
CEPOL Exchange Programme Highlights of 2018

EDUCATE, INNOVATE, MOTIVATE

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Message from the CEPOL Executive Director

Over the last few years, the CEPOL Exchange Programme (CEP) has become one of the flagship products of the European Union Agency for Law Enforcement Training. Since its establishment in 2007, it has provided thousands of law enforcement officials with a unique opportunity to share and exchange knowledge and experiences beyond borders. They accomplish this by working together with their counterparts in another country for a week and also hosting them back in their own organisations.

The CEP, based on mobility and mutual learning, allows participants to familiarise themselves with working methods in the partner countries. It promotes trust and cooperation in the international law enforcement community and contributes to the creation of a safer Union for our citizens. In fact, CEP thematically corresponds to the Union's objectives in this area. I am proud that our CEP promotes exchanges in relation to both the Union's internal security strategy and the EU Policy Cycle priorities on serious and organised crime.

In 2018, we organised as many as 526 exchanges between officials representing 40 countries. Last year's overall satisfaction rate among participants reached an impressive 95 %. Furthermore, I am particularly pleased that we have persuaded our partners from the European Border and Coast Guard Agency (Frontex) to join us in providing this unique opportunity to their stakeholders as well. Our first pilot programme allowed 49 border guards to take part in the exchange. Its success resulted in a decision to continue this cooperation further.

However, as we can provide this exchange opportunity to only a few hundred officials per year, the chosen applicants commit to cascading their newly gained knowledge to other colleagues at the national and European levels. They are encouraged to share this unique experience and have an impact on a greater number of law enforcement colleagues.

In this publication, you will have a chance to gain practical insights into CEP from the perspectives of individuals, through testimonies of the course participants. I hope they will bring the programme closer to you and perhaps persuade some of you to apply for next year's edition. Among these testimonies of various participants, I have found this valuable quote from Nenad from Croatia, which, in my opinion, summarises the added value CEP brings at individual and higher levels:

“The exchange programme gave me the opportunity not only to exchange experience in accordance to the exchange topic, but also to see some weaknesses and strengths of my own job and legislation in my country. This program gives you the opportunity to gain experience that is rarely on disposal to police officers through regular police work.”

I am proud that CEPOL provides this fantastic professional opportunity to law enforcement officials from so many different parts of the world. Improving knowledge and opening up new horizons in our daily work by applying various working methods from different parts of Europe makes us truly united in diversity. Finally, we shall not forget the human dimension of the programme. The ability to encounter different cultures, build up new friendships and establish relations that overcome any real or imagined borders between us fosters a genuinely European spirit within our law enforcement community.



Dr h. c. Detlef Schröder
CEPOL Executive Director

About the European Union Agency for Law Enforcement Training

CEPOL is an agency of the European Union dedicated to developing, implementing and coordinating training for law enforcement officials.

Since 1 July 2016, the date of its new legal mandate, CEPOL's official name has been the European Union Agency for Law Enforcement Training.

CEPOL contributes to a safer Europe by facilitating cooperation and knowledge sharing among law enforcement officials of the EU Member States and, to some extent, of third countries, on issues stemming from EU priorities in the field of security; in particular, from the EU Policy Cycle on serious and organised crime.

CEPOL brings together a network of training institutes for law enforcement officials in EU Member States and supports them in providing frontline training on security priorities, law enforcement cooperation and information exchange. CEPOL also works with EU bodies, international organisations and third countries to ensure that the most serious security threats are tackled with a collective response.

CEPOL activities provide opportunities to stay up to date with the latest international developments and trends in the law enforcement field, especially concerning cross-border and serious international crime.

CEPOL employs a multilayered approach to learning, with different activities complementing one another:

- residential courses and seminars
- online seminars (webinars)
- online courses
- e-learning modules
- bilateral exchanges through the CEPOL Exchange Programme
- European Joint Master Programme (EJMP)
- common curricula.

The residential activities are courses, conferences and seminars, which typically last a week and are held in a training institute in one of the Member States. Residential activities provide an opportunity to gain a deeper understanding of a subject. Teaching often features case studies, and participants are encouraged to share best practices.

To complement its residential activities, CEPOL offers several online learning tools. CEPOL's online learning platform is open to all EU law enforcement officers and is free to use. Online learning is a good way to learn at your own pace and in your own time. You can choose from webinars, online modules or online courses or you can join communities of practice. To take part in online learning, you must be a registered user of e-Net/Law Enforcement Education (LEEd), CEPOL's online learning platform.

The CEP is a CEPOL flagship activity, offering law enforcement officers the opportunity to spend 6 days/5 nights with a counterpart in another country.

The CEPOL EJMP is an EU academic programme that aims to address common challenges of police cooperation on internal security. It provides students with science-based capabilities in a European community of practice. The academic programme is led by a consortium of 21 partners, CEPOL accreditation has been provided by Spain's National Agency for Quality Assessment and Accreditation (ANECA), and the master's diploma is awarded by the Spanish National Distance Education University (UNED).

In the first EJMP (2015-2017), 26 students graduated in October 2017 and received their masters' diplomas. In the second cohort, 28 students from 21 EU Member States were enrolled in seven modules of the programme and defended their masters' theses in the summer of 2019. An expert group is further developing the EJMP in 2019 with the intention of initiating a new academic programme as of 2021.

The purpose of CEPOL's common curricula is to provide recommendations about law enforcement training on specific subjects with a European dimension. Member States can then use the recommendations within their national law enforcement training programmes in accordance with their individual needs. The common curricula also provides the basic ideas and elements for CEPOL's courses and seminars.

Besides its core business, CEPOL approaches EU neighbourhood countries with the aim of building substantive cooperation in law enforcement training. To facilitate this progress, CEPOL implements EU-funded projects, such as the EU/MENA (Middle East and North Africa) Counter-Terrorism Training Partnership 2 (CT2) and the CEPOL western balkan financial investigation Project (WB FI).

The EU/MENA CT2 is a capacity-development project implemented by CEPOL, aiming to further build and sustain institutional capacity in the partner countries' law enforcement services to prevent and prosecute terrorism offences. The first phase of this project was implemented from November 2015 to November 2017, fostering cooperation with Jordan, Lebanon, Tunisia and Turkey. The second phase of the CT2 project, which started on 1 January 2018 and has a duration of 36 months, continues cooperation with Jordan, Lebanon, Tunisia and Turkey on a bilateral basis, but also reaches out to Algeria and Morocco, as another two very important Southern Neighbourhood partners.

The CEPOL WB FI Project was launched in cooperation with the United Nations Office on Drugs and Crime (UNODC) in 2018 as a 2-year capacity-building project on financial investigations, involving Albania, Bosnia and Herzegovina, Kosovo (!), Montenegro, North Macedonia and Serbia.

All activities are supported by the e-Net/LEEd, CEPOL's online learning platform. Through e-Net/LEEd, users have access to a variety of tools and resources that support and prolong the learning experience. The e-Net/LEEd platform provides access to numerous professional scientific journals covering topics from across the field of international policing and criminal justice in Europe, plus a collection of academic e-books, with 160 000 titles to be downloaded. The e-Net/LEEd also hosts the e-Library, which allows the self-organised archiving, sharing and disseminating of knowledge documents or scientific findings related to policing and law enforcement topics in general and their context in the European arena.

(!) This designation is without prejudice to positions on status, and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence.

About the CEPOL Exchange Programme

The CEP fulfils CEPOL's mission to contribute to European law enforcement cooperation through learning, to the benefit of European citizens, through the following objectives:

- to promote mobility and allow the exchange of law enforcement officials, in the framework of practice-related training programmes;
- to establish common and shared practical knowledge in different law enforcement fields;
- to disseminate and share good practices at EU level;
- to contribute to the creation of a European law enforcement culture;
- to encourage mutual learning and networking in the framework of European law enforcement cooperation.

The CEP comprises exchange programmes for the law enforcement officers — leaders, experts, trainers and researchers — within the 40 countries involved (EU Member States, candidate and potential candidate countries, Eastern Partnership countries and associated countries).

All topics covered by the CEP were identified by CEPOL as priority thematic areas and most have a European or cross-border dimension.

In 2018, thematic areas also covered border management, with the introduction of the CEPOL-Frontex Joint Exchange Programme. Therefore, the programme was also advertised within the Frontex network.

To take part in an exchange, participants must:

- have a minimum of three years' work experience in the field of interest;
- speak at least one foreign language;
- preferably be new to the Exchange Programme;
- commit to cascading their newly gained knowledge to colleagues at national and European levels.

Law enforcement officials interested in taking part in the CEP can contact their National Exchange Coordinator (contact list is available on e-Net/LEEd for registered users).

The segments in 2018 were:

- General Exchange Programme;
- Exchange Programme for senior law enforcement leaders;
- Exchange Programme for trainers;
- Exchange Programme for researchers.

CEPOL Exchange Programme at a glance

In 2018, the CEPOL Exchange Programme received 833 nominations out of which it was possible to implement 526 exchanges.



The Programme outreached to 40 Countries including 12 non-EU Member States. In the area of border and coast guarding CEPOL implemented exchanges in cooperation with Frontex.



What did participants say about the Programme?

"I sincerely thank CEPOL for organising this exchange. This type of exchange, concrete and direct, undoubtedly strengthens the links between European police officers and allows us to get to know each other better. Beyond the knowledge of reciprocal structures and organisations, it is the friendship that arises from these exchanges that strengthens mutual assistance and future collaboration!"

"The CEPOL Exchange Programme was a great opportunity to improve my knowledge in the international field, to use a foreign language for a longer time and to get very interesting information about the host country, culture and police organisation."

"This Exchange Program was very nice and comprehensive experience and I'll definitely encourage my co-workers and other colleagues to apply for. Very good way to share experiences and build new professional networks. Thank you for this opportunity!"



"The implementation of the CEPOL program has been excellent and has fully achieved its objectives. What really helped me on a professional and personal level is the fact that I came into real contact with the daily routine and the problems of a foreign legal system, which could never happen through the sterile exchange of legal information, without direct contact."

CEPOL Exchange Programme 2018

The CEPOL Exchange Programme is a CEPOL flagship activity and started in 2007. It was financed first through the Framework programme concerning police and judicial cooperation in criminal matters (AGIS) and then through the specific programme Prevention of and Fight against Crime (ISEC). Following Council Conclusions in 2010, CEPOL took over the financial section from its own budget allocations, ensuring smoother and more efficient administration of the programme.

Over the years, multiple changes were introduced to better tailor it to the training needs of European law enforcement authorities. The new CEPOL mandate, which entered into force on 1 July 2016, introduced a new phase in CEPOL's history, extending the target group to all law enforcement authorities and all ranks. This important amendment could be fully introduced into the Exchange Programme in 2017, inviting not only police but customs and tax authorities, border guard agencies and prosecutors to benefit from this training tool.

Nevertheless, the main objective of the Exchange Programme remained the same, namely to enhance law enforcement cooperation on combating crime. The importance of the CEP as a training element to reach this goal is acknowledged more and more at European level. The Erasmus-style method is a learning activity that provides the participants with the opportunity to create a network of colleagues and familiarise themselves with the working methods of other countries by exchanging experiences and sharing expertise. In the longer term, it contributes to building trust and establishing more efficient cooperation between not only the EU Member States but all other countries involved, which fits well with the aspirations of the European Agenda on Security. The agenda prioritises the fight against terrorism, activities under the EU Policy Cycle on serious and organised international crime, strengthening information exchange instruments and raising awareness of fundamental rights as a key cross-cutting issue in training.

The European Agenda on Security ⁽²⁾ embeds law enforcement training in the European Union security architecture as a key supporting action crucial to protecting Union citizens. In line with its mandate, CEPOL will support all key priority areas deriving from the Agendas ⁽³⁾ on Security and the Agenda on Migration ⁽⁴⁾. On the other hand, the European Law Enforcement Training Scheme (LETS) places great emphasis on structuring training in line with the principle of subsidiarity, while at the same time maintaining a strong degree of integration and interdependency between the Member States, CEPOL and the wider justice and home affairs (JHA) family.

In 2018, for the second year, CEPOL fully embraced the thematic approach to all its activities, including the Exchange Programme.

⁽²⁾ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions, The European Agenda on Security, Strasbourg, 28.4.2015, COM(2015) 185 final.

⁽³⁾ It should also be noted that 85 % of the entire training and learning offered by the agency will address operational priorities stemming from the Security and Migration Agendas.

⁽⁴⁾ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions, A European Agenda on Migration, Brussels, 13.5.2015, COM(2015) 240 final.

The priority areas of the CEP, in 2018 particular, were:

- continued support to the implementation of the EU Policy Cycle on Serious and Organised International Crime 2018-2021;
- cybercrime and cybersecurity;
- migration;
- terrorism and radicalisation;
- information exchange instruments and law enforcement cooperation mechanisms, particularly those established by the Union;
- public order, particularly policing of mass events.

CEPOL ensures that gaps continue to be identified in all Policy Cycle priorities and are adequately tackled by training. It also provides a platform for exchange of knowledge and skills across the Union to enhance specialist skills and capabilities at the strategic and tactical levels.

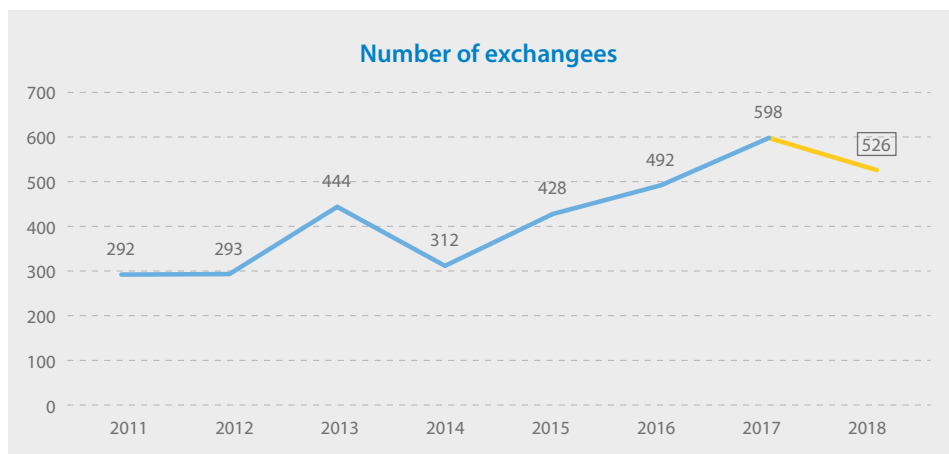
In 2018, the programme was further redefined to better reflect requirements deriving from the EU Policy Cycle priorities as well as requests from Member States. Thematic areas of study are better synchronised with CEPOL's overall training portfolio, which enables the Exchange Programme to complement CEPOL's other training options, contributing to the agency's multilayered approach to learning.

Furthermore, in 2018 CEPOL implemented exchanges for 20 participants in the future leaders' course, a programme that is embedded in the course curriculum.

CEPOL had for some time been working towards achieving International Organisation for Standardisation (ISO) certification. The aims were to achieve consistency in the agency's management, improve internal processes and fulfil legal and regulatory obligations. One of these internal processes was related to the CEP, so its management and the relevant quality documents were thoroughly evaluated last year followed by a final audit. As a result of the audit, the CEP was awarded international certification together with the entitlement to use the ISO 9001:2015 logo in its procedures. The first year of full implementation and utilisation of our ISO documentation throughout the full CEP was 2018.

Annual progress

The development of the CEP in numbers is indicated in the graph below.



Since the 2010 Council Conclusion, when CEPOL took over the management of the CEP within its own budget allocations, every year has offered an opportunity for improvement. Whereas in 2011 police officers of the EU Member States could cooperate on 16 different topics, in 2012 the programme involved Eastern Partnership countries, the Western Balkan countries and Turkey on topics that highlighted the most severe threats to internal security faced by Member States. In 2013, besides the bilateral exchanges between senior police officers, experts, trainers and commanders, four study visits were organised to EU agencies operating in the field of justice and home affairs. In 2014, the CEP was further refined to better reflect the requirements concerning the European Union's internal security strategy and the EU Policy Cycle, and established a multilayered approach to learning. In 2015, technical changes, such as introducing unlimited nominations and pre-matching, contributed to a refined matching procedure and thus a rise in the satisfaction level. In 2016, after the new CEPOL mandate entered into force on 1 July, participants from all law enforcement authorities could benefit from this training tool. In 2017, the extended mandate could be fully introduced in the launch of the programme, which resulted in a record number of application forms. In 2018, the CEPOL-Frontex Joint Exchange Programme was introduced, reaching a larger network and keeping the number of applications high.

The 2018 Exchange Programme

In 2018, an agreement was signed between the Executive Directors of Frontex and CEPOL allowing an enhancement of the CEP and implementing exchanges in the area of border and coast guarding. Frontex also provided CEPOL with a budget of 60 000 EUR to implement this joint CEPOL-Frontex Exchange Programme.

With the launch of the pilot CEPOL-Frontex Joint Exchange Programme, a larger network was targeted, and the number of high-quality applications continued to increase. By 1 March 2018, National Exchange Coordinators (NECs) had submitted 833 nominations from various law enforcement organisations covering all topics and all segments of the programme. Out of 833 nominations, 54 were in areas concerning border management and resulted in 49 successful exchanges.

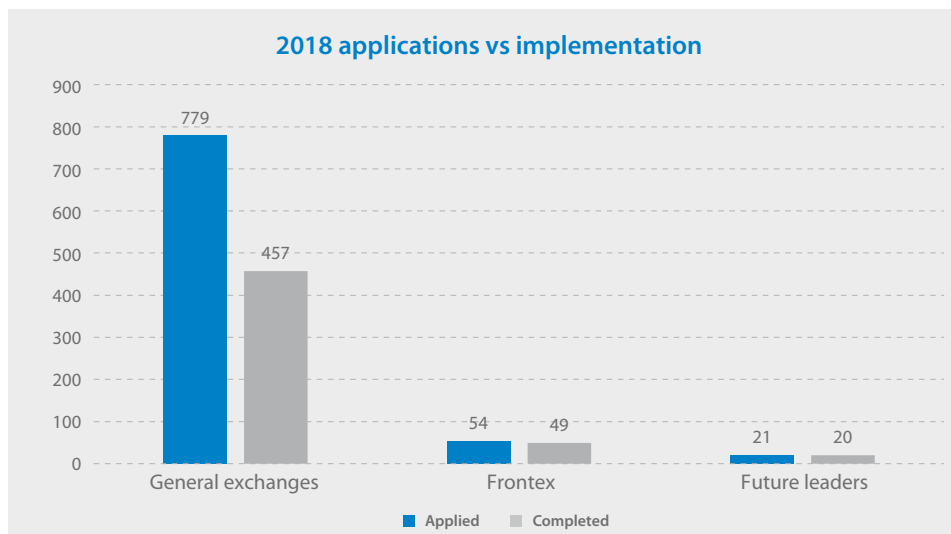
According to the Work Programme, our target for 2018 was 374 exchanges. We successfully implemented a total of 526 exchanges, thereby having an implementation percentage of 141 %.

We expected to reduce the number of step backs in 2018, and did so: the number of step backs decreased to 59 compared with 85 the previous year.

In general, the overall number of pre-matches was extremely positive in 2018. Of the total number of application forms, 51.5 % (429 out of 833) were submitted to us as pre-matched exchanges, compared with 44 % in 2017. Out of these 429 applications, 81 % (347) exchanges were implemented during the year. Most of the pre-matched applications (278 out of 429) made a clear cross-reference to the selected counterpart, which resulted in successful matching and implementation of the exchange. After correspondence with the NECs, most of the remaining pre-matches could also be identified.

In 2018, 40 partners (EU Member States, Candidate Countries, Potential Candidate Countries, Eastern Partnership Countries and Western Balkan countries, as well as Norway as an associated country) submitted applications, out of which Norway was only hosting, and Denmark and the United Kingdom were self-payers in bilateral exchanges. This resulted in a high number of applications, a total of 833,

out of which it was possible to implement 506 exchanges (49 of these exchanges were part of the CEPOL-Frontex Joint Exchange Programme). In addition, 20 participants participated in exchanges as part of the future leaders' course, resulting in a total number of 526 exchanges implemented in the 2018 CEP.

