
Exchange Programme brochure 2017

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Message from the CEPOL Executive Director

2017 was the first full year of implementation of CEPOL's new legal mandate, which entered into force on 1 July 2016 ⁽¹⁾. CEPOL was extremely effective in the redeployment and use of its lean resources, and yet again was able to deliver more training to more law enforcement officials, outperforming itself in the number of trained officials when compared to previous years. The areas of training needs assessment, training coordination, and qualitative delivery attest to a successful year for the agency.

In 2017 CEPOL's training continued to address the needs of the law enforcement community in key EU security threat areas such as terrorism, serious and organised crime, cybercrime and cybersecurity, as well as migrant smuggling. Our agency was particularly active, completing 208 different training activities, attended by more than 23 000 law enforcement officials. The high quality of CEPOL's work is confirmed by the overall satisfaction rate of the attendants which amounted to 93%, exceeding the set target for the year. For 2018, CEPOL will further increase the number of trainings to be implemented, with a total of 213 planned activities.

2017 was a milestone in the history of CEPOL, as it launched the first pilot EU-Strategic Training Needs Assessment (EU-STNA) applying and adjusting a methodology provided to the agency by a study financed by the European Commission. The EU-STNA looks into law enforcement capability gaps that can be addressed by training. The pilot will be completed in 2018 and will provide sound evidence on strategic training needs for prioritisation by the Member States themselves, in line with EU policy priorities.

Moreover, in 2017 CEPOL further enhanced the learning experience provided to registered users of its online learning platform, the CEPOL e-Net. For example, it expanded its Online Course portfolio from 1 to 8 courses, thereby adding more colours to the palette of its learning portfolio. Furthermore, the e-Net platform offered its registered users direct access to an even broader variety of international journals, as well as online books.

Two pilot CEPOL Knowledge Centres (CKCs) were established in the priority areas of Counter-terrorism and Common Security and Defence Policy mission training respectively. The CKCs are tasked to develop and implement comprehensive training and learning portfolios ensuring high quality of education in a multi-annual, sustainable horizon that aims at retaining and further developing know-how and expertise.

The 1st CEPOL European Joint Master Programme was successfully completed. 26 students graduated and received their Master Diploma in October 2017. In parallel, 30 new students were enrolled in the 2nd edition of the Master Programme.

In November 2017, CEPOL also successfully concluded the implementation of the 'EU/MENA Counter-terrorism Training Partnership project' financed by the European Commission — Instrument Contributing to Stability and Peace (IcSP).

Finally, I am proud to mention that in 2017, following an external audit, CEPOL was certified as meeting the ISO 9001:2015 Management System Standard by Lloyd's Register Quality Assurance in the areas of law enforcement residential activities and the CEPOL Exchange Programme. This achievement demonstrates the organisation's high commitment to quality and stakeholders' satisfaction and underlines CEPOL's continuous work towards excellence.

⁽¹⁾ Regulation (EU) 2015/2219 of the European Parliament and of the Council of November 2015 on the European Union Agency for Law Enforcement Training (CEPOL) and replacing and repealing Council decision 2005/681/JHA.

CEPOL is constantly addressing the evolving challenges that the European Union is facing. New patterns of transnational crime, the ever more impellent migration crisis and the surge of terrorism cannot be met without effective cross-border cooperation. The CEPOL Exchange Programme is designed to facilitate the sharing of knowledge and practices among law enforcement officials, and to further strengthen our common European law enforcement culture, so that we are better prepared to face what lies ahead. It is worth mentioning that in 2017 CEPOL organised 559 exchanges ⁽²⁾, with an overall satisfaction rate of 93%. For the future, I am certain that this unique learning opportunity will remain a valuable source of knowledge and experience for the European law enforcement community.



Detlef Schröder

CEPOL Executive Director

⁽²⁾ Including the 24 Future Leader course participants.

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 is 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 from 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 multi-layered 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;
- common curricula.

Residential activities are courses, conferences and seminars that 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.

The CEPOL Exchange Programme 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 European Joint Master Programme (EJMP) is an EU academic programme which aims to address common challenges of police cooperation in the frame of internal security. It provides students with science-based competences in a European community of practice. The academic programme is led by a Consortium of 21 partners and CEPOL Accreditation has been provided by the Spanish accreditation institute, ANECA and the master Diploma is awarded by the Spanish University, UNED. In the first European Joint Master Programme (2015-2017) 26 students graduated in October 2017 and have received their Master Diploma. In the second cohort 30 students from 21 EU Member States have been enrolled and will take part in 7 modules of the Master Programme. In 2018 an expert group will further develop the CEPOL Master Programme with the intention to initiate a new academic programme as of 2020.

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 according to their individual needs. The Common Curricula also provide the basic ideas and elements for CEPOL's courses and seminars.

Besides the core business, CEPOL was granted the opportunity to implement the EU/MENA Counter-terrorism Training Partnership Programme between 2015-2017 involving Jordan, Lebanon, Tunisia and Turkey in various capacity building activities by offering jointly designed, tailored and organised training activities utilising the truly multilateral European approach to good practices and CEPOL's tested and tried learning and training products.

All activities are supported by the e-Net, CEPOL's online learning platform. Through e-Net, users have access to a variety of tools and resources that support and prolong the learning experience. The e-Net 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 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.

About the CEPOL Exchange Programme

The CEPOL Exchange Programme 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 a common and shared practical knowledge in different law enforcement fields;
- to disseminate and share, at the EU level, good practice;
- 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 CEPOL Exchange Programme comprises of Exchange Programmes for the law enforcement officers — leaders, experts, trainers and researchers — within the 42 involved countries (EU Member States, candidate and potential candidate countries, eastern partnership countries as well as associated countries).

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

In 2017 thematic areas also covered border management, and thanks to the enhanced cooperation with Frontex, in 2017 the CEPOL Exchange Programme was advertised also 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 a national and European level.

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

Segments 2017

1. General Exchange Programme;
2. Exchange Programme for senior law enforcement leaders;
3. Exchange Programme for trainers;
4. Exchange Programme for researchers.

CEPOL Exchange Programme at a glance

In 2017, CEPOL Exchange Programme received a record high number of applications; **863** in total, out of which it was possible to implement **535** exchanges.

Applications	863
Exchanges	535

40 countries took part in the Programme last year, including **13** non European Union Member States.



What did participants say about the Programme?

This programme is a real benefit for the development of new challenges, knowledge, cooperation, information exchange and personal growth. You can learn and share!

The best quote which comes to my mind and describes the CEPOL Exchange Programme perfectly is Benjamin Franklin's sentence: "Tell me and I forget, teach me and I may remember, involve me and I learn".

I will share all the information with my colleagues and I believe it will be very interesting for them also.

This Exchange Programme is a good way of sharing experiences and building professional networks.



CEPOL Exchange Programme (CEP) 2017

The CEPOL Exchange Programme is a CEPOL flagship activity which started in 2007, at that time financed via first AGIS then ISEC. Following Council Conclusions in 2010, CEPOL took over the financial section from its own budget allocations, ensuring a smoother and more efficient administration of the programme.

From 2007 until today, multiple changes were introduced to better tailor the training needs of European law enforcement authorities. The new CEPOL mandate, which entered into force on the 1st of 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 as well as prosecutors to benefit from this training tool.

Nevertheless, the main objective of the Exchange Programme remained the same, namely to enhance law enforcement cooperation in combating crime. To reach this goal, the importance of the Exchange Programme as a training element is acknowledged more and more on a European level. The Erasmus-style method is a learning activity which provides exchangees 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. On a longer term it contributes to build trust and to establish a more efficient cooperation of not only the EU Member States, but all other involved countries, that 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 on fundamental rights as a key crosscutting issue in training.

The European Agenda on Security embeds law enforcement training in the European Union security architecture, as a key supporting action, crucial to achieving high level strategic and operational results in protecting Union citizens. CEPOL supports all key priority areas deriving from the Agendas on Security and Migration, in line with its mandate and the LETS principles.

2017 was the first year when CEPOL fully embraced the thematic approach in all its activities, including the Exchange Programme.

The priority areas in 2017 particularly for the Exchange Programme were:

- continued support to the implementation of the EU Policy Cycle on serious and organised international crime;
- terrorism and radicalisation;
- information exchange instruments and law enforcement cooperation mechanisms, particularly those established by the Union;
- promotion of the full respect for Fundamental Rights as a key crosscutting issue in training, to promote a balanced and proportionate law enforcement response to security threats;
- strategic vision of European law enforcement development;
- law enforcement research, development of education and learning approaches and techniques;
- CSDP Missions, specifically on the law enforcement and judicial cooperation aspects;
- capacity building in third countries.

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 competences at strategic and tactical level.

