



**COUNCIL OF
THE EUROPEAN UNION**

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NOTE

From: Europol
To: Delegations
Subject: Europol Work Programme 2013

1. Article 37(10) (b) of the Council Decision establishing the European Police Office¹ mentions that the 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 the Europol Work Programme to the European Parliament for information.
2. The Europol Work Programme 2013 was adopted by the Management Board on 6 July 2012 and was sent by a letter from the Chair of the Management Board to the Council dated 16 July 2012.
3. The Law Enforcement Working Party 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.

¹ OJ L 121, 15.5.2009, p. 37.



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Europol Work Programme 2013

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Executive Summary

Building on the further implementation of Europol's Strategy 2010-2014 and the important advances foreseen to be made in 2012², the Work Programme 2013 demonstrates how Europol will better fulfil its mission of supporting Member States in the fight against international serious crime and terrorism in 2013. It describes the direction Europol will take over this period, allowing for sufficient flexibility to respond to emerging threats and new responsibilities stemming from initiatives within the EU. With a "zero growth" budget, and anticipating potential budget cuts in the future in view of the financial situation within the EU, Europol must implement cost and efficiency savings to achieve improvements without further growth. As a result, this Work Programme is **ambitious, yet realistic**, about further development of Europol's key capabilities in regard to operational support, information exchange, and law enforcement expertise in 2013.

As part of the objectives within **Goal 1**, Europol will focus on efficiently delivering products and services in line with operational needs as expressed by the Member States. The results of operational surveys have highlighted those services investigators in the field rank as of most value and these will be prioritised in 2013. Europol will also commit itself to providing support to, above all, operations linked to prioritised crime threats in the EU Policy Cycle and terrorism. The organisation will have an important role to play in identifying opportunities for coordinating operational action (via JITs e.g.), as well, and make funds available for supporting JITs. Several of the priorities for 2011-2013 identified in the EU Policy Cycle concern crime phenomena with a regional dimension, also outside the EU. To address this priority, Europol will engage more actively with the prioritised regions, complemented by maximising operational value from existing cooperation agreements with key partners.

² As outlined in Europol's Work Programme 2012, endorsed by the JHA Council in September 2011.

Under **Goal 2** – to develop as the **EU criminal information hub** – Europol will produce the first Serious and Organised Crime Threat Assessment (SOCTA) as the first step of the next EU Policy Cycle 2013-2017, after an evaluation of the current 2011-2013 EU Policy Cycle. The AWF concept will be refined based on initial lessons learned after one year of implementation. Europol's financial intelligence capabilities will be strengthened by linking money flows to criminal activities and following up on the identified links. Analysis and information management will further be enhanced through the continuous evolution of SIENA and the delivery of the new generation of the Europol Analysis System.

In support of **Goal 3** to expand its capabilities as an **EU centre for law enforcement expertise**, Europol will also enhance its overall crime intelligence picture of priority crime areas via strategic partnerships with the private sector, better trends and patterns identification and early warning detection. The organisation will continue to fulfil its role and maintain efforts to disrupt terrorist financing. Violent extremism will also remain on Europol's radar and support will be ensured for related EU initiatives against violent extremism and xenophobia. In response to the growing threat posed by cybercrime and the criminal misuse of the Internet, a European Cybercrime Centre will be operational at Europol as of 2013, which will become the focal point in the EU's fight against this crime phenomenon.

Goal 4 covers activities needed to ensure that Europol has the right capabilities to achieve its operational goals. Optimisation of ICT support such as electronic workflows, automation of records and improved Human Resource and Facilities management will increase efficiency. Other initiatives to reduced costs and streamline existing practices will be developed. Necessary measures will be implemented to ensure improved product and service management and the highest appropriate levels of compliance and accountability. Improved external communication via social media functionalities on the new Europol website will be considered as a measure for creating greater awareness of Europol's work throughout the EU law enforcement community. As a major milestone in Europol's development as an agency support for the preparation of a future Europol Regulation will also be delivered.

List of Abbreviations

ARO	Asset Recovery Office
AWF	Analytical Work File
CBCC	Cross Border Crime Check
CEPOL	<i>Collège européen de police</i> (European Police College)
COM	EU Commission
COSI	Standing Committee on operational cooperation on internal security
CSDP	Common Security and Defence Policy
EAS	Europol Analysis System
EEAS	European External Action Service
EC3	European Cybercrime Centre
ECA	European Court of Auditors
ECAB	Europol Criminal Assets Bureau
ECD	Europol Council Decision
ECIM	European Criminal Intelligence Model
ECTEG	European Cybercrime Training and Education Group
EDPS	European Data Protection Supervisor
EIS	Europol Information System
EMCDDA	European Monitoring Centre for Drugs and Drug Addiction
EMPACT	European Multidisciplinary Platform against Criminal Threats ³
EPE	Europol Platform for Experts
EPSI	European Performance Satisfaction Index
EU ISS	European Union Internal Security Strategy
FCIC	Financial Crime Intelligence Centre
FIU	Financial Intelligence Unit
IAS	Internal Audit Service of the Commission
ICROS	Internet Crime Reporting Online System
JHA	Justice and Home Affairs
JIT	Joint Investigation Team
KPI	Key Performance Indicator
MB	Management Board
MS	Member States
SOC(TA)	Serious Organised Crime Threat Assessment
OLAF	<i>Office européen de Lutte Anti-fraude</i> (EU Anti-Fraud Office)
SIENA	Secure Information Exchange Network Application
TFTP	Terrorist Finance Tracking Programme

³ Formerly – COSPOL.

1. Introduction

The Work Programme is Europol's annual business plan. Its purpose is to translate the organisation's Strategy into annual objectives and to provide the basis for budgetary planning. It is used to communicate the organisation's objectives to the European Union (EU) Member States and other stakeholders in a transparent and structured manner.

The Work Programme is produced in accordance with Article 37(10), which foresees that the Management Board (MB) shall adopt the Work Programme "taking into account Member States' operational requirements and budgetary and staffing implications for Europol, after the Commission has delivered an opinion" and Article 38(4) of the Europol Council Decision (ECD), in which the Work Programme is mentioned as one of the Director's responsibilities. After adoption by the MB, the document shall be submitted to the Council for endorsement. The Council shall forward the Work Programme to the European Parliament for information.

Chapter 2 summarises the methodology followed in preparing the Work Programme.

The aim of Chapter 3 is to summarise the main external factors, which have influence over Europol's planning for 2013.

Chapter 4 presents and describes the annual objectives for 2013. It also provides details regarding the allocation of resources and unit responsibilities.

Annex A provides an overview of resource allocation. A strategic risk register can be found at Annex B. Annex C gives an indication of the planned procurement activities in 2013 and Europol's organisation chart is shown at Annex D.

References to the operational activities of Europol in this document shall be read as those carried out commonly by the staff of Europol, the liaison bureaux and the national units of Member States.

2. Methodology

Based on relevant requirements⁴ and guidelines⁵, the Work Programme seeks to identify a limited number of annual objectives, aligned with the Europol Strategy 2010-2014 and structured according to SMART principles (Specific, Measurable, Achievable, Relevant, Timed).

The 23 objectives in the Preliminary Work Programme 2013 have been identified based on corporate planning for the implementation of the Strategy, taking into account the influencing factors described in chapter 3 below, the guidance received by Europol's governance bodies (HENUs, MB) and – as appropriate – feedback from key stakeholders and partners (e.g. other Justice and Home Affairs agencies).

Multi-annual Key Performance Indicators (KPIs) are used to monitor Europol's performance against each of its strategic objectives. The tables contained in chapter 4 of this document list the strategic objectives set out in the Europol Strategy 2010-2014 and the relevant strategic KPIs. Annual targets for 2013 for these KPIs will be proposed as part of the annual KPI review and communicated in the last quarter of 2012, once the relevant performance data for 2012 is available.

Similar to the way this was handled in the case of Work Programme 2012, a detailed report will be submitted to the first MB meeting in 2013, describing how Europol supports the overall implementation of the Policy Cycle and what the organisation will do specifically to contribute to the implementation of the 2013 OAPs.