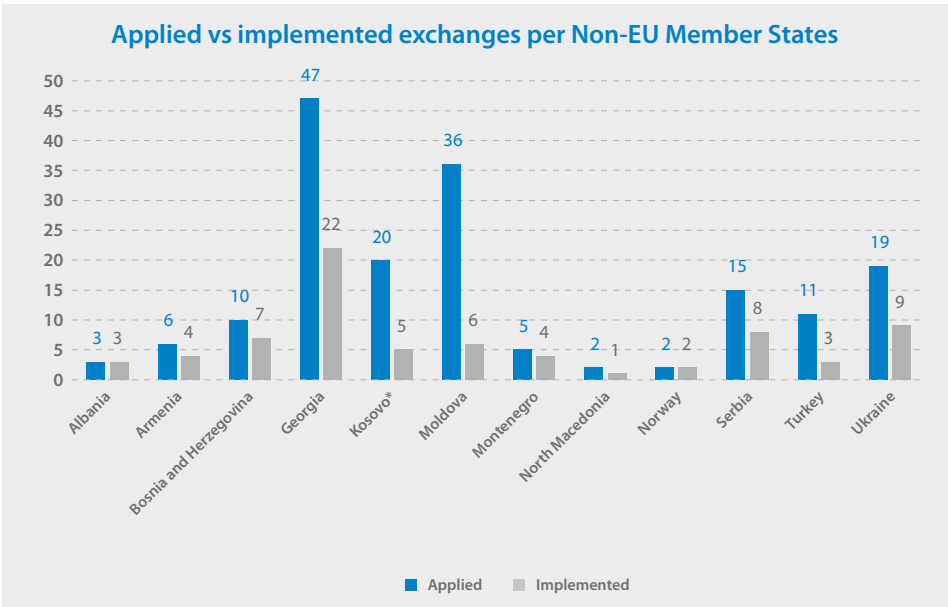
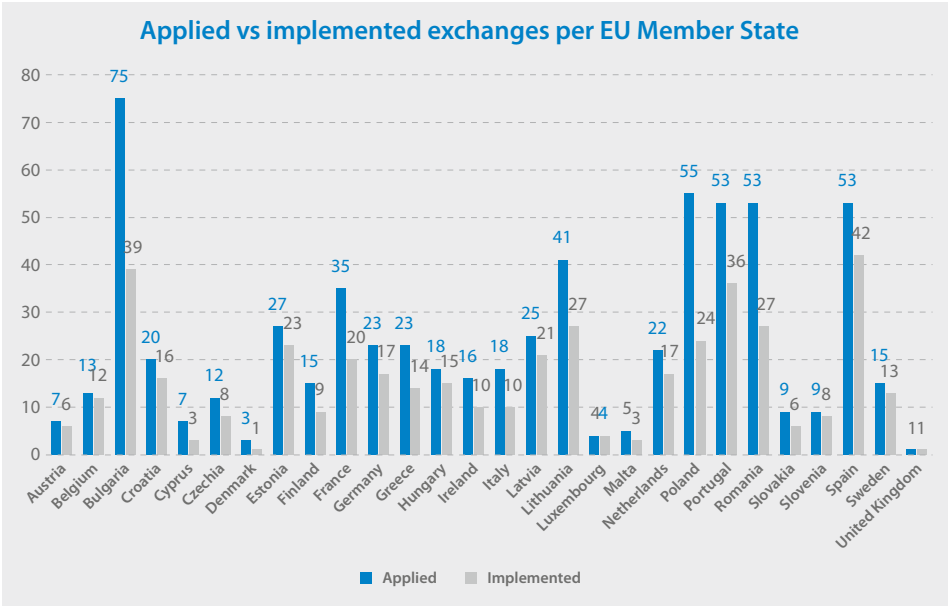


Methodology of matching in 2018

Like in the 2017 edition of the Exchange Programme, in 2018 participating countries could send unlimited numbers of applications. The NECs could therefore nominate everyone who met the eligibility criteria. As expected, the number of applications exceeded our budgetary limitations; therefore, we aimed to reach a fair distribution of exchanges among all participating countries, ensuring that all segments and categories were represented, while giving priority to applications under the EU Policy Cycle and to those who were pre-matched.

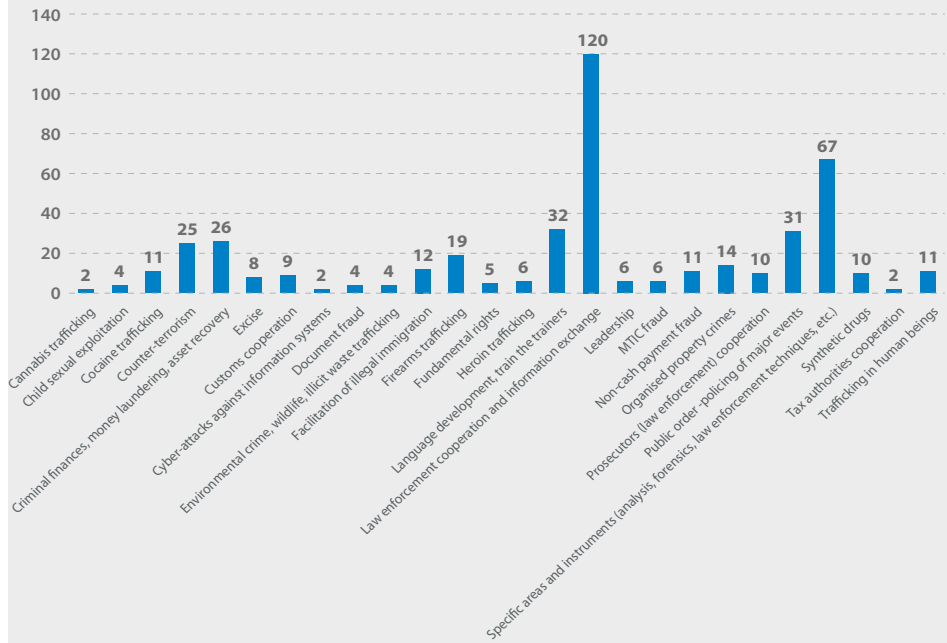
This new approach gave us a better understanding of the rising demand among the countries involved in the CEP, as well as the possibility of establishing a reserve list to be used if applicants withdrew or if additional financial resources became available. The programme was advertised in a number of fora including the European Multidisciplinary Platform against Criminal Threats (EMPACT) and other networks, such as the European Network of Fugitive Active Search Teams (ENFAST) and ATLAS. With the introduction of the CEPOL-Frontex Joint Exchange Programme, we also reached out to Frontex's network. As a result of the efforts made by both the agencies and the NECs, our expectation regarding the high number of applications was fulfilled, with 833 applications submitted following the launch of the programme.

The outcome of successfully realising our objective to involve all countries, all segments and all categories is shown in the graphs below. The data apply only to CEP applicants including participants in the CEPOL-Frontex Joint Exchange Programme; future leaders' course participants are not included.

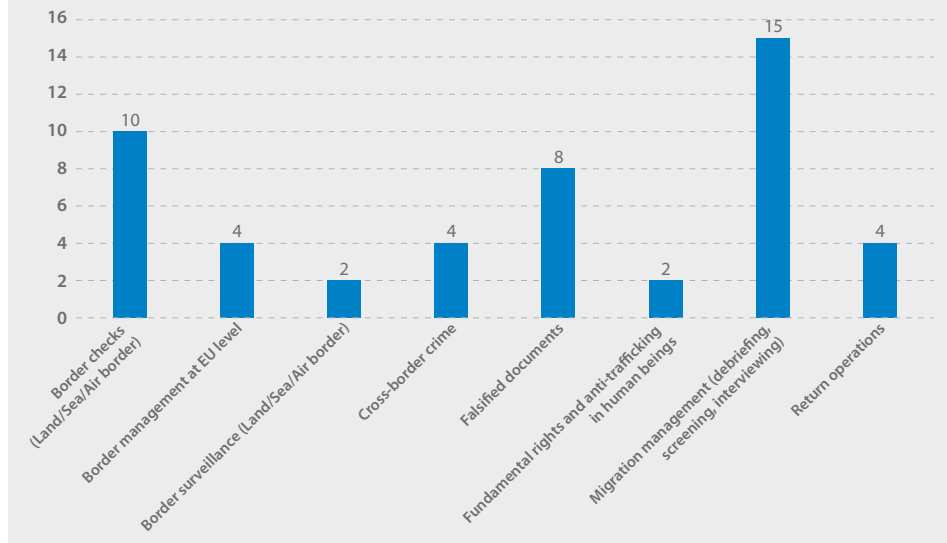


* This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence.

Implemented exchanges by categories (excluding Frontex)

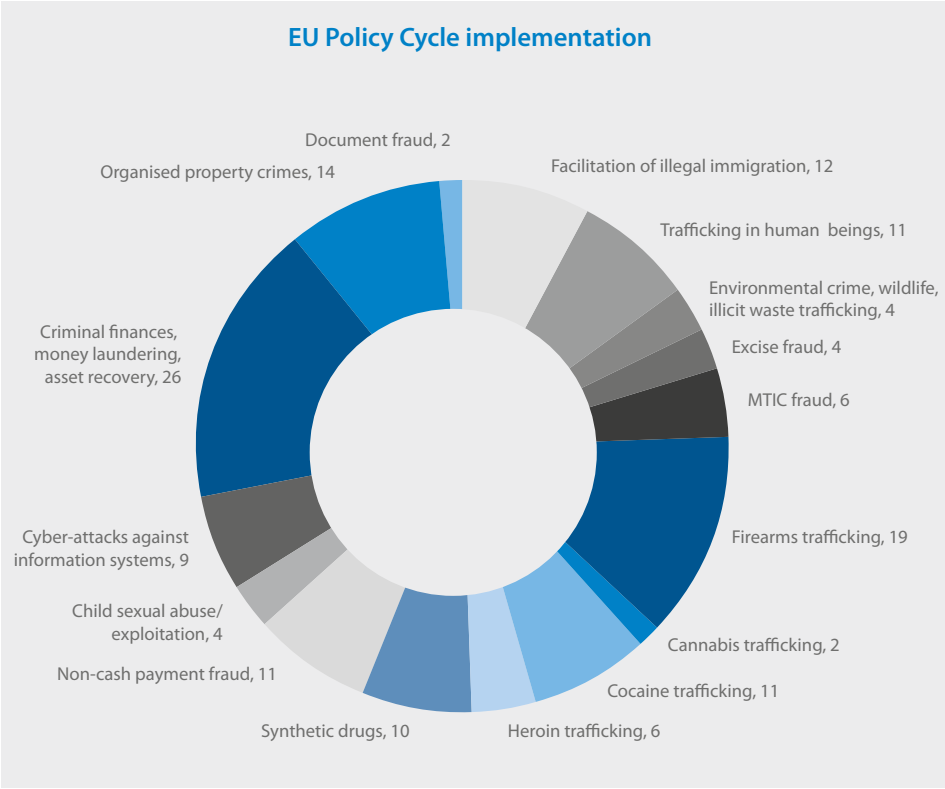


Implemented CEPOL-Frontex exchanges by categories



EU Policy Cycle

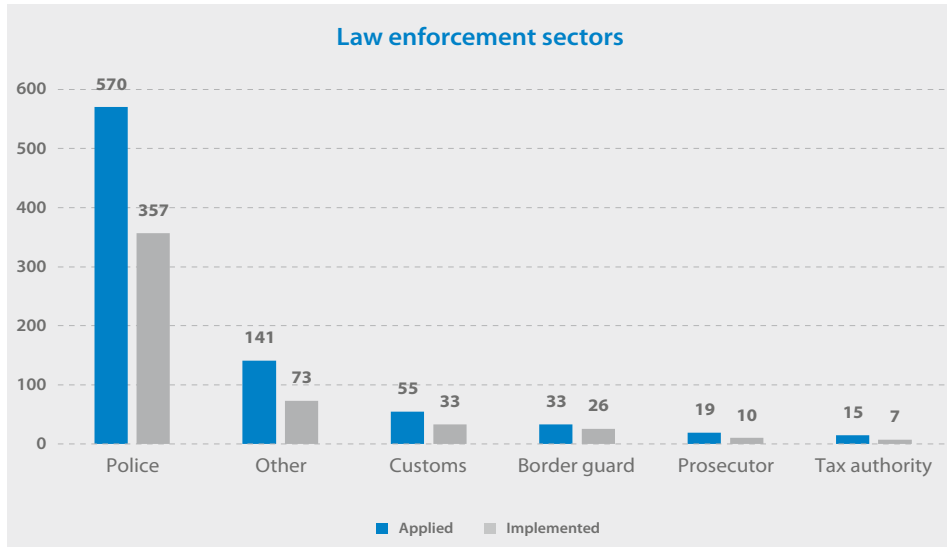
CEP participants in 2018 were given priority if their applications corresponded to the categories under the EU Policy Cycle. Of these, 151 exchanges were implemented successfully, including 82 pre-matched applications. The distribution by topics is indicated on the chart below.



Distribution of the CEP between the law enforcement organisations involved

The CEPOL mandate that came into force on 1 July 2016 invited all law enforcement organisations to participate in all CEPOL activities. The second year when this important amendment could be introduced into the CEP, inviting not only police but customs and tax authorities, border guard agencies and prosecutors to benefit from this training tool, was 2018.

The applicants who indicated their sending organisations on the application form were distributed between law enforcement organisations as follows.



Conclusions

The EU's internal security needs are constantly evolving, resulting in increasing demands on law enforcement officers. This is clearly manifested in CEPOL's new mandate and the growing number of activities and participants. The right skills and the right strengths will be critical in order to meet the future security challenges faced by Member States and CEPOL; therefore, the fine tuning of the CEP must also be addressed, enabling the agency to contribute effectively to the overall objectives of the European Union and of the whole European region.

Narrative reports

The narrative report is a CEP template, which is filled in by the participant after the completion of the exchange. The report gives CEPOL an insight into the experiences the participants have gained and tells us about the knowledge that they could share with counterparts. This selection from the narrative reports is an excellent means of showing the relevance of the programme, and is undoubtedly compelling evidence that this training tool contributes efficiently to achieving the goals of disseminating and sharing good policing practice at EU level. This publication contains a selection of narrative reports from each country, representing all categories within the Exchange Programme.

Participants from Albania

Participants			Hosts
Ilo KECKA, Albania			A.K., Estonia
Anisa AGASTRA, Albania			Kalvi ALMOSEN, Estonia
Andja LEVANAKU, Albania			Elen LAANEMAA, Estonia

Segment: Senior Law Enforcement Leaders

Category: Law enforcement cooperation and information exchange

We were matched with the right colleagues because we all come from an academic field. It was easy to collaborate and share experiences with each other because we discussed our concerns and perspectives about academies' structures, programmes, curricula, teaching methodology, etc. The most important thing is that we spoke the same academic language and it helped us to better understand each other.

During our exchange, we had the following specific positive outcomes:

- Assisting in some hours of lessons and training was a great way to learn in practice about methods of police student teaching and training. This is valuable because the Academy of Security (AS) is interested in getting new experiences of teaching and training methodology, which can be beneficial for both the Academy and the academic staff.
- Sharing information and best practices on structures, programmes, curricula and the process of recruiting in the Estonian Academy of Security Sciences (EASS) and in the Estonian Police is beneficial to get new examples that can be implemented in the organisation of college, faculty or other structures in the AS and in Police state. This was the main point of this exchange: exchanging our strong points of experience to give one another support and new knowledge where it is possible.
- As the EASS is known for its IT development, it was beneficial for the AS, and for us as academic staff of the AS's Faculty of Security and Investigation, to get new knowledge on its development systems and programs and on up-to-date best practices in this area.

We think that the Exchange Programme is important for police academies in order to share our visions in a specific field that will be appropriate for the academies and their staff.

The Albanian Academy of Security intends to share our experiences and to implement new visions and practices mainly in our programmes, curricula, IT development systems and programs, and methods of teaching, training, researching and recruiting. We expect this to have an impact on the improvement and further development of the process of recruitment of police students and police officers' studies and training.

Participants from Armenia

Participant
Karen MAMIKONYAN, Armenia



Host
Julia LIDOROVA, Latvia

Segment: General

Category: Criminal finances, money laundering, asset recovery

My partner in the exchange programme is an expert at the Latvian State Police Forensic Service Department. In the first stage of the programme, during the discussions that took place, it became clear that both of us are interested in the same field of our professional sphere: the analysis of insolvency of organisations. At the same time, we are both working on writing a scientific monograph on the abovementioned topic. In terms of sharing experiences, I was happy to cooperate with my host.

My three best positive outcomes were the following:

- In the field of expertise, my host is a very experienced person, both theoretically and practically, a person with whom having professional discussions was very effective.
- During the second stage of the programme, a conference dedicated to the issues of economical and accounting forensic expertise was organised, where I was given an opportunity to deliver a report and to present the practice of my organisation in the abovementioned field. It should be mentioned that experts from relevant bodies in Armenia, Belarus, Latvia, Lithuania and Ukraine took part in that conference.
- The professional discussions with the experts from the countries mentioned above took place on a high level, which has had a positive effect on my professional activity within the framework of information and professional experience exchange.



We had a discussion with my host and reached an agreement to write a joint scientific article, and if possible to present it for publication in a journal with a high Scopus ranking. We also look forward to CEPOL's support in the publication of the article.

Before starting the programme, it was impossible to imagine how effective it would be; however, after completion of the programme it was obvious how important it was to make contacts with specialists from other countries for further professional discussions and exchange of practice.

I would just like to express my gratitude to CEPOL for organising and funding such a high-level programme.

Participant		Host
Arakel SAHAKYAN, Armenia		Tomasz ROSTOWSKI, Poland

Segment: General**Category:** Specific areas and instruments (analysis, forensics, law enforcement techniques, etc.)

I am satisfied with the results of my matching process. My host has relevant professional skills, abilities and experience that helped me to gain new knowledge of and a deep insight into the exchange topic. His hospitality and professional approach to the exchange programme impressed me.

During my exchange, I got acquainted with shooting techniques, types of guns and rifle range furnishing in Poland and with the anti-corruption policy of Poland. I also gained a deep understanding of the legal grounds and specifics of the application of martial arts in police activity in Poland depending on the situation.

As I am working at the Division on Combating Economic Crimes, it will be very useful to share my Polish experience of combating corruption. The general knowledge of specific areas and instruments that I gained in Poland could also benefit my colleagues as police officers. I have shared this information in accordance with my cascading plan, and will do so in the future also. I am trying to discuss with my colleagues how we can use my Polish experience in our daily work.

I am planning to continue the cooperation with my host. I intend to do that via email and phone calls.

Participants from Austria

Participant		Host
Austria		D. I., Bulgaria

Segment: General**Category:** Facilitation of illegal immigration

My host partner in Sofia, Bulgaria, is responsible for combating human smuggling in the area of the Bulgarian border with neighbouring countries. He has very good experience in criminal investigations. I experienced a very warm welcome from my host and the colleagues I was able to meet.

Bulgaria is one of the main routes of migration flows and its non-Schengen border with Turkey is very important to Europe. Therefore, the building-up of connections through this Exchange Programme was beneficial to both sides.

Some of the best practices I came across during my exchange were the investigating methods used by the national units, which are almost identical in Bulgaria and Austria.

I also learned that the Bulgarian Police is able to keep under surveillance not only the border but also numerous roads and highways without judicial permission. The resulting data could be essential for solving a criminal case.

The directorates are divided into three different parts (National Police, Border Police and Organised Crime), but all of them are responsible for similar subjects. Because of the excellent national cooperation, they are able to resolve questions about who is the main actor in a particular investigation and to support each other during the ongoing investigation.

The Exchange Programme enabled me to gain more knowledge about the structure of the Bulgarian police authorities and their available resources. Also, regarding this particular area of crime, it was very important to establish personal contacts for future closer cooperation. This exchange of experiences was very important in view of the coming challenges with regard to close international cooperation on combating human smuggling and human trafficking.

The existing personal contact between the Bulgarian police authorities and the Austrian CIS [Criminal Intelligence Service] gives us enormous advantages for cooperation in future.

The flow of information will be through the official European channels or the liaison officers, although the possibility of having direct contact will be maintained and used in particular cases.

My personal contacts with the Bulgarian Border Police are also available to all colleagues in the human smuggling unit in Austria.

For me and my colleagues, it was important to get to know the best practices of our Bulgarian colleagues.

I also see my visit to the Bulgarian partner service as a contribution towards establishing confidence-building measures in order to have event-related, rapid and efficient contact in case of need.

I am very thankful for having had the opportunity to participate in the Exchange Programme.

Participant				Host
Peter NEUNTEUFL, Austria				Meelis SAAREPUU, Estonia

Segment: Senior Law Enforcement Leaders

Category: Leadership

My host was perfect, considering the fact that he is a senior police officer and head of the criminal department of the Tartu Police Prefecture. He and the Prefect of Tartu gave me a great insight into the organisational structure of the Estonian Police and didn't hesitate to give me a clear picture of the cooperation between uniformed police, the criminal police department and the border police.