In 2017, emphasis was put on the multi-layered approach which was outlined in the five-year evaluation report of CEPOL. The report concluded the following:

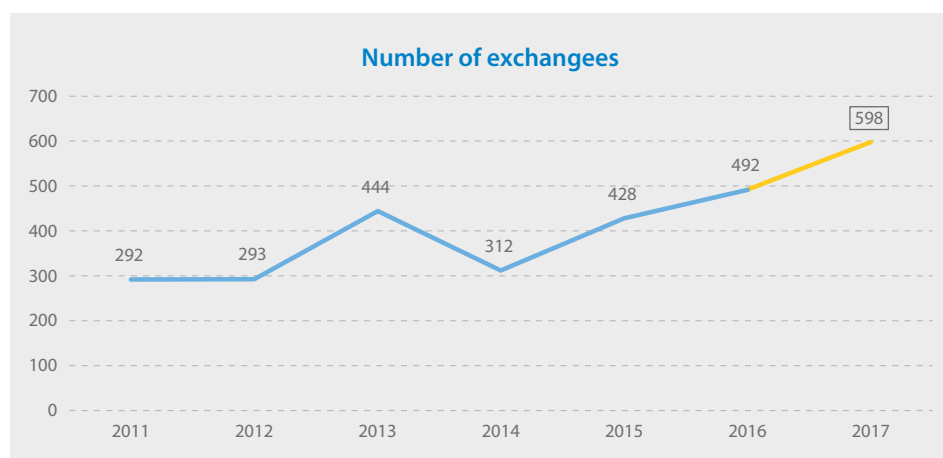
‘Compared to courses and other learning activities, the relevance of the EPEP ⁽³⁾ is mainly ensured by the fact that individual participants are directly involved in drafting the Exchange Programme. This enables full alignment of the EPEP with the individual needs of the participants. Overall survey results showed that the EPEP is considered a highly relevant programme for the needs of LEA. The EPEP was considered by the NCPs the most relevant activity implemented by CEPOL.’

As a room for improvement the report mentioned that the relevance of the Exchange Programme could be further enhanced if combined with other activities, such as courses and webinars. In 2017 CEPOL increased the number (from 18 to 24) of those future leader course participants, who implemented also an Exchange Programme, embedded in the course curriculum. A practice that will also continue in 2018.

CEPOL had for some time been working towards achieving an ISO certification. The aim being to achieve consistency in the agency’s management, improve internal processes and fulfil legal and regulatory obligations. One of these processes was the one related to the Exchange Programme, thus the Exchange Programme management together with the relevant quality documents were thoroughly evaluated in 2017 followed by a final audit. As a result of the audit the CEPOL Exchange Programme was awarded the international certification together with the entitlement to use the ISO 9001:2015 logo in its procedures.

Annual progress

The evolution of the Exchange Programme in numbers is indicated in the below graph.



⁽³⁾ EPEP (European Police Exchange Programme) is the former title of CEP

Since the 2010 Council Conclusion, when CEPOL took over the management of the Exchange Programme within its own budget allocations, every year offered an opportunity for improvement. While in 2011 police officers of the EU Member States could cooperate in sixteen different topics, in 2012, the programme involved Eastern partnership countries, the Western Balkan countries, and Turkey in topics which highlighted the most severe threats to internal security faced by Member States. In 2013, beyond the bilateral exchanges between senior police officers, experts, trainers and commanders, 4 study visits were organised to EU agencies operating in the field of justice and home affairs. In 2014, the Exchange Programme was further refined to better reflect the requirements concerning the European Union's internal security strategy and the EU Policy Cycle, and established a multi-layered approach to learning. In 2015, technical changes, such as introducing the unlimited nominations and pre-matching, contributed to a refined matching procedure and thus the rise of satisfaction level. In 2016, after the new CEPOL mandate entered into force on the 1st of July, exchangees from all law enforcement authorities could benefit from this training tool.

2017 Exchange Programme

In 2017 the extended mandate could be fully introduced in the launch of the programme, therefore the CEPOL Exchange Programme invited all law enforcement authorities within all ranks to participate.

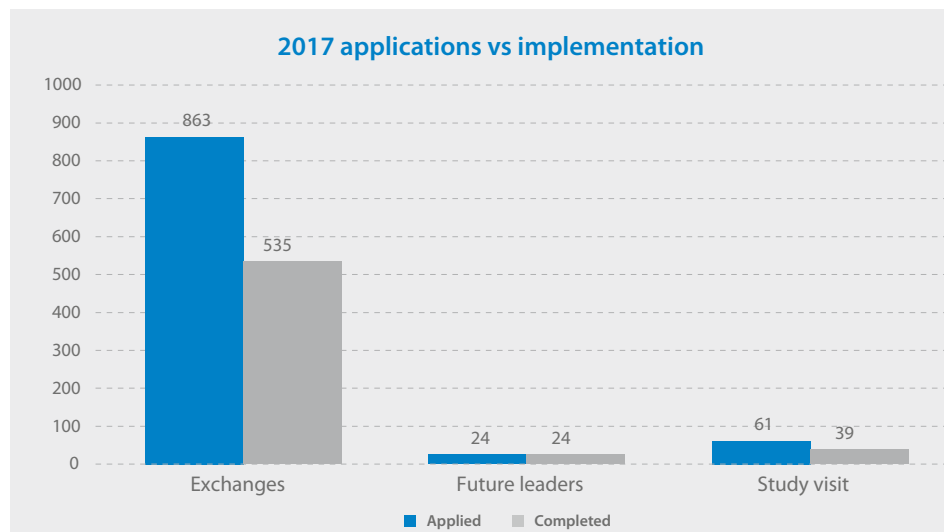
The extended target group together with the successful promotion of the programme throughout the previous year using multiple channels, resulted in a record high number of application forms. Until 1 March 2017 National Exchange Coordinators submitted 863 nominations from various law enforcement organisations covering all topics and all segments of the programme.

The unlimited nominations generated a large reserve list, which helped us involve further exchangees after the budget transfer of EUR 140 000 in March, and engage further exchanges when it became necessary due to step backs. In 2017 the number of step backs was 85, which is an increase compared to 54 in 2016. Despite our projection to reduce the number of step backs with prioritising the pre-matched applicants, experiences of this year showed that our expectations were not met. There were 30 step-backs of pre-matched applicants, which is rather significant, taking into consideration that pre-matched colleagues already have a prior agreement and higher commitment to implement the programme. Considering these elevated numbers of step backs particularly for pre-matched exchanges, our aim, as a priority, is to reduce this number significantly in 2018 since step backs generate a re-match risk factor and a higher work load for all involved.

In general however the overall conclusion regarding the idea of pre-matching was extremely positive in 2017. 44% of the total number of application forms (377 out of 863) were submitted to us as pre-matched exchanges. Out of these 377 applications, 91% (344) exchanges were implemented throughout the year. Most of the application forms (228 out of the 377) made a clear cross-reference to the selected counterpart, which resulted in a successful matching and implementation of the exchange. After clarification and correspondence with the NECs most of the remaining pre-matches could also be identified.

In 2017, 40 partners (EU MS, candidate countries, Eastern partnership countries and Western Balkan countries, as well as Norway and Switzerland as associated countries) submitted applications out of which Norway, Switzerland and the UK were only hosting. This resulted in a record high number of applications, a total of 863, out of which it was possible to implement 535 exchanges. In addition 39

participants took part in a study visit to Frontex, which, together with future leader course participants (24) resulted in a total number of 598 exchanges in the 2017 CEPOL Exchange Programme.



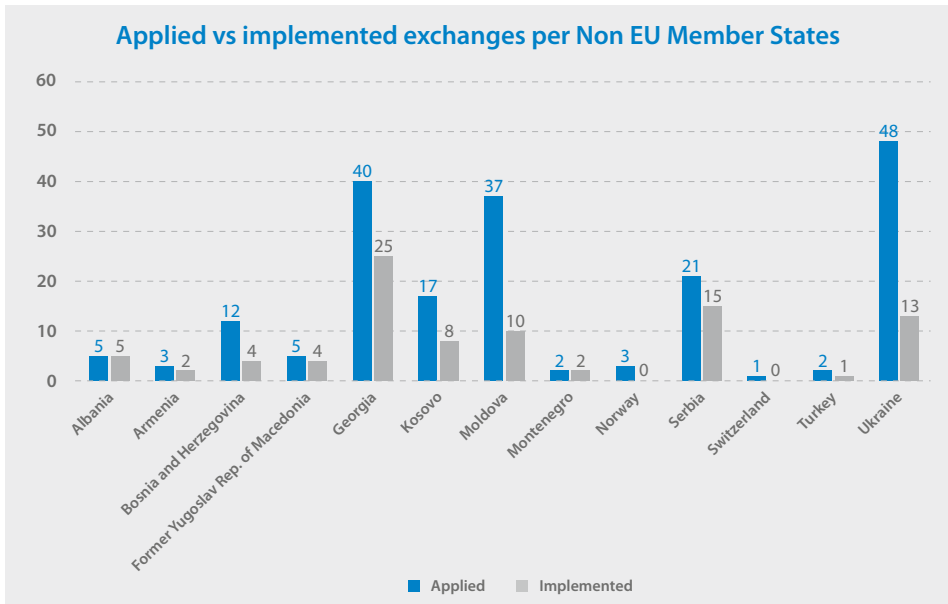
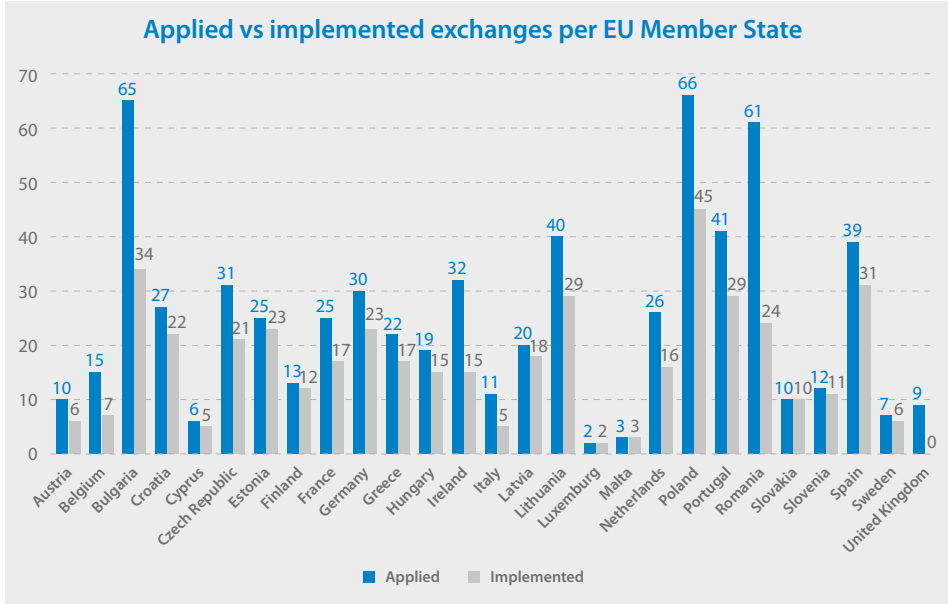
In order to enhance cooperation with other JHA agencies, in 2017 the CEPOL Exchange Programme was advertised also within the Frontex network. Nominations were accepted through the existing NECs, however a wider target group was informed about the Exchange Programme possibility with a result of 26 nominations under border management areas. The selection and matching was carried out in cooperation with Frontex which resulted in 16 successful CEPOL-Frontex Joint Exchange implementations. In addition to these 16, 7 further exchanges were implemented with border guards however not under the cooperation with Frontex due to their category (Leadership, language development, train the trainers; Specific areas and instruments analysis, forensics, law enforcement techniques).