⁴ “Internal Control Standards and underlying Framework, Commission of the European Communities, 16 October 2007; “Financial Regulation applicable to Europol”, Official Journal of the European Union, 2010/C 281/01, 16 October 2010.

⁵ “European union's Agencies getting results”, European Court of Auditors, Special Report no. 5, 2008.

3. Influencing Factors⁶

The Europol Strategy 2010-2014 provides the framework for the strategic development of the organisation. In addition, the following factors are relevant for the preparation of the Work Programme 2013:

- Europol's contribution to the establishment and implementation of a multi-annual EU policy cycle with regard to organised and serious international crime 2013-2017;
- The following eight priorities identified in the EU Policy Cycle 2011-2013⁷:
 - A. Weaken the capacity of organised crime groups active or based in West Africa to traffic cocaine and heroin to and within the EU,
 - B. Mitigate the role of the Western Balkans, as a key transit and storage zone for illicit commodities destined for the EU and logistical centre for organised crime groups, including Albanian-speaking organised crime groups,
 - C. Weaken the capacity of organised crime groups to facilitate illegal immigration to the EU, particularly via southern, south-eastern and eastern Europe and notably at the Greek-Turkish border and in crisis areas of the Mediterranean close to North Africa,
 - D. Reduce the production and distribution in the EU of synthetic drugs, including new psychoactive substances,
 - E. Disrupt the trafficking to the EU, particularly in container form, of illicit commodities, including cocaine, heroin, cannabis, counterfeit goods and cigarettes,

⁶ The concrete impact of some of the following initiatives on Europol's planning for 2013 is yet uncertain. Europol is nevertheless closely following the development of these initiatives and must ensure sufficient flexibility to accommodate potential consequences for the organisation in 2013 and beyond.

⁷ "Council conclusions on setting the EU's priorities for the fight against organised crime between 2011 and 2013", Council of the European Union, 1088/2/11 REV 2, JAI 313 COSI 37 ENFOPOL 148 CRIMORG 66 ENFOCUSTOM 44 PESC 598 RELEX 492, Brussels, 27 May 2011.

- F. Combat against all forms of trafficking in human beings⁸ and human smuggling by targeting the organised crime groups conducting such criminal activities in particular at the southern, south-western and south-eastern criminal hubs in the EU,
- G. Reduce the general capabilities of mobile (itinerant) organised crime groups to engage in criminal activities,
- H. Step up the fight against cybercrime and the criminal misuse of the Internet by organised crime groups;
- The proposed establishment of the **European Cybercrime Centre (EC3)**, the work of which is likely to impact on Europol's resources and activities;
 - EU-level initiatives aimed at strengthening the ties between external (**Common Security and Defence Policy**) and internal (**Freedom, Security and Justice**) security⁹, in which Europol is expected to work more closely with Common Security and Defence Policy (CSDP) police missions to 1) help promote standards and good practice for European law enforcement cooperation in countries outside the EU; 2) introduce intelligence-led policing techniques in CSDP police missions; 3) increase the volume of information exchanged with police missions in addition to current information exchange with civilian missions; 4) elaborate working mechanisms with INTCEN and police missions in developing complementary threat and risk assessments, which cover both internal and external dimensions of security. CSDP actors called for Europol to send a temporary liaison officer to CSDP police missions should there be a need¹⁰;

⁸ Taking fully into account any common actions on trafficking in human beings identified by the Directors of JHA agencies in 2011, see "Joint Statement of the Heads of the EU JHA Agencies on the occasion of the 5th EU Anti-Trafficking Day, Together Against Trafficking in Human Beings," adopted in Warsaw, 18 October 2011.

⁹ Through its formal opinion on Europol's Preliminary WP 2012, the COM encourages Europol to contribute to strengthening the ties between CSDP and FSJ (C(2011) 3968 final). The JHA Council, at its 9-10 June 2011 meeting, also called for stronger ties between the two policy areas. The EEAS has in addition made two recent publications on the subject: "CIVCOM advice on Strengthening Ties between CSDP and FSJ actors," Council of the European Union, 10596/11, COPS 231 CIVCOM 266 COSDP 513 PESC 667 JAI 350 RELEX 553 COSI 41, Brussels, 23 May 2011; "Strengthening Ties between CSDP and FSJ actors," Council of the European Union, 9930/11, PESC 569 JAI 299 COSI 32 COSDP 452, Brussels, 10 May 2011.

¹⁰ This possibility is outlined in a list of actions drafted collaboratively with all actors involved in EU external and internal security in October 2011. Upon approval, clear rules and methods of cooperation (including the use of liaison officers) will be amongst the actions to be delivered already in 2012. "Strengthening ties between CSDP and FSJ - Elements of a draft Road Map," Brussels, 17 October 2011.

- Implementation of the EU Internal Security Strategy (ISS)¹¹, including in the areas of **cybercrime and border security**, where of importance for Europol are:
 - Foreseen increased efforts to **deprive criminals of their assets**, in particular through: more third-party confiscation, extended confiscation and mutual recognition of non-conviction-based confiscation orders between Member States,
 - Any new system for the extraction of terrorist finance on EU soil;
- **FRONTEX Regulation**, which opens new opportunities for cooperation between FRONTEX and Europol, especially in regard to the exchange of personal data and EUROSUR (European external border surveillance system);
- **EU Information Management Strategy** with Europol-related action points:
 - Information exchange platform for law enforcement agencies,
 - Universal Messaging Format II (UMF II),
 - Development of a European Information Exchange Model;
- After an evaluation of the implementation of the Europol Council Decision (ECD), discussions on any legislative proposal for a **Europol Regulation**;
- The possible creation of a **European Public Prosecutor Office (EPPO)**;
- **Reform of OLAF**;
- EU approach to the use of **Passenger Name Record (PNR)** data for investigating specific crimes and criminal networks¹²;
- Establishment of an **Internal Security Fund** to facilitate the implementation of the strategic objectives of the ISS and activities agreed upon within the EU Policy Cycle;
- Establishment of working arrangements with new **European Asylum Support Office (EASO)**, **EU IT Agency** and **European Network and Information Security Agency (ENISA)**, in close collaboration with the COM;
- Creation of a European network of specialised **Chemical Biological Radiological and Nuclear** materials law enforcement units¹³;

¹¹ “Communication from the Commission to the European Parliament and the Council: The EU Internal Security Strategy in Action: Five steps towards a more secure Europe”. COM (2010) 673 of 22 November 2010.

¹² “Communication from the Commission to the European parliament, the Council, the European Economic and Social Committee and the Committee of the Regions of 20 April 2010 – Delivering an area of freedom, security and justice for Europe’s citizens - Action Plan Implementing the Stockholm Programme,” COM (2010) 171 final.

¹³ Outcome of JHA Council meeting on 9-10 June 2011.

- Europol to help coordinate the activities of "EnviCrimeNet"¹⁴ and to consider the establishment of a dedicated Focal Point for environmental crime; in addition, "EnviCrimeNet" to fully benefit from the Europol Platform for Experts¹⁵;
- Following the entry into force of the Treaty of Lisbon Europol is directly accountable to a wider group of stakeholders (e.g. European Parliament). Consequently Europol is increasing transparency and accountability about usage of the resources and the impact of its activities in the Member States, while complying with fundamental rights and, especially, maintaining a data protection regime of the highest standard.

4. Work Programme Objectives

The 23 annual objectives are structured according to the multi-annual goals and objectives in the Europol Strategy that each annual objective supports most directly. The overview table for each strategic goal lists the relevant strategic (multi-annual) objectives and associated KPI. Draft annual targets for 2013 will be communicated separately, once baseline data for the first part of 2012 is available (see chapter 2 above).

The annual Work Programme objectives highlight specific activities to be performed and milestones to be achieved in the course of 2013. Unless stated otherwise, all such objectives should be achieved by the end of 2013.

