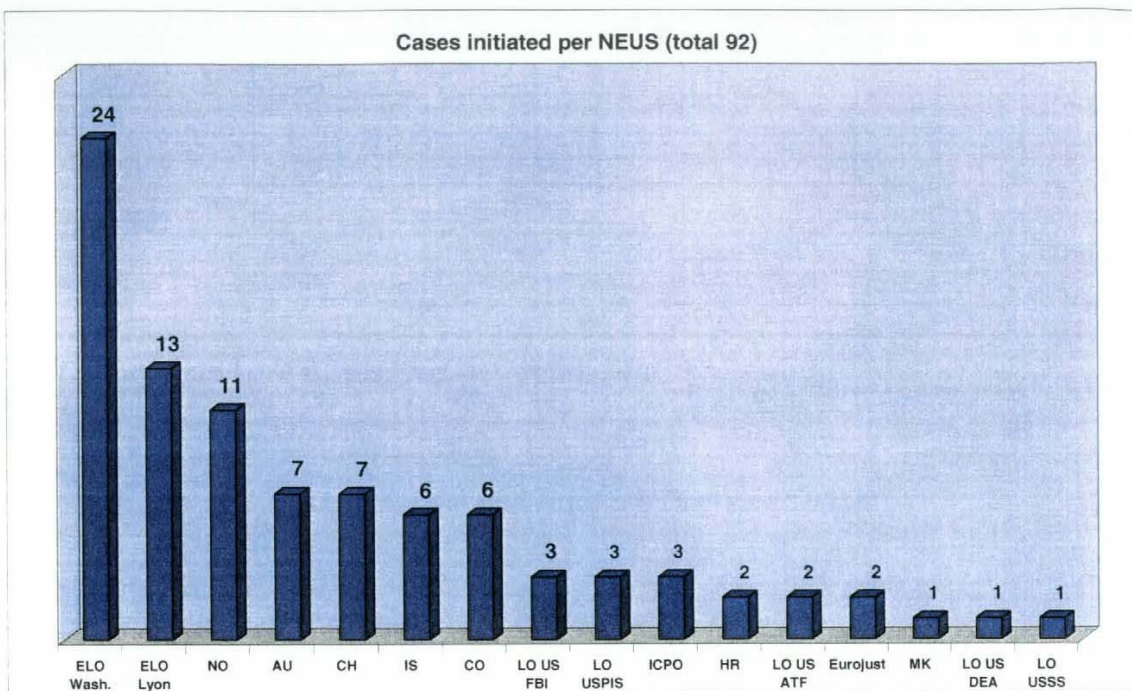


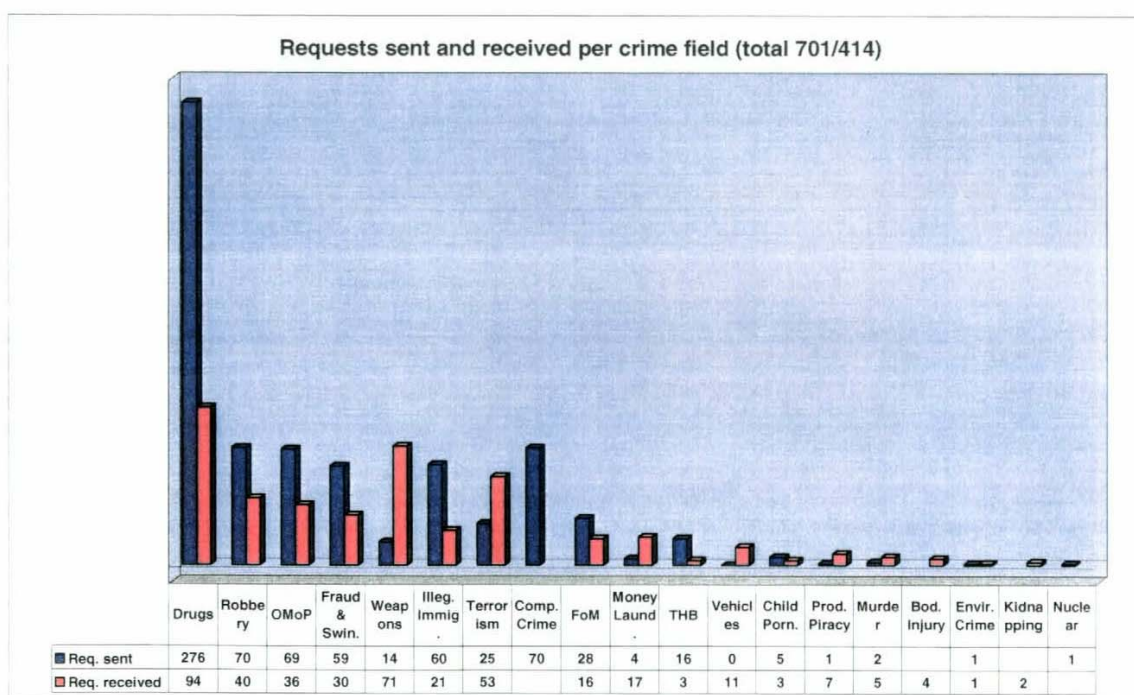
8.1.2. Cases initiated per Third Party



8.2. Requests sent & received by Third Parties

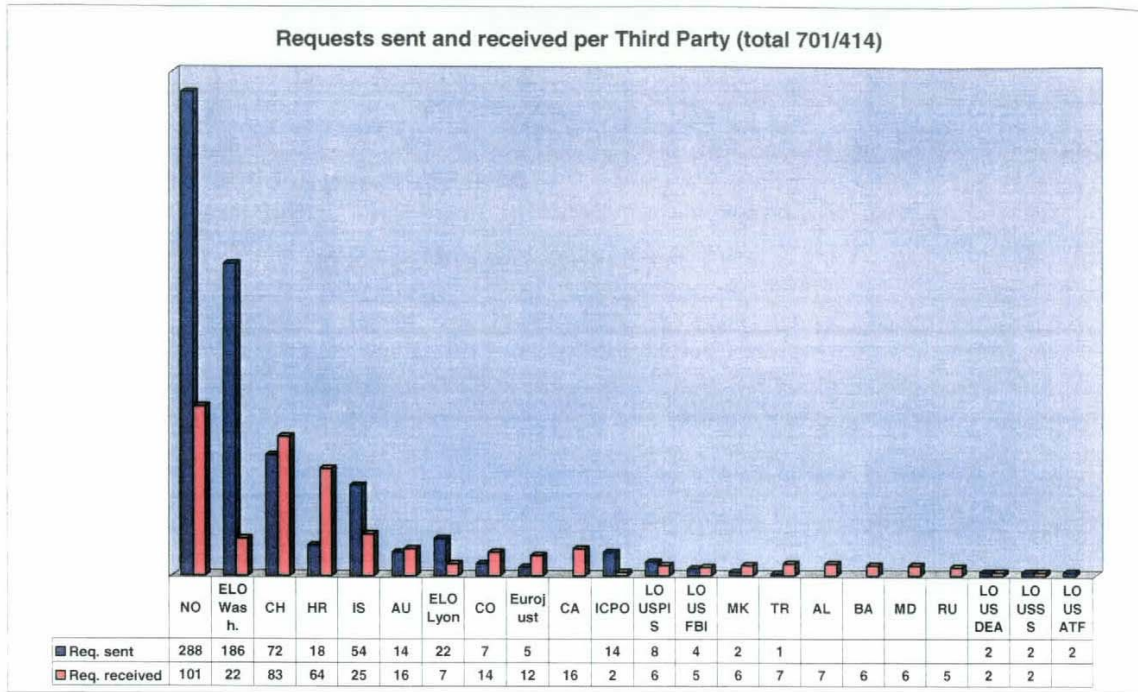
Requests	Dec 2007	Jan 2008	Feb 2008	Mar 2008	Apr 2008	May 2008	June 2008	Jul 2008	Aug 2008	Sept 2008	Oct 2008	Nov 2008	Dec 2008
sent	375	545	540	456	493	545	460	472	548	828	705	566	701
received	414	472	440	365	473	343	450	536	481	482	460	559	414

8.2.1. Requests sent & received per crime field¹



¹ It should be noted that when one request is sent to several recipients it counts as several requests (e.g.: 1 request sent to 3 recipients is counted as 3 requests sent).