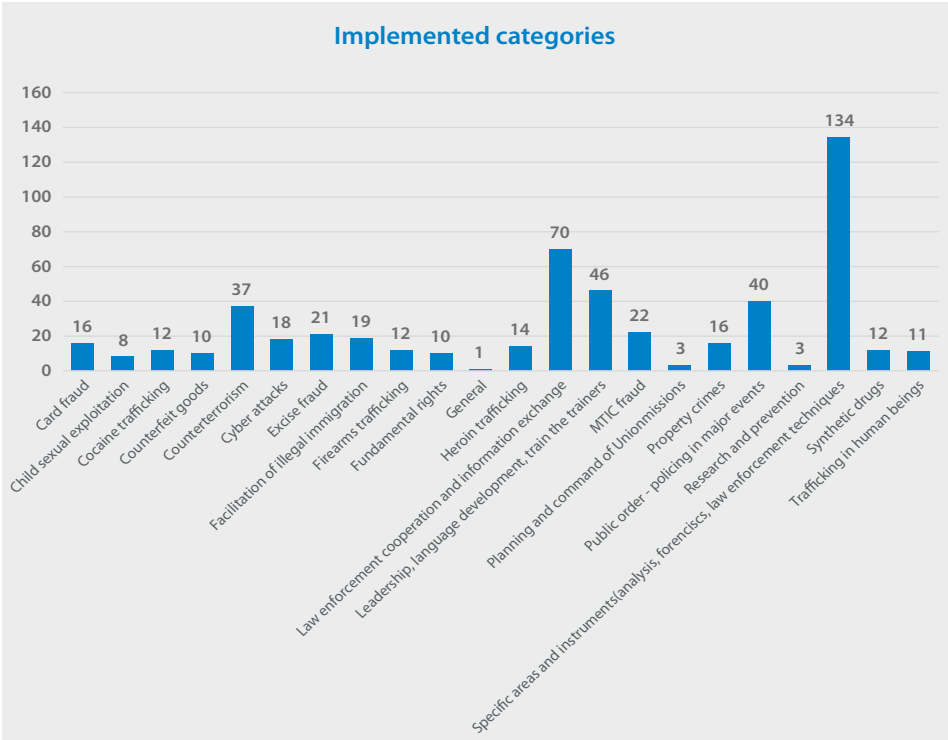
Methodology of matching in 2017

For the 2017 edition of the Exchange Programme, it was decided not to fix a maximum number of applications per participating country, 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 amongst all participating countries ensuring that all segments and categories were represented, while giving a priority to applications under the EU Policy Cycle and to those who were 'pre-matched'.

This new approach gave us a better understanding on the arising demand of the involved countries regarding the Exchange Programme, as well as the possibility to establish a reserve list to be used in case of step backs or in case of additional financial resources. The programme was advertised in a number of fora including EMPACT coordinators/drivers and other networks, such as ENFAST and ATLAS. Due to the efforts made by both the agency and the NECs, our anticipation regarding the high number of applications became a reality with 863 applications submitted following the launch of the programme.

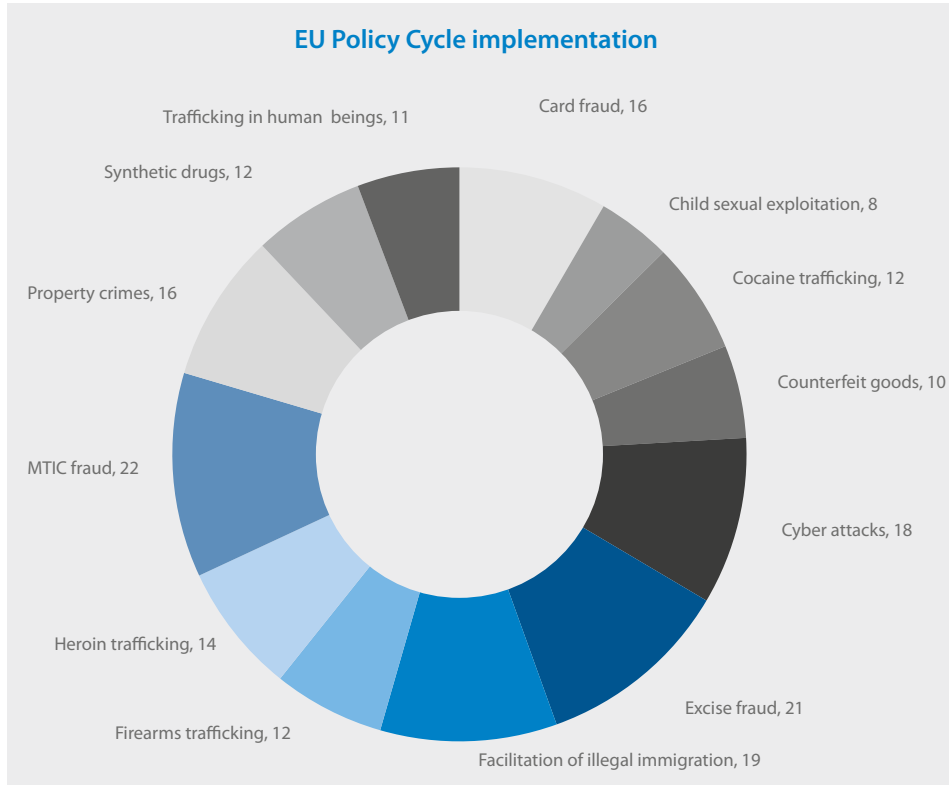
The outcome to successfully realise our objective to involve all countries, all segments and all categories is shown in the below graphs (data applies only to Exchange Programme applicants, study visit and future leaders course participants are not included).





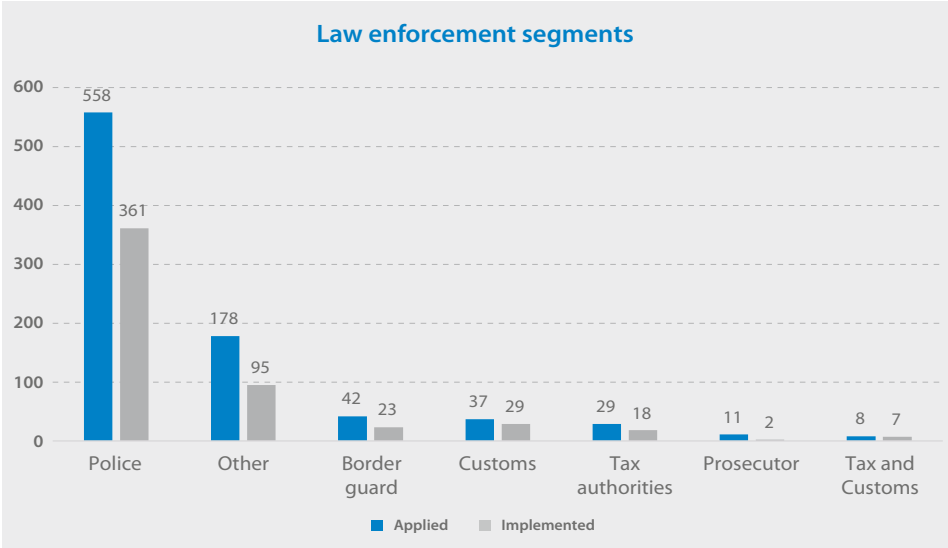
EU Policy Cycle

Regarding Exchange Programme participants of 2017, a priority was given to the categories under the EU Policy Cycle. 191 exchanges were implemented successfully, out of which 84 applications were pre-matched. The distribution by topics is indicated in the chart below:



The new CEPOL mandate came into force on 1 July 2016, inviting all law enforcement organisations to participate in all CEPOL activities. 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 as well as prosecutors to benefit from this training tool.

The applicants indicating their sending organisations on the application form resulted in the following distribution between law enforcement organisations:



Conclusions

The internal security needs of the EU are constantly evolving, resulting in increasing demands on law enforcement officers. This is clearly manifested in CEPOL's new mandate that entered into force in July 2016. 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 Exchange Programme must also be addressed enabling the agency to contribute effectively to the overall objectives of the European Union and of the European region as a whole.

Narrative reports

The narrative report is one of the CEPOL Exchange Programme templates that are filled in by the participant after the completion of the Exchange Programme. The report gives CEPOL an insight to the experiences the participants gained and tells us about the knowledge that he/she could share with the counterparts. This selection of the narrative reports is an excellent forum to show the relevance of the Exchange Programme and is undoubtedly strong evidence that this training tool can contribute efficiently to reach the goals of disseminating and sharing good practices at the EU level. This Publication contains a selection of narrative reports from each country representing all categories within the Exchange Programme.