In line with the Council Conclusions on the creation and implementation of an EU Policy Cycle for organised crime, Europol should, in particular, integrate the actions developed within the Policy Cycle into its yearly planning. In principle, the Europol Strategy is robust enough to cover all relevant actions and all aspects of Europol's operational support will be put to use in implementing the Policy Cycle. Wherever possible at the time of drafting of the Work Programme, initial links have been highlighted between specific topics in the Work Programme 2013 and the eight EU priorities for 2011-2013 identified in the new EU Policy Cycle.

¹⁴ EnviCrimeNet is an informal network open to all EU MS for countering environmental crime. The network was created by Council Resolution 10291/11 from 20 May 2011.

¹⁵ Outcome of JHA Council meeting on 9-10 June 2011.

4.1. Goal 1: Europol will function as the principal EU support centre for law enforcement operations

Multi-annual level (Europol Strategy 2010-2014)		Annual level (Europol Work Programme 2013)			
Strategic Objectives	Strategic KPIs	Annual Objectives	% of Total Posts ¹⁶	% of Total Budget ¹⁷	Responsible Units ¹⁸
1.1 - Ensure effective delivery of a unique set of operational support services	(i) User satisfaction with operational support provided to high profile operations/ investigations (ii) Percentage of all SIENA messages sent by MS shared with Europol (iii) Number of investigations supported by Europol (iv) Number of cross match reports delivered (v) Number of operational analysis reports delivered	1.1.1 – Deliver operational services in line with the needs of investigators on the frontline, supporting their efforts in the fight against prioritised types of crime	15.2	13.5	All O Units, C2, C3, C4
1.2 – Enhance the coordination of operational action in the EU	Number of joint Investigations, including JITs, supported by Europol ¹⁹	1.2.1 – Foster a steady increase in Joint Investigations, including via the provision of financial support to Joint Investigation Teams (JITs) as the primary means to providing operational support to cross-border operations	3.1	10.0	All O Units, G2

¹⁶ Temporary Agents, Contract Agents and operational Seconded National Experts.
¹⁷ Including salary costs.

¹⁸ See Annex D - Europol Organisational Chart.

¹⁹ As proposed by UK HENU delegation.

Multi-annual level (Europol Strategy 2010-2014)		Annual level (Europol Work Programme 2013)			
Strategic Objectives	Strategic KPIs	Annual Objectives	% of Total Posts ¹⁶	% of Total Budget ¹⁷	Responsible Units ¹⁸
1.3 – Develop more effective cooperation with external partners	Number of SIENA <i>requests</i> and <i>for information</i> messages sent by Europol to external partners ²⁰ Number of SIENA <i>requests</i> and <i>for information</i> messages sent by external partners to Europol	1.2.2 – Coordinate an increasing number of operations that address the EU priorities for 2011-2013 identified in the EU Policy Cycle			
		1.3.1 – Promote effective regional cooperation with relevant regional initiatives and key non-EU states 1.3.2 – Maximise operational added value from all cooperation agreements with external partners	2.4	4.0	All O Units, G2, G3

²⁰ The measurement of this strategic objective has been clarified in terms of measuring activity on Europol's side and external partners' side, creating an additional KPI. This addresses comments by SE in the MB meeting November-December 2011.

Annual Objective 1.1.1 – Deliver operational services in line with the needs of investigators on the frontline, supporting their efforts in the fight against prioritised types of crime

Europol will invest, above all, in those services that best attend to the immediate needs of MS investigators for responsive, tangible and streamlined support. These are in particular: technical/forensic support and expertise, analytical reports, operational coordination possibilities at Europol HQ, financial assistance, which are repeatedly reported to be of most value to investigators.²¹

Building on efforts in 2012 to become more proactive in initiating investigations, Europol will work in 2013 towards an increase in the number of operations coordinated at its HQ from cases identified jointly with ENUs and which directly address the eight priorities identified in the EU Policy Cycle. This will be complemented with a corresponding increase in mobile office deployments for those cases where Europol on-the-spot support is needed.

After the Operational Centre is developed further as part of the implementation of the new AWF concept in 2012, MS will be able to make full use of its strengthened Information Handling and Monitoring components. Once improved data handling and arrangements for trends and patterns detection are in place, Europol should see a substantial increase in the volume of processed data. This will be a demonstration of the organisation's commitment to offering in 2013 a better-than-ever data processing capacity, as well as maximised operational value of information held at Europol, both of which will strengthen the quality of analytical reports.

²¹ User satisfaction with Europol's support was last measured in June 2011 and is (on a scale from 1 to 10): 9.1 for technical/forensic support and expertise, 8.8 for analytical reports (cross-match or full), 8.1 for the use of Europol facilities and 8.0 for financial support. This exceeded the targets for that period.

Annual Objective 1.2.1 – Foster a steady increase in Joint Investigations, including via the provision of financial support to Joint Investigation Teams (JITs) as the primary means to providing operational support to cross-border operations

Europol has an important role in identifying opportunities for coordinating operational action in the EU, through joint investigation activities including, but not exclusively limited to, JITs.

Addressing the increasing trend in number of JITs (with Europol participation), Europol will seek to develop its role as a default partner with MS for the purposes of supporting the coordination of JIT activities. Maintaining a comprehensive picture of cross-border crime across the EU, Europol is in a privileged position to also recommend the initiation of more investigations in priority crime areas, while ensuring close cooperation with the JIT Secretariat established at Eurojust in 2011. In addition, pending a budgetary discussion at EU level in the course of 2012, there may be additional funds made available for financial support to JITs. Europol will remain flexible in light of related developments and particularly, in relation to legislative proposals for a Europol Regulation and the possible creation of a European Public Prosecutor's Office (EPPO), the work of which is likely to impact on the JITs framework and Europol's role respectively.

Annual Objective 1.2.2 – Coordinate an increasing number of operations that address the EU priorities for 2011-2013 identified in the EU Policy Cycle

2013 will be the last year of the initial EU Policy Cycle for organised crime. The strategic goals identified in 2011, which translate the eight crime priorities for 2011-2013 identified in the EU Policy Cycle into multiannual ambitions, will be converted into annual operational action plans for 2013 at the beginning of that year.

Within that framework, Europol will ensure that focus lies on supporting operations linked to prioritised crime threats. All operations resulting from the implementation of 2013 EU operational action plans will thus receive Europol's full commitment and operational support (analysis, facilities to host the operation, etc), including such operations that weaken "facilitators" to organised crime activities (e.g. corruption).

In response to a EU-wide demand for disrupting the trafficking of illicit goods via container shipments, Europol will seek support from Customs Administrations in the MS via the HENUs, and in consultation with the European Commission, OLAF, the Customs Cooperation Working Party, address this phenomenon. By tailoring services to the needs of the customs community and by offering support to customs operations, Europol will facilitate the involvement of customs in the EU Policy Cycle.

Annual Objective 1.3.1 – Promote effective regional cooperation with relevant regional initiatives and key non-EU states

Several of the priorities for 2011-2013 identified in the EU Policy Cycle concern crime phenomena with a regional dimension. This signals a necessary increase in Europol's regional focus in, amongst others, West Africa, the Western Balkans, the Mediterranean and North Africa. In order to align its operational activities and cooperation efforts even better with the regional priorities, Europol will ensure that it engages more with the prioritised regions. Closer institutional collaboration with MAOC-N, Ceclad and the BSTF will take place. This will be reinforced by the deployment of SIENA in the regional platforms (MAOC-N, Ceclad), supported by an increased data processing capacity. The further development of these or other regional platforms, with the support of Europol, may be necessary in order to enhance the operational capabilities of Member States to implement the objectives of strategic priorities under the EU Policy Cycle. Particular attention will also be given to relationships with the Western Balkan countries; the aim is to upgrade the strategic cooperation agreements with them to operational cooperation agreements in 2013.

Focusing on some of the priority regions will entail more Europol activity abroad. This offers an opportunity to work more closely with Common Security and Defence Policy (CSDP) police missions and potentially send Europol LOs²² to police missions and EU delegations in regions of interest.

²² This possibility is outlined in a list of actions drafted collaboratively with all actors involved in EU external and internal security in October 2011. Upon approval, clear rules and methods of cooperation (including the use of liaison officers) will be amongst the actions to be delivered already in 2012. "Strengthening ties between CSDP and FSJ - Elements of a draft Road Map," Brussels, 17 October 2011.