I was impressed with the sophisticated Electronic Data Processing (EDP) used by the Estonian Police — which would also be an advantage for the Austrian Police. I also came across the volunteer police concept in Estonia, the Single Point Of Contact (SPOC) in police administration, the use of automatic drones for border protection, and the GPS [Global Positioning System] and EDP for police foot patrols and police vehicles as best practices in Estonia.

I informed the Vienna Police leadership about the opportunities that the Estonian Police have. Implementation of EDP is currently not possible because of the strict Data Protection Law in Austria. The principles of the Estonian Volunteer Police Programme were completely new to me. When I was informed about the planned restructuring of the Estonian Police in connection with a new rank and salary/payment system, I was able to share our experience from when the Federal Police and the Austrian Gendarmerie were merged in 2004. I forwarded some documents concerning the Austrian police structure and organisation.

I didn't only benefit from the direct contact with my host. He also introduced me to the other heads of police departments and unit commanders. I was able to get an overview of their daily work and the equipment used. We also agreed to share project papers (on volunteer police, EDP programs, etc.) which helped us to present our findings in our own police organisations.

We agreed to have future meetings and in fact we are still in email contact, sharing information and providing inputs.

I strongly support the programme and have already encouraged my colleagues to participate in such programmes.

Participant



Irene ELSIGAN, Austria

Host



I. M., Croatia

Segment: General

Category: Law enforcement cooperation and information exchange — SIRENE

I am very happy and satisfied to be able to say that the person I had the exchange with was absolutely the right person. Like me, she works as a case officer at Supplementary Information Request at the National Entries (SIRENE). Since we are confronted with the same tasks and problems every day, it was easy to find a common basis for discussion. We were able to compare different working methods in our two countries and discuss the respective advantages and disadvantages. It was also interesting to see the different organisational structures of the authorities. The comparison of the different legal bases in our countries allowed us to better understand measures taken by the authorities of the other country in the past.

I found that the Croatian system for making queries in the national databases and the correspondence in case of hits is very effective. The population can also report various offences (such as parking violations, etc.) via mobile phone app to the police communication centre. They also control the borders efficiently through automated number plate reading and checks against national databases, the Schengen Information System (SIS) and IP.

All the activities during my stay were extremely instructive. The visit to the SIRENE Office and the Office of International Police Cooperation is of course the most noteworthy, as this is where most of my daily work is relevant. It was very interesting to gain an insight into the SIRENE workflow and the way it works, but also to get to know people personally, which makes communication and collaboration much easier and more efficient. In the Zagreb Police Department, I received interesting information about

the development and organisation of the police in Zagreb, but also about the practical work of the police officers. The proposal to include a visit to the border police in Rijeka as an additional item on the programme was gratefully accepted by me. Of particular interest was the idea of technical equipment being used. Another highlight of the exchange programme was a visit to the Bregana border control post on the Croatian-Slovenian border. There I had the opportunity to observe the border police in their work and to ask questions about the procedures and implementation of border controls as well as the functioning of the various technical aids. While driving along the 'green border' I received interesting information about the security of this border and about illegal migration in general. Furthermore, I got an overview of the organisation and activity of the Fast team. The visit to the Zagreb Airport border control post was also extremely interesting.

I consider the Croatian system for reporting hits, the information available in the Croatian databases and the structure of the Croatian International Police Cooperation Office to be most interesting for my colleagues.

In any case, we will maintain cooperation with my exchange partner, especially direct and personal communication in urgent or difficult cases.

Participant from Belgium

Participant
Jean LOTTEFIER, Belgium



Host
Ali ARUQAJ, Kosovo

Segment: Senior Law Enforcement Leaders

Category: Organised property crimes

My host was for me the right person, as he is really experienced in the Kosovo Police, where he knows a lot of colleagues and departments. He was the perfect 'access key' during my stay in Kosovo. We appreciated each other after his visit to Belgium a couple of months before, so I felt really comfortable there.

Thanks to him, I visited several departments: the International Law Enforcement Coordination Unit (ILECU), the Special Intervention Unit (SIU), the Special Weapons and Tactics (SWAT), the Kosovo Academy for Public Safety, the Forensic Laboratory, the National Centre for Border Management, the Operational Room, etc.

Really interesting were the explanations about the followed way of the structures, both public and police, in Kosovo for these last 20 years and the end of the war in former Yugoslavia.



The impact of the EU and international bodies that first trained and later monitored the Kosovo Police means that it corresponds to EU standards. They had thus the opportunity to build a new system with the best guidelines and practices to be efficient.

The most important for me was the visit to ILECU and finding out how we can exchange police information in an efficient way with the Kosovo Police. The presentation and demonstration made by the colleagues there — mainly about the available databases — were really invaluable for me and my organisation.

The procedure in Kosovo on serious and organised crime from the beginning (investigation) until the trial (control of and on the investigation, jurisdictions of the prosecutor and the investigating judge, etc.) was of interest to me.

And undoubtedly the networking with incredibly kind and competent colleagues in various departments (the War Crime Investigation Unit, Narcotics, ILECU, SIU, the Police Academy, etc.) was a great experience.

On both private and professional levels, my counterpart became a friend and associate. We know each other that we are now able to exchange information with confidence.

The visits that I've made gave me a real overview into the databases available at various levels (Police, Customs, Borders, the Food and Veterinary Agency and the Forensics Lab). Therefore, I am now able to request exactly what is needed through the right channel from the right service.

It was one of the best professional experiences I have had so far on the international level. We are staying in touch through email and WhatsApp.

I would like to thank deep from my heart CEPOL for having given me the opportunity to live such an experience.

Participant from Bosnia and Herzegovina

Participant

Bojan RADOJKOVIC, Bosnia and Herzegovina



Host

Marijana RADUNOVIC, Montenegro

Segment: General

Category: Facilitation of illegal immigration

The exchange was a great opportunity to exchange best practices in the domains of combating illegal immigration and asylum. By presenting our side and the Montenegrin side, we were able to map the good parts of our and their systems, which can help both sides in our future work.

Experience exchange about all activities in a few organisational units and services in Montenegro could help us in some spheres of our profession, but the work we do in our countries is different, without a lot of points in common.

The problems encountered by the police of Bosnia and Herzegovina are similar to the problems that our counterparts from Montenegro are facing. Thanks to the CEPOL exchange, through direct conversation with our colleagues from Montenegro, we managed to consider certain topics from several points of view. The contacts that we have established with Montenegrin counterparts will be of great help to us in the future, considering that we are in communication with Montenegro every day as we are neighbouring countries. Also, it was very helpful to hear something about trafficking in human beings, bearing in mind that illegal migrants are a vulnerable category regarding THB.

We are very much interested in continuing to cooperate with our Montenegrin counterparts in terms of communication in cases where a potential victim of trafficking from Montenegro is identified within the scope of our work, for the purpose of further referral and return to the parents or to a third country. We will also continue to cooperate in the fight against illegal migration.

The activities carried out through this exchange programme completely fulfilled my expectations, so I will recommend that colleagues participate in future exchanges.

Participants from Bulgaria

Participant		Host
Svetlana DANEVA, Bulgaria		 Vladimir TURMANIDZE, Georgia

Segment: General

Category: Prosecutors (law enforcement) cooperation

My exchange partner was a chief prosecutor in the Prosecutor's Office of Batumi, Adjara, Georgia. I am absolutely sure that for the exchange I was matched with the right person. We are both prosecutors, our work experience is similar and we also have interests regarding work in the spheres of human trafficking and money laundering. For my exchange, my host had prepared then realised a very intriguing, diverse and useful schedule. Thanks to him I was able to meet representatives of different institutions working in the sphere of human trafficking.

During the working trip, I visited the prosecutor's office in Batumi. We also had a meeting with the head of the prosecutor's office as well as with colleagues: prosecutors and investigators connected to the prosecutor's office.



I participated in a meeting with investigating policemen who work in the department against human trafficking. We also visited the office of the International Organisation for Migration in Batumi.

Another interesting thing was our visit to the Georgia-Turkey border, where we scrutinised the stream of people who came on foot from Turkey to Georgia. We discussed how the police identify potential trafficking victims.

Another place that we visited was an establishment where the trafficking victims are accommodated — a so-called shelter. We had a look at the rooms where the victims are housed, and after that had a talk with the director of the shelter.

I saw the laboratory for expertise (chemicals, ballistics, dactyloscopic) as well, which had extremely modern equipment. Moreover, I was able to go to the building where forensic medical expertise was conducted.

We went to the court (which is in a different building from the prosecutor's office), where we attended a proceeding and also had a meeting with the chairman of the court.

My host introduced me to the electronic system for organising work in the prosecutor's office. Each prosecutor has electronic access to the documents in the criminal cases on which they are working. That is how, for example, the prosecutor can get an idea of how the interrogation of a witness has proceeded. Due to this practice, the paper files of the cases, which most of the time are numerous and spacious, are not needed in the office of the prosecutor.

I also learned that in Georgia the investigators are called 'investigators connected to the prosecutor's office'. Their offices are in the same building and on the same floor. In this way, a very tight bond between the investigator and the prosecutor is formed. A particular case can be discussed at any time and the prosecutor is also able at any time to help with guidelines for the investigation.

My host is also a mentor of two interns. Their rights are very various and extensive compared with interns in Bulgaria; for instance, they can participate in the court proceedings.

In Georgia, when the prosecutor brings the case to court he doesn't write an indictment. In contrast, the Bulgarian prosecutor is obliged to prepare an indictment, which must meet the requirements set out in the Penal Procedure Code. In serious cases (like those against the tax system), the indictment consists of between 80 pages and 90 pages.

As a result of the exchange, I learned a lot about the legislation system in Georgia, the place of the prosecutor's office in it, the particular way of organising the law and the everyday work of the prosecutors. I found many similarities between Bulgarian and Georgian prosecutors and between the people as a whole. What I noticed as identical in the approach to work was the total dedication to the job, often at the expense of private life. Furthermore, the prosecutors from both countries have a desire for self-improvement and of course the yearning to help the victims achieve justice and for the offender to be punished.

I would be happy to continue the cooperation with my exchange partner. This could happen through the international law cooperation, for instance. I and my host continue to communicate in person at present.

Participant			Host
Dimitrina VLADIMIROVA, Bulgaria			E. F., Croatia

Segment: General

Category: Firearms trafficking

I definitely was matched with the right person. The programme helped me to familiarise myself with the working methods of Croatia by exchanging experiences, building trust and improving cross-border cooperation. The area of responsibility of my host's unit is to conduct special investigations in a variety of crimes in the field of serious organised crime. My host's rank and the area of responsibilities is the same as in my unit.


I was informed about activities linked to the specific field of expertise: Croatian legislation and the investigation process concerning organised crimes (undercover operations and informant handling), combating organised crime and the main lines of work in the unit. Presentations about different databases gave me a knowledge about the information I would be able to receive from Croatia.

A special police app was presented to me. With this app installed on a smartphone, every citizen can send a report to the police operational communication centre. This police app enables anonymous and instant communication with police operations centres. Many reports have been sent through the app. I will try to present the app in my country and I hope my Ministry of Interior will show great interest in it.

The centralised unit for informant handling is one of the best practices I would really like to incorporate in my country. Since 2010, a specialised unit dealing with informants has been established in my directorate in the department 'Special Operations'. One of the main purposes of our unit is specialising in professional efficient management of informants. We believe that this is the most effective method of investigation and it is necessary to be harmonised with the best practices in this field in Europe. Becoming a centralised unit will give us a better overview in Bulgaria and easier communication with the centralised units in the other countries. It won't be easy because it is connected with some changes in legislation and in the structure of the ministry.

Some of the positive outcomes were my personal contact with foreign colleagues and trust building. Cooperation is much easier when you know the colleagues personally. Also by now I am more familiar with the structure of the Croatian police and I have a clear picture of to whom I am able to speak and ask help if it is needed. During my exchange, I met other foreign colleagues who were sent there for the whole summer period (Hungary, Poland, Serbia, etc.). I realised that Croatia may need Bulgarian support due to the problem with seasonal pickpocketing because of many Bulgarian criminals. I will try to be the connection between the Bulgarian Pickpocket Unit in the Sofia Police Directorate and Pula's Police Administration. Maybe next summer Bulgaria can support them in combating that type of crime.

We made an agreement to communicate in the event that organised crime groups involve both Bulgarians and Croatians. We will stay in touch in case the Bulgarian Ministry of Interior accepts the idea for the mobile application. My host will help us to connect with the right unit in Zagreb, Croatia.

Participant		Host
Svetlozar MARKOV, Bulgaria		J. C., Portugal

Segment: General

Category: Specific areas and instruments — Criminal Intelligence Analysis

I was pre-matched with the help of Bulgarian and Portuguese CNUs [CEPOL National Units]. The pre-match was very successful.

The three best practices I encountered during my exchange were the following:

- The National Republican Guard (GNR) analysis groups have formed strong networks that share information and ideas. This approach stimulates discussion, advances the corporate body of knowledge and leads to innovative strategies to improve intelligence collection, analysis and reporting on the chosen crimes. Due to this fact, analysts in Porto have developed software that was shared across all GNR analysis units.
- The application of intelligence software in GNR analysis units, where they use some of the most advanced technology.
- The training programme in analysis. Officers develop strategic thinking and conceptual and analytical skills and gain a sound knowledge of management and criminal analysis, with specific regard to criminal intelligence.

In order to incorporate the best practices, I will try to maintain a culture of innovation. I believe that the best practice in innovation in criminal analysis in the GNR involves constantly looking at our existing Bulgarian products, processes and procedures to see what improvements can be made to keep them at the cutting edge. Possibly it will take 2-3 years.

One of the highlights of the programme was that it gave me the opportunity to reflect on my own approach and practices and to develop analytical and problem-solving skills. It allowed me to step outside the box and see that there are many perfectly valid approaches to criminal analysis, not just one linear, prescriptive method. By going abroad and observing other analysts in their own environment, I developed not just professionally but also as a person.

The exchange programme also gave me awareness of alternative, multifaceted approaches to learning and enabled me to adopt them, as it is different from CEPOL courses. It gave me the opportunity to learn by doing and I had the best tutor in Portugal's GNR.

‘Personal participation is the universal principle of knowing.’ — Michael Polanyi

We will absolutely continue the cooperation, to exchange ideas and innovation between us in the area of criminal analysis and police intelligence. We also remain very good friends.

Participants from Croatia

Participant		Host
Alen LESIC, Croatia		Emmanuel LEIBOVICI, France

Segment: General

Category: Public order — policing of major events

I believe that I have had an exchange in a department that has a very similar scope of regular jobs and tasks to that of my regular job — although the legal systems of France and Croatia as well as the organisation of police and gendarmerie are basically very different.

The visit to the Gendarmerie Nationale — Groupement du Val-d'Oise was very fruitful. At first, it gave me an insight into the structure and manner of functioning, although the police job is very similar anywhere, as it is in Croatia too. Also, I was able to compare the legal powers of the police and other rules that govern the procedure of police jobs, which was a really excellent opportunity.

The level of exchanging information and cooperation between individual departments and services within the Gendarmerie was particularly impressive, as well as the technological approach to tracing the events at the crime scene and the way of checking the persons and objects.

This kind of military-oriented organisation, with personal ranks, clear career advancement and shifting positions and towns of service every 3-5 years, is very demanding for them as well as for their families. Benefits, housing subsidies, early retirement and lots of other possibilities are not new ideas but they show real care for every police officer. This approach was refreshing and very interesting.

By comparing the legal and police frameworks, I hope some good practices in approach and ways of solving some difficulties and ambiguities can be seen, either through instructions and rulebooks or in accordance with the possibilities of proposing changes to certain legal articles, for which a longer period of time is needed. The achievement of the level of technological progress and the status of police officers depends on politics and government as well as financial matters, which will also take a longer period of time.

I will try to stay in contact with my colleague by email to check French legal solutions and ways of solving certain problems and trends in the future.

This international exchange experience will help me a lot in my further work and personal development.

Participant

Tereza KLEN, Croatia

**Host**

Finola HEENEY, Ireland

Segment: General**Category:** Law enforcement cooperation and information exchange — SIRENE

I think that I was matched with the right person because we come from the same field of work, but in two different countries. In my work as a police officer in the International Police Cooperation Service, NCB [National Central Bureau] Zagreb, for the last 5 years, I have gained both enough operative experience and theoretical knowledge in the field of international police cooperation to be able to share it with colleagues abroad and to recognise and specify working processes and practices performed by the host country services that are subjects of my interest.

Last year Croatia implemented the Schengen Information System (SIS), so I shared our experience with my Irish colleagues, who will implement SIS in 2019.

The best practices I found in Ireland were to encourage international operative police cooperation and make contacts on all levels in cases of urgent need for operative information, especially regarding European arrest warrants; and also to establish the International Police Cooperation Centre as a single point of contact for exchanging information in operational international police cooperation and to participate in regional police cooperation initiatives.

I will try to incorporate these practices in the working process of the Croatian International Police Cooperation Service.

I also had the opportunity to visit other police organisational units, for example Dublin Airport and the Criminal Court in Dublin, so I got an insight into their working procedures, the general structure of the criminality they're fighting against and their cooperation with the Ministry of Justice. While in Ireland, I made professional contacts, which I find useful for future operational cooperation in terms of quicker responses and positive outcomes of cases for all the parties involved.

I plan to continue cooperation and to share my knowledge with my exchange partner in their future implementation of the Schengen Information System.

Participant

Nenad NACA, Croatia

**Host**

R. G., Bulgaria

Segment: General**Category:** Facilitation of illegal immigration

The matching was successful because I had the opportunity to exchange knowledge, experiences and best practices regarding crime investigations and border police. Additionally, I was able to practice and improve my language skills.

I have learned about the Bulgarian police structure, especially the Border Police, and I was able to find out that their Border Police is structured in three levels (local, regional and national). Within all levels they have special criminal police departments that are responsible for cross-border crimes.

I was able to visit the Police Coast Guard unit and learn about their methods of guarding the sea border and participating in Frontex's Operation Poseidon.

I have also learned about similarities and differences between analytical procedures in the criminal police and in the Border Police.

One of the best practices I experienced in Bulgaria was the knowledge that the Bulgarian Department of Organised Crime has a US Federal Bureau of Investigation office in it, which provides additional cooperation between the two countries and between the two agencies fighting organised crime.

Also, the Bulgarian Police has a 24/7 hotline to the USA that can provide them with additional information they need in some cases. Also, the Border Police has a 24/7 coordination centre at every level.

We mostly cooperate with the criminal police on the same level, but if it is possible I would appreciate the opportunity to work in some joint operations with my Bulgarian colleagues in a JIT [Joint Investigation Team] or any other form.

The exchange programme gave me the opportunity not only to exchange experiences on the exchange topic, but also to see some weaknesses and strengths of my own job and legislation in my country. This programme gives you the opportunity to gain experience that is rarely available to police officers through regular police work.

Participants from Cyprus

Participant		Host
Ioannis MAVROHANNAS, Cyprus		Severine SCHROETER, France

Segment: General

Category: Law enforcement cooperation and information exchange

I was matched with the right person, due to the fact that we perform similar duties. I am the Director of EU-IPCD [European Union and International Police Cooperation Directorate] within the Cyprus Police and SPOC (Single Point of Contact) is part of the Directorate. I am also the representative of Cyprus on the Europol Management Board. My host is the head of the SPOC for local cases in France and she has also been in Europol in The Hague. We have common experiences in relation to international police cooperation matters. We had the opportunity to exchange best practices and to strengthen our cooperation.

The best practices I came across during my exchange were as follows:

- The case management system, which provides the means for efficient and effective automatic dissemination of requests/information/messages.
- The National Service of Security Administration and Investigation. It's a new department in the Ministry of the Interior, established in 2017 after the terrorist attacks in France, dealing with the prevention of terrorism and major incidents.
- Best practices in casinos and gaming, since Cyprus is now opening a casino for the first time.

The case management system is an ongoing project in the Cyprus Police, which will take one more year to be implemented. Best practices give added value to the project. I would like to incorporate the new information and methods for the prevention of terrorism and major incidents as well as the collection of information on how to better face crime and problems arising from the casino and gaming.

Some of the positive outcomes were the automation of all the police cooperation activities, which decreases bureaucracy and increases efficiency and effectiveness; more involvement of the Liaison Officers in both countries for faster execution of requests; and the information for police officers regarding casinos and gaming as well as prevention of terrorism.