Participants from Albania

Participant

Bilbil Memaj, Albania



Host

A.P., Estonia

Segment: Senior Law Enforcement Leaders

Category: Leadership, language development, train the trainers

'I had and will have continuous briefings, meetings and presentations with my staff, regarding this great exchange experience I had, sharing with them the best moments of best practices, suggestions for future improvements and further exchange of experiences with the respective country.

During my exchange I have met the following specific positive outcomes:



- (a) Estonian counterpart had better sophisticated equipment which I will try to put into my Academy of Security too, by making a Memorandum of Understanding with the Academy of Security Sciences and collaborating together in this perspective.
- (b) Also the Estonian counterpart had better organisational structure, which as mentioned above I will try my best to integrate it into the Academy.
- (c) Lastly, Estonian counterpart had better investments, which I will try to get from the Albanian politics as time goes by, since you can do nothing without a good budget.

Our exchange will continue through e-mails and as mentioned above, through signing a memorandum of understanding, which will make possible future cooperation and exchange of experience, best practices, lessons learnt.'

Participant

Lumturi Boja, Albania



Host

Anna Khachatryan, Armenia

Segment: General

Category: Property crimes

'Thank you a lot, that you gave me the opportunity in my life to know such a good person, like my counterpart, Anna Khachatryan. I think it was a successful Exchange Programme between us because we are at the same position to investigate property crimes, the procedure, the forms, seriousness at work and cooperation with colleagues. Anna is a professional policewoman and I was impressed about her desire towards her job.

During the Exchange Programme I found out that there is a different system in relation to investigation, based on the good cooperation between the offices.

During my exchange I came across several specific positive outcomes, like finding the criminal records on the internet, too. I was impressed by the fact, that policewomen have the opportunity to build a career in the area of law enforcement.

Based on my experiences I would like to continue the cooperation with my exchange partner, because we have the same goals about investigation in the field of property crime, as well as regarding the methods, the procedures, etc.'

Participant			Host
Adriatik Duqi, Albania			Elmar Nurmela, Estonia

Segment: Senior Law Enforcement Leaders

Category: Leadership, language development, train the trainers

'I was matched with the right person and the reason is simple: we had things in common in terms of Exchange, Management, Learning, Training and Language Development. In terms of management, we were both as such. In terms of learning, training and language development, we were both part of academic institutions and profited a lot from such an exchange of experiences.

Estonian counterpart had better sophisticated equipment, working conditions and workload, which in turn made me take that best positive outcome and share it with my colleagues, managers, directors, so that we could have better things related to our job. All of that will eventually give the institution I represent and my country as well, better positive outcomes in our daily work, starting from the individual and ending up to the General Police Director.

Estonia is a highly developed country of technology and this is what we want to develop in Albania through a fruitful collaboration between the institutions.'

Participants from Armenia

Participant			Host
Anna Khachatryan, Armenia			Lumturi Boja, Albania

Segment: General

Category: Property crimes

'My exchange partner Lumturi Boja is a police officer working in Albanian Police for more than 10 years and her actual work includes both police activities, such as operative work and criminal case investigation. As I am an investigator -with working experience more than 3 years- whose work includes, in the vast majority, indoor actions, such as interrogation, decision-making, in a written form, my exchange with Mrs Boja was based on the part of her work, only on the procedures while investigating criminal cases, especially property crime investigation techniques.

Despite that and the fact that we have difference in experience and age, in my opinion, the decision to exchange us was based on the fact that we have common goals and tasks to solve in our spheres, and also both of us were attending “Women in Policing” conference on 2016 and 2017, so we had more common interests related to that, so I think that the exchange partner match was successful.

In Armenia there are already some procedures implemented for network investigation, which include less paper work and more practical online actions while informing and reporting to superiors.

The fact that I have seen the practical use of such a way of working in Albania, a total information management system, and I saw its benefits, will help me to pass to that way of investigating more easily. Now, in our daily work, we have the ability to try using this kind of network procedures with one or two cases and at this point I realise that even if it is unusual and takes a long time to get used to that way of working it is worth trying, as in Albanian Police the same system helps to reduce the time of routine paperwork so it will do the same in the future for my daily work, while investigating property crimes and other criminal cases.

The best practices from my organisation were shared with my exchange partner in general by showing the criminal cases of common property crimes and describing the tactics, methods and procedures, including reliable cooperation with other bodies that help to successfully disclose criminal cases. All the mentioned topics were described while showing practical work and while discussing the methods of work with representatives of my organisation and the bodies that are cooperating in the field of investigating property crimes.’

Participant				Host
Anna Badalyan, Armenia				S.S., former Yugoslav Republic of Macedonia

Segment: General

Category: Leadership, language development, train the trainers

‘I think that my partner was the right chosen one, because she is working at the Training Centre of Police of the Republic of Macedonia and she introduced some skills concerning the teaching process. I am sure that my visit to Macedonia was useful, because I will share with my experience in Police Educational Complex of Armenia. The main purpose is to share part of Macedonian experience related to organisation and providing of trainings, and teaching methodology also.

I came across several good practices during my exchange, and found it very motivating that trainers support the students’ learning process by explaining, that the learning environment is designed by trainers, as well as the theory and the practice are integrated during the education.

Taking into consideration the fact that the students of our Training Centre have the first period of practice after one-month study and the last practice they attend before the exams, it would be easier and more effective to pass exams after each finished course and organise the final practice after the exams. This approach could enhance the effectiveness of process. In my opinion, from the next year we would be able to organise this.

I have introduced the structure of Armenian Police Educational Complex, the specifics of education in our Training Centre, including the duration of education and general framework of courses. It was interesting for Macedonian colleagues the Armenian experience of internships, as we have internships with different duration, organised in different levels of study.'

Participants from Austria

Participant			Host
Robert Hirz, Austria			K.K., Estonia

Segment: General

Category: Specific areas and instruments

'Match was very successful. My counterpart could answer all my questions regarding his organisation, the premises and had organised meetings for me with competent personnel from other organisations I was interested in.

There were several specific positive outcomes from my exchange, for instance the combination of Forensic Science, Biometric Identification and Legal Medicine in a single organisation in one building. This promotes the necessary cooperation in solving crimes and should be followed up in Austria, especially when a new building for Forensic Science is discussed. It was also beneficial to see, that there was a loose cooperation with the EKEI in Tallinn especially in ENFSI (European Network of Forensic Science Institutes). Having met the heads of all the forensic disciplines in EKEI there might be more cooperation in technical matters than before the CEPOL exchange.

In a meeting with a high ranking representative of the IT service provider - the Centre of Registers and Information Systems (RIK) of the Ministry of Justice- I was introduced to the powerful IT-system of the ministry, which seems to have made the administrative processes much more efficient enabling the justice system to end a trial as fast as 3 months after the start of an investigation.

The quality management system of the EKEI seems to me more complex than our system. In the EKEI internal quality audits are performed by the heads of the different forensic disciplines not by the quality manager alone. We will copy this system as it promotes the exchange of ideas for improving the service.'

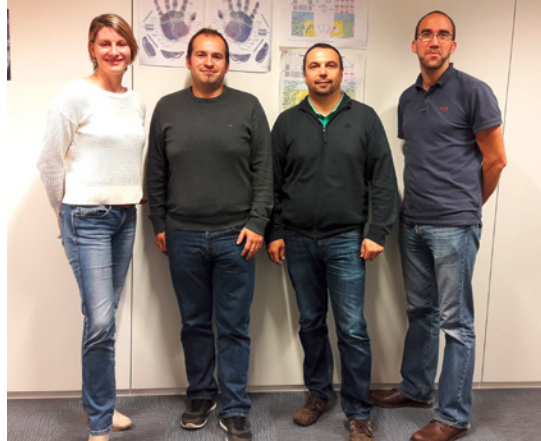
Participant			Host
Daniel Schweinberger, Austria			X.d.B., Belgium

Segment: General

Category: Specific areas and instruments

'The Exchange Programme has enabled us to meet two very likeable experts in the field of the latent-fingerprints. With regard to experience and general knowledge in the field of work processes, the possibility of an intensive exchange of knowledge was possible. The reason for the Exchange Programme was first and foremost the upcoming accreditation in Belgium.

We were able to study the working processes and the organisation in Belgium. The structure is significantly different compared to Austria and that is important to understand this in order to understand their work processes. In Belgium, only civil servants and no police officers work in the dactyloscopic area. Therefore, they have to delegate many activities that we take for granted. So the Belgian fingerprint experts only perform the dactyloscopic identification processes and the national reporting requirements with their labs in the federal countries. The international correspondence after hits, for



example in the Prüm AFIS data network, is carried out by another department (National Contact Bureau). However, the NCB in Belgium currently has no access to the biometric database. This complicates and slows down the work processes. In AT, biometric identifications are carried out by the fingerprint experts (the most of them are police officers) and so also the international correspondence with the other states. We have also learned, how your AFIS System works and how the parallel programmes work and how the dataflow about dactyloscopic data (fingerprints and marks) is working in interaction with the federal labs. It was very interesting to see what quality standard they have. Belgium works like Austria with a numeric standard included 12 points, but they have the possibility to write a report with minimum 8 points. That would be inconceivable in AT. In terms of the quality standard there are only 5 colleagues allowed to make the validation. In our country all Module 2 fingerprint experts are allowed to make the validation. They show us also the Prüm AFIS, but Belgium is only in the construction phase. Now they have no personal resources but the technique is still working. We also learned about Prüm follow up (2nd step) data exchange, how it works in Belgium. In terms of this topic we drive with the dactyloscopic experts to the NCB (National Contact Bureau) because this agenda was carried out by police officers. This is also the reason why in Belgium the correspondence is more complicated than in Austria because in one case work many different colleagues and departments. As a result, this workflow (2nd step) is slower and requires more power but due to their organisation, it is not possible otherwise.'