8.2.2. Requests sent & received per Third Party¹

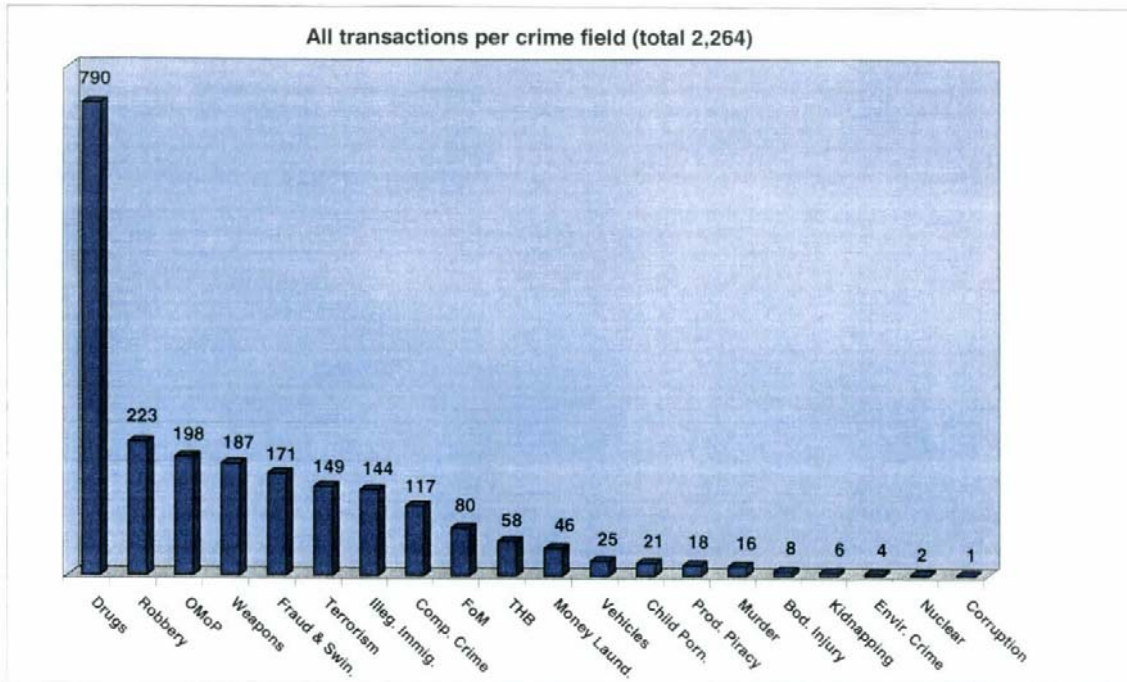


¹ It should be noted that when one request is sent to several recipients it counts as several requests (e.g.: 1 request sent to 3 recipients is counted as 3 requests sent).

