and specialised solutions when necessary Risk potentially affects several other objectives as well	2 – Transfer 3 – Reduce	Host State must provide solutions Further develop business continuity

ANNEX C – LIST OF ABBREVIATIONS

ABAC	Accrual Based ACcounting
AWF	Analysis Work File
CARIN	Camden Assets Recovery Inter-Agency Network
CBRN	chemical, biological, radiological and nuclear
CD-ROM	Compact Disc Read-Only Memory
CeCLAD-M	Coordination Centre for the Struggle against Drugs in the Mediterranean Area
CEPOL	*Collège Européen de Police* (European Police College)
CIRCAMP	COSPOL Internet Related Child Abusive Material Project
COSPOL	Comprehensive, Operational, Strategic Planning for the Police
CT	Counter-terrorism
CtW	Check the Web
EACG	Ethnic Albanian Crime Group
EAS	Europol Analysis System
ECD	Europol Council Decision
EDPS	European Drug Profiling System
EEA	European Environment Agency
EEOC	East European Organised Crime
EEODN	European Explosive Ordnance Disposal (Units) Network
EILCS	Europol Illicit Laboratory Comparison System
EIP	Europol Improvement Programme
EJUP	European Joint Unit on Precursors
ELO	Europol Liaison Officer
EMCDDA	European Monitoring Centre for Drugs and Drug Addiction
ESDEC	Europol Synthetic Drug Production Equipment Catalogue
EU	European Union

EUROFOUND	European Foundation for the Improvement of Living and Working Conditions
EUVID	European Union Vehicle Identification Database
FCIC	Financial Crime Information Centre
FII	Facilitated Illegal Immigration
FIU	Financial Investigation Unit
HENU	Head of Europol National Unit
HR	Human Resources
ICT	Information and Communication Technology
INTERPOL	International Criminal Police Organisation
IS	Information System
JHA	Justice and Home Affairs
JIT	Joint Investigation Team
JSB	Joint Supervisory Body
KMC	Knowledge Management Centre
MAOC-N	Maritime Analysis and Operational Centre - Narcotics
MB	Management Board
MTM	(Dialogue on) Mediterranean Transit Migration
OCTA	Organised Crime Threat Assessment
OLAF	*Office de Lutte Anti-fraude* (European Anti-Fraud Office)
OMCG	Outlaw Motor Cycle Gang
PCTF	Police Chiefs' Task Force
QMS	Quality Management System
SC	Serious Crime (Department)
SECI Centre	Southeast European Cooperative Initiative Regional Centre
SELEC	South East European Law Enforcement Centre
SIENA	Secure Information Exchange Network Application
SitCen	EU Joint Situation Centre

SMART	Specific, Measurable, Achievable, Relevant and Timed
TE-SAT	EU Terrorism Situation and Trend Report
THB	Trafficking in Human Beings
UNODC	United Nations Office on Drugs and Crime
WBOC	Western Balkans Organised Crime
WCO	World Customs Organisation

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