These developments will certainly not come at the expense of developing Europol's operational support from an EU regional perspective, as also in 2013 Europol will be offering services tailored to agreed priority requirements from within the EU.

Annual Objective 1.3.2 – Maximise operational added value from all cooperation agreements with external partners

Conclusion of agreements in 2011 and 2012 (with Russia for instance) will result in an additional influx of data from cooperation partners, strengthening Europol's intelligence and knowledge capacities, which in turn will ensure maximal operational value in 2013.

Europol will fully benefit from updated working arrangements with Eurojust and FRONTEX. Improved cooperation mechanisms with Eurojust will be established in order to allow for an increase in the coordination of cross-border investigations within the EU and with third countries. The new reality of FRONTEX being able to process personal data and its role within the European external border surveillance system (EUROSUR) will also be taken into account, ensuring synergies for a joint role (including coordinated participation in joint operations) of Europol and FRONTEX in weakening the capacity of organised crime groups to facilitate illegal immigration to the EU.

In the drugs domain, Europol will improve its working processes with the EMCDDA and build on the existing cooperation agreement with common items from the EU Drug Strategy and Drug Action Plan (2013-2017). Joint Europol-EMCDDA publications that place drug crime within the larger context of organised crime will continue to be produced.

Collaboration with the US and Interpol as key partners will continue, focusing on terrorist financing (which will be the main area of cooperation with the US) and cybercrime (where involvement will be sought with both US and Interpol). Also maritime piracy will be of importance in the cooperation with Interpol.

Building on an earlier proposal for partnership, more effort will also be dedicated to pursuing cooperation with the European Crime Prevention Network (EUCPN) as a key source of crime prevention techniques in the EU. The aim will be for Europol, as appropriate and within the scope of its mandate, to support the dissemination of qualitative knowledge on crime prevention within the network, thus contributing to the development of various aspects of crime prevention by crime prevention communities, in respect of the strategic priorities of the EU.

In addition, Europol will ensure it engages with the EU Informal Network on the Administrative Approach and supports the network in identifying new examples of best practice to include in the EU Handbook on complementary approaches to tackle organised crime.

4.2. Goal 2: Europol will become the EU criminal information hub

Multi-annual level (Europol Strategy 2010-2014)		Annual level (Europol Work Programme 2013)			
Strategic Objectives	Strategic KPIs	Annual Objectives	% of total posts	% of total budget	Responsible Units
2.1 - Lead the further development of a European Criminal Intelligence Model and promote its principles with national and EU authorities	% of Europol actions defined in the Operational Action Plans (OAPs, EU Policy Cycle) implemented by Europol	2.1.1 – Actively contribute to coordinated preparations and timely launch of the four year EU Policy Cycle 2013-2017 for organised crime	1.4	3.2	O1, O2, G2
2.2 – Improve the analysis capability of Europol	User satisfaction with analytical reports provided to high profile operations/ investigations	2.2.1 – Optimise the operational impact of the new AWF concept	14.6	4.4	All O Units, C1, C2, C3, C4
		2.2.2 – Strengthen Europol’s financial intelligence capabilities, linking money flows to criminal activities and following up on the identified links			
		2.2.3 – Deliver the new generation of the Europol Analysis System (EAS)			

Multi-annual level (Europol Strategy 2010-2014)		Annual level (Europol Work Programme 2013)			
Strategic Objectives	Strategic KPIs	Annual Objectives	% of total posts	% of total budget	Responsible Units
2.3 – Strengthen the information management capabilities of Europol	(i) Number of SIENA cases initiated ²³ (ii) Number of SIENA messages received ²⁴ (iii) Number of EIS searches by MS (iv) Number of cross border crime checks (CBCC) in the EIS ²⁵ (v) Number of criminal information data objects in the EIS	2.3.1 - Further develop SIENA with user-need driven functionalities that reinforce it as the primary communication channel between Member States and Europol	4.4	5.0	All O Units, C2, C3, C4
		2.3.2 - Improve interoperability between the data processing systems of Europol, Member States, Interpol and EU-related bodies			

²³ The sum of all cases created in SIENA by MS, Europol and TP.

²⁴ The sum of all messages received by Europol, MS and TP of request type: Requests, Swedish initiative requests and For Information received in SIENA.

²⁵ The sum of monthly triggered Cross Boarder Crime Checks during respective quarter.

Annual Objective 2.1.1 – Actively contribute to coordinated preparations and timely launch of the four year EU Policy Cycle 2013-2017 for organised crime

In 2013 Europol will deliver the first Serious and Organised Crime Threat Assessment (SOCTA), which forms the starting point for the first fully-fledged EU Policy Cycle for organised crime for the period 2013-2017. As appropriate, Europol will also support necessary follow-up work (i.e. drafting executive summary of the SOCTA including conclusions and a list of recommended crime priorities, elaborating methodology for an interim EU assessment, setting Council priorities, developing Multi-annual Strategic Plans, converting each Multi-annual Strategic Plan into an Annual Operational Plan)²⁶, and certainly play a role in the evaluation of the first Policy Cycle 2011-2013. Above all, Europol will remain an active contributor to the development of annual Operational Action Plans for the implementation of priorities and – in addition – ensure coordination amongst all MS and agencies involved via the EMPACT²⁷ Support Unit.

Successful implementation of the Policy Cycle will depend to a large extent on Member States' commitment and resources. It will, therefore, be essential that, wherever relevant, Europol raises awareness about the process and facilitates MS cooperation with all key stakeholders, including their EMPACT project stakeholders and/or Head of Europol National Unit (HENU).

²⁶ These are all the tasks allocated to Europol for 2013 in the EU Policy Cycle roadmap. “Council Conclusions on the creation and implementation of a EU policy cycle for organised and serious international crime”, Council of the European Union, 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94, Brussels, 25 October 2010.

²⁷ Formerly – COSPOL.

Annual Objective 2.2.1 – Optimise the operational impact of the new AWF concept

One year after the official launch of the new AWF concept in 2012, tangible operational benefits will be felt as a result of storing and manipulating the entire wealth of crime intelligence at Europol's disposal in a single repository, with improved information processing and analytical resource allocation. The new AWF framework will positively impact the quality of support Europol can provide to MS in their efforts to implement actions in the OAPs of the EU Policy Cycle, as the structure will be aligned with the EU priorities for 2011-2013, through flexible Target Group arrangements. Based on this experience and lessons learned from the first year of implementation, the AWF concept will be evaluated and refined. In addition, Europol will demonstrate priority commitment to providing strategic and operational analysis needed for the implementation of 2013 Operational Action Plans.

Key changes within the process of producing Europol OC-SCAN notices on newly identified organised crime threats will guarantee also in 2013 that Europol remains equally alert to “non-policy cycle” crime developments and capable of responding to them in a timely manner, including through the use of an online collaborative environment (EPEs).

Annual Objective 2.2.2 – Strengthen Europol's financial intelligence capabilities, linking money flows to criminal activities and following up on the identified links

Mainstreaming financial intelligence for the purpose of establishing a horizontal focus across crime areas is greatly facilitated by the move to a two-AWF concept. Europol will in addition strive to achieve stronger cooperation with the MS in this area through making greater use of the sources, expertise and capacity of their Financial Intelligence Units.

In 2013, final preparations will be underway for the formal integration of the FIU.NET Bureau into Europol. In order to realise the full potential of operational synergies between Europol and FIUs, the network facilitating information exchange between FIUs (FIU.NET) will be replaced by SIENA and the services of the FIU.NET Bureau will be fully embedded within Europol (including the staff of the FIU.NET Bureau). Remaining details around governance, data processing and FIU activities will be addressed with view to achieving more operational added value from linking general money flows to criminal activities and following up to identified links.