Participants from Belgium

Participant		Host
Rudi Labeeuw, Belgium		 P.G., France

Segment: General

Category: Specific areas and instruments

'My host was very good. We share the same frame, same responsibility and same job in terms of being a team leader, file preparer, and having direct link with the command.

I came across several good practices during your exchange, such as searching in high crime, the hardware installation, and regarding the tactical penetration AMOK.

Regarding the possibility to incorporate any of these best practices in my daily work to the benefit of your organisation I have to say, that our work is specific and secretive, therefore I cannot speak more about it in advance, but contacts are made to share training, information and even joint projects. We had all the information from the command and were totally integrated into the devices on the ground. All the specificities of our work have been approached with the order of each technique but also with the primary users.

There were many specific positive outcomes from this exchange. I found it very advanced, that the organisation of a reagent human team operational in the 1/4 hr, and I could experience the reorganisation of a defensive human team through a real operation and technical support.

At our level, we noticed that the information on the functional organisation chart and the organisation was less important than the training in the exercises, especially the operational ones.'

Participant



David Wattin, Belgium

Host



M.L., France

Segment: General
Category: Specific areas and instruments

'My host was very good. We have the same frame, same responsibility and same job, as we carry out observation. We share the motivation for continual development and we have spent same time in unit.

During my exchange I came across several good practices, such as the practice of proactive search, the use of various police files, the hardware installation (secret), and the tactical penetration AMOK (secret).

In relation to integrate the experience in my country I can tell, that our work is specific and secretive, so I can't reveal it here, but contacts are made to share training, information and even joint projects.

During the Exchange Programme, we had the opportunity to compare our procedures, with all members present at these presentations. During free moments, we were also able to discuss our methods.

As a specific outcome I would like to mention the adaptation of the observation device when using technical means of localisation, the reorganisation of a defensive device, an offensive device and the use of video technical medium that we do not use yet. Possibility of development of the use of this technical means.

We remain in regular contact and have already agreed to exchange during future training. We have already been able to put our colleges of technical service in contact with members of the same type of service that we met during our exchange.'

Participants from Bosnia and Herzegovina

Participant		Host
Nebojsa Mandzo, Bosnia and Herzegovina		 Georgios Gousas, Greece

Segment: General

Category: Facilitation of illegal immigration

'I think I was definitely matched with the right person, considering the topic I mentioned in the application for the programme. Greece faced (and it is still facing) illegal immigration as almost no other country. Also, my exchange partner was directly involved in this area of work, he is very experienced and willing to share this experience with me.

Good practices that came across during my exchange were to experience the good cooperation between the different state services, but also other organisations as well (for instance IOM) dealing with illegal migrants. Beyond this I considered as good practice the high level of cooperation with the community in receiving information related to smuggling of illegal migrants and other types of crime, as well as the humanitarian aspects of dealing with illegal migrants.

Despite being on the Balkan route, Bosnia and Herzegovina wasn't affected largely with the unprecedented flow of illegal migration, as was the case with Serbia or the former Yugoslav Republic of Macedonia for example. However, it was useful to see best practices in the country that was (and still is) affected and can offer a lot of opportunities for learning.

I used the opportunity to share experiences gained during my work in the area of fighting illegal migration and smuggling of illegal migrants.'

Participants from Bulgaria

Participant		Host
Emiliya Petrova, Bulgaria		 Andrei-Atila-Luca Chendi, Romania

Segment: General

Category: Law enforcement cooperation and information exchange

'I was happy to have the best partner I could ever choose — in fact the hosting institution was one of those pointed out in my application form, but I was really blessed to have as a partner one of the persons with biggest experience in this institution and the most profound knowledge and vast experience in the matter of greatest interest to me — the administrative investigations.

I strongly believe that the professional relationship established in the course of the CEPOL Exchange Programme will be highly beneficial for our future everyday work as it appeared that we both come across one and the same challenges and we deal with similar cases in our daily work. Furthermore it appeared that we might be in a position to work on one and the same case spreading over the territories of the two neighbouring countries — Bulgaria and Romania — as in our discussions we both reached to

the conclusions that the open borders between the two EU Member States give greater possibilities for both regular and irregular activities. And the irregular activities, involving the expenditure of EU funds, are in the focus of our attention. And such cases have already appeared — the economic operators involved benefit from the different jurisdictions in the two neighbouring countries and the bureaucratic way of communication between the national institutions, when it comes to handling law enforcement cases and data. For that reason the contacts established between the right parties on the two sides of the borders appear to be crucial for the successful completions of every single case. Furthermore, we have found that the *modi operandi* used by the economic operators involved are very similar, in most cases even the same, and the experience gained by one of the institutions and shared to the other would save a lot of time and efforts to the latter.

One of the most beneficial and exciting elements of my participation in the 2017 CEPOL Exchange Programme was the fact that, due to the initiative undertaken by DLAF, a group of three Bulgarian officials had the chance to exchange experiences with a group of two officials of AFCOS Serbia hosted by a group of five DLAF officials. Thus the bilateral Exchange Programme turned into trilateral and we were happy to discuss issues and problems of interest to all the three national institutions involved. Moreover, the tasks and obligations of the three AFCOS services concerned are quite alike in their nature and we come across similar difficulties and problems to resolve. Sharing experience and best practices helps us to find shortcuts and save efforts in our everyday work.

I was very impressed by the information shared through the presentations regarding the organisation and the functioning of the Fight against Fraud Department — DLAF. I had some general information about DLAF and my expectations were quite big, but the information shared met even my highest expectations.

DLAF is organised and functions as a structure with legal personality, under the coordination of the Prime Min-

ister, on the basis of a law (Law No 61/2011 regarding the organisation and the functioning of the Fight Against Fraud Department — DLAF) and acts on the basis of a functional and decisional autonomy, independently from other public authorities and institutions. These are the most mature arrangements with regard to the establishment of the AFCOS Service in all the EU Member States. Furthermore, DLAF has a Programmes and Professional Training Service, which coordinates, on a national level, the professional training and development in the field of protection of the European Union's financial interests in Romania. In my opinion this is a very best practice as training at national level appears to be crucial for the early detection of suspicions of fraud and irregularities as well as for the prevention of fraud and irregularities.'



Participant		Host	
Petar Marinov, Bulgaria		Jose Manuel Orge Soto, Spain	

Segment: General

Category: Law enforcement cooperation and information exchange

'I definitely think that José was the right match for me, considering our professional growth and experience. We have both graduated as Inspectors from our national police academies, graduated in law and despite of working on different areas of police work, now we are both using the international cooperation and information exchange on a daily basis. Spain is one of the top countries when it comes to police information exchange with the Bulgarian law enforcement authorities, especially concerning organised crime, which was one of the topics of our exchange. And what is more is that the traffic of motor vehicles is a big common problem between our countries and in my everyday work I'm experiencing problems with vehicles, wanted by the Spanish authorities as stolen or misappropriated. My exchange partner is head of the unit, dealing with this crime area, so the Exchange Programme gave us the opportunity to meet each other in person and to discuss our common cases and future cooperation.'

I think that in Bulgaria it is possible to have way better and facilitated way of using the computer integrated international and national databases and special software. The problem here is in the applications, which are old and they were developed in-wardly by administrative unit in MOI. We need motivated and well paid IT specialists who will be able to create and develop good software for the police needs.



Bulgaria does not have a police aviation unit, mainly because of financial reasons, although as seen in Madrid, police aircrafts are of great importance for preventing/fighting criminal activity and for protection of the citizens. Unfortunately, it is probably not possible for Bulgaria to have police aviation in the near future, because our country cannot afford it.

We have shared a lot of our experience and best practices. During the course of the discussions with my Spanish colleagues I shared the Bulgarian experience in establishing new forms of trafficking in human beings, migrant trafficking, stolen vehicle trafficking, identifying specific/unusual characteristics of smuggling of illicit drugs; methods of trans border transportation; trends, new modi operandi and particularities of the trafficking processes. The visit of Border control point - Kalotina (which is the border between Bulgaria and Serbia) - was very beneficial for the Spanish colleagues, as they had the opportunity to get familiar and realise the problems and way of working of the border police at external border of the European Union. Also we discussed the channels for exchange of information between the police authorities of our two countries and the role of the SPOC/Front Desk Office and the liaison officers (Bulgarian and Spanish) was specifically emphasised.'

Participant

Atina Mestan, Bulgaria

**Host**

A.R., former Yugoslav Republic of Macedonia

Segment: Trainers**Category:** Leadership, language development, train the trainers

'I visited Macedonia and to be more precise, the Police Training Centre in Skopje. Being a senior trainer at a Police Centre of the same kind I was, of course, mainly interested in the learning plans, programmes and curricula.

At the police centre we had an opportunity to meet the Manager of the Centre as well as many teachers and people from the Administration. During the discussion we were presented the structure, organisation of the learning process and the curricula of different courses that take part there. We also were shown all kinds of premises where the educational process is going on. As I expected the system of police training in Macedonia resembles that in my country: both are designed to develop knowledge, skills and competences to meet current challenges and needs of the societies as a whole and the law enforcement institutions in particular. I would like to underline two advantages of the police education in Macedonia that impressed me best. The first one concerns the so called institution of mentors, people responsible for the organisation and conducting practical sessions in the field. They are chosen under defined criteria and specially trained for this position. We had an opportunity to meet a mentor and his trainees when we visited the Police station in Ohrid and we were impressed by the way they worked. The second thing is the assessment criteria for the evaluation of the final exams. They are designed in such a way that the subjectivity is minimised.