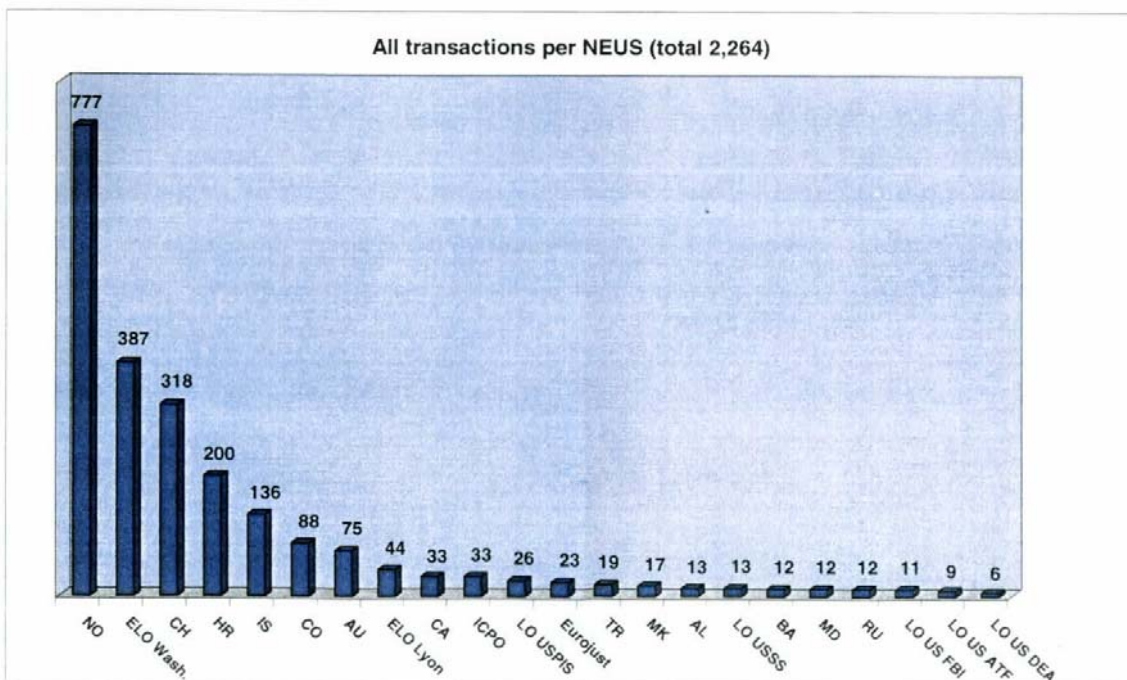
8.3. All transactions by Third Parties

	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec
2007	2008	2008	2008	2008	2008	2008	2008	2008	2008	2008	2008	2008
2008	2,026	1,916	1,652	1,840	1,892	1,780	2,170	2,148	2,544	2,386	2,269	2,264

8.3.1. All transactions per crime field



8.3.2. All transactions per Third Party



Europol Draft Work Programme 2010

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Europol Draft Work Programme 2010

1. Table of Contents

1. Table of Contents
2. Introduction
3. Influencing Factors
 - 3.1. Factors at the Operational Level
 - 3.2. Factors from the European Union Justice and Home Affairs domain
4. Work Programme Objectives – Overview
 - 4.1. Methodology
 - 4.2. Europol's Strategy Map for 2010
5. Work Programme Objectives – Detail
 - 5.1. Goal 1: First Platform of Choice for Information Sharing
 - 5.2. Goal 2: Operational Analysis
 - 5.3. Goal 3: Strategic Analysis
 - 5.4. Goal 4: Operational Support
 - 5.5. Cross-Cutting Issues
6. List of Abbreviations

2. 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.

Adopted in full on the occasion of the Management Board meeting on 3-4 October 2007, *The Strategy for Europol* encompasses mission-oriented goals, consequential objectives and a benchmarking framework allowing the monitoring of their implementation. It emphasises the operational aspect of Europol and is meant to be flexible and future-oriented. The Work Programme 2010 is fully aligned with *The Strategy for Europol*, which is now recognised as the Organisation's main guiding document, providing a roadmap towards the vision. This alignment is not new, but should be more visible in the present document, as the Work Programme 2010 objectives are presented to reflect the structure of the Strategy.

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, expected to 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, make 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 will be tabled, reflecting any feedback received from Member States and the European Commission on the first draft, and including the performance indicators and links to the budget.

3. Influencing Factors

3.1. 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, scheduled to take place from September 2010.

3.2. 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);
- Preliminary discussions underway in preparation for the new multiannual "Programme for Strengthening Freedom, Security and Justice in the European Union" (Post The Hague 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.).

4. Work Programme Objectives – Overview

4.1. Methodology

The 15 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 3 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 Scorecard¹ a widely used strategy management and performance management methodology. The approach is in use in some EU Agencies² and mentioned by the European Court of Auditors³ 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 three 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;

¹ "The Balanced Scorecard: Translating Strategy into Action", Robert S. Kaplan, David P. Norton; Harvard Business School Press, Boston, Massachusetts, USA, 1996

² Including, but not limited to, the European Foundation for the Improvement of Living and Working Conditions (EUROFOUND) and the European Environment Agency (EEA)

³ 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 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 European Parliament and The European Commission. Objectives in this perspective describe how Europol will:
 - meet expectations of the governing bodies;
 - increase the satisfaction of existing customers;
 - identify new customers and encourage them to use Europol's products and services.