Of course the cooperation with my exchange partner will continue. We will exchange information, views and ideas about our everyday work and about crucial matters for which we have to take action.

The exchange visits are indeed very useful and very important for all the participants and their organisations, as they improve knowledge and constitute a platform for the implementation of best practices.

Participant		Host
Alexis ALEXANDROU, Cyprus		Irena VLASENKO, Latvia

Segment: General

Category: Specific areas and instruments (analysis, forensics, law enforcement techniques, etc.)

I believe I was matched with the right person. My exchange partner is also a chemist and she has a lot of experience in flammables analysis. I had the chance to learn a new method (SPME [solid-phase micro-extraction]) for arson analysis of fire debris samples. Furthermore, I had the chance to see how another forensic lab does its routine analysis, what methods they are using and what problems they are dealing with.

For the arson analysis, we have already established our own methods, but it's also very interesting to know how the other laboratories are doing their analysis and we might use some of their practices to improve our methods. For gunshot residue analysis, we established an exchange of ideas and experiences, and this will help us in the future when we have similar cases.

One of the positive outcomes of this exchange was learning about the Automatic Mass Spectral Deconvolution and Identification System, which allows you to automatically find any of a set of target compounds in a gas chromatography/mass spectral data file. We also discussed the difficulties that we

face in some police cases that involve unknown compounds. I believe a good collaboration was accomplished between the two organisations.

I am planning to continue the cooperation with my exchange partner and with the people I met in the State Forensic Science Bureau of Riga. We can help each other to solve problems related to analysis of flammables and gunshot residue.

Participants from Czechia

Participant		Host	
Jiří KALINA, Czechia		Hans-Jörg BARTH, Germany	

Segment: General

Category: Public order — policing of major events

My host person during my exchange visit in Germany was the commander of the *Bereitschaftspolizei* unit (BFE). The host unit and my home unit have very similar ranges of tasks. My host is an expert with abundant practical experience. I gained extensive new knowledge about police training from the host unit, which I am about to use as a trainer in the education process at my own unit. Information received during my visit was very detailed. I believe we will benefit from those details to improve our skills. The most valuable pieces of information were about shooting range training, active shooter (so-called 'amok') tactics and first aid training. The opportunity to see the use of modern equipment was very inspiring for me, especially the interactive shooting range, drones and medical pack.

Some of the best practices I experienced during the exchange programme were:

- Application of modern devices in the course of intervention, for example the use of drones for monitoring the current situation on the scene, scene monitoring prior to the intervention, following the suspects, sharing information with the staff, etc.
- Very developed training shooting system at the interactive shooting range connected with active shooter tactics. The officers gain shooting skills and at the same time they have to think and communicate with the offender; officers learn to make the right decision.
- Active shooter tactics training connected with the first aid training included in the complex training. I gained a lot of information about team movement in an urban area, mutual team covering and urban area perimeter control.

It was also very beneficial to establish new international contacts for the future cooperation and mutual development of both units, to share important information about new trends, service training and duty and, on personal career development, improvement of my language skills.

We discussed continuing the cooperation and we are both strongly interested in this outcome. My aim is to visit BFE Göppingen unit every second year, and each intervening year we would like to host our German colleagues. The visit group could include officers from different units (special anti-riot unit, doghandlers, mounted police, etc.). I believe our mutual communication will lead to enhancing the capabilities of both units involved.

I was absolutely satisfied with all aspects of the exchange and I would like to take part in future exchange visits to gain a more complex overview and enhance international experience in my field of expertise.

Participant

Hana SLABYHOUDKOVA, Czechia

**Host**

Salome MAMAGULASHVILI, Georgia

Segment: Trainers**Category:** Language development, train the trainers

My exchange partner was definitely the best partner possible to be matched with. First of all, we both have experience with teaching English, so we could share our experiences and learn something about different teaching methods and textbooks. In addition, she has an excellent command of English, so I could learn some new English expressions from her.

Furthermore, we both work in police schools, so we could go over the topics and vocabulary and discuss the problems that we encounter.

Last but not least, my host is a friendly, flexible, hospitable and empathetic woman with a sense of humour. Our countries have had a lot in common, which is another reason why we got on very well together.

The best practice was definitely the opportunity to speak English continuously. I also appreciated meeting with other colleagues, getting information about language courses, evaluation, materials and useful teaching methods. I also had the opportunity to observe and participate in English lessons with a native speaker and advanced students.

The best experience was taking part in the organisation and carrying out placement tests. We could incorporate the practice (a set of questions for different levels) during oral entrance exams at the Police College in Prague. I assume it could take up to 2 hours to invent appropriate questions.

We have agreed that both our professional and personal contacts will continue and we intend to share teaching materials via email.



Participants from Estonia

Participant
Rain VOSMAN, Estonia



Host
D. M. P., Spain

Segment: General

Category: Firearms trafficking

My host works in the Spanish National Police in the division of international cooperation (INTERPOL). His topics are violent extremism, terrorism, and organised and serious crime. One of his main tasks is exchanging information with other countries. We both are in a Europol SNE [Seconded National Expert] GO's pool and during the last 2 years we were both deployed to the same migration hotspots (Greece, Italy) for 6 months in total. During those periods, we had time to discuss the migration situations in Spain and in Estonia. We spoke a lot about current situations of organised crimes and criminal groups, violent extremism and potential terrorism in Estonia and in Spain. Both of us are experts on those topics and we decided to join the CEPOL Exchange Programme to get more experience of how authorities in both countries are managing those topics.

Cooperation between the Spanish police and the Estonian Central Criminal Police is very close, because of Estonian criminals who are living and hiding themselves in the Marbella region in Spain. They are very close to Russian organised criminal groups and cooperate with them. That means various joint operations between Estonian and Spanish police forces are necessary to fight against those criminals. One of my aims was to get closer and direct contacts with the head of the drugs and organised crime division in the Spanish National Police. During the programme, I had a meeting with the team leader. He gave me an overview about that topic and he was interested in cooperating with us also. He noted that the Estonian Central Criminal Police is their close partner. We exchanged contact details.

During my exchange, I got an overview of the structure of Spanish INTERPOL, Europol and SIRENE and how they work.

I also got an overview of how massive the Spanish Police organisation is compared with the Estonian Police. In my opinion, the system in the Estonian Police is much more flexible. In Estonia, it is easier to cooperate (make deals, agreements, etc.) with other authorities on different levels. It's easier and faster because the service is quite small!

Due to this exchange we have very good connections with the head of the drugs and organised crime division in the Spanish National Police. We have already some joint cases that we want to deal with together as a joint operation on an international level.

Participant			Host
Hanno HANTSON, Estonia			Jussi SAINI, Finland

Segment: Trainers

Category: Law enforcement cooperation and information exchange

I was definitely matched with the right person. My partner was the Head of ICT in the Police University College of Finland. In principle, he was my counterpart in Finland. As our institutions and the structure of ICT development and services turned out to be very similar, it was a great opportunity to learn what their challenges and success stories are.

It was great to experience the active use of additional modules in e-learning environments during my exchange. I think educational institutions should have technologically advanced copies of real environments, like for example the Police Command Centre in the Police University College of Finland.

During my exchange, I also came across a best practice of building new working environments so that the input of the users is taken actively into account.

Three positive outcomes from our exchange were the following:

- The opportunity to visit an ambulance simulator that is used in the South-Eastern Finland University of Applied Sciences.
- Knowledge about solving issues with ICT service providers, which turned out to be very similar to our challenges.
- Dealing with threats in the field of cybersecurity and how police networks are protected.

My host and I compared our institutions in every aspect. Discussion was the key element of our meetings. We have already agreed on several aspects in the field of ICT where we will cooperate. Mainly we plan to show and describe the developments we have made.

Our institutions already have cooperation agreements on higher levels, but connecting on a specific field of interest, which is currently ICT, makes it possible to exchange experiences at levels of detail that would otherwise be impossible. This kind of cooperation is able to provide new angles and fresh approaches to ultimately do your job more efficiently.

Participant			Host
Irina GREBENNIKOVA, Estonia			Mojca JANEZIC, Slovenia

Segment: General

Category: Specific areas and instruments (analysis, forensics, law enforcement techniques, etc.)

My exchange partner was the right person. I had no contact with her before, but my colleague, who is a senior expert, has contact with the head of the chemistry department of the Slovenian National Forensic Laboratory (NFL) and he recommended to me this visit to familiarise myself with methods and practices of routine drug analysis, especially the analysis of new psychoactive substances. Additionally,

the Slovenian NFL is a leader of the international RESPONSE [A Response to Challenges in Forensic Drugs Analyses] project and I wanted to learn about the activities of this project.

The three best practices I came across during my exchange were the following:

- Methods used for analysis/identification of new drugs and psychoactive substances.
- Information about the international RESPONSE project (database that contains comprehensive forensic data about new psychoactive substances). The database of the RESPONSE project is driven by the Slovenian NFL, and information from this database is used by many forensic chemists in different laboratories.
- Profiling of cocaine (analysis and data treatment). The Slovenian NFL has long-term experience in profiling of several drugs, including cocaine.



During my exchange, I got some ideas about how to improve some of our quantification methods. I gained a lot of knowledge about analysis of new psychoactive substances and use of the database of the RESPONSE project as a tool for identifying new psychoactive substances in my daily work.

I also have become acquainted with the quality system in the Slovenian NFL — in the whole laboratory and in the chemistry department in particular. I have made very good contacts with colleagues from the Slovenian NFL and I am going to benefit from our cooperation in the future, and we plan to share information (especially about new psychoactive substances and methods of analysis) and knowledge with each other.

The programme seems to work smoothly and has fulfilled my expectations. It is good to recognise that this programme is extended to others, such as forensic experts.

Participants from Finland

Participant		Host
Anne NIKKANEN, Finland		 Béla OLÁH, Hungary

Segment: General

Category: Criminal finances, money laundering, asset recovery

The exchange partner was the most appropriate match because my host is working in exactly the same field as I am, we both work in our national Asset Recovery Office (ARO) and our tasks are quite similar. We both have a background in economic crime investigation and we work with intelligence information

exchange, along with our other duties, so this was a great opportunity to share corresponding information with my counterpart.

The official programme for my exchange period in Budapest was really interesting and rewarding. My host has excellent social skills and he introduced me to several colleagues, and I also got a brief private lesson about the distant but common origin of the Finnish language and the Hungarian language.

I gained an understanding of Hungary's asset recovery procedures and it turned out that most procedures are basically the same as in Finland. So when cooperation related to information exchange is needed with Hungary, it's really good to know in advance what kind of information Hungary's ARO is able to get and share with us for intelligence purposes. Like Finland, Hungary is able to provide, for instance, full bank account information on request. This kind of information was very useful for both parties.

We had several visits and we exchanged the contact information of different authorities for future purposes. For instance, we visited the Hungarian Financial Intelligence Unit (FIU), which is not a police FIU; it is placed in the National Tax and Customs Administration (NTCA). In Finland, the FIU is placed under the police, and the office is located in the National Bureau of Investigation, which we in the ARO see as a great benefit for our cooperation and for our daily work.



I also received a very good knowledge of Hungarian Police services and their international cooperation. The structure of the Hungarian Police is more diverse than in Finland. One similarity is that the Hungarian ARO is located in the National Bureau of Investigation, in the same way as in Finland. In relation to the population and the land area, the number of police officers in Hungary is many times higher than in Finland, which was surprising to me. However, the challenges are mainly of different types from in Finland: Hungary has borders with seven neighbouring countries and the country is known as a transit country, so that presents law enforcement authorities with a lot of different kinds of challenges.

I was honoured to visit a couple of educational institutions and I must say that I'm very impressed with these educational possibilities that Hungary has for law enforcement. We visited the National University of Public Service (NUPS), the International College of Financial Investigation (ICOFI) and the International Law Enforcement Academy (ILEA). Great opportunities for postgraduate studies.

I think that we both engaged ourselves very well for future cooperation in cases that involve both jurisdictions. At least we have now created a direct link through which to seek advice! My host and I will

definitely stay in touch, we will exchange information and help each other whenever there's need for that and hopefully we shall meet again on some occasion.

This Exchange Programme was a very nice and comprehensive experience and I'll definitely encourage my co-workers and other colleagues to apply for it — a very good way to share experiences and build new professional networks.

Participant		Host	
Jyri SORVALI, Finland		Miguel Ángel LLORENTE PANZANO, Spain	

Segment: General

Category: Customs cooperation

In my experience, I feel like I had a very good match for me. I myself work at the national-level intelligence and analysis unit so it was very fruitful to hear about and experience regional-level activities during my exchange period. Even though I do not have much relevant experience of maritime domain risk analysis, it was very interesting to hear more about this specific area in such a busy environment and a very important logistics hub at the European level for legal and illegal trafficking of goods and containers.

My exchange partner and I also had very good conversations during our visits. We shared best practices, cultural-level experiences and contact details for further cooperation.

For me, it was good to have a deeper understanding of the Canary Islands and their strategic role in the logistics chain as an entry point from all over the world to Europe (for example drugs from Africa and/or South America). At operational and practical levels, I am able to compare some of the tools and methods used in two different organisations.

The three best practices I experienced during my exchange were:

- comparing working methods at national and regional levels for better understanding of both.
- comparing cultural aspects for better understanding of hierarchies and working habits.
- networking for international cooperation whenever needed.

Professionally we are looking for any opportunities to help each other whenever or wherever needed. We shall continue to keep in touch in any way that could help us.

I would like to take the chance to thank you all for helping me in so many ways. Thanks to CEPOL and thanks to my colleagues and new friends in Las Palmas. Very professional work. Wish you all the best and I hope to be a candidate for this exchange programme again in a couple of years.

Participants from France

Participant		Host
Stephanie LANTIN, France		Marie-Claude COUSSEE, Belgium

Segment: General

Category: Child sexual exploitation

The host unit is exactly the same as mine: they deal with the fight against child sexual exploitation and abuse, with an international overview. The only difference is that my unit is an operational one. We manage open cases and investigate them. The Belgium child abuse unit is only a strategic unit: open-source searches, IP [internet protocol] and/or phone identification, database searches.

My unit, the CAU, has access to the ICSE [International Child Sexual Exploitation] database and works on it daily for the purpose of identifying victims.

It was beneficial to meet foreign colleagues who work on the same topic, to allow us to get closer and direct contact that can be very useful for our investigations.

The work of Child Focus is very valuable for the police officers of the CAU. The non-governmental organisation (NGO) categorises the reports (child sexual exploitation on- or offline reports, missing child reports, etc.) and decides whether or not an investigation can be opened.

The exchange also brought about better border cooperation.

The whole exchange was well organised and prepared. The Belgian police officers were open minded and very talkative; they shared their best practices very easily.

I would also like to add that the cooperation between Belgium and France is very important. Belgium is one of our foremost partners in the fight against child sexual exploitation. And we work very closely in partnership with our focus point in Europol.

Participant		Host
Sylvain CAVIER, France		O. L., Belgium

Segment: General

Category: Cyberattacks against information systems

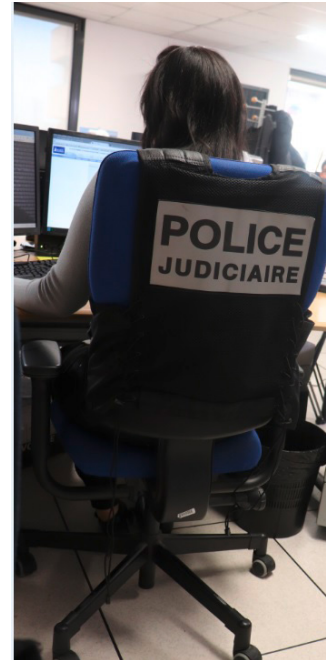
The level of exchange is perfect. I met with the head of the I2 (Internet Investigations) and spent some time within the Belgian Federal Computer Crime Unit (FCCU). This is an exact match with my own position as deputy head of the PHAROS [Platform for Search of Audiovisual Resources across Online Spaces] platform, within the French Central Computer Crime Office.

I had the chance to experience the use of the national database, the breaking down of training into different skill levels per usage and the use of outside resources for the highest level of training.

- The Belgian national database is highly impressive, as it lists all the citizens and residents of the country. A simple name/ date of birth search will allow one to get access to an address, ID picture and priors. Such a tool is not compliant with French legislation but remains highly effective.
- Regarding the breaking down of the training, this has been started in France as well but not to the level that is the standard in Belgium. This was an opportunity to talk about the challenges and opportunities of such an approach.
- Last, the use of outside contractors for delivering the highest level of training is something that is difficult to set up given the cost it entails, but this suggestion has been passed to the relevant people.

Thanks to this programme I had the opportunity to enhance my cooperation network and to better understand the strengths and weaknesses of a key partner.

There has been one opportunity to exchange operational information since my visit to Belgium, and since then a lot of key players have been identified in both of our organisations. Further cooperation will be even easier to set up.



Participant

Florent KHIES, France



Host

Liliana ALMEIDA FRANCISCO, Portugal

Segment: General

Category: Specific areas and instruments (analysis, forensics, law enforcement techniques, etc.) — CSI

I think I was matched with exactly the right person. Effectively, my host is a crime scene investigator and she works in the field like me, so she could understand my knowledge and my needs. She organised visits to units and services I wanted to compare. For example, I could see the crime scene investigation (CSI) unit and all the equipment used. Now I'm able to see the differences between the Portuguese police and my service, and between the Portuguese and French equipment.

One day, a bloodstain pattern analysis (BPA) expert provided me with an overview of this field and showed me real cases to understand the usefulness of bloodstain pattern analysis in investigation.

I was able to visit the building of CSI Portugal and see the equipment they use during their investigations. So I could compare and ask questions about what was new for me.

Also, the visit to the forensic laboratory allowed me to provide information for my colleagues in the French forensic laboratory and to ask a lot of questions about the accreditation.

The most important practice is the use of BPA. It's a field we don't use in the French police. Now I understand why this field is useful in investigation, what international organisations are dealing with BPA, where I can find documentation about this field and who is able to train my unit.

The tests of hazard lights in fire cases were carried out in Porto by the fire brigade, the CSI unit, investigators and the army with hazard lights in an aerodrome to understand what hazard lights are and what the necessary conditions are to make a fire. This knowledge may be useful to better understand some forest fire cases in France and to inform my colleagues about the kind of devices we can find in the field.



My visit to the regional unit in Porto allowed me to compare the difference between the national unit in Lisbon and a regional unit in terms of equipment, missions and human resources. I could also compare it with the French organisation.

Also, my visit to the police academy allowed me to discover how the Portuguese police manages the basic training of forensic staff and investigators. During this visit, I met the person in charge of the police museum. She explained to me some projects they had carried out to prevent offences, such as the management of a tiles database to inform citizens and companies to avoid buying stolen tiles. Another example is the project to search for and inform the owners of stolen religious items. It was really interesting, because in the French police we work after a crime has happened and we don't often work to prevent it. We could organise this kind of project in France to reduce some crimes.

We will continue the cooperation with my exchange partner. Already in January 2019 four Portuguese police officers will come to my unit to be trained in CBRN [Chemical, Biological, Radiological and Nuclear] investigation. In 2019 (maybe summer), two Portuguese trainers will come to France to train us in BPA. We also keep in touch with the Portuguese officers.

This exchange programme is a very good idea: it allows us to share our techniques with other police forces and finally to improve our skills in order to help and to protect the victims. So thank you very much, CEPOL!

Participants from Georgia

Participant		Host
Davit KUTALADZE, Georgia		I. P., Latvia

Segment: General

Category: Prosecutors (law enforcement) cooperation

From my point of view, the exchange partner with whom I was matched fully corresponded with expectations that I had of this programme. Stating this, I mean that I was offered a vast range of opportunities in order to gain information about the fields that fell into my sphere of interest. Besides this I want to underline that this exchange programme also gave us the opportunity to build up a friendly relationship outside the work area, which played a great role in making this programme more productive.

I had a great opportunity to get acquainted with the practice implemented by Latvian law enforcement bodies concerning cybercrime investigation and obtaining electronic evidence. According to the practice, when seizing important information from a computer system or any other digital device, specialists with specific knowledge, who work in local law enforcement offices of Latvia, are given an assignment to prepare a clone (copy) of the information in relation to the crime committed. Specialists prepare the clone at the crime scene or in offices and, thereafter, this clone is used as evidence. This prevents the necessity to seize the device from the owner and conduct digital examinations, which in turn supports effective investigation and successful implementation of justice.