Our visit to the Regional Centre for Border Affairs South was also very interesting and useful. There we got acquainted with the current migration situation in the region and what was done to overcome the migration crisis in 2015. In fact all the activities included in the Activity plan were useful and interesting.

Last but not least come the contacts with colleagues in Macedonia, the most important thing for me, because this is, I think, the core of the programme and its objectives:

- to establish a common and shared practical knowledge in different law enforcement fields;
- to disseminate and share, at the EU level, good policing practice;
- 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.

At the end I would like to express my most sincere gratitude to my exchange partner for arranging this outstanding professional and cultural experience.'

Participants from Croatia

Participant
Nenad Grcic, Croatia



Host
Ivaylo Stoyanov, Bulgaria

Segment: General

Category: Card Fraud

'The matching was successful because I had the opportunity to exchange experience and best practices generally in crime investigations and in investigating card frauds. Additionally I was able to practice and improve my language skills.

Bulgarian police have a special department for investigators. Investigators perform all evidence actions that are later used in court. In this way, it is ensured that the evidence is carried out with as less probability as possible that something will be done incorrectly. Also only experienced police officers with Police academy or law faculty can become investigators.



Cooperation between Bulgarian police and Traffic agency was also considered a good practice. The Bulgarian Traffic agency has many traffic cameras all over the country, which can provide quality information for some cases. The location of these cameras is carefully selected so that the camera covers enter into cities and other locations that are operationally interesting.

Bulgarian police have special rooms for conversation between lawyer and suspect. These rooms are made to prevent contact between the lawyer and the suspect, while allowing uninterrupted communication at the same time.

It is possible to incorporate these practices in my daily work, but this is more a question of structure of Ministry and country legislation changes rather than personal decision. In some future cases I can easily contact my Bulgarian host and ask for fast cooperation if is needed.'

Participant
David Dzimbeg, Croatia



Host
D.T., Moldova

Segment: General

Category: Counterfeit goods

'In my opinion, being matched with the member of Economical Police of General Police Inspectorate of Moldova, Criuleni District was very appropriate, as I was able to have an exchange experience were we

could have a work-related conversation, my counterpart understood all the questions I asked and could give a proper answer, in a simple and comprehensive way, as in my work experience I confronted myself with all the possible situations related to economical frauds and crimes, as well as Mr D.T. has.

I found very useful to see that at the Moldovan police there is a function of the head of the case, which coordinates the work of the police officers in charge of each individual case, and the work of which is not performed by another superior police officer. Beyond this, it was interesting to learn that the working hours of police officers are 24 hours, and it covers the duration of the day, allowing better insight for police officers in cases such as grey market and counterfeit goods. Criminal investigation ends with consultations with the state prosecutor's office.

In contrast to the Moldovan system, in Croatia every police officer responsible for economic crime is responsible for his own case. Through the institute of case leader, it could contribute to a better resolution of each case.

I believe that the way 24/7 allows for better access to solving certain problem of economic crime, and by introducing such a way, it may be possible to contribute to better results in the work.

However, the main difference in the treatment of the Moldovan and Croatian police is in various legislations, so the application of the Moldovan way of work depends primarily on the changes or adaptations of the legislation.



The most positive side of the exchange is to acquire new acquaintances and contacts among members of the Moldovan police that I could use in my future work. Finally, it is certainly important to emphasise the benefits of exchange is not closely related to police affairs, as well as to familiarise yourself with the lifestyle of Moldavian residents and to discover the beauty of that country.'

Participant

Nela Adjulovic, Croatia



Host

Konsta Fagerlund, Finland

Segment: General

Category: Cocaine trafficking

'In total, considering the idea of the Exchange Programme, we (my dear colleague and me) have definitely matched with the everyday challenges ahead. My duties are to investigate serious crimes, among others, murders connected to the organised crime. Very often behind one murder case there is a very organised group of drug traffickers at the international level. My exchange colleague is responsible for cocaine trafficking at the national level, while I have worked in the Police Department in one of the counties. But today, more than ever before, the criminals and crime have no border. Just recently, my exchange colleague had a case of international cocaine trafficking where one of the

perpetrators was from my country. We have a need to react immediately, and just take a phone or via the email contact colleague directly could help more than waiting sometimes too much for one response. This is and it will be in the future a very important way to achieve success in combating crime. Then, there were other colleagues who have kindly and willingly held a presentation on the job they are doing, and we have exchanged the phone numbers and the email. It was interesting to listen to the presentation of the legislation applied in Finland which differs from the law we apply in Croatia. Very interesting was the presentation of the unit placed at the airport and that unit is unique. It is made up of various agencies: police, custom and border guard. Through that specific unit information are exchanging immediately, accurate avoiding unnecessarily delay because of administrative reasons. The same unit is news to the entire EU.

As our job is specific, it is not almost possible to bring the case to the prosecution without collaboration with other colleagues, agencies, institutions, etc. Working together we build the case, so to share information, specifically to share contact of my exchange colleague with my Croatian colleagues in specific cases, will be crucial. While fight the crime we build the bridges. Then, to suggest to create some new units it's demand just another point of view from the authorities, to see on how we could have better crime prevention and better solving cases with some new organisational changes.'



Participants from Cyprus

Participant

George Apostratou, Cyprus



Host

Evangelos Triantis, Greece

Segment: General

Category: Facilitation of illegal immigration

'I am sure that the exchange was done with the right person for the following reasons: the colleague was a good professional and he knew the subject of immigration very well. His behaviour was impeccable, which helped our cooperation. The fact that we were talking the same language also helped. Finally, an important role in the success of the exchange was the fact that we were at the same age with my colleague from Greece.



During the exchange I learnt both the positive as well as the negative aspects of the Greek Immigration Unit, I had the possibility to exchange knowledge as to methods and tools used in investigating Immigration cases.

The incorporation of the practices I have learned through the Exchange Programme can be done through the daily cooperation, and I will try to combine our own methods with the Greek without our law being violated.

During the Exchange Programme I had the opportunity, and in particular the visits we have made to various departments of the Immigration Service and the Aliens and Immigration Unit, to share with my colleague the legislation that each section applies, but also the way in which legislation is applied in practice.

I intend to continue my cooperation with my colleague both through my own, and my own visits at my own expense, but also through the exchange of information and experience that will be useful in our work.'

Participant

Harris Krassos, Cyprus



Host

M.F., Germany

Segment: General

Category: Synthetic drugs

'I was matched with the right person because he was also working in the field of forensic chemistry and toxicology, specialised in the analysis of drugs for the last 20 years having a lot of experience and passion for his work. It was very interesting to see how another forensic lab does its routine analysis helping me see a range of methods and techniques in another view.

Good practices that I came across during my exchange were using the GC-IR for qualitative analysis of drugs, using the LC-TOF and GC-MS for the identification of unknown drugs in seized materials and in blood samples, as well as the quantitative analysis of drugs in seized materials and blood samples using the GC-FID, HPLC, and GC-MS/MS for cannabis.



Unknown substances are a big challenge in forensics and the learning of the techniques they use for the extractions like SPE or liquid/liquid extraction to clean the sample having a good recovery of the drug were very useful. Also the derivatisation substances they use for their unknowns as well as the use of their instruments can also be used in my lab. Also the techniques they use for the quantitative analysis

of the known drugs were also very interesting. They also use an automated system to follow their samples using barcodes for each sample. This system will probably need a lot of time to be incorporated in my lab. Also the GC-IR is too expensive and it would be difficult to buy in the next few years.

In some cases when they described the methods they used, I described them our own and discussed them and saw the advantages of each one. But I believe that my exchange will better see our practices when he comes to my lab and maybe he could use some.'

Participant

Aphrodite Tillirou, Cyprus



Host

Biljana Koturevic, Serbia

Segment: General

Category: Specific areas and instruments

'I believe I was matched with the right person. My exchange partner is also a chemist and she is teaching in the Forensic Department of the Academy of Police and Criminalistics studies and also she has collaboration with the National Forensic Centre. I had the chance to learn how the students are trained so they will be able to work after their studies in a forensic lab. But also 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.

The best practices that I came across during my exchange were the semi quantitative analysis of cannabis using TLC, the identification of unknown drugs and their excipients using IR Spectroscopy, and the extraction techniques for explosives exhibit.

For the drug analysis we already have 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 explosives analysis we are going to apply the extraction techniques that they use because we are facing many problems with our extraction procedure.

In our organisation we only deal with the analysis of the exhibits, we are not going to the crime scene. It was very interesting for me to see how another organisation is working (from the collection of the samples in the scene until the analysis of the exhibits). But also it was very interesting to learn how the students are trained so they will be able to work after their studies in a forensic lab. I will share all the information with my colleagues and I believe it will be very interesting for them also.'



Participants from the Czech Republic

Participant

Petr Pojman, Czech Republic



Host

V.D., Ukraine

Segment: General

Category: Law enforcement cooperation and information exchange

'It was a proper match, as I am coordinator of several security programmes between Czechia and Ukraine I was happy to see all process of education system in Odessa State University of Internal Affairs. This was possible because my exchange partner was head of one department. It means that additionally to activities with him, I had an opportunity to meet other officers with different specialisations. I observe practical lessons on police tactics and other subjects. I went through a course of various Soviet and Ukrainian weapons. We have a very specific offer from the University. There were around 60 explosions in Odessa since 2013. The success of the local pyrotechnics were introduced to me in cooperation with the pyrotechnics of regional police service they are able to train our pyrotechnics. There could be up to 25 people in a single turn according to the words of the pyrotechnics. Most of the perpetrators were found. Apart from the destruction and deactivation of explosives, there is major emphasis on forensic investigation and searching for the perpetrator on the basis of the traces left on the explosive device. If I need to be able to mediate further talks about this offer.