Causal links can be drawn between the three perspectives. Achievement of **learning and growth** objectives enables the Organisation to achieve its **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.

4.2. 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 5 below.

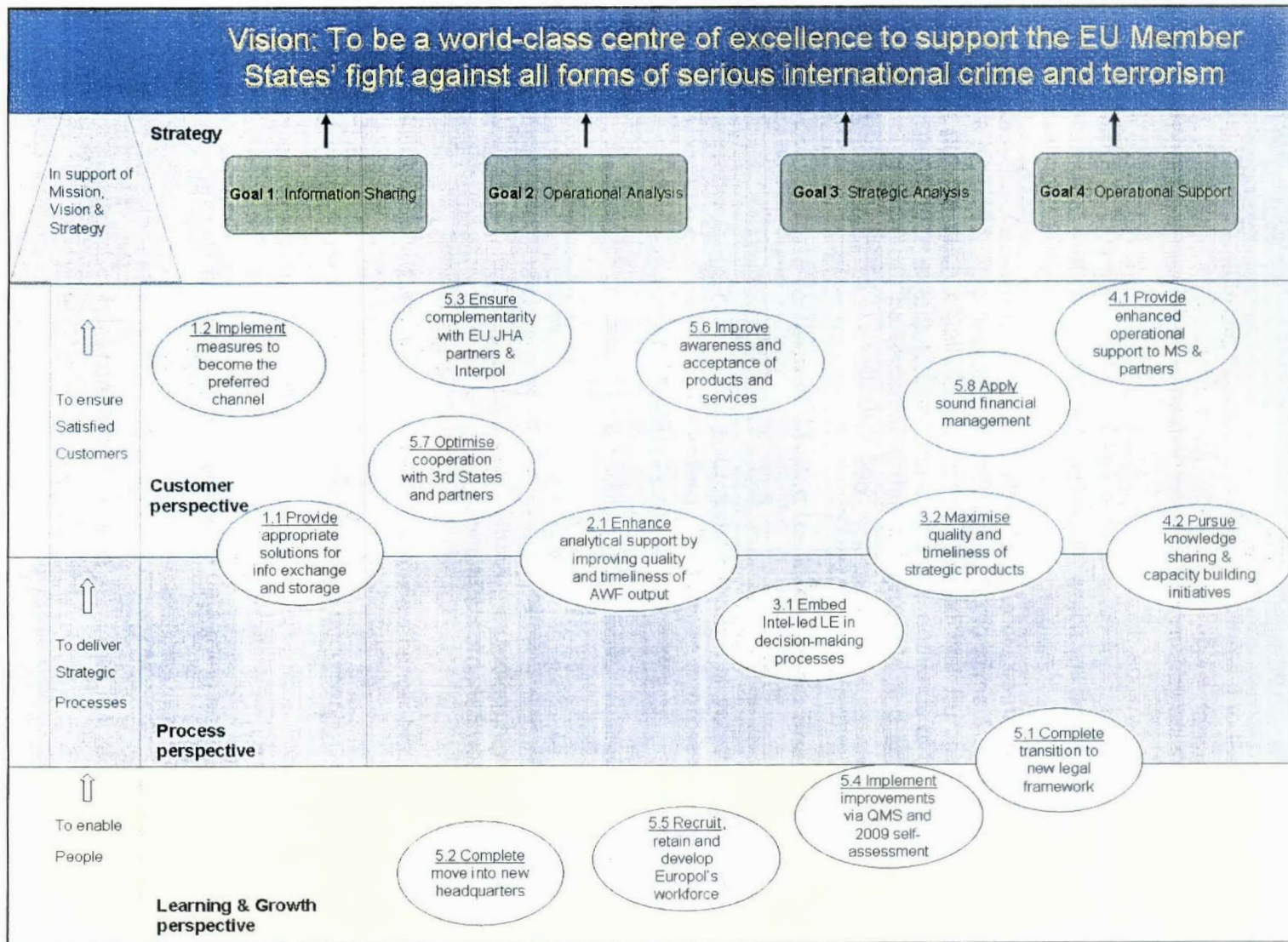


Figure 1: Strategy Map showing Europol's Work Programme 2010 objectives, supporting the four Goals of the Strategy (see Chapter 4.2 for further details)

5. Work Programme Objectives – Detail

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 will be 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 will be 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.