I got introduced to regulations implemented in the criminal procedural code of Latvia, which gives the prosecutor the right to sign a mutual agreement with the wrongdoer (criminal) about the size of penalty prescribed for committing the specific crime. This supports effective and fast implementation of justice and provides the opportunity to complete the criminal case without a hearing on merits in the court. Also, I was excited about the innovation implemented in the criminal procedural code of Latvia, according to which there is no necessity to prepare a protocol when interviewing the witness and only the video recording of an interview is satisfactory. This innovation is effective for conducting objective investigation and it also minimises the risk of impact on the witness.

It was fruitful, important and interesting to get information about the forms and methods developed between the law enforcement bodies of EU countries. These methods play a vital role concerning the effective conduct of investigations involving several countries, organising joint investigative groups, fast exchange of information, searching for fugitives and cases of extradition.

In general, all countries have their specific procedural and practical features. The Exchange Programme helps in sharing experiences, which therefore supports increased efficiency of work.

Besides having a close partnership relationship on a governmental level, it is also vital to build up relations between representatives of governmental institutions, which will support deepening relations at the interstate level.

Frequent implementation of exchange programmes in relation to different law enforcement activities will improve productivity of practice within the state and also in international relations.

I will also keep in touch with my exchange partner in both business and friendly relations.

In conclusion, I would like to state that this exchange programme is productive and develops relationships between the law enforcement bodies of different countries, which therefore increases the efficiency of work. Such exchange programmes deepen interstate relations and increase effective fight against crime on an international level. All of this, in general, provides the cornerstone to create a secure environment.

Participant			Host
Zaza TABAGARI, Georgia			Claudiu-Constantin TALABA, Romania

Segment: General

Category: MTIC (Missing trader intra-community) fraud

I was matched with the right person considering my field, rank and work experience. In my opinion, my partner was appropriately selected for me because he has the same rank as I, he works in a similar position to mine and our everyday work is related to investigation of similar cases. During the exchange programme, he introduced me to the police system in Romania and I had the opportunity to become acquainted with a lot of police officers in different cities. He organised meetings with the heads of the most important divisions of the General Police Inspectorate, with whom we discussed the reforms they have made in the last few years, and their problems, successes and challenges.

The exchange visit was very well organised and filled with several meetings each day. Within 5 days I visited the Economic Crime Investigation Directorate (ECID), the National Forensic Institute, the International Police Cooperation Centre, the Braşov County Police, the Gorj County Police Inspectorate and the PFA (Public Finance Agency) of Gorj County.

During my visit, I learned a lot about their structure, the practical aspects of issues of investigations dealing with economic crime, their main objectives, their expectations, and theoretical and practical approaches to their daily work.

The legal bases related to the financial–economic crime investigation process in Romania and in Georgia are similar. The main difference is that financial crime and tax fraud investigation units in Romania are part of the Ministry of Internal Affairs, whereas the agency in Georgia is a statewide subordinate specialised law enforcement authority within the system of the Ministry of Finance. During my working meetings with colleagues in Romania, besides specific procedures I learned a lot about topics that are new to us (such as MTIC and some specific complex tax fraud) and different ways to fight against it. I shared this knowledge with my colleagues in Georgia in order to implement some of these methods in our daily work.

I improved my knowledge of current trends in financial crime and tax fraud in Romania and got acquainted with different methods of conducting investigations in this field. During the visit, we discussed

specific operative and investigative methods. We also shared information about electronic databases used in this field and the ways the data are collected. We also presented each other with cases related to financial crimes based on our own experiences. I took a lot from the experience of Romanian colleagues.

The programme gave me the opportunity to create personal contacts with officers of the Romanian Police. I also gained new knowledge about another country and its culture, people and history, and found a lot of similarities with my country.

I've exchanged contact information with my exchange partner, as well as with other representatives of different units of the Romanian Police. I hope to stay in touch and continue sharing our experiences with each other. I plan to continue the cooperation with my exchange partner not only at work, but also as friends.

Participants from Germany

Participant		Host
Frank HENKES, Germany		 Panagiotis ANTONOPOULOS, Greece

Segment: General

Category: Specific areas and instruments (analysis, forensics, law enforcement techniques, etc.)

I want to begin my report with a compliment to the CEPOL Exchange Programme. It helped me a lot to understand how police work in other countries, and the benefits of this programme are marvellous. On the one hand, you can increase your personal experience and knowledge and on the other hand it expands an existing network of colleagues around Europe who have the same passion for the digital forensic sector.

I think I was matched with the right person. Last year, my host and I were on an OLAF [European Anti-Fraud Office] training course in Zagreb and had the opportunity to talk about our work. We both concluded that it would be good to choose the CEPOL Exchange Programme for our project. This was the start of our acquaintance, which has now resulted in a great friendship.

At the Hellenic Criminal Investigation Division, my host took me to several establishments in the DNA sector, the crime scene investigations lab, the fingerprints lab and the firearms and surgical instruments lab, which was all very interesting and enjoyable. My main aim in the exchange was to have a look at the



digital forensic sector and to see how Greek colleagues deal with the evidence and what tools they use to solve their problems.

In the conversations, I got the impression that the work in the Forensic Digital Department is quite similar to that in Germany and they all do their work very professionally and with a high level of expertise. But they are still open to new developments and try to implement them in their daily work.

To summarise the programme, I would like to thank all Greek colleagues for their hospitality, which made me feel at home. My visit was a complete success for me. It enriched my experience and network and I recommend the CEPOL Exchange Programme to all those interested.

I plan to continue the cooperation with my friend from Greece. This will be in an official way — e.g. helping him to find the right persons in Germany to talk to — as well as in a private way.

Participant			Hosts
Katharina MOESCH, Germany			Antonio ONALI and Daniele ZACCAGNINI, Italy

Segment: General

Category: Law enforcement cooperation and information exchange — SIRENE

The match with SIRENE Italy, especially with the host partners, was successful. It was beneficial, since both colleagues were experienced case officers and worked in different sections at the SIRENE office. In general, within their daily case management they deal with the same workflow and have similar competences. Therefore, we could exchange our experiences and had a lot of topics for comparison between our countries.

Besides the many advantages of the visit, one of the most important benefits was to gain knowledge about the workflow and structure of the Italian Police units in order to use this information to improve future police cooperation.

I and my hosts exchanged contact details in order to stay in contact and to solve problems in a direct way. I shared my knowledge that I gained during the exchange with the staff of my own organisation. I also wrote a report about the exchange in order to inform my colleagues about the experiences I had in the host country.

Participant			Host
Anna-Maria REINHARDT, Germany			N. Y., Bulgaria

Segment: General

Category: Law enforcement cooperation and information exchange — SIRENE

Due to the fact that the exchange was planned in close cooperation with the host country, the match was as good as expected. My host colleague was more experienced than I was and for me it was an even greater opportunity to learn more about police work in Bulgaria.

Both of us work for the SIRENE office and therefore we had lots of topics to discuss. We work for different units within the SIRENE organisation, which was a great advantage because we exchanged information we might not have talked about had we dealt with the exact same matters.

To get in contact with the SIRENE officers of another country was a great experience because everyone was really helpful in business as well as in personal matters.

For me, it was my first business trip to another country and the first opportunity for me to represent my office at an international level, which was not only a great pleasure but awoke my interest in further cooperation like this.

I managed to exchange contact details not only with my exchange partner but with other colleagues as well, and we hope to continue our cooperation. Especially in urgent or difficult cases, a direct connection could be useful for efficient case handling.

Participants from Greece

Participant		Host
Christos NANTOS, Greece		
		Tornike MARSAGISHVILI, Georgia

Segment: General

Category: Prosecutors (law enforcement) cooperation

My host is an excellent and very polite colleague with very good legal knowledge and a very high sense of duty. He has gained a lot of experience as a prosecutor. We had an excellent cooperation and mutual understanding, both in Greece and in Georgia. I would admit that we have similar professional interests, sharing modern thoughts about our work, although he has become a specialised prosecutor in trafficking in human beings, working at the office of the Chief Prosecutor of Georgia, whereas I am a prosecutor with general duties at the District Court of Serres in northern Greece (region of Central Macedonia) with a lot of experience in cross-border crimes. We shared our working experiences and came across many good practices in both countries. Our cooperation was successful because both we and our chief prosecutors were willing to offer the best hosting experience to our guest colleague. As a result I didn't only meet a very good colleague, but also made a very good friend. I very much appreciated receiving a medal of honour on the last day of my visit to the Prosecution Service of Georgia.



I was impressed by the good working relationship between prosecutors and their investigating team. They communicate very often and they discuss all the operational and legal problems that might arise in the investigative stage.

One of the best practices I can mention is the extensive use of video tapping as an investigating method in serious cases, such as drug trafficking and trafficking in human beings. For example, drug dealers who are arrested very often voluntarily cooperate with the police, who supply them with the necessary technical equipment in order to prove other cases of drug dealing. As a result, the testimonies of witnesses are less important as source of evidence for the outcome of those cases.

I was very well informed about the modus operandi of the so-called 'legal thieves' in Georgia, who have expanded their criminal activity into Greece as well, and about their appropriate legal treatment.

I plan to continue my cooperation with my exchange partner, especially for performing mutual legal assistance (MLA) requests, if needed, concerning crimes committed by Georgian citizens in Greece, especially thefts and robberies.

Participant

Andreas MAVRIGIANNAKIS, Greece



Host

M. N., Finland

Segment: General

Category: Customs cooperation

My colleague and I have different customs objectives due to the disparate structure of the Finnish customs service. He is supervisor of Helsinki Airport's management centre while I am supervisor of the procedures department of Chania's customs. However, he completely understood what I was interested in seeing of Helsinki's customs service.

During my visit to the Finnish customs service, I gained great experience, which will help me to suggest applying innovations to Greek customs.

I observed the whole spectrum of the Finnish customs service, which is much more innovative than the Greek customs service. We apply the same procedures but in contrast to Greece they operate with modern infrastructure services and systems.

I am grateful for meeting great people, such as the director of the airport's customs office, who gave me a presentation on the work of the customs services, and the managers of the management centres, who explained to me the ways of managing the objectives chosen for customs control from the beginning to the end. In addition, I had the opportunity to participate in a selected customs control in real time with absolute success.



All the customs officers I met were very supportive in explaining to me how they work. My visit to the border with Russia was an exceptional experience. The manager made a presentation on all the equipments and the regular check truck with X-rays and he also showed me their previous successes.

Taking the abovementioned facts into consideration, I would like to state that I gained a unique and memorable experience.

The collaboration with my colleague continues and we will stay in contact, as communication between all EU customs services is very important. It is very useful to input all the knowledge I gained in my working life. I believe that the Greek customs service provides high-quality services. However, practices such as real and direct cooperation with other police forces, law enforcement agencies and absolute dedication to make a difference, and the work becomes more convenient and effective.

Participants from Hungary

Participant		Host
József DÖMÖSI, Hungary		José ALMEIDA, Portugal
		

Segment: General

Category: MTIC (Missing trader intra-community) fraud

My exchange partner and I did not know each other prior to the programme; we made contact only during the application phase. Even though I did not know my partner, I consider the pre-match was successful.

What I have learned from the visit both as a host and as an exchangee is that the roles, tasks and responsibilities of the Hungarian National Tax and Customs Administration and the financial investigation branch of the Polícia Judiciária resemble each other in many ways. Still, there are a lot of interesting differences that make such an exchange visit a great opportunity to learn the methodology and solutions of a different country.



On a professional level, I find the exchange programme extremely beneficial, considering the opportunity to get to know a different country and its investigative authority, especially because Portugal and Hungary share many similarities in size of territory, population and legislative background.

Based on our daily routine, it is hard to tell at this moment if further cooperation will occur, but, considering the type of investigations carried out, case-by-case cooperation is possible, since the programme was highly beneficial from a professional point of view and from a personal point of view as well.

Participant			Host
Zsolt WIEZL, Hungary			Jörgen MOLING, The Netherlands

Segment: General

Category: Law enforcement cooperation and information exchange — ENFAST

I was matched with the perfect person for this programme. He is a member of FAST [Fugitive Active Search Team] NL, just like I am a member of FAST HU. He was a very nice guy with lots of experience in this special topic.

We went out on one of their cases to use covert measures in connection with a fugitive, and then suddenly the fugitive appeared. We secured the location until the patrol police arrived and the arrest was made by them in a few minutes.

We also went to shooting training as well as to Europol Headquarters.

I got a better understanding of the Europol organisation and the possibilities it provides; therefore now I have more options to use, especially on the EPE website. Shooting training is always nice, and I could try out a new weapon, which is different from what we use in my home country, so it was a great experience as well.

The best opportunity for me was to work with colleagues and to see their methods in the daily work. It was also great to get a better knowledge of their legislation, so if we have a case in connection with the Netherlands we will surely know what kind of measures and methods to ask for.

The most important thing for me was the huge number of personal contacts I got there. I could meet the colleagues in the Europol special tactics team, in the Europol Hungarian Liaison Bureau and at FAST NL.

In our job, fast information delivery and personal contacts are most important, because if you are out on the field doing an action or a surveillance, and you need information in connection with a person or a licence plate number or anything else, then you need it as soon as possible. So, if you have a contact person to call, then it can be resolved in no time.

I definitely plan to keep in contact with my host. In the ENFAST network, we are going to have a lot of cases in connection with them for which fast information delivery is necessary, and also personally he became a good friend of mine.

Participant			Host
Ádám MÁRTON, Hungary			D. C. H., Spain

Segment: General**Category:** Counter-terrorism

It was a pre-match, so we knew each other from a CEPOL course from last year. My exchange partner was the right match, because our units and the work we do are almost the same.

I can use all the following best practices in my daily work: open-source intelligence methods and tools, data gathering from the internet and social media.

The positive outcomes were a good and direct contact with the Spanish counter-terrorism units, and also that we can learn useful things and we can share our methods directly with the officers. With these experiences, our colleagues can see all the advantages of the exchange programme.

This cooperation will continue; we can share a lot of professional methods about open-source intelligence.

Participants from Ireland

Participant			Host
Eamonn BRADY, Ireland			Pedro BARBOSA, Portugal

Segment: General**Category:** Organised property crimes

On both a personal and a professional level, I was matched with the correct person for my CEPOL exchange. My host was at the same rank, and of a similar age and police service to myself. His day-to-day work was also similar to mine in that he was a sergeant in criminal investigation in both a rural and an urban setting. His areas of responsibility included management of scenes of crime teams, digital device investigation teams, CCTV examination and criminal intelligence officers. These are all areas of responsibility under my remit as a detective sergeant in An Garda Síochána (Irish Police).

The most positive outcome of the exchange is that I now have an increased network of contacts in the GNR Portugal in their National Bureau of Criminal Investigation, the GNR Headquarters, their Coastal Control Unit at Alcantra and their Police College in Queluz. Having direct points of contact and an appreciation of how another organisation operates is invaluable in today's modern European law enforcement.



There were also some positive, minor but realistic practices I saw during my exchange, which could be adapted in an Irish context. The paper exhibit bags used by the GNR have carrier handles on them. We do not have that in Ireland and the evidence bags are sealed and invariably crumpled in order for them to be carried. This is a simple fix and easily transferable to our organisation.

Also, serious incidents on their computer system flash red so that they are flagged by the operator when they log onto the system. Again this is a recommendation that could be easily adapted in the Garda Pulse System.

I fully intend to continue cooperation with my exchange partner, on both a professional and a personal level. Following his exchange to Ireland I had cause to seek his assistance in a criminal investigation regarding child pornography involving a Portuguese national. I have no doubt he would seek my assistance regarding any investigation he may be involved in which has an Irish dimension.

Participant

Debra MARSH, Ireland



Host

Andrii KUNTI, Ukraine

Segment: Trainers

Category: Language development, train the trainers

This match was very appropriate, as both my host and I are very involved in the training of new recruits to our respective police services. Both of us have an academic background and also vast operational experience. In Ukraine, they are currently going through a process of reform; therefore, their graduate programme in policing is relatively new (2014). In the Garda College, our current BA programme has been in existence only since 2014, so it was very interesting to compare how the two programmes were developing and evolving.



During the exchange, the police structure and the police system of the Ukraine were thoroughly explained. I had an opportunity to observe their practical training and engaged with both instructors and students. It was refreshing to see the enthusiasm of the young instructors, who were anxious to ensure that the students were being trained to the highest standards possible in challenging circumstances of reform.

It was a tremendously positive experience to see how a new and positive police service is emerging in the aftermath of communism and allegations of corruption. The enthusiasm of the instructors in delivering the training is mirrored by my colleagues in the Garda College and highlights the commitment of

training instructors across both jurisdictions. The key to a professional police force is the professionalism of the training staff in the training of new recruits.

I plan to continue cooperation with my exchange partner through the development of positive practices in training police officers and the development of new teaching methods through information exchange. I have also recommended continued exchanges between the two jurisdictions, and already other members of An Garda Síochána have indicated their interest in doing so.

This was an excellent opportunity to have met a member from the Ukraine and to be able to exchange ideas and experiences. I cannot recommend it enough.

Participants from Italy

Participant			Host
Lucia GORI, Italy			M. C. C., Spain

Segment: General

Category: Fundamental rights

In my opinion, my exchange partner was the right person to be matched with. The fact that he speaks Italian and I speak Spanish facilitated a lot the comprehension between us and among our co-workers both in Spain and in Italy. It made it easier to establish contacts also with the representatives of the other stakeholders, i.e. National Police and Guardia Civil units and civil-society organisations involved in the visit.

First of all, one of the best and more positive outcomes is the several relationships I made with personnel of different specialised units of the National Police and Guardia Civil but also with representatives of civil-society organisations. I have to say that being able to understand their native language made the exchange even more effective. Besides the useful material I collected during the visit, some colleagues and people I met are now sending me updated media information and other relevant news on topics we discussed during the meetings.

I was also invited to make a speech on 'Preventing and combating hate crimes inside and outside Spanish frontiers' at a conference organised by ONDOD [Oficina Nacional de Lucha Contra los Delitos de Odio] in cooperation with the International American Institute of Madrid. Giving a speech in such an important context gave me a great experience and an opportunity to present the organisation and the activities of OSCAD [Observatory for Security against Acts of Discrimination].



I am in contact with several people I met during the visit. I am also in contact with all the ONDOD staff and I believe we will keep on cooperating by sharing information, materials and experiences. As I mentioned before, the lack of language barriers will help further contacts, not only with my exchange partner but also with the rest of the unit.

Participant			Host
Livio BORAGINE, Italy			Giedre TAMULIONIENE, Lithuania

Segment: General

Category: Law enforcement cooperation and information exchange

After the exchange programme activity in Vilnius (Lithuania), I can affirm that, considering the topic, rank and work experience, I was matched with the right person. Both of us have been working for several years in the international police cooperation services of Lithuania and Italy. The exchange activities in Lithuania gave me the opportunity to share my work experience with Lithuanian police officers, especially with my exchange partner.



I was interested in visiting different organisations of the Lithuanian Police, such as the Criminal Police Bureau, the International Liaison Office, Interpol Vilnius, the Europol National Unit, SIRENE Lithuania and local police forces in order to compare their work with the Italian Police authorities. I was particularly interested to see how the International Police Cooperation Service of Lithuania is organised and how the Lithuanian EU border with Belarus was organised.

I was very impressed during our visit to the Vilnius County Police Headquarters, which is a police department under the Ministry of the Interior. It includes specialised police units, a police professional training institution and territorial police units located within the 10 Lithuanian counties. Police units in all of Vilnius County are controlled by the Operational Division.

Vilnius city is monitored by several security cameras. I had the opportunity to see the high zoom level of those security cameras. They have also a Crisis Control Centre that is designed for organisation and coordination of police forces during extreme and unexpected situations.

According to recent statistics, roughly 67 % of respondents in Vilnius County trust the police and roughly 74 % of respondents in Vilnius County feel safe. I consider this is a good result achieved by the Lithuanian Police in their everyday work ensuring public order and security, protecting human rights and freedoms, preventing and investigating criminal acts and other offences, supervising traffic safety, and coordinating and controlling the activities of police units operating within their territory.

During my meeting at the Special Investigation Service of the Republic of Lithuania (STT), my attention was drawn to the fact that the institution periodically has meetings for students to introduce them to the risks and dangers of corruption, underlining that it represents a huge danger to the rule of law. In my opinion, this is a very good and useful activity.

I plan to continue the cooperation with my exchange partner. It is very important to have colleagues abroad whom we know personally. I was fully satisfied and happy to have the opportunity to participate in the Exchange Programme this year, and I will suggest to all my colleagues that they go to Lithuania in the future in order to continue the cooperation with our skilful and friendly Lithuanian colleagues.