Annual Objective 2.2.3 – Deliver the new generation of the Europol Analysis System (EAS)

One of the key developments towards enhancing Europol's intelligence analysis tools will be the replacement of the EAS in 2013. The new platform will take into account all user requirements collected so far within the existing EAS Evolution initiative. More importantly, the new AWF concept will serve as the main source for defining and designing the EAS replacement, new processes and workflows. This will lead to an improved support to the analytical workflow at Europol by means of modern information processing tools, from the intake of information from external sources (SIENA) to the delivery of analytical products to the MS.

Annual Objective 2.3.1 - Further develop SIENA with user-need driven functionalities that reinforce it as the primary communication channel between Member States and Europol

SIENA will continue to evolve in terms of scope and functionalities. The system will be moved to confidential level, will include structured information exchange and enhanced cross-matching.

The use of structured data is in fact an important enabler for enhanced cross-matching and will in addition facilitate the insertion of information into the EIS by Third Parties and MS Competent Authorities, as well as stimulate the reusability of data within messages and insertion into national databases.

Cross-matching will serve to enrich information in SIENA by doing both automatic and manual cross-matches with EIS, AWFs, IxF, EPE. This will consist of the following aspects: cross-match engine (matching data from various systems), entering structured data in SIENA in a user-friendly way and a feature enabling the display of notifications on matches in SIENA.

A key ambition for SIENA in 2013 will be to consolidate and capitalise on all improvements, striving for a higher percentage of SIENA messages issued by MS sent or copied to Europol's Operational Centre.

Annual Objective 2.3.2 - Improve interoperability between the data processing systems of Europol, Member States, Interpol and EU-related bodies

Hand in hand with the development of SIENA in 2013, Europol will continue to drive the implementation of the next phase in the Universal Message Format (UMF) programme, whose goal is to produce a common framework for the structured cross-border information exchange between law enforcement authorities and thus promote interoperability. Its scope covers cooperation between MS law enforcement agencies through various channels, e.g. SIS, Prüm, Europol and Interpol, as well as cooperation between EU law enforcement agencies. Shorter response times, improved data quality, simplified processes, fewer technical interfaces and resource efficiency are amongst the benefits of UMF that will hopefully also encourage non-EU Schengen partners (such as Norway, Iceland, Switzerland and Lichtenstein) to participate in the framework. The same would apply to Interpol, OLAF, FRONTEX and Eurojust as key partners in law enforcement cooperation.

The planned 2013 deliverables of the second phase (UMF 2) Interoperability Coordination Programme include: a software package with the information model and technical standards to be used by the participants, a governance structure and the means by which to manage maintenance and further development.

4.3. Goal 3: Europol will expand its capabilities as an EU centre for law enforcement expertise

Multi-annual level (Europol Strategy 2010-2014)		Annual level (Europol Work Programme 2013)			
Strategic Objectives	Strategic KPIs	Annual Objectives	% of total posts	% of total budget	Responsible Units
3.1 – Pioneer new techniques to prevent and combat international serious crime and terrorism	User satisfaction ²⁸ of key knowledge products, including Europol Platform for Experts	3.1.1 – Enhance the overall crime intelligence picture maintained by Europol with input from non-law enforcement actors	0.7	2.8	O2, C2
3.2 – Strengthen the position of Europol as a platform for specialist areas	Number of expert areas covered by Europol Platform for Experts Number of active users of Europol Platform for Experts ²⁹	3.2.1 – Lead global efforts in combating euro counterfeiting	3.9	7.2	All O Units
		3.2.2 – Augment Europol’s position as a central EU platform for capacity building in the fight against violent extremism			

²⁸ User satisfaction measured via Europol User Survey or dedicated survey.

²⁹ This KPI is added to reflect the MS perceived relevance of EPE.

Multi-annual level (Europol Strategy 2010-2014)		Annual level (Europol Work Programme 2013)			
Strategic Objectives	Strategic KPIs	Annual Objectives	% of total posts	% of total budget	Responsible Units
3.3 – Provide expertise and quality training in key law enforcement techniques	Satisfaction of participants with training provided by Europol experts ³¹	3.2.3 – Establish a European Cybercrime Centre building on Europol’s strong capabilities to effectively address the growing threat posed by cybercrime and the criminal misuse of the Internet ³⁰			
		3.2.4 – Fulfil Europol’s role in the EU-US TFTP agreement, and prepare to support any future equivalent system in the EU			
		3.3.1 – In conjunction with CEPOL, develop effective and cost-efficient training in Law Enforcement Techniques for fighting prioritised types of crime	2.6	2.3	All O Units

³⁰

As pointed out in the Commission’s opinion of 7.5.2012 on Europol’s Preliminary Annual Work Programme 2013, the results of an ongoing assessment of the resource implications for the establishment of the Centre are yet unknown and not taken into account in the human and resource allocation for this objective.

³¹ This includes training organised by Europol and does not include training organised by CEPOL.

Annual Objective 3.1.1 – Enhance the overall crime intelligence picture maintained by Europol with input from non-law enforcement actors

In 2013 the outreach activities will focus on establishing long term strategic partnerships with the private sector, in accordance with Europol's legal framework (e.g. in regard to data protection) and security manual. Priority will be given to partnerships with relevant commercial entities to enable:

- identification and disruption of synthetic drug production and distribution;
- disruption of trafficking illicit commodities in container form;
- prevention and detection of cybercrime (e.g. cybercrime reporting platform with industry and academia);
- prevention and detection of environmental crime;
- identification and disruption of counterfeit medicines production and distribution.

By developing these partnerships, by making the supporting technical solutions available and by improving Open Sources management, the input from non-law enforcement actors will add great value and complete the intelligence picture in the concerned crime areas.

In the framework of the established cooperation with the private sector, Europol will consolidate its role in security-related Research and Development projects at EU level, reaffirming the organisation's commitment to innovation. To this extent Europol will continue its representation at the Security Advisory Group of the Framework Programme 7 of the European Commission to advise on the prioritisation of research topics for the Work Programme in the area of Security taking into consideration the law enforcement community's requirements.

Annual Objective 3.2.1 – Lead global efforts in combating euro counterfeiting

As the Central Office of the European Union for combating euro counterfeiting, Europol will be an active contributor in the next euro counterfeiting conference organised in 2013. The event will be aligned with the issue of the first denomination from the new series of the euro banknote.

Furthermore, a high-level conference on payment card fraud will be considered as Europol seeks to facilitate the exchange of good practice and expertise on tackling this type of crime, where the organisation's activities will continue to grow in volume and impact.

To enable Member States to carry out studies on euro counterfeiting, a ready-to-use methodology will be developed and provided to them. In addition, a counterfeit currency print shop will be operational at Europol by mid-2012, and used for training purposes in 2013. This is a unique training service at international level and continued upgrades of the equipment will be sought.

In efforts related to strengthening the protection of euro banknotes and coins, Europol will continue to partner with the European Commission's anti-fraud office (OLAF), especially in the context of the PERICLES Programme.

Europol aims to have its technical and forensic support services in the area of forgery of money and other means of payment accredited in accordance with international standards for laboratories in 2013.

Annual Objective 3.2.2 – Augment Europol's position as a central EU platform for capacity building in the fight against violent extremism

In contribution to all EU initiatives against political extremism across Europe, Europol will offer its support capabilities and tailor them to the specificities of this crime phenomenon. The open part of the Check the Web portal will be integrated into the Europol Platform for Experts, an updated training offered to First Response Network members and the CBRN Network fully integrated into the existing EEODN Network.

At the same time, Europol will consolidate its contribution to the European Commission's initiative to establish an informal radicalisation-awareness network and provide, in the framework of the Counter-terrorism taskforce established in 2011, updated indicators for violent political extremism across the EU.

These and other measures will enable Europol to help detect and prevent as early as possible any incidents of the scope and nature of the attack in Norway in July 2011.

Also in the area of counter-terrorism, Europol will in 2013 remain the preferred partner in the evolution of the Early Warning System, the aim being for it to be in use in all MS by then.