5.1. Goal 1: First Platform of Choice for Information Sharing

5.1.1. 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:
 - Development of the new application Secure Network Exchange Network Application (SIENA), including high quality and timely releases of its new versions in accordance with the requirements of users and stakeholders;
 - Facilitation of the information exchange between Member States and Europol bilaterally and multilaterally;
 - Drafting of policy and procedure documents;
 - User support;
 - Statistical reports;
 - Communication of classified data using special encryption software and secure links;
- The Information System (IS):
 - Coordination of the business administration of the IS;
 - Drafting of policy and procedure documents;
 - User support;
 - High quality and timely releases of new versions of the IS in accordance with the requirements of users and stakeholders;
 - Statistical reports;

- Cross-checks against non-Europol systems on behalf of Member States and partners;
- Specialised data exchange and storage solutions:
 - 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;
 - 3-in-1 Early Warning System platform for CBRN, explosives and firearms.
 - Europol Check the Web (CtW) Portal: Platform to share information on the use of Islamist extremist propaganda on the Internet;
 - Database of technical analysis of skimming devices;
 - ATLAS collaboration platform - to facilitate mutual support between Member States in the event of a crisis situation resulting from a terrorist threat or attack;
 - High Risk Informant Database & High Risk Informant Request Database;
 - European Cyber Crime Platform;
- Data protection and confidentiality:
 - Registration, reproduction, dissemination, storage and destruction of information classified Europol CONFIDENTIAL and above;
 - Provision of awareness training and updates in organizational data protection, confidentiality and information security policies, procedures and practices;
 - Data protection audit;
 - Contact point Joint Supervisory Body (JSB) and national supervisory bodies;
 - Information security management and assurance;
 - 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.

5.1.2. 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.

5.2. Goal 2: Operational Analysis

5.2.1. 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 the results of the work undertaken within the different HENU subgroups and based 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. The AWFs foreseen in 2010⁴ are:
 - Organised Crime Groups & Cyber Crime:
 - Monitor
 - EEOC
 - Copper⁵
 - Smoke
 - New Cyber Crime AWF foreseen⁶
 - Drugs Trafficking:
 - Cola⁷
 - Mustard⁸
 - Synergy⁹
 - A new AWF on Cannabis could be considered, if requested by Member States
 - Illegal Immigration, Trafficking in Human Beings (THB) & Child Sexual Exploitation:
 - Checkpoint¹⁰
 - Phoenix¹¹
 - Twins¹²
 - Financial crime, property crime & intellectual property crime:
 - MTIC

⁴ During the HENUs meeting, the HENUs will be invited to express an opinion on the need to list the AWFs individually in the Work Programme.

⁵ Supports COSPOL project on Western Balkans Organised Crime (WBOC)

⁶ Supports COSPOL project on "Organised Crime exploiting ICT"

⁷ Supports COSPOL Cocaine project

⁸ Supports COSPOL Heroin project

⁹ Supports COSPOL Synthetic Drugs project

¹⁰ Supports COSPOL Facilitated Illegal Immigration (FII) project

¹¹ Supports COSPOL Trafficking in Human Beings (THB) project

¹² Supports COSPOL Internet Related Child Abusive Material Project (CIRCAMP)

- Copy
- Sustrans
- Furtum
- Terrorism:
 - Dolphin
 - Hydra
- Euro counterfeiting and payment card fraud:
 - Soya
 - Terminal
- New AWFs may be launched to address relevant crime trends, if requested by the Member States after comprehensive feasibility studies.

5.3. Goal 3: Strategic Analysis

5.3.1. 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 at a later date. 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.

5.3.2. 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);