Participants from Kosovo

Participant		Host
Mentor ÇAKOLLI, Kosovo		I. d. F., France

Segment: General

Category: Child sexual exploitation

I think the CEPOL exchange programme was very useful regarding not only information sharing but also networking with other police communities and getting in touch with the work that other police colleagues are doing around the world, specifically in France. I was matched with a police officer from the French National Gendarmerie. She was working in a police station in a small city.

Based on what she was doing in her daily work, she absolutely matched my profile and the field of my expertise. Her daily duties were mainly preventing various negative phenomena with an emphasis on the most vulnerable people, children. Furthermore, my host partner also dealt with internet safety issues, mainly within primary and secondary schools in her city. In addition my host was also trying to deal with and understand radicalisation processes and violent extremism that potentially lead to terrorism, due to global concern in this regard.

We plan to continue our cooperation. I would like to emphasise that in conversation with the police colonel and other supervisors I shared the police manual of which I am the author. This manual deals with the role of community policing in identifying and preventing radicalisation and violent extremism that lead to terrorism. The French supervisors, facilitated by my host, will try to organise training for French police officers and I will lecture for them regarding the early identification of potential indicators of radicalisation and violent extremism.

Participant

Mexhit SMAILI, Kosovo

**Host**

Egle DROBITKO, Lithuania

Segment: General**Category:** Criminal finances, money laundering, asset recovery

My personal opinion is that I was matched with the right person. I got a lot of new input on different investigation methods and work as a customs officer in EU Member States.

The advantages of the Customs Criminal Service in Lithuania compared with Kosovo Customs Investigation are that they have more advanced laws and very sophisticated equipment, the operational staff on average is very young and the office analysts are very well trained in IT and pre-trial procedures. The Customs Criminal Service of Lithuania and Kosovo Customs have similar operational methods regarding the law, but Lithuania has more advanced tools for fighting the illegal things in their customs territory.



My host is a very suitable partner for this exchange programme, because she is young and a new officer in the Criminal Service. It was my pleasure to meet her as her guest as well as her host. We agreed that we will stay in touch in the future and will cooperate on any official purpose about customs-related issues and seek from each other advice, help and information.

Participants from Latvia**Participant**

Valdis VESERS, Latvia

**Host**

Elif BIRINCI, Germany

Segment: General**Category:** Specific areas and instruments (analysis, forensics, law enforcement techniques, etc.)

I found the exchange very successful because my partner organisation covered all fields of my specific interests in forensic examination of different objects. My visit to BLKA [Bayerische Landeskriminalamt] was very fruitful and I found it relevant to my work as a forensic scientist in a particular area: examination of gunshot residues, light bulbs and metal objects. The main focus was on practical work, to learn sample preparation and examination by scanning electron microscopy (SEM).

One of the greatest positive outcomes was to discuss the practice of metal deposition examination by XRF [X-ray fluorescence] on skin after electrocuting wounds. This method could be also used for more common objects in our practice, like leather, wood or fabrics, where the presence and distribution pattern of metal traces should be determined.

It was also a great advantage to discuss the practice of examining fake gold bars. During my visit, I had the experience of seeing and analysing fake gold bars made from tungsten cores covered with gold layers. This type of counterfeiting technique is not so common as using copper alloys or even steel cores, but also harder to detect, because the densities of tungsten and gold are very close.

After meeting my exchange partner and her colleagues, it will be easier to ask them for advice and exchange knowledge on different topics regarding casework by email or at ENFSI [European Network of Forensic Science Institutes] work group meetings in the future.

Participant			Host
Olga LIEPA, Latvia			Andrea MOLNÁR, Hungary

Segment: General

Category: Specific areas and instruments (analysis, forensics, law enforcement techniques, etc.)

My exchange was very fruitful because I had an exchange partner in the same field I am working in. As there is just one laboratory in Latvia where we analyse glass and metal objects, lightbulbs and gunshot residues (GSR), it is always interesting and useful to visit other institutes where forensic scientists do the same in similar or different ways and discuss common problems and share experiences and information.

I have found that my Hungarian counterparts have better equipment and bigger workloads, which was the best positive outcome, which I shared with my local colleagues.

We had an opportunity to discuss problems in sample preparation and arrived at some solutions.

The most positive side of the exchange was to acquire new acquaintances and contacts among members of the Hungarian Institute for Forensic Sciences that I could use in my future work.

I will definitely continue the cooperation with my exchange partner and counterparts from the Hungarian Institute for Forensic Sciences.

I am very grateful that I had the opportunity to take part in this exchange programme. This programme is a good way of sharing knowledge, information and experiences for personal growth and learning more about the culture of a host country.

Participants from Lithuania

Participant

Giedrius BUDVYTIS, Lithuania



Host

Miguel FERREIRA, Portugal

Segment: General

Category: Specific areas and instruments (analysis, forensics, law enforcement techniques, etc.)

I have to point out that my exchange partner does not work in the same area as I do (corruption prevention, analysis of legislation); he is an investigator and intelligence officer. However, he was the right match for me because he and I had an opportunity to see a broader view: I to get a deeper view of investigation techniques and he to see corruption prevention systems and tools implemented in Lithuania that are not practised in Portugal. Moreover, I studied criminal law and I cooperate with my Lithuanian colleagues who work in the investigation field, so I already knew about investigation and criminal intelligence activities. So it was a perfect chance to develop my experience, not even mentioning my language skills. A very useful point to my organisation was also that I got contacts in the Portuguese Corruption Prevention Council, whose activities are similar to the ones in Lithuania.



I have gained more understanding of corruption investigation and prevention and I have gained a better understanding of the host institution (Polícia Judiciária). I have exchanged knowledge, experiences and best practices with institutions and persons I met, and I have already shared the knowledge I gained during the exchange programme with my colleagues in an official report. I developed my professional network with people working in the prevention sphere, and not just in that.

The exchange programme was an opportunity for my improvement on a personal level (communication, language skills, etc.), on an organisational level (I had to organise 5 working days full of meetings, presentations, etc.) and on a European level (it gave me some understanding of Portuguese culture, people's mentality and Portugal as a country).

Initially, I thought that the CEPOL Exchange Programme would be difficult to arrange, as you have to find a colleague abroad who would like to come to Lithuania and would be a host for you, and you have to think of institutions that your partner would be interested to visit, colleagues who would be willing to share their experiences, etc.

But those obstacles are not so difficult: you can always contact your national exchange coordinator, ask for recommendations and ask for help from other colleagues who have already participated in the CEPOL programme, and at the end of the day you become part of a great CEPOL 'family'. My only regret is that I did not participate earlier.

Participant

Arturas BIRBILAS, Lithuania

**Host**

Sergii BARANOV, Ukraine

**Segment:** Trainers**Category:** Language development, train the trainers

My experience in the CEPOL Exchange Programme was very useful to improve my knowledge and give me more experience.

I got acquainted with the organisation of the educational process at the Odesa State University of Internal Affairs. I will apply some aspects of it in my direct work.

I got introduced to the research work on the crime situation in Ukraine and we will work together on comparing the situation in Lithuania.



I got acquainted with the organisation of the training process at the Centre for Initial Vocational Training of the Police Academy of Odessa. I will propose to the leadership of the Lithuanian Police School that it apply the initial preparation of the officers that I observed, as well as continuous qualification and the preparation of a tactical polygon, where they are trained to work in different situations, using specific equipment.

We will collaborate with Ukrainian colleagues in the preparation of training courses for cadets and I will use my Ukrainian experience in the preparation of cadets at the Lithuanian Police Academy through my direct work. The knowledge I have gained will be useful in my daily duties.

Participant from Luxembourg**Participant**

Christian SADLER, Luxembourg

**Host**

Ronald MARINGER, Austria

**Segment:** Trainers**Category:** Counter-terrorism

The visit to the police school was a good opportunity for me because the Luxembourgish Police are currently revising their teaching methods and redefining the skills that a police student has to obtain before leaving police school. I've had some great exchanges with the trainers at the police school about the methods I've seen in Austria.

We spent 2 whole days at the police school, exchanging our experiences and our teaching methods. I had the occasion to exchange with students and join their courses. In Austria, every theoretical teaching part was followed by a communicational part (how to talk to the people at the scene) and a practical part. The theoretical skills are immediately transferred into practical skills. Furthermore, the students work in a very self-reliant way.

I had the opportunity to participate in an AMOK (active shooting in progress) training event and after a theoretical briefing I took part in their practical training. Finally, a visit to the EGS [Task Force against Street Crime] unit and WEGA [Viennese SWAT unit] completed a perfect week.



I am still in touch with lots of people I met during my stay in Vienna. The organisation of the exchange by CEPOL was fantastic.

Participant from Malta

Participant
Natasha VELLA, Malta



Host
Irakli VERULASHVILI, Georgia

Segment: General

Category: Specific areas and instruments (analysis, forensics, law enforcement techniques, etc.)

I think that I was matched with the right person and, despite our different ranks, it was a successful match; since we both work within the fingerprints units of our respective sections, we could easily identify common ground. I learned a lot from my host, considering his high position within the fingerprint section; he exposed me to numerous new techniques and ideas in regard to our field of work.

Georgia's forensic department contains several sections such as odorology (scent identification), drugs, pharmaceuticals and



other unknown substances, whereas in my country these sections have not yet been implemented. These ideas were passed on to the inspector in charge of our section, so that maybe such practices could become of use in my country.

Cooperation with my exchange partner is going to be continued as regards new forensic material-related courses, which will take place in our respective countries, and which we both could attend.

I think that every police officer should undergo an exchange in another country, due to the fact that one will be exposed to a different police culture from that of one's own country, see how other police organisations work and hence gain more knowledge in one's field of work. Furthermore, new connections will be made between countries, which will enable the officers to expand their knowledge through exchange of data and information.

Participant from Moldova

Participant		Host	
Gheorghe CAVCALIUC, Moldova		Heiko SCHMIDT, Germany	

Segment: General

Category: Synthetic drugs

By participating in the CEPOL Exchange Programme for 2018, I was able to exchange experiences and best practices with my German colleague, who is Deputy Head of the State Criminal Department of Thuringia.

My host was the right match for me because he has the same responsibilities as I have at the General Police Inspectorate, being responsible for all operational police activities such as combating organised crime, and we tried to bring added value to further strengthening institutional capacity-building and create a new platform for future joint initiatives.

Among many other great things I saw on this working visit to Germany was that every patrol or intervention machine of the Operational Reaction Bureau that comes to the spot as a result of receiving the 112 [emergency] call is equipped with everything that is needed to investigate an offence, but also has a toy for cases involving children. I have found that it is an innovative way to reduce the victimisation of children and the consequences of negative circumstances that children may experience.

During the visit of my counterpart to Moldova, I had the opportunity to show not only the police activity but the social campaigns organised by the National Police. My counterpart was totally impressed and in the future I will help him to implement some of our activities.

I have already organised several meetings with the representatives of our police units and other law enforcement bodies in order to share the best practices I learned in Germany and to draft a road map for their implementation in the Republic of Moldova.

You will see in the news or on my personal Facebook page that all the initiatives from Germany are implemented in the Moldovan Police.

I would like to thank CEPOL and the entire team for the opportunity to be a participant in the Exchange Programme.

Participant from Montenegro

Participant		Host
Marijana RADUNOVIC, Montenegro		Bojan RADOJKOVIC, Bosnia and Herzegovina

Segment: General

Category: Facilitation of illegal immigration

The person I was matched with is not exactly from the same sector, considering my topic, my rank and work experience, but our occupations matched in the topics of illegal immigration and human trafficking; therefore, I consider this exchange a successful one.

I had the opportunity to gain valuable information and knowledge during the visit to the Border Police of Bosnia and Herzegovina and the visit to the Service for Foreigners' Affairs and the Asylum Centre. Although the work I do in my home country is different from the Bosnian routine, we still managed to exchange our best practices, and the problems we have to face in our daily work, and also ways of solving them.

The activities carried out during this exchange programme completely fulfilled my expectations, so I will recommend the programme to participants for future exchanges. I had the opportunity to visit different organisation units in five different agencies in Bosnia and Herzegovina.

I found that the exchange programme should be made available for a greater number of participants who work in similar sectors.

Participants from the Netherlands

Participant		Host
René VAN ELDIK, the Netherlands		Rusudan APHTSIAURI, Georgia

Segment: General

Category: Facilitation of illegal immigration

I was matched with the right person, because she works in a similar department, focused on migration and all facets around it. The activity plan, which was prepared by my exchange partner, fitted well with the topics (migration, asylum and human trafficking) that I wanted to explore in the host country.

The exchange programme provides a 1-week visit to the host country and in the first week I had the task of receiving my guest from Georgia and acquainting her with the topics she had selected and

more. I showed her how we deal with certain issues in the Netherlands, the various processes and the legislation in accordance with which we act.

It was also good to see that two very different countries, concerning migration, asylum and human trafficking, still have a lot of similarities with one main mission: protection and security of the country against malicious people, and providing shelter for those who need it.

Georgia was not my choice of country in the exchange programme, because I chose one similar to the Netherlands, a country of destination for migrants/refugees like the United Kingdom and the Scandinavian countries. After being notified that Georgia was the country for the exchange programme, I was surprised and I had to change some of my topics, because Georgia is more a transit country from Turkey to eastern Europe (for human smuggling), with other migration issues, and we also get refugees (mainly male) from this country.

However, I do not regret a moment and have never doubted this choice. I have learned, beside the chosen topics, a lot about the country, culture and the people. I had a hospitable host who spoke very good English.



Segment: General

Category: Criminal finances, money laundering, asset recovery

I participated in the CEPOL Exchange Programme with a colleague from the DNRED, Direction Nationale du Renseignement et des Enquêtes Douanières (customs), stationed in Paris. My counterpart works for an administrative investigation team of the French customs directorate. In our work, we both focus on combating money laundering, especially on gold-related cases. He is a very nice guy and an experienced colleague. For me, it was the right connection; we are mostly on the same level of experience.

The French customs organisation is in general divided into two main organisations: an administrative investigation department and a judicial investigation department or services. In the Netherlands, we only have the judicial investigation part. The way the French system is divided was the biggest surprise for me and the most important experience during the exchange week.

Participating in the CEPOL Exchange Programme contributed to my own personal development. For instance, it really improved my English and my understanding of the French administrative and judicial investigational system. Getting to know international experts is a big plus for my daily work. In general, I learned a lot about the French way of investigating, and the possibilities they have of succeeding in fighting money laundering.

The fact that I had the opportunity to meet several teams and exchange contact details with them represents high value for my own organisation when it comes to cooperation in the near future.

I stayed in contact with my exchange partner, and we are dealing with several cases, specifically gold- and drug-related cases.

I really thank CEPOL for this great opportunity. I would recommend it to everyone and I would definitely do it again!

Participant from North Macedonia

Participant

Aleksandar TANEVSKI, North Macedonia



Host

Teona GOGATISHVILI, Georgia

Segment: Trainers

Category: Language development, train the trainers

I think my host was the right person for this exchange program, having in mind that she is in the same working position as I am. This fact helps us to share experiences in the field of border issue, especially about falsified documents.

I was impressed by the facilities which they have and the possibilities for their use by the police, as well as their professional approach in the training process and the equipment they have in the training centre.

During a presentation I also had the opportunity to present the procedure of selection, education process and practical work in the field.

With my exchange partner we plan to communicate in order to share experience in the future.



Participants from Poland

Participant

Malgorzata DEMBOWSKA-GOŁĄBEK, Poland



Host

Adriana POSTOLACHE, Romania

Segment: General

Category: MTIC (Missing trader intra-community) fraud

I believe that I was appropriately matched with my host. According to the preferences I indicated, I wanted to cooperate with someone who deals with combating MTIC fraud and counteracting money laundering. The organisation that hosted me and the person working there deal directly with

such issues. He conducts checks that are aimed at revealing organised criminal groups that carry out intra-Community transactions. Thus, I could compare the ways the organisation works.

If I had to compare my scope of duties with the scope of my exchange partner's duties, I must say that they were different, but that was not an obstacle at all, because the scope of procedural issues was similar.

One of the best practices I encountered in the host institution is the use of an application that compares the values of declared transactions between contractors. This is possible due to the scope of information that is indicated in the VAT declaration. Due to the different structures of the declarations, it is not possible to create summaries based on them. However, other data sources are used, based on which similar statements are created.

I am very happy that I could look at the life of another nation. It was always very inspiring. Getting to know the history and traditional customs, I am looking for both elements that are the same as well as those that differ. I try to use this knowledge in everyday life and improve the organisation of my life, both personal and professional.

I intend to continue cooperation with my partner. As part of legal possibilities, I will exchange information that interests me. In addition, it will be a great source of information on tax regulations in the country of my partner.

Participant			Host
Marek OWSIANNY, Poland			Viktor BULATOVIC, Serbia

Segment: General

Category: Criminal finances, money laundering, asset recovery

From my point of view, I was matched with the right person.

In my opinion, a lot of various factors influenced our exchange. I think it was a very successful cooperation and fantastic experience. My impression was that the quite small age difference between me and my exchange partner was the most important element. We found common ground very quickly, even before our first meeting. In this way, we were able to organise both visits very well and efficiently. It turned out that we were persons with similar points of view. Even our professional experiences were quite similar, so there was really not very much distinction between us in most fields.

All the best practices that I noticed in Serbia have already been implemented in the Polish tax administration. Even though the structure of this sector of administration is different in the two countries, standards of procedures are quite common. So, in this regard, the true challenge is to improve those practices during the course of daily work, not to deploy new ones.

I think that further cooperation with my exchange partner is possible and will be useful for both sides. In my opinion, we can collaborate by sharing key information connected with the scope of our exchange, especially about new procedures. We can also support each other with contact details of other tax

administration employees as well as officers of other services and sectors of administration. We are also able to exchange professional teaching materials, which can be bilaterally valuable.

I am fully satisfied with the conduct of the programme; the organisational part works really great.

Participant			Host
Malgorzata WAWER, Poland			Alfonso PÉREZ REGIDOR, Spain

Segment: General

Category: Law enforcement cooperation and information exchange

I think that I was matched with the right person because our field of work is the same, although we live in different countries. We cooperate on a daily basis, and both use the SIS channel. Therefore, it was very useful and inspiring to see my work from another angle, how it is organised in another country, get to know working practices applied in Spain, meet people who are at another end of the channel, and compare experiences and knowledge in the field of international police cooperation.

My host did his best to show me the most interesting aspects of police work, which was an eye-opening experience, because I got to know it from the practical, real-life point of view. That was especially valuable for me, as I am a civil employee of the police.

The commitment to work, openness and willingness to share knowledge of my Spanish colleagues were especially inspiring to me.

During my visit to Spain, I made professional contacts, which will most certainly help me in quicker and smoother cooperation in the future.

I obviously plan to continue the cooperation with my exchange partner on a daily basis, especially if any problem regarding Polish searches in Spain arises. He will also be my contact point for any other arrangements concerning international police cooperation.

I would like to whole-heartedly thank CEPOL for offering me the opportunity to visit Spain, meet the people who I cooperate with through the SIS channel and broaden my horizons, in the field of work and personal life as well.

Participants from Portugal

Participant			Host
José Antonio SANTANA DE CAMPOS, Portugal			M. T. D., Spain

Segment: General

Category: Cyber-attacks against information systems

Yes, I was matched with the right person, because my host is responsible for the area of computer forensics, the same area in which I work.

The possibility of following the forensic activity in an international reference laboratory allowed me access to best practice in the field of digital forensics and to acquire some knowledge.

With the computer area integrated into the criminology engineering department, the exchange also allowed the observation of the other digital forensic sciences, such as mobile phone forensics, vehicle infotainment forensics, image forensics and acoustic forensics.

During the presentations and demonstrations that I participated in, it was also possible to share the methods and techniques used in the laboratory where I work and make comparisons, allowing an exchange of experiences.

Perhaps by far the most positive outcome was the creation of close contact with the Spanish technicians, which will allow us in the future to easily establish contact, exchange ideas and experiences or help in new cases or professional situations.

I certainly hope to continue the cooperation with my exchange partner, as well as with the other technicians from the laboratory that I contacted, who also allowed the exchange of experiences in their specific areas of work.

I would like to give special recognition to the way I was received, in particular by all the technicians of the Engineering Department of the Central Crime Laboratory, since I ended up exchanging experiences with everyone and not only with the exchange host.