I am coordinator of several security programmes between Czechia and Ukraine but I do not have direct possibility to incorporate best practices. But I have good opportunity to share this experience with different MI and Police departments and with the Institute of Criminology and Social Prevention. I have taken part on several meetings on Criminal police and I shared the experience from Odessa also with Liaison Officer of Czech police in Kiev.

We had a lot of experience to share best practices from my organisation and in general with other Czech police organisations. In August we were back in Odessa with Czech police experts on the fields of investigation of sexual violence.'



Segment: General

Category: Cocaine trafficking

'I was in touch with a colleague working on drug issues. Not at an international level, like me, but at the regional level that is relevant to our regional headquarters.

Together, we compared the ways in which information was collected for police work and criminal proceedings. At the same time, we have continued our future cooperation in the fight against drug trafficking. We build common contacts.

The Georgian police have an excellent system for detecting cross-border movement of persons and are fully using it, and police officers are willing to further educate and work to strengthen the fight against organised crime, including corruption. We were happy that the Georgian police are willing to cooperate with us in international cases.

Rather, we do not use the Georgian police procedures because we have a different legal arrangement. On the contrary, the Georgian side can find in our legal possibilities useful tools in the fight against drug trafficking. For example, law enforcement and police agents, including internationally, a drug-consignment tracking system, prophylaxis of drug smugglers, and so on. For now, Georgian police capabilities are not usable.

I have made good contacts with Georgian police officers who can help with international cases in the future. I have found many excellent, honest and hardworking colleagues. Thanks to the support of the EU and other countries, I feel that the Georgian police can be a very valuable investment for international cooperation, especially when monitoring heroin smuggling from Afghanistan through Iran and Azerbaijan to Europe because it is on this route. I have found that Georgia has a very good record of the population, which is a very good tool for police detectives. Some tools of evidence for the Czech police are not so good and could be better after experience with the Georgian reality.'

Participants from Estonia



Segment: Senior Law Enforcement Leaders

Category: Leadership, language development, train the trainers

'I had a match with the right person. The exchange was made by the request of Albanian Academy of Security representatives, because they would like to have contact with similar academy as they are by the development strategy and I can confirm that it was the right choice. My partner was the head of international relationship in Albanian Academy of Security and on the same time a CEPOL NEC as I am.

During the programme, I understood that our academies are really quite similar and because of both exchange periods our academies signed Memorandum of Understanding between Albanian Academy of Security and Estonian Academy of Security Sciences on Cooperation in the field of Internal Security education on 1 November 2017 in Tirana, Albania.

We provided to Albanian side our legislative different acts about our academy status in Estonia and during the signing of Memorandum of Understanding Between Albanian Academy of Security and Estonian Academy of Security Sciences on Cooperation in the field of Internal Security education on 1 November 2017 in Tirana, Albania we had possibility to meet with Albanian Deputy Minister of Interior Ms Rovená Voda. She promised to our delegation to organise political support for Albanian Academy of Security to get the same legal status as our academy have right now in Estonia and maybe will be needed to organise special visit of small delegation of Ministry of Interior and maybe another politician to Estonia to introduce our system as well.'

Participant



Marko Leevand, Estonia



Host

Francisco Antonio Romero Pena, Spain

Segment: General

Category: Synthetic drugs

'Mr Pena was the right person for many reasons. First of all, we had one big drug smuggling case 2 years ago. We met in Eurojust meeting and worked together about one year. In the beginning I wasn't sure how we can contact and also sometimes there is a problem with understanding or there are differences with laws which regulate criminal procedures. But overall, in the end of the day I have to say, our English is at the same level and we understood perfectly each other and our work methods are very similar. I am very satisfied that our cooperation is even better after participation in Exchange Programme.

I know that Spanish police have good contacts with US and they work together with different cases. So good contact is the keyword.

Valencia Port was very big, probably one of the biggest in Europe. It was very impressive to see people from police and customs working together in the port. I was one day in the port, and we found approx. 50 kilos of cocaine that day.

Also containers control system, X-ray and contact person from US Customs, who was also there all the time. This makes exchange of information even easier. Very impressive!

Police work in Valencia Airport is a little bit different compared to Estonia. Before customs control, police take the people to control.

We continue cooperation. Lots of Estonian criminals went to live in Spain in the early 90s and now criminals in Estonia use those contacts in Spain to organise narcotics trafficking. So we have different drug cases now and in the future and we need help from Spanish police.'

Participant
Vallo Koppel, Estonia



Host
Danijel Lorbek, Slovenia

Segment: Senior Law Enforcement Leader

Category: Leadership, language development, train the trainers

'The matching was successful because the conditions were comparable. Slovenia is also a small country, like Estonia. The police regions are almost the same size as Estonians. The Maribor Police Directorate has almost the same population (32 000) as the Southern Prefecture here in Estonia. There is a river in the town centre in Maribor and in Tartu, which makes some public security related issues for both. In addition, both police regions have Schengen external border, so we have to deal with organising the work of the border guards. Even the border issues are the same, as neither Estonia, nor Slovenia has a border agreement with their neighbouring countries.

It was very positive and interesting to hear how my host makes the surveys to get information about the personal satisfaction in relation to the work of the chiefs of the units. This is very inspiring and I believe, that in one way or the other I will introduce this practice in my unit, too. No doubt, that the leaders have to take care of their team, but it is quite tricky to get the answer if we succeeded.

One of the positive outcomes was practising English language. Related to my work I do not have to speak English very often, but several times during the year I am hosting partners from other EU countries, and deliver presentations for them. All in all, English is a needed skill.

Thirdly, it was very useful to get an overview of the Slovenian police practice and about the legislation related to the voluntary police officers. We have voluntary police officers in Estonia too, but the legislation is different. This would be a combination of the present Estonian legislation with some elements of the Slovenian legislation that allows the police to oblige voluntary police officers to come to duty and regulate the payment for them in these situations. As resources are limited everywhere, it is mandatory to think about all possibilities how to fulfil our goals.'

Participants from Finland

Participant
Sari Ahonen, Finland



Host
I.S., Romania

Segment: General

Category: MTIC fraud

'I was matched with the right person. My host is working as anti-fraud inspector in Tax Administration and I'm investigating economic crimes in the Customs. Although she isn't doing preliminary investigation, we both are dealing for example with tax and MTIC frauds. She is gathering and analysing the information for the possible future criminal investigation. And I'm using the same information during my preliminary investigations. Furthermore we are almost same aged women. I have a little longer work history in this field, 10 years next May. The organisation she's working was established in June 2013.

I met several good practices, such as:

- Types of fiscal evasion related to excise products: for example cigarette smuggling. The *modus operandi* is quite the same in both countries: Finland and Romania. Recently it has become very popular in both countries to use flying devices -motor hang glider/drone- which are modified in order to transport cigarette master cases over the border (FI — Russia and RO — Ukraine). So it was really interesting to share the best practices and to acknowledge that the problems and the investigating methods are quite the same in both countries.
- Cash registers: During the strike it is possible to seize some goods, if the seller hasn't respected the fiscal code. In our case we confiscated skirts. In Romania the Tax Administration has their own shops, where they can sell these seized goods. I think, that is one point I can start a discussion here in Finland. And I will also give the information about the steps during the strike to the Tax Administration here in Finland.
- VAT and MTIC frauds: also in this case, the *modi operandi* are quite the same in both countries. We changed the information for example which other countries are usually involved in this kind of frauds. During the discussion it was stated how important the cooperation between preliminary investigation authorities, tax administration and prosecutors is. Also the cooperation among other Member States. And it's also good to remember that domestic anti-fraud measures in any Member State can affect other Member States.

We had good opportunity to exchange information about the most popular fraud methods in the field of tax evasion and about the problems in the whole process of investigation, especially gathering the evidence. As I have mentioned before, the *modus operandi* are quite the same in both countries. We exchanged contact information of different authorities and discussed ideas for possible future professional partnership. I have got information about the investigation methods, cooperation between the different institutions during the pre-trial investigation, technical equipment and databases they use –and vice versa- I shared the same information to them. This kind of information was very useful for both parties.'

Participant			Host
Aapo Kaipainen, Finland			Ioannis Psomas, Greece

Segment: General

Category: Counterfeit goods

'I was lucky to get Mr Psomas as my exchange match. As a head of department he is a true professional in his work and has a lot of knowledge about customs work in general. Mr Psomas has outstanding social skills so it was a pleasure to have him as a host and he introduced us to several persons at work and free time. Mr Psomas had made an interesting activity plan and we were at the same page from very beginning.

In Iraklion Customs, all the departments are located in one building so officers from different departments have daily interaction with each other. It's good for exchanging information and also increasing understanding of different tasks involved in customs work. Meeting colleagues outside one's department creates team spirit and fellowship at work.

In Greece, Customs can make inspections for counterfeit products at markets/shops/kiosks etc. We had an opportunity to participate in inspections for illegal tobacco at a wholesaler's warehouse, for alcohol in a supermarket and for counterfeit products in a fashion store. We got a good view on how the procedure goes from inspection to confiscation and from investigation to verdict. We also took part in a fuel vehicles patrol in the highway.