Annual Objective 3.2.3 – Establish a European Cybercrime Centre building on Europol’s strong capabilities to effectively address the growing threat posed by cybercrime and the criminal misuse of the Internet

The European Commission’s proposal to establish a new European Cybercrime Centre at Europol, which will become the driving force behind the EU’s efforts in fighting cybercrime, was endorsed by the Justice and Home Affairs Council in June 2012. The Centre, which will be operational in 2013, will pool expertise and information, support criminal investigations and promote EU-wide solutions, while raising awareness of cybercrime issues across the Union. It will ultimately serve as the European information hub on cybercrime building capacity to combat cybercrime through training, awareness raising and delivering best practice on cybercrime investigations. In addition, it will build a multidisciplinary community of experts to combat and prevent cybercrime and online child sexual abuse.

Preparatory work for the launch of the centre started already in 2012. In 2013, the focus will be on strengthening Europol’s existing analytical and forensic support, as well as operational coordination services in the cybercrime area. The work of a newly established Programme Board, acting in an advisory capacity to Europol, will also be supported.

Annual Objective 3.2.4 – Fulfil Europol’s role in the EU-US TFTP agreement, and prepare to support any future equivalent system in the EU

Taking into account the built up experience regarding Europol’s involvement in the EU-US TFTP agreement, Europol will continue fulfilling its role and maintain efforts to disrupt terrorist financing, also in the context of any new EU arrangements that are adopted in which a suitable role for Europol is agreed.

Annual Objective 3.3.1 – In conjunction with CEPOL, develop effective and cost-efficient training in Law Enforcement Techniques for fighting prioritised types of crime

In 2013 Europol will focus its efforts on the establishment of online platforms such as webinars (online seminars) to facilitate training delivery in the most cost efficient way.

Synergies and cooperation with CEPOL will be further explored. Europol will be more involved in the planning of CEPOL training courses and will continue its support to deliver them. In doing so, priority will be given to training, which is directly related to the EU's priorities and its related strategic goals for the fight against organised crime. Mutual cooperation in the production of training course curricula, Common Curricula and training manuals, especially on prioritised crime areas, as well as active collaboration in the production of e-learning modules, will also be ensured.

4.4. Goal 4: Europol will grow as a modern, efficient organisation with the best resources, effective governance arrangements and a positive reputation

Multi-annual level (Europol Strategy 2010-2014)		Annual level (Europol Work Programme 2013)			
Strategic Objectives	Strategic KPIs	Annual Objectives	% of total posts	% of total budget	Responsible Units
4.1 – Strengthen Europol’s accountability arrangements	Audit recommendations graded as critical/very important implemented by improvement measures within twelve months ³²	4.1.1 – Automate and centralise compliance and audit management	3.3	2.4	All G Units
		4.1.2 - Improve product and service management			
		4.1.3 – Prepare for the implementation of the future Europol Regulation			

³² 100 % of “critical” recommendations should be implemented within agreed timeline.

Multi-annual level (Europol Strategy 2010-2014)		Annual level (Europol Work Programme 2013)			
Strategic Objectives	Strategic KPIs	Annual Objectives	% of total posts	% of total budget	Responsible Units
4.2 – Strengthen ICT and business alignment	(i) Delivery of services and products in line with agreed SLAs ³³ (ii) Delivery of projects and programmes according to targets ³⁴	4.2.1 – Further improve ICT support services	7.6	5.5	C1, C3, C4

³³

This KPI combines availability % of core systems with Europol’s ability to handle incidents related to core systems.

³⁴

This KPI measures Europol’s capability to manage and deliver projects according to agreed objectives, budget and timeline.

Multi-annual level (Europol Strategy 2010-2014)		Annual level (Europol Work Programme 2013)			
Strategic Objectives	Strategic KPIs	Annual Objectives	% of total posts	% of total budget	Responsible Units
4.3 – Improve the management of Europol’s human and financial resources	(i) Overall level of job satisfaction (ii) Overall level of staff engagement (iii) Vacancy index at the end of the year ³⁵ (iv) Implementation rate of budget commitments (v) Implementation rate of budget payments (vi) Payment rate Carryovers ³⁶ (vii) Ratio Carryover/ Financial Accruals	4.3.1 – Implement efficiency and cost saving initiatives in the context of financial austerity across the EU	10.0	6.6	O1, G2, C5, C6
4.4 – Build a strong and positive Europol culture and image	(i) Europol user survey results on image (Image index rating) (ii) Europol user survey results on overall satisfaction	4.4.1 – Raise awareness of Europol’s added value through online communication tools targeting the law enforcement community in the MS	2.8	2.4	G4, G5

³⁵

Vacancy index = Ratio of End of year vacancy rate divided by the Rate of vacancies generated during the calendar year.

³⁶

Distinction made: carryover administrative budget and carryover operational budget, (based on European Court of Auditors).

Annual Objective 4.1.1 - Automate and centralise compliance and audit management

The alignment and coordination of all compliance management activities across the various areas (data protection, financial, information security, etc) will be ensured in 2013 by means of automation of their management, delegation to responsible entities and ongoing self-assessment. In addition, a full organisational roll-out of risk management will be undertaken, to support Europol's compliance position vis-à-vis Internal Control Standard 6 (Risk Management Process) from the list of "Internal Control Standards for Effective Management, Requirements and optional Effectiveness Guidance" of the European Commission.

The use of a dedicated tool will therefore be considered for supporting audit, compliance, risk and policy management in an integrated way.

A public access management functionality will be made available through another initiative meant to enhance Europol's transparency and accountability to all stakeholders. This will ensure the coordinated management of public access requests (internal and external coordination of replies, monitoring deadlines and responding to the requester) and will include a Europol public access Internet web-site, which will be populated (also retroactively) with public documents created by Europol.

Annual Objective 4.1.2 - Improve product and service management

Within the context of newly implemented concepts such as the AWF concept and EU Policy Cycle, Europol will in 2013 continue to improve the management of its processes, products and services. To this end product and service governance will be developed fully in line with the established process management governance at Europol.

Starting from strategic and operational priorities and the users' requirements, quality standards will be set and resources dedicated to the processes and its related products and services. Compliance with these standards, as well as the efficiency and effectiveness by which Europol delivers its products and services will be monitored by means of KPIs to facilitate better performance management.

Annual Objective 4.1.3 – Prepare for the implementation of the future Europol Regulation

The adoption of a Regulation replacing the Europol Council Decision is a key milestone in Europol's development as an organisation. Europol will assess any actions and proposals arising from the independent evaluation of the ECD, as commissioned by the Europol Management Board, and the consideration of this report by the EU, including any necessary measures that may relate to possible legislative changes. Once the official legislative proposal is available at the end of 2012, and in anticipation of the bulk of implementation work that will follow in later years, Europol will make a preliminary assessment of it and, through consultation with the Member States, undertake selected actions in order to adapt to any proposed new legal framework when necessary, with a view to maximising any operational and strategic opportunities it could offer. The efforts undertaken by Europol in this regard will be reflected in a new organisational strategy, which will also take into account the EU priorities for the fight against organised crime between 2013-2017. Whenever requested, the organisation will also provide support for the legislative process in the Council and European Parliament in the course of 2013.

Annual Objective 4.2.1 – Further improve ICT support services

During 2013, Europol will - in addition to improvements to its core systems described under Strategic Objective 2.3 above – keep on delivering timely and effective technical solutions for supporting the business needs via an ICT capability that is fully aligned with the organisational Strategy.

The ICT support initiatives that will be worked on include:

- Facilities Management System;
- HR system;
- Identity and Access Management tool;
- Network security improvements;
- Network upgrade to confidential level.

Those of them that directly apply to internal requirements of Europol (e.g. HR and Facilities Management system) will bring about automation and process efficiency.

Network upgrade to confidential level is the main initiative on the list with significant external impact for stakeholders. After preparations and stakeholder consultations in 2012, implementation will start in 2013 of confidential data processing on the Europol Law Enforcement Network.

Annual Objective 4.3.1 – Implement efficiency and cost saving initiatives in the context of the EU economic situation

Since the economic crisis has increased pressure on MS budgets and – as a consequence – on the EU’s General Budget, Europol will be proactive and try its utmost to achieve efficiency and cost savings in 2013.