Participant			Host
João GASPAR, Portugal			Leonardus ROOIJAKKERS, The Netherlands

Segment: General

Category: Environmental crime, wildlife, illicit waste trafficking

In my opinion, the exchange programme was a success, not only because I enjoyed it, but also because I learned a lot about the Dutch Police. It was interesting to witness the work done on environmental crimes as well as the working process of the local police with all their technology and different equipment.

During my visit to the Netherlands, I was also very lucky because I was matched with a very friendly and experienced officer. His work is mainly about environmental crimes. He explained that one of the major environmental problems in the Netherlands is chemical waste dumping.

One of the best practices that I noticed in the Netherlands is that some of the prosecutors are placed inside the police building in order to help the police directly. Each prosecutor is supported by two local police officers, who are called 'substitute prosecutors'.

In my opinion, the most important or interesting subjects were chemical waste disposal and domestic drug laboratories. Those are not very common in Portugal (at least on this scale), but it seems that they are among the most common and dangerous environmental crimes in the Netherlands.

I intend to continue the cooperation with my exchange partner, not only because he was very friendly, but also because he is very experienced and I know that I can continue to learn a lot from him. Besides, I believe that one day Portugal will start facing some of the problems that the Netherlands is already facing now. So it's wise to keep in touch with someone who is already very experienced in this subject.

Overall, this was a really great experience and it was very good that I could choose the exchange period. I am very grateful to be enrolled in this programme and it was a great experience for me. Therefore, I would like to thank everyone who contributed to it and I would like to send my special thanks to CEPOL for the opportunity to allow me to participate in this initiative.

Participant

Florbela Madalena ALVES CARRILHO, Portugal

**Host**

C. G., Sweden

Segment: General**Category:** Firearms trafficking

Yes, I was matched with the right person. My host works at the National Operations Department coordinating the Intelligence Division. She gave me an excellent week of learning, taking me to visit various places — the Department of National Operations, the National Forensic Centre, the Swedish Customs Police, the National Bomb Protection Section — and everything was very well organised.

During the CEPOL exchange, it was possible for us to share our personal professional experiences and organisational experiences of the institutions to which we belong and the national legislation on matters in the field of firearms, intelligence and operations, and also exchange our different cultural and historical experiences.

Portuguese national legislation on control of the acquisition and possession of weapons is different in some matters from the national legislation of Sweden and it was interesting to share the reasons for the historical, cultural and economic backgrounds and security frameworks that cause these differences.

We continue to be in email contact and whenever there is anything going on in the European Union about new procedures, we exchange ideas on the specific situation. I intend to share what I have learned through meetings and presentations, and if possible put some into practice.

Participants from Romania

Participant		Host	
Isabela Maria JARCAU, Romania		Gábor LICZKAI, Hungary	

Segment: General

Category: Law enforcement cooperation and information exchange

The exchange partner was the right match for me, first and foremost due to his great experience concerning international police cooperation and information exchange. We had a lot of common subjects to debate and we share the same core values, goals and work ethic.

One of the best practices I learned was the central database of the Hungarian Police, named Robotzsaru, which is very useful for the SIRENE operators. They can access this database at any time, and it contains all necessary information regarding the cases carried out by the local police units. Therefore, they do not need to send every single request to the police unit in charge in order to have an answer; it is enough to interrogate Robotzsaru. This makes daily work easier and faster and leads to quick action, swift replies and efficiency.

I have also observed and learned how our Hungarian partners deal with alerts under Article 24 of Regulation (EC) No 1987/2006. Taking into consideration that Romania is going to apply these provisions soon, it was very important for me to learn from their experience and I will certainly do my best to incorporate those best practices in my future day-to-day work.

I gave my expertise and shared the good things I learned in my exchange programme with my colleagues from my organisation who are involved in the creation of our new SIRENE application. Other information gained through this exchange programme will be disseminated via the cascade plan at the end of the programme.

I will continue the cooperation with the exchange partner because we work on the same matters in the field of international police cooperation and sometimes it is very important to have a contact person from the counterpart in order to offer a better solution in a case and to speed things up when there is urgency in a case.

Participant		Host	
Ionut-Valentin BANU, Romania		Frank HELLMUTH, Germany	

Segment: General

Category: Non-cash payment fraud

I think this match was very useful for my work and also for my professional experience, and I received a great amount of important information about methods of investigations in different cases that the Federal Criminal Police Office (BKA) deals with (payment card fraud, malware fraud, etc.). Also, I have established contacts with colleagues from the BKA with whom I can collaborate in the future, while investigating payment card fraud and skimming cases.

I believe the discussions with the German colleagues from different sections of BKA on specific issues or about payment card fraud were very useful because the information that I received from them is very important for ongoing investigations related to these types of crimes.

While I was in Germany I met other police officers who investigate cybercrime cases and we shared ideas about gathering evidence of criminal activities or, in some cases, about solutions for fast identification of the suspects. Also, we discussed the investigative methods used by both police agencies.

I will continue to keep in touch with my exchange partner and with the other police officers that I met during this exchange period because it is very helpful to exchange information about new modi operandi related to cybercrime and also to work with them in investigations where both our countries are involved, especially when it is an urgent case.

Participants from Serbia

Participant

Ninoslav TANCIC, Serbia



Host

Thomas ROUCH, France

Segment: General

Category: Public order — policing of major events

Yes, I was matched with the right person, for several reasons. The first is that he is the company commander of the mobile unit of the French Gendarmerie, which is very similar in the tasks it performs to the troops of the intervention police unit of which I am the commander. The other reason is that we have similar thoughts on how and in what way we manage the units we lead. Both of us are at the rank of captains. There is a difference in years of service and therefore in experience, but it was also a good opportunity to take advantage of each other's experiences, on the one hand, and new ideas and presentations on the other.

Anywhere in the world, when they wear a uniform, all police officers, regardless of the flag that they wear on their chest, speak the same 'language' in the sense that they are exposed to the same risks and have the same goal. The method of accomplishing the task depends on many factors — political circumstances in the country, what is required from police officers, the mentality of people, the reasons for gathering (social, political, risky sports events) — but police officers selflessly give themselves to achieve a general goal, which is to create a safe environment and conditions for the development of society.



Through the CEP programme and with the realisation of this visit, a bridge of friendship, which stands on a strong foundation, was built between Serbia and France — between my exchange partner and myself — which in my opinion is, apart from the possibility of improving the way police officers carry out police tasks, another job WELL DONE.

Given that one of the aspects of my work is training police officers, I will have the opportunity to present the techniques and procedures used by members of the French Gendarmerie at the seminars and courses that I participate in, as well as to the working groups for the development of the Police Training Programme, which is issued annually. The techniques and procedures that I demonstrate should be taken into consideration when drafting or changing procedures in order to increase safety.

Participant		Host
Marko RVOVIC, Serbia		U. L., Latvia

Segment: General

Category: Synthetic drugs

I think that my partner with whom I was paired during the CEPOL exchange was appropriate. My host from Latvia worked as a drug inspector, so we understood each other perfectly, especially about the problem of drug addiction.

The experiences I have gained during my stay in Latvia are really great and necessary for improving the work in my department. All the new knowledge is absolutely usable in my country.

For me, this programme is very useful because I have expanded my knowledge of the fight against drug abuse. The new methods will make it easier to coordinate between colleagues, and also in some segments of the work we will quickly obtain results. I must add that the exchange is useful because I also learned other things about Latvia, which is truly a wonderful country.

In the future, I intend to be in contact with my colleague from Latvia, because he is a good man and a good policeman. First and foremost, new experience is something that is always needed in this business, especially when talking to someone who is a great professional on the other side of the world.

Participants from Slovakia

Participant		Host
Julius DOBOS, Slovakia		K. I., Latvia

Segment: General

Category: Specific areas and instruments (analysis, forensics, law enforcement techniques, etc.)

My exchange partner was right and a suitable partner in all aspects of our cooperation within the Exchange Programme. The most important factor was that she works in a similar position to me. Education and training to become an expert are based on similar rules in our countries, and we could compare our schedules, curricula and methods of training. We also understood the human side and we

could also discuss the cultural and historical differences between our countries, the way people think and the police work.

I think it will be possible to incorporate some methods used in Latvia's laboratory, not only in our laboratory in Košice, but also in Bratislava and Slovenská Ľupča, especially automated laboratory methods. I have seen practical operations of automated sample isolations, which I found very time saving and very precise.

My partner from Riga and I are planning to continue working together. We want to perform some inter-laboratory tests, especially regarding bones. We have in focus a Norwegian project considering cross-border contraband flows. Our countries want to cooperate on this project as partners with Norwegian colleagues.

I consider the Exchange Programme an excellent project that can greatly assist police officers in gaining experience and mutual inspiration from their work as well as in the development of language skills.

Participant Rastislav HAJKO, Slovakia			Host Sadik KRASNIQI, Kosovo
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Segment: Trainers

Category: Language development, train the trainers

My exchange partner was right and suitable in all aspects of our cooperation within the Exchange Programme. The most important factor was that we have similar ranks.

Kosovo Academy for Public Safety (KAPS) uses the *Kosovo Police Training Catalogue*, which was created and published by the Ministry of Internal Affairs for the Kosovo Police. This is a good idea for getting more information on existing courses and other methods of police education and police training.

I suppose that creating and publishing something like the *Kosovo Police Training Catalogue* would be beneficial for police officers in all Slovakia. I will suggest this new way of disseminating knowledge to my superiors and to other police schools in Slovakia.

For me personally, it was very beneficial that I could communicate in English throughout the week. I attended several meetings with Kosovo police staff who had different levels of English knowledge. Interviews and responses to questions forced me to think and react quickly in English.

My partner from Kosovo and I are planning to continue working together. During the exchange, we came to the conclusion that Slovakia would provide assistance to KAPS. We would like to help colleagues in KAPS by teaching English as a lecturer. We would like to see this help in the coming year.

I consider the Exchange Programme an excellent project that can greatly assist police officers in gaining experience and mutual inspiration from their work as well as in the development of language skills.

Participant from Slovenia

Participant		Host
Matjaz HAJDINJAK, Slovenia		Alexandros LIGNOS, Greece

Segment: General

Category: Heroin trafficking

I was matched with the right person. My colleague performs tasks in the field of illicit drugs, using the Covert Human Intelligence Sources (CHIS) method of work. I was acquainted with the work method of the coast guards, and the flow of data or information between units. The mode and speed of data exchange is very effective and can be used in multiple systems.

I had the opportunity to share best practices from my own organisation and compare them with those of the host system. In the host unit, I presented my experiences in the field of CHIS and the possibility of implementing them in the system of the host country.

I plan to continue cooperation with my partner and keep in touch with him on both formal and informal levels, by continuing cooperation with him and his agency.

Participants from Spain

Participant		Host
Francisco Matías HERRERO ZAPATA, Spain		D. P., Poland

Segment: General

Category: Cocaine trafficking

ENFAST (European Network of Fugitive Active Search Teams) provided this exchange with dedicated members. Our exchange was a consequence of a Polish fugitive investigation case, in which there is very much evidence hidden in the Canary Islands. The team I lead in Spain is in charge of fugitive investigation and we have been cooperating with the Polish CBS [Centralne Biuro Sledcze] Fugitive Team on this case for over 2 years. The exchange of knowledge between the two members of the CBS Fugitive Team and the joint study of the case during the exchange have been useful for two reasons: enlarging the knowledge of fugitive investigation cases and sharing the knowledge in order to locate fugitives.

By having the chance to visit the Metropolitan Warsaw Police Station, participating in a surveillance demonstration and visiting the Warsaw Kidnapping Centre, I could identify that the work and procedures of the Polish Police are similar to the Spanish routines.

I had the opportunity to see the equipment used by the GEO or GOES — the anti-terrorism team in Poland — in the home searches and arrests of fugitives. I also had the opportunity to learn how they work and train. We talked about the procedures when the fugitive teams ask the anti-terrorism team for their help. They have a form with all the information they need to know about the target and his or her address.

I plan to continue the cooperation with my exchange partner on the joint case, and we are open to further cooperation as well.

I am absolutely thankful for being able to participate in this programme. Congratulations on the programme. I think that it is worthwhile for any professional who intends to expand his or her police knowledge.

Participant
Salvador ROJAS PLATAS, Spain



Host
P. S., Czechia

Segment: General

Category: Firearms trafficking

In my opinion, it was a successful match, mainly due to the host organisation's National Focal Point [NFP], and their interest in the Spanish one. My exchange partner is an expert on investigation techniques and how to balance strategic activities with operative ones, and his experience was really valuable to my unit. Thus I got to see how his unit is structured, the kind of activities they carry out and how they conduct investigations with some examples.

At the same time, for me as a member of the steering group of EMPACT Firearms, considering the development of Operational Action 2.2 based on deactivated weapons threat, the exchange was really fruitful, as I got to know how those weapons are being trafficked from neighbouring countries, and the way they are regulated within the national legislation concerning marking, record keeping and technical specifications for deactivation. That allowed me to understand more deeply the abovementioned threat, and apply the knowledge to my work.

I had the opportunity to see the structure and vision of a law enforcement agency other than mine. It gave me an insight into both their challenges and their strengths, making it possible to get ideas from what I observed. Some of those ideas are being developed in my own agency to improve the efficiency of the officers I am in charge of.

Thanks to the exchange we are collaborating more closely, exchanging points of view and information. Just to give one example, within EMPACT Firearms, Spain as driver and the United Kingdom as action leader are conducting an operational action to solve the problems with the Analysis Ballistic Identification Systems (ABIS), namely Evofinder and Ibis.

It has been a very positive experience both professionally and personally.

Participant

Jaime BALAGUER GINARD, Spain

**Host**

Andres SUURKULA, Estonia

Segment: General**Category:** Public order — policing of major events

I was matched with the right person, who was an instructor in the Police Dogs Training Centre. Maybe we didn't have the same goal, because I am chief of my task force in a Canine Unit in Mallorca; however, we were able to share our professional experiences of different dog training systems and using police dogs in service.

As a best practice in the National Police in Estonia, dogs are acquired when they are puppies and their training starts from the very first moment, step by step, depending on the character and personality of each dog. In Spain, in the Central Canine Department, they prefer to buy older dogs, from 9 months; that way, they can make some assessments before buying them.



I had the opportunity to learn a different system of training police dogs, which was very interesting based on a positive training and reward activity. This was the best proof that a dog enjoys working.

The exchange programme offered me an opportunity to gain professional experience, share knowledge and also strengthen cultural ties with Estonia. My exchange partner and I plan to stay in touch with each other.

This exchange was one of the best experiences of my career; I was able to get to know a new country, a new culture and new customs, and, above all, great professional police officers.

Participants from Sweden**Participant**

Ann Elisabet GUSTAVSSON, Sweden

**Host**

Rafal WEGIEL, Poland

Segment: General**Category:** Organised property crimes

The match was perfect because we have already worked together in EUMM Georgia [the European Union Monitoring Mission in Georgia], and we could share our international experiences gained from

work with foreign partners, our criminal and intelligence experiences, and also our knowledge of the measures that have to be taken in order to combat mobile organised crime groups.

In my daily work, I can use the knowledge and experience of the Polish Police and their work that I have gathered, in relation to my profession as an international case officer. It will be easier to cooperate with the network of persons from the Polish Police that I met. I will also share this knowledge with the police officers and departments in my area of responsibility whom I educate and inform as a part of my work.

In addition, to taking part in the exchange programme we are also friends and colleagues, so we will be in contact both professionally and privately.



Participant



Nathalie Kahrle ATTERLORD, Sweden



Host

Selda BINICI, Denmark

Segment: General

Category: Specific areas and instruments (analysis, forensics, law enforcement techniques, etc.)

The person I was matched with had the same position as me, which gave rise to discussions and exchange of experiences on a good level. We had an understanding of the job itself but the exchange made it possible to compare our jobs and discuss the differences between them, both good and bad.

Some of the best practices I encountered during my visit were their schedule to determine which task is to be done by whom and when, which was very effective, their workflow when using Automated Fingerprint Identification System (AFIS) and the scanning system. They used a much more digitalised way of handling goods and tracing what has been done to the goods, when and by whom. They used scanners and QR codes, which was much faster and gave less room for errors, since they didn't have to write the case number themselves.

The main purpose from my side was to gain an insight into Steria and the positives and negatives of the system. I have shared my experience with the group that has been set up to select a new AFIS for Sweden, a group that I am part of. Also, the idea of incorporating a scanning system has been discussed.

In our group, we have had a schedule for work tasks, but this hasn't been used properly. After some discussion, we evaluated the schedule and we are about to redesign it to make it more useful so we can follow it. It is not possible to have it as in Denmark, since they have more tasks than we have. But we need to be stricter about following the schedule.

I had the chance to experience the Steria AFIS, to see how it was built and the positive and negative aspects of the system and also the advantages of Steria compared with the other systems available. I also experienced another workflow to get perspective and later be able to optimise our own flow. The scanning system is a good example of this. I also witnessed how they train their staff. Their training is far more complex when it comes to photographers or laboratory personnel than ours. They give the staff more training about fingerprint identification, which makes the whole chain work much faster, as they know how to help or optimise their work before the identification team start their job.

I hope to have contact with my exchange partner and to be able to make it easier to exchange information and experiences on a national level. Since our job is very specialised, it is important to have good communication.

I believe that the plan for the week was followed and executed as planned. The most important experience that I take with me is the advantage of seeing another AFIS. It makes it easier to visualise what possibilities we have when we are planning for our new system. But another thing that I will push for is the relevance of proper and deeper education for our laboratory personnel and photographers. It will benefit the whole work chain.

Participants from Turkey

Participant

Yunus Emre KARAMANOGLU, Turkey



Host

J. M. L. B., Portugal

Segment: General

Category: Public order — policing of major events

I was matched with the right person, because he was a member of the gendarmerie unit of Portugal. Since we have the same missions (when we think of the duties of gendarmerie units), we could understand each other and could speak in the same manner. He explained the issues they encounter while doing their duties, and their duties are approximately the same as in Turkey. He showed me the important units of the GNR.



I think that seeing a different organisation and examining its functioning gave an excellent opportunity for me to gain valuable experience. Before the programme, I had doubts about how beneficial the programme would be for me, but afterwards I felt that the experiences I gained both during and after the programme are very useful.

It is important to get maximum yield with minimum input. In the GNR organisation, the principle of working to get the best results with limited opportunities available is seen as important. For this reason, working to get the best results with limited opportunities can be given as an example for my own organisation.

I plan to continue the cooperation with my exchange partner. In the upcoming period, we will liaise with each other and identify whether there are any possibilities for joint training programmes for our organisations.

Participant

Ilyas UYSAL, Turkey



Host

Juri PAJUSOO, Estonia



Segment: Trainers

Category: Language development, train the trainers

The person that I was matched with was chief of the dog-training centre. He was responsible for and in charge of planning training activities, logistics, evaluation of dogs and handlers. He was also competent at arranging my exchange programme activities.

During my exchange, I learned that puppies are purchased when they are 2 months of age and given to handlers to be fed and trained at home. This process

builds a strong relationship, which is very important for the development of trust and respect between the handler and the puppy. Thus the handler has the ability to socialise his or her puppy in as many different environments as possible. Also, the handler's provision of every need of the puppy and the puppy's dependence on the handler creates strong respect for the handler.



The use of the clicker in training was also very impressive. This method helps the dog to learn the correct behaviour with minimum faults, and the timing of giving rewards makes the dog learn the desired behaviour easily.

All the dogs are trained to follow tracks, patrol and find hidden objects. One dog can be used as a tracking dog, narcotic detection dog and patrol dog. Another dog can be used as a patrol, tracking, cadaver detection and firearm detection dog.

A CONG toy is used during puppy and materials search training. Thus, a dog will be able to detect minimum amounts of odour. All the indication training is also done with a CONG toy. After the dog is fully trained to detect a CONG piece and show the desired indication behaviour, the other target materials'

odours are introduced to the dog. This also prevents the dog's harming or spoiling expensive target materials such as drugs and explosives.

A panel board with different sizes of holes is used to introduce the target material to the dog. This encourages the dog to use its nose to detect variable amounts of odour. Also, the use of sealed bottles was very innovative and effective in preventing any odour contamination.

All the police students receive at least 8 hours' dog-training lessons in the school curriculum. Thus, all police officers have basic knowledge about the use and capabilities of dogs. It also makes it possible to select the best dog handler candidates.

A muzzle was used during patrol. The dog was able to interfere with the suspicious person by attacking and hitting them with the muzzle. The muzzle prevents the dog from causing harm by biting them, in less severe circumstances.