The implementation of the new corporate HR Strategy will provide the framework for more efficient staffing. This will result in efficiency savings and a streamlining of the organisational structure. Furthermore, the establishment of an integrated service centre will be considered, to serve as a dedicated point of reference for all facilities and ICT matters, including specific services in the area of HR and finance. Procurement process improvements will also take place. Electronic workflows and records management will be introduced, thereby enabling Europol to move closer to a “paperless administration”. At the same time, business intelligence for management decision-making will be structured better (in a new Intranet portal), allowing for easier prioritisation and resource distribution, by making use of dashboards covering, amongst others, operational performance information, as well as resource management information.

In addition, Europol will aim to achieve cost reductions, seeking other changes that would release efficiency potential or human and financial resources. These include, but are not limited to: reducing translation spending; limiting ICT maintenance expenditure; as well as scrutinising facilities, travel, meeting and representation costs with the aim to finding saving possibilities there.

Annual Objective 4.4.1 - Raise awareness of Europol's added value through online communication tools targeting the law enforcement community in the MS

Europol's success is dependent on how well the organisation is able to reach an increasing audience, which implies becoming better at targeting the law enforcement community in the MS. In that sense, reasonable and cost effective measures aimed at raising awareness of Europol's added value should be supported.

Given the accessibility, spread, use and impact of online social media, Europol will develop a policy for social media features on its Internet website based on a proposal agreed by the Management Board. Due to the unpredictable nature of crime, 24/7 social media coverage will guarantee that relevant and up-to-date information about operational support and outcomes is communicated to all stakeholders.

Stronger engagement of investigators in the MS will further be made possible by making use of a dedicated platform, which will ensure a constant supply of news articles. Guest speakers offer another opportunity to "spread the Europol message" and their service as "multipliers" will be explored.

Part of the success of awareness-raising will depend on the preparedness of operational staff to deal with media and related tasks. Therefore, emphasis will be placed in 2013 on training operational staff how media works, empowering them to produce better communication tools.

Annex A – Overview of Resource Allocation³⁷

Goal / Activity		% of total posts ^{38 39}	% of total budget ⁴⁰
Goal 1: Europol will function as the principal EU support centre for law enforcement operations		20.6	27.5
Goal 2: Europol will become the EU criminal information hub		20.4	12.7
Goal 3: Europol will expand its capabilities as an EU centre for law enforcement expertise ⁴¹		7.2	12.3
Goal 4: Europol will grow as a modern, efficient organisation with the best resources, effective governance arrangements and a positive reputation		23.7	16.8
Ongoing management and support activities related to Goals 1–2–3–4	Directorate and assistants	2.2	1.9
	Training of staff	n.a.	0.7
	Security <i>including physical and ICT security</i>	6.2	4.2
	Internal governance, management and administration <i>including coordination, line management and administrative function needs</i>	9.2	6.4
	Support activities <i>including programme and project support, process and quality management, legal advice, external governance facilitation, property- and building- related, administrative, postal and telecom needs, logistics and conference facilities</i>	8.1	13.7
	Data Protection Office	1.2	1.3
	Internal Audit Function	0.5	0.8
	Joint Supervisory Body	n.a.	0.5
	Management Board meetings, Working Groups and MB Secretariat	0.7	1.4
TOTAL		100	100

³⁷ Potential inconsistencies between the percentages indicated in the text and the totals in this Annex are due to rounding off rules in the planning software used by the Agency, and are non-significant.

³⁸ Temporary Agents, Contract Agents and operational Seconded National Experts.

³⁹ Due to the applied rounding, the sum of the percentages of resources allocated to the strategic objectives under the four Goals might have decimal deviations from the percentages in this overview table.

⁴⁰ Including salary costs.

⁴¹ Resource allocation for this Goal does not include funding for the European Cybercrime Centre, which will be negotiated later in the course of 2012.

Annex B – Overview of critical risks and mitigating measures

In 2010, in line with Europol's business planning, Europol started to develop an organisational wide, corporate risk management process. This aims to aggregate risks (including the related responses) at organisational level. In doing so, Europol expands risk management from a vertical (e.g. in units 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", which foresees that an organisation should at least once a year, as part of the annual business planning, consider risks (including the related responses). The process, of course, does not exclude an approach whereby time-critical or high impact risks are addressed immediately by the organisation. Thus, corporate risks are being considered internally by Europol on a monthly basis.

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), therefore having influence on the delivery of the Europol Strategy 2010 – 2014. This means that risks can be 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).

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

Given the current risk exposure concerning the business planning, the following critical risks (threats) are identified for the 2013 planning:

Ref. n°	Risk description (cause, event and effect)	Objectives concerned	Response type ⁴²	Response measures
01	<p>Europol, in particular through the new AWF concept (which will have been launched in 2012), cybercrime and financial intelligence capabilities, as well as regional support activities, will not deliver a unique set of operational support services according to MS' expectations and needs of frontline investigators, due to the lack of:</p> <ul style="list-style-type: none"> • Member States' (MS) preparedness to share live investigative data on a daily basis with Europol, reflecting a negative perception of Europol's capabilities as an operational partner; • A clear definition of the intended output(s), because core processes, in particular concerning the new AWF concept and regional support activities, are not fully established or embedded in the daily work throughout 2012; • Required automated search capabilities across relevant Europol systems in Europol (given budget and capacity constraints); • Adequate resources in 2013 for joint investigation activities and Europol (no new posts will be available in 2012 and 2013, "zero-growth" period); • Awareness of, or sufficient trust in, Europol's services, given the re-design of AWFs and related information flows; • Clear responsibilities and participation of other EU agencies involved in the concerned operational work. 	<p>1.1.1 1.2.1 1.3.1 2.2.1 2.2.2 3.2.3 3.3.1 4.1.2 4.4.1</p>	Share	<ul style="list-style-type: none"> • Specific satisfaction surveys on analysis and/or operational support received by MS and key partners; • Promotion and dissemination of Europol's key products and services, reinforced quality focus for AWF support; • Proactive engagement by ENUs at national level to ensure maximum cooperation between Europol and MS law enforcement authorities • Strong Liaison Bureau involvement through the 24/7 Operational Centre; • Focus of activities on the eight (8) priority areas identified in the EU Policy Cycle; • Dedicated awareness sessions will be instigated by Europol to ensure that all relevant stakeholders understand the benefits and opportunities of the re-designed AWFs; • Specific training on law enforcement techniques, also making use of online communication tools; • A dedicated objective in 2013 will ensure improved product and service management: Core processes are continuously being refined, detailing standardised outputs (products and services) – this also includes Europol's cybercrime and financial intelligence capabilities, AWFs and 'mobile office' services; • MS take up responsibility to submit live investigative data and communicate the opportunities Europol can offer at national level; • The close cooperation among the Justice and Home Affairs (JHA) agencies will be expanded further.

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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).

Ref. n°	Risk description (cause, event and effect)	Objectives concerned	Response type ⁴³	Response measures
02	<p>The supporting elements for the new Serious Organised Crime Threat Assessment (SOCTA) will not be finalised in time throughout 2012, for Europol to deliver the first EU SOCTA by March 2013, thus leading to an incomplete picture of the most significant criminal threats impacting the EU and related fragmented operational plans, given that:</p> <ul style="list-style-type: none"> • The new policy cycle and the implied change activities to arrive at the SOCTA, as agreed by the Council⁴⁴, are delayed regarding their overall implementation; • The implementation of the Operational Action Plans (OAPs) in 2012 will not meet the expected results in the bi-annual monitoring by COSI (to commence in 2012); • The customer requirements, agreed in 2011, are not specific enough to deliver a SOCTA which is 'fit for purpose', because the validation of the SOCTA methodology by June 2012 (in the context of the OAP implementation) could lead to additional requirements for the delivery of SOCTA by March 2013; • The implementation of the significant changes of the SOCTA policy cycle (compared to the Organised Crime Threat Assessment (OCTA) established in 2005) takes longer than envisaged. 	2.1.1 2.2.1	Share	<ul style="list-style-type: none"> • The Council agreed a clear plan which is closely monitored by COSI and MS; • Europol is aware of the change impact, focussing its annual objectives (1.2.2, 2.1.1 and 2.2.1) for 2013 on the SOCTA delivery, the implementation of the OAPs of the EU policy cycle through the improved AWF framework, as well as operations addressing the priorities of the EU Policy Cycle; • The Europol Work Plan for 2012 (detailing the Work Programme for 2012), and the related quarterly performance reviews within Europol, will guarantee effective monitoring concerning the SOCTA delivery and OAP implementation.