Organising national and international dog-training competitions is a very motivating activity. If international transportation of dogs were not such a struggle, it would be a great opportunity to attend those competitions.

I want to stay in touch with my hosts and would like them to send their training videos by WhatsApp or Facebook and to make comments about our training videos. I want to exchange essays about dog training, new methodologies and new equipment.

This exchange programme between dog-training centres helps trainers learn new approaches in their specific area. In the future, I hope more trainers have the opportunity to benefit from this kind of exchange programme.

Participants from Ukraine

Participant		Host
Andrii BABENKO, Ukraine		
		Julija ANTANAITE, Lithuania

Segment: General

Category: Specific areas and instruments (analysis, forensics, law enforcement techniques, etc.)

The partner for me in Lithuania was chosen very successfully. My host, with her experience and organisational qualities, appeared to be an extremely professional and experienced specialist in law enforcement. She carefully and qualitatively completed the activity plan, which fully corresponded to my scientific and practical interests. All events were held on time and with highly qualified specialists. I managed to get valuable work experience to improve my professional expertise. I managed to get acquainted with foreign partners working not only in the field of my personal interests, but also in the field of work of the Odessa State University of Internal Affairs in general. I managed to establish a solid professional relationship and to prepare plans for further fruitful cooperation. The knowledge I received from the trip is very valuable for improving the professional education of the Ukrainian Police and for useful suggestions to practical law enforcement bodies in Ukraine.

The dissemination of knowledge gained with the CEPOL programme is strategically important for the development of the Odessa State University of Internal Affairs in the context of the acquisition of best practices in law enforcement activities in Lithuania and its interaction with law enforcement agencies of the European Union.

I plan to cooperate with both the main partner and the specialists with whom the meetings took place. With all, without exception, I exchanged contact data and identified further plans for cooperation. I recommended the Ukrainian national coordinator invite some specialists, whose knowledge is in the field of our university's activity, to the Ukraine under the CEP.



Participant

Oleksandr MORHUNOV, Ukraine



Host

T. S., Poland



Segment: General

Category: Public order — policing of major events

My exchange partner was an excellent choice for me. He has practical work experience as a police officer in the Special Police Riots Unit, and nowadays is working as the chief of the Special Training Department in the police school in Katowice. He provides and organises classes on the topics of target practice and special police tactics. His knowledge in the field of Polish law, regulation of police activity during intervention in crimes and special techniques for intervention gave me a good opportunity to properly understand Polish Police activity in the aforementioned situations. Also, it was very interesting to be aware of the classes that are available for such training.

This exchange gave me the opportunity to better understand the problems with police activities during the prevention of mass riots, armed attacks against police officers in Poland and its cooperation with Ukraine (the Polish riot unit has modern equipment in comparison with Ukraine, which gives them more capabilities during the event). It also improved my knowledge of the management of police units in high-risk situations.

The exchange made me learn about special police activity during prevention of armed attacks, providing public order and multidisciplinary problems. Nowadays in Ukraine, police authorities pay attention to the prism of psychology when learning about public order issues.

Participants from CEPOL-Frontex Joint Exchange Programme

Participant
Eduardo Jesús FERNÁNDEZ TARIFA, Spain



Host
Adnan TURCINOVIC,
Bosnia and Herzegovina

Segment: General

Category: Border checks (Land/Sea/Air border)

Currently I work at the Port of Almeria and my exchange colleague works at the land border between Bosnia and Herzegovina and Croatia, so I consider that I was matched with the right person.

However, our ranks are different: I am a lieutenant and he is a police officer. For this reason, the ordinary tasks that we usually perform in our units are different. In spite of this, I learned some new things in his country, such as different working methods in response to similar offences and crimes or checking the border.

The distribution of tasks between law enforcement agencies in Spain and in Bosnia and Herzegovina are different, because they have another specific force with jurisdiction over customs at the border, and in Spain this power is also exercised by the Guardia Civil. On the other hand, they have some powers to check traveller documents; however, in Spain these are exercised by another force and not by the Guardia Civil. Therefore, I noticed some differences between my host organisation and my law enforcement agency. Nonetheless, there are some common points in our jurisdictions, such as border surveillance or the checking of luggage in airports, etc.



The three best practices I came across during my exchange were the following:

- Border surveillance patrol. We carried out this task with experienced officers who knew all the people who live along the border, with an excellent relationship with these citizens, who give them a lot of information about the problems along the border.
- Border document checks. There are stringent checks on the border between Bosnia and Herzegovina and Croatia, with enough officers to tackle this task and a good distribution of abilities in working teams.
- Airport checks. A good structure in airports with a single law enforcement agency to check the whole passenger way and to access the restricted areas.

I collected new experiences during my exchange. This is a good opportunity to meet people who perform similar tasks in different countries, so you can share or exchange opinions, information, knowledge or methods to face similar situations (offences, crimes, etc.). Besides, you can keep the relationship with this person and you will be able to share new experiences with him or her in the future.

You also acquire new viewpoints on similar tasks, so you have to be open minded because you bump into new laws and regulations that sometimes are different from your own regulations. And as a plus you can also practice your skills in the English language.

Since I did my exchange course I have been in contact with my colleague. We usually speak about the different kinds of problems that we encounter in our daily jobs. On the other hand, we are in contact because sometimes I can obtain some suggestions or advice from him.

Participant			Host
Dorota FRAK, Poland			M. H., Sweden

Segment: General

Category: Border checks (Land/Sea/Air border)

From my point of view, the exchange was very successful because I saw everything that I expected to see and that was in my activity plan. I could see the organisation and performing of first- and second-line controls at the air border of Stockholm Arlanda Airport. I was free to go on my own to the booths or to assist border guards on the second line. I took part in border checks on people from Ukraine (Kyiv) with Polish long-term visas issued for work permits in Poland but travelling to Sweden for different reasons. I saw cases concerning denying entry into the Schengen area.

As a group leader, I'm responsible for first-line and second-line border guards at Łódź Airport. Łódź Airport has only 210 000 passengers per year, so the opportunity to see the organisation of border control at an airport that has approximately 36 million passengers per year from the whole world has given me lots of new experiences. My exchange partner is a head of unit at the Stockholm Arlanda Police Unit, and is also responsible for first- and second-line border control, so our duties have a lot in common. During that time, we exchanged many experiences concerning the organisation of the first and second lines of border control.

It was positive to make new contacts and gain new experiences.

I plan to continue the cooperation with my exchange partner. Mostly it will be information exchange about Polish citizens or Ukrainian citizens with Polish visas. We will also exchange other information concerning border control at airports.

Participant

Alfredo José MORENO GONZÁLEZ, Spain

**Host**

Carlos Manuel PIRES COITO, Portugal

Segment: General**Category:** Border management at EU level

Taking into account that it wasn't a pre-matching choice and the difference between the two organisations, the choice has been successful considering the topic, due mainly to the fact that it lets you get a wider view of border management.

My exchange partner is in charge of one department at the Portuguese Immigration and Borders Service (SEF), handling issues related to passports, border checks and analysis, with considerable experience in the air operation area.



Some examples could support the fact that it was the right match, despite the fact that the powers of the Guardia Civil and the SEF are different, such as the possibility of finding the same problems (personnel, laws, material, etc.) in these countries.

The main purpose of the exchange programme, from the point of view of Guardia Civil organisation, is to try to show our capacities, organisation, technical and operational means, and what we think is the best way to achieve the goals. In the field of border control for a maritime service, the arrival of new practices is really appreciated. This has greatly increased the effectiveness of the service and prepared personnel better. Our experience in border surveillance at international level allowed us a general view of border management at EU level.

Without a doubt I will continue the cooperation with my exchange partner. We strongly believe in cooperation and knowledge exchange as an extremely useful tool in the scope of border management strategy.

Participant

Blaz JENCEK, Slovenia

**Host**

M. R., Slovakia

Segment: General**Category:** Border surveillance (Land/Sea/Air border)

I consider that my exchange programme in Slovakia was very successful. I had the privilege of working with very experienced Slovakian partners. The communication was really good and I could easily offer and share my experiences with them. That gave us an opportunity to exchange our different

experiences in order to improve our knowledge of the activities and engagements presented. I have seen lots of practices from my exchange partner, so these can be very useful and can also improve our work.

During my exchange, I used the FLIR system while flying, I patrolled around the Slovak border and we cooperated with ground forces.

At the moment, there are no plans for continuing cooperation but in my opinion there will be no problems sharing experiences while planning the educational process in the future. The exchange programme has already been completed by the exchange partner visiting our department. If the cooperation continues, it will definitely be in exchanging experiences and good police practice in different fields and establishing a professional network.



Participant



Anastasios STAMPOULIDIS, Greece



Host

Mariam KOBIASHVILI, Georgia

Segment: General

Category: Cross-border crime

Greece and Georgia, two beautiful countries with several cultural differences, but with the same police challenges. During my stay in Tbilisi, the capital city of Georgia, I had the opportunity to experience both a unique blend of service and tourist visits.

First of all, the people of the Georgian Police with whom I had the opportunity to meet, pleasant and hospitable, were very enlightening and always willing to answer my questions. My host is a very skilled professional with a deep understanding of police affairs in general and of cross-border crime specifically. So, I am really convinced that the exchange was done with the most appropriate person! There wasn't even one question that was left unanswered and I feel really grateful for that!

During my stay in Georgia, I had the opportunity to visit a lot of stakeholders. After this experience, it is clear that cross-border crime challenges have a — more or less — unified mode of action in both Greece and Georgia — and probably in every country. On the other hand, the police operational approach and equipment to cope with this kind of criminal activity are about the same, but I identified that there is plenty of room for exchange of ideas, tactical approaches and operational planning. After all, there are definitely elements I have gained and I will implement them into the operational planning here, in Greece.

Also, I have to mention that I became aware of really enlightening statistics and information. The Ministry of Internal Affairs staff, as well as the Border Police Headquarters personnel, were very helpful and real professionals who are worth interacting with!

Some of the best practices I encountered during my exchange were:

- The flexibility of the Georgian Police regarding the transmission of information from all police authorities, including the border sectors (BCUs) [Border Control Unit], to the Information Analytical Department and the information processing and cascading from the Information Analytical Department back to the police authorities.
- The ongoing installation of the Border Monitoring System, which is already implemented in five border sectors (BCUs), and which gathers and transmits data by various modern technical means to a unified operational centre.
- The vocational and continuous training system of the border police, which keeps them efficient and well prepared to face any difficult situation.
- The simplified structure of the Georgian Police, with less bureaucracy and an orientation towards practical efficiency.

I believe that visiting a foreign country in a professional context broadens your horizons and way of thinking, and gives you experience that can be used at a service level. It is also always positive to meet new people in your work, people from a foreign country with a different way of thinking and a different approach to the same problem — such as cross-border crime — which can at some point provide you with help at an informative or cognitive level. It is always beneficial to know other countries' policing models, as this allows you to compare them with the model applied in your own country. This way, through the comparison process, you can keep and export the pros and cons of each model.

A successful first meeting and a constructive collaboration always lay a foundation for maintaining continuous contact. I will definitely stay in touch with my exchange partner, by email or social media. I will continue the cooperation with her, exchanging best practices and even exchanging useful information.

Participant			Host
Vladimir QARTASHYAN, Armenia			P. P., Bulgaria

Segment: General

Category: Falsified documents

I think that I was matched with the right person, and the chosen organisation was correct also. My host is a professional in her field of activity. She has great experience concerning border control in general and the process, documentation and methods of combating document falsification in particular. After the programme, I gained new knowledge in accordance with the learning outcomes prescribed in the activity plan. My expectations were fully met during the exchange period, as I got answers to all my questions.

I have learned different profiles of police activity at the airport, I have gained a deep insight about the role of police in security and airport operations, and I have also gained knowledge about work carried out in the field of issuing visas and identification of fake documents.

Some of the positive outcomes were the procedure for issuing visas at the border, because now making the process more operative and secure is a current issue for my organisation, and the collection of different databases in one place, because this is very important to my organisation especially in the context of combating document falsification.

I intend to continue cooperation with my exchange partner. I think that it will be fruitful for both of us. I will contact her mainly by email.

Participant

Daniela-Mirela PANTAZI, Romania



Host

Samo IVANEZ, Slovenia

Segment: General

Category: Falsified documents

I think that the exchange officer was the right match according to the objectives of the CEPOL Exchange Programme. During the visits and the presentations that were given to me, I had the opportunity to improve my knowledge with information about the Slovenian system of the specialised unit for state border control; the organisation charts of the Slovenian Border Police, of the Border Police Division and of the SENDM, of the CCPD [Centre For Police and Customs Cooperation] Thörl Maglern, of CLEC Dolga vas and of the Maritime Police; the border and the technical equipment; and about their practical work on the ground, their basic and defining tasks, the special skills they need to have, the operative aims (especially illegal migration), planning of work and forms of the work (basic, on-road communication on internal trains, SUSBC [Specialised Unit for State Border Control]), police cooperation, training, implemented measures, additional activities of the unit, participation abroad, workflow in Police and Customs Cooperation Centres (PCCCs) and the channels they use Secure Information Exchange Network Application SIENA Austria, S-TESTA [Secure Trans European Services for Telematics between Administrations] — in progress, S/MIME [Secure/Multipurpose Internet Mail Extensions]). The matching was right because some of the basic and defining tasks of the SENDM and PCCCs are the same as those of the Romanian Border Police, and it was an opportunity to share information, knowledge and best practices on the various topics, especially on faster exchange of information in the international environment and border security systems.

The following positive outcomes were reached during my exchange:

- Intensifying the rapid exchange of information on the transmission of verification requests due to the technical equipment provided to the border control patrols and the automatic transfer of data through the channels with which they work (including SIENA).
- Modality of managing and resolving the requests for assistance.
- Setting up personal contacts with colleagues from the other country — creating the possibility of further cooperation any time it is necessary.
- Learning about the job, tasks and special skills of other colleagues from abroad — connections between similar tasks of personnel and structures of law enforcement agencies in Romania and Slovenia.

I do continue the cooperation with my exchange partner. Any time when in my daily work I need to find out something necessary for our institutional cooperation process between Romania and Slovenia, I contact my exchange partner about this to get an informal answer.

Participant

José Ignacio VELASCO FUENTE, Spain



Host

Carlos Jorge dos PRAZERES CLARO, Portugal

Segment: General

Category: Fundamental rights and anti-trafficking in human beings

I believe that my exchange partner was the most appropriate person, since both of us work in the same field of action: the area of immigration and the investigation of crimes related to immigration. The comrade in the Portuguese Police and I share extensive knowledge in the area of foreigners, and so I could check when explaining the procedures that we had in border control, in documentation of foreigners or in investigation of trafficking in human beings for exploitation purposes.



A specific positive result of my exchange was seeing how they carry out border checks for the entry of foreigners, as well as the detection of possible false documents and identity theft during those checks, based on the observation of the behaviour of foreign citizens and using various procedures and computer hardware to study documents.

Another aspect to highlight, which can be very useful in my daily research work, is the consultations that can be made to the PCCCs (Police and Customs Cooperation Centres) that exist between the countries of the European Union. It is a fast and safe way to obtain useful and safe information in the fight against the trafficking of human beings and falsification of documents.

I highlight the good personal relations that I developed during the exchange, which go beyond the professional field and enriched me as a person.

On a personal level, we will maintain contact, thanks to the good relationship with my Portuguese partner. At the professional level, it is complicated, since there are specific channels and procedures for communication and exchange of information between the National Police of Spain and the Immigration and Borders Service of Portugal, such as the PCCCs between different countries of the European Union, which is one of the aspects that we studied in the exchange, visiting the PCCC of Castro Marim-Ayamonte, between Spain and Portugal, and the PCCC of Canfranc, between Spain and France.

Thank you, CEPOL, at the central level, as well as the CEPOL National Police Office and the National Coordinator of the CEPOL Spain Exchange. Special thanks to the Immigration and Borders Service of Portugal and the Police Headquarters of Navarra for the attention and welcome to me as well as to the exchange partner.

Participant

Gábor DÓZSA, Hungary



Host

Kleio DAMIANOU, Cyprus

Segment: General

Category: Migration management (debriefing, screening, interviewing)

After the week I spent learning about Cyprus's immigration system and border control, I can confidently say my host has been an excellent match. Cyprus has a different structure for migration and immigration from the Hungarian structure and jurisdictions. My host was an experienced police officer, and it was easy to learn from her.

During my visit, I encountered several best practices I find useful to incorporate in our daily routine. I think parts of the airport procedure and protocol I learned can be used in our daily work, and also the form used by the Cyprus immigration authorities can be implemented in our own procedure with some changes.



Before the exchange programme, I had some knowledge of Cyprus and how it is divided, but since the exchange I have gained a clearer picture of the situation and to some extent of the specific issues emerging. The tension between Turkey and Cyprus is also a major issue for Cyprus's immigration services.

This exchange was a great opportunity to improve my English. I will be able to use the knowledge gained in my daily work and share some of it with colleagues.

I will definitely stay in touch with my exchange partner.

Participant

Matej SIVEC, Slovakia

**Host**

Jim DE KONING, The Netherlands

**Segment:** General**Category:** Migration management (debriefing, screening, interviewing)

First of all I want to thank CEPOL for the opportunity to participate in the CEPOL Exchange Programme. I would also like to thank my host from the Aliens Police, Identification and People Trafficking Department (AVIM) of the Dutch police. He was a suitable exchange partner for me and the exchange was successful. I had the opportunity to get to know most of the AVIM's activities.



The exchange week also offered an excellent chance to get a deeper understanding of the current state of the police force in the host country. I met a lot of interesting people and I had many good talks about different topics. A well-planned week of travel is an excellent opportunity to get quite a lot of information in during a short time period. I had the best host ever.

During the exchange programme, I visited AVIM departments, the police television programme *Opsporing verzocht*, the river police in Maastricht, Europol in The Hague and the asylum seekers centre in Budel. I held a lot of meetings and fruitful discussions with representatives of different departments of the Dutch Police. All these meetings gave an excellent opportunity to share best practices from our countries, to exchange our experiences, and to compare our structures and systems.

During my exchange period, I saw the police system CAS [Crime Anticipation System], which can predict the place of a future criminal offence. In my opinion, it is a very useful system and it should be used in every police force. Another good practice for me was to see how successful the police television programme *Opsporing verzocht* is. This programme helps police officers resolve their cases and it really works in practice.

I hope that we can cooperate in future in a lot of ways. My exchange partner is a very creative person with a lot of experience.

When I come back to my department, I will be pleased to make a presentation about all of my new experiences from this exchange. I think that all of my colleagues will be surprised at how much information I bring them just from a 5-day stay in Eindhoven. For my colleagues, the most important thing to know will be how the police force works in the Netherlands and how they can use many different tools for the better detection of offenders.

I seriously think that the CEPOL Exchange Programme is an amazing idea and experience and should be further developed. I hope that in the future I can again be part of it.

Participant

Alberto José SIMÕES LOUREIRO, Portugal

**Host**

Csongor BANDY, Hungary

Segment: General**Category:** Return operations

My exchange partner works with the procedures related to the deportation of foreigners who are illegally in Hungary and escorting them, if necessary, to their country of origin. These immigration procedures are carried out by SEF (the Portuguese Immigration and Borders Service) in Portugal. So I think my exchange partner was the right person.

The best practices I experienced during my exchange included the following:

- The existence of a 'translator's room' in the Budapest Immigration and Asylum Office allows interpreters to translate migrants' declarations in any place in Hungary, by videoconference.
- The Hungarian Police is equipped with vans and trucks that are very well prepared to transport migrants safely.
- Hungary has great detention centres that are very well equipped and can accommodate a large number of illegal immigrants.
- I think in Portugal it is possible to implement the 'translator's room' in the short term. We can save money if we don't need to transport the interpreters all over the country.
- SEF should, in my opinion, buy new vehicles that are more suitable for transporting illegal immigrants.
- Building a new and bigger temporary centre to accommodate illegal migrants who are waiting to be expelled from the country (similar to the Hungarian detention centres) is more difficult. Perhaps in the long run it might be possible.

Among the best practices I would like to mention the good cooperation between the Immigration and Asylum Office and various organisations, like the Hungarian Police and the IOM (International Organisation for Migration). Also, illegal immigrants are escorted by at least one immigration officer and two police officers, allowing the two police officers to be concerned only with the person that they are escorting and not with the bureaucratic questions of the deportation. The existence of 'transit zones' allows refugees and asylum seekers or other migrants who need some kind of temporary protection to be separated from other migrants, illegal or not.

I plan to continue the cooperation with my exchange partner by sharing information, documentation and expertise.

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