⁴³ 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).

⁴⁴ Council Secretariat file n° 15358/10 COSI 69 ENFOPOL 298.

Ref. n°	Risk description (cause, event and effect)	Objectives concerned	Response type ⁴³	Response measures
03	<p>The further development of key core systems in 2013 and related (support) activities leads to a risk profile regarding the production of the deliverables on time and within the budget margins, especially in view of the:</p> <ul style="list-style-type: none"> • Delivery of the new generation of the Europol Analysis System (EAS); • Formal integration of the FIU.NET Bureau into Europol; • Further development of SIENA (user-need driven functionalities and confidential level evolution, cross-matching); • Improved interoperability between the data processing systems of Europol, MS, Interpol and EU related bodies; • Role of Europol in future EU – US TFTP cooperation arrangements; • Increased technical support and data flow resulting from maximised operational cooperation with third parties; • Delivery of strong capabilities to effectively address the growing threat posed by cybercrime and the criminal misuse of the Internet; • Automation of compliance and audit management; • Expanded ICT support services in general. <p>Resulting from this, the increasing operational profile of Europol, handling MS and third party competent authorities' sensitive data, calls for enhanced security capabilities for Europol.</p>	<p>1.3.2 2.2.2 2.2.3 2.3.1 2.3.2 3.2.3 3.2.4 4.1.1 4.2.1</p>	Reduce	<ul style="list-style-type: none"> • The Strategy Implementation Portfolio (SIP) of Europol is closely monitored by Europol, in order to identify deviations from the planning and budget availability in a pro-active manner; • Focused compliance management activities (objective 4.1.1 in 2013) will address the aspect of enhanced security arrangements in all relevant dimensions (physical, technical, personnel etc.); • A dedicated objective in 2013 (4.2.1) will support network security improvements and an upgrade to the level of 'EU Confidential'; • Europol will address the aspect of enhanced security capabilities as an input to the list of change requirements concerning the Europol Regulation.

Ref. n°	Risk description (cause, event and effect)	Objectives concerned	Response type ⁴⁵	Response measures
04	<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 in the agreed Work Programme for 2013 and the Europol Strategy 2010 – 2014.</p>	All objectives	Reduce	<ul style="list-style-type: none"> • Europol establishes robust planning as well as performance measurement processes, the annual Europol Work Plan is closely monitored along the quarterly performance reporting; • The Director and the MB work closely together to manage external strategic expectations of Europol; • Europol will implement efficiency and cost saving initiatives to also respond to ad hoc priority needs (objective 4.3.1 in 2013). • As part of its improved product and service management (objective 4.1.2 in 2013), Europol seeks to refine an organisational demand management process which will be introduced in 2012 and will contribute to ensure appropriate reprioritisation where required, in consultation with the concerned stakeholders and assurance providers (such as the Europol MB).

⁴⁵ 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).

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

Given the current risk exposure concerning the business planning, the following critical risks (opportunities) are identified for the 2013 planning:

Ref. n°	Risk description (cause, event and effect)	Objectives concerned	Response type ⁴⁶	Response measures
01	COSI will continue to coordinate MS' demand for operational support more effectively. As a result of this, Europol will become the key agency in the EU's improved internal security architecture which will be developed by COSI throughout 2012, making best use of its improved information capabilities and unique legal framework to process personal data in analysis work files.	Goals 1 – 3	Enhance	<ul style="list-style-type: none"> • Europol will continue to be closely associated to the COSI meetings in 2012 with a standard observer status. • The SOCTA methodology supports a central role of COSI and Europol.

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 2012. 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.

⁴⁶ 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).

Annex C – Overview of planned procurement activities⁴⁷

In 2013, Europol estimates that the global budgetary envelope reserved for procurements will be approximately € **24.54 million**, or **28%** of the agency's overall expenditure.

Within the global budgetary envelope reserved for procurements, Europol purchases its goods and/or services via procurement channels as appropriate, including Direct Contracts, (European) Framework Contracts, Specific Contracts, Purchase Orders (Order Forms) and Service Level Agreements, of which currently (November 2011) 30 Direct Contracts, 119 Framework Contracts, 52 Specific Contracts are active.

In respect of the following table:

- The first column presents an indicative list of the major procurement initiatives and services, in terms of either their estimated value and/ or high priority;
- The amounts presented in the second column reflect the estimated effect on the budget 2013 and thus not the total value of the relevant (framework) contracts:
- The term “launching the procurement” in the third column is understood as purchasing the goods and/or services.

⁴⁷ This annex is compiled according to the requirements set out in Article 90 of the Implementing Rules applicable to the Europol Financial Regulation.

Main procurement initiatives (subject in generic terms)	Estimated value for 2013 (euro)	Indicative time frame for launching the procurement	Type of contracts
ICT Initiatives			
Identity and Access Management system evolution <i>software and integration services</i>	0.4M	Q1-Q2	Various framework contracts
European Platform for Experts evolution <i>integration services</i>	0.4M	Q1	Framework contract for IT services
SIENA evolution <i>integration services</i>	0.4M	Q1	Framework contract for IT services
Network security improvements <i>hardware, software and integration services</i>	0.4M	Q1-Q2	Various framework and specific contracts
Upgrade of Secure Network to Confidential level <i>hardware, software and integration services</i>	1.28M	Q1-Q2	Various framework and specific contracts
Interoperability and cross-matching developments <i>software and integration services</i>	0.5M	Q1	Framework contract
Document Management System evolution <i>software and integration services</i>	0.6M	Q1	Framework contract
New Europol Analysis System evolution <i>software and integration services</i>	0.5M	Q1-Q2	Framework contract
Operational software upgrades <i>software and integration services</i>	0.5M	Q2-Q4	Various framework and specific contracts
FMIS <i>software and integration services</i>	0.25M	Q1-Q4	Full European tender or framework contract
HR System evolution <i>software and integration services</i>	0.3M	Q1-Q2	Framework contract
Upgrade of Audio-Visual installations <i>hardware and integration services</i>	0.4M	Q3-Q4	Various framework and specific contracts
ICT Services			
Networks and Telecoms <i>network equipment, software, engineering services, and telecommunication fees</i>	2.86M	Q1-Q4	Various framework contracts
Disaster Recovery Site Maintenance <i>hardware and software, telecommunication</i>	1.3M	Q1-Q4	Various framework contracts

Main procurement initiatives (subject in generic terms)	Estimated value for 2013 (euro)	Indicative time frame for launching the procurement	Type of contracts
Data Centre Services <i>hardware, software, engineering services</i>	0.9M	Q2-Q4	Various framework contracts
Client Computing Service <i>Hardware, software, engineering services</i>	0.65M	Q3-Q4	Various framework contracts
Maintenance of Hardware and Software <i>software and integration services</i>	2.9M	Q1-Q4	Various framework and specific contracts
Other initiatives and services			
Staff related expenditure, excluding salaries and allowance (recruitment, training, catering and catering equipment, medical services, sports and social events, costs for trainees)	1.9M	Q1	Various framework and specific contracts
Building related expenditure (energy, cleaning, insurance, maintenance, security and other equipment, etc.)	3.2M	Q1-Q4	Various framework and specific contracts
Car park (purchase, maintenance, insurance, etc.)	0.2M	Q1-Q4	Various specific contracts
Travel expenditure for missions; reimbursement of travel costs of participants to operational and governance meetings	2.2M	Q1-Q4	Specific contract
Interpretation in operational and governance meetings	1.6M	Q1-Q4	Specific contract
Translation of documents	0.5M	Q1-Q4	Specific contract
Documentation and open sources	0.4M	Q1-Q4	Various specific contracts

Annex D – Europol Organisational Chart