I came across straightforward relationships between Customs officers and customers. I think that most people understand what Customs do and can relate to it. Even at the inspections which lead to confiscation, I didn't notice negative attitude towards Customs or officers. This is really helpful on daily basis.

After our hosts had presented a procedure, I was explaining how the same task is performed in the service I work for. As expected, it turns out that most procedures are basically the same but executions vary.'



Participant

Samuli Mikkola, Finland



Host

Joachim Thieltges, Germany

Segment: Senior Law Enforcement Leaders

Category: Leadership, language development, train the trainers

'We were not perfect matches considering our tasks or our ranks, but we had still very good outcomes from both visits. My exchange partner is a coordinator of Practical Studies but also responsible for training programme of field tutors in Palatine-Rhineland Police University College in Germany. My post is more closely related in developing and teaching certain course programme contents of use of force and tactical first aid training for bachelor's students but also for instructors. I think we still managed to find good common ground and subjects during our visits, which benefited both of us.

During the programme I could gain knowledge of training facilities and equipment that can be used in our own intervention (use of force) and also in first aid training. We have some parts of our training facilities under a reconstruction and this way I learnt some easy ideas to improve our own learning environments like how different wall settings were constructed inside the training areas.

Training modules and programme of fire arms training were important and for our upcoming course I could receive valuable information and contacts on how similar kinds of training have already been executed with bachelor's students.'

Participants from France

Participant			Host
Alain Dulouard, France			Eniko Csaszar, Hungary

Segment: General

Category: Public order — policing in major events

'I was matched with the right person because I handle areas in public field as a police officer in my unit, such as maintenance of order and managing mass events, methods and resources. And secondly, we both are working for the public safety.

The calls to the Police are managed by private operators in the form of "call centre". The calls are sorted and analysed: those that require police attention are transcribed (under written message) and sent to the operators in the control room. For the most important calls, messages are directly transferred to the control room. In contrast to my home site in Bordeaux where all calls are directly received by police officials making part of this unit, which generates a higher workload.

The CIC fire brigade is geographically based next to CIC police room, and this facilitates coordination of interventions and offers mutual assistance.

The Police software is up-to-date with high-performance: for example the ROBOCOP software allows, just by click on the icon, to know where the police car is located and to describe in an accurate way the composition of the crew. At the same time, on the computer screen are displayed personal data, skills and work equipment of any police officer.

I was interested in the conditions of detention of perpetrators taken into police custody. We went to the Budapest custody house. As in England and contrary to France, a perpetrator taken into police custody is accommodated in special premises. The investigators go there to interview the suspect. Accommodation and housing logistics belong to the unit who manages the special premises, which is a convenient and easy way in terms of arranging the investigation procedures. The conditions of detention are based on European standards and they are similar in France. Cells are rebuilt according to the same European norms. Moreover, the prisoners have also better living condition and more rights than in France. For example, they can smoke in their cells and they are allowed to one hour of walk in the open air daily.'

Participant			Host
Vincent Barand, France			N.N., Kosovo

Segment: General

Category: Public order — policing in major events

'My counterpart works for PEJA police station, he has the same amount of responsibilities I have in France and we are both captains. He explained to me his main issues and the structure of his unit. It was very interesting to learn about Kosovo police and I discovered that this institution is quite similar to the

French system. Even though Kosovo is a relatively new country, it has managed to take a lot of good practices from other nations involved in its reconstruction in the past.

I could come across several good practices during my exchange, such as experiencing regular meetings with subordinates to identify potential problems and prepare future activities, the general organisation of missions within the unit, as well as the simplification of searches, particularly in the relations with judiciary authorities

In fact I am already using these practices in my unit and during our missions, so it's not something I have to initiate. But I could definitely develop the relationships with local authorities to know about their needs and explain my constraints.

I explained the numeric tools we have (tablets, smartphones and linked professional applications) and the way it helps us to be more efficient in our daily missions.

My partner will come to France next year in November, we will also stay in contact later as he has become a friend. We will surely continue to share our experiences by email in order to learn from each other's issues and priorities.'

Participant		Host
Christophe Stecoli, France		David van der Vloed, the Netherlands

Segment: General

Category: Specific areas and instruments

'Considering the topic (inter laboratory exchanges, in the field of sound and voice processing, and more specifically, voice comparison), the NFI proved to be the right partner. Actually, the audio group of the NFI intends to work the same way as France does, using both phonetic and automatic voice comparison. Thus, Dutch and French laboratories are sharing some specific issues, such as the way to merge results of the two methods. The comparison between our approaches of this question proved to be important.

Being involved in the use of automatic voice comparison (AVC), I found in David van der Vloed a competent correspondent. Since the use of AVC in real cases is still a project in the Netherlands, Mr van der Vloed has less practical experience than our team, but had the opportunity to lead many theoretical studies which are important contributions in the knowledge of the possibilities offered by the technique, and its limits.

Having presided over the constitution of two corpora of voices, he also has a practical knowledge in this field that will be useful for our team, as we are also collecting an important voice corpus in French language.

The first best practice concerns the validation of the use of the technique in the process of automatic voice comparison. Being already aware of the importance of validations — general validation but also per case validation — before the exchange, we now realise that our new corpus will allow us to set it up in the short term.

The second best practice is a clear separation between the two stages of the voice comparison process: the feasibility study that we would gain by deepening, and the actual comparison.

The third best practice is the use of a blind, holistic test that has been developed and experimented by the NFI for years. This blind test can be used as part of the feasibility study.

From a scientific point of view, it is always important to have contacts with some other laboratories. They can help us to improve our methods by casting a critical eye on them. In the precise case, the eye of the NFI is both a critical and a benevolent one, with the following results:

- a) A renewed confidence in our own methods.
- b) New ways to improve.
- c) Practical proposals for collaborations.

Two propositions have been made for further cooperation:

- The first one is that the NFI proposed to help us to implement and practise the blind test in our own cases.
- The second one is that David van der Vloed proposed to help us with the general evaluation of AVC, by experimenting for us on his own equipment or by organising parallel experimentations, in Dutch and French languages, according to our needs.

Another way to continue the cooperation can be the organisation of inter-laboratory exercises.

The newly acquired knowledge is already shared with my nearest collaborators. Should some new protocols result out of the exchanges, they would be taught to our colleagues of the local services of technical traces, in the whole of France.'

Participants from Georgia

Participant		Host
Vasil Martiashvili, Georgia		 W.L., Poland

Segment: General

Category: Planning and command of Union missions

'I think that the matching was successful, as I visited divisions that have same functions and responsibilities as my departments where I am working currently. My partner was a real professional and experienced police officer. It was a great chance for me to exchange knowledge and experiences in many fields.

I could come across several good practices during my exchange, such as familiarising with the structure of organisation of host country, facilities and programmes of host country, and equipment and technology of host country.

Visiting Regional police Headquarter in Lodz was a good way to negotiate with my partners and set the future plans of cooperation in the relevant field of our agencies. We shared common ideas and experiences and agreed to organise joint training and courses that could be beneficial for both of our law enforcement agencies. Especially, I would like to emphasise the importance of the cooperation in case of crises and crowd management and implement the best Polish examples in my Department.

I got acquainted with the theoretical and practical mechanisms of security and public order during the sport events. This is the most important case as my department is responsible for sport and cultural event security and safety, as we share common ideas and experiences about the functions and responsibilities of SWAT teams.

The Exchange Programme was a good chance to share an experience of our Polish colleagues in terms of the participation in police missions.'



Participant			Host
Nino Elbakidze, Georgia			L.K., Bulgaria

Segment: General

Category: Specific areas and instruments

'My exchange partner from Bulgaria was my right match, because she is a Psychologist, as I am. And we both are working in a government organisation, so we exchanged our psychological experiences. As we don't have similar job experience, her job experience was useful for training centre of justice of Georgia, especially for the test making unit of the training centre, because my partner from Bulgaria works at the Institute of psychology of ministry of interior and her main job is to make psychological tests and/or plan assessment process of candidates.

The experience I had in Bulgaria will help my organisation to see different tests and recruitment processes which are used by my hosting organisation and adopting some of them.

Also, it will be important for the Institute of psychology of the ministry of interior to share our experience about making trainings.

My partner and I are planning to continue cooperation. It will be important to training centre of justice to share assessment and recruitment process experience of psychological institute of ministry of interior, and also, it will be important for institute of psychology of ministry of interior of Bulgaria to getting information about trainings of social skills (about creating modules and provide trainings).

I can say from my experience, that CEPOL Exchange Programme has many positive outcomes for the participants and the organisations where the participants work. The programme promotes the exchange of different experiences and views and also future cooperation between the partners.'

Participants from Germany

Participant

Armin Hirsch, Germany



Host

Rafael Cuesta, Spain

Segment: General

Category: Cocaine trafficking

'My partner in Spain was matching perfectly due to his similar responsibility as they are to gather information about persons, to localise suspects, to carry out wiretapping, observation and extraditions of person. The exchange was a significant improvement of my networking in Spain.

I met several good practices during my exchange, such as the access to data, where Spanish police officers have the access to flight and accommodation data. To get knowledge about such databases was an important experience. Beyond this we could experience their approach regarding transportation of drugs within the body and shared interesting information about arresting suspects. We had the opportunity to try Spanish shooting range and shoot with pump gun, pistol and rifle.



The most important outcome was the daily get-together with my exchange partner and his colleagues. We used the time together to discuss cases and for mutual understanding. Trust and confidence is crucial for effective and successful team work either in Spain or in Germany.

During the visit of the Helicopter division we could be familiarised with their equipment and could compare helicopters of Spain and Bavaria. Both countries use the same type "Eurocopter EC-135" but with different equipment.

Cooperation will be continued and intensified. Many suspects are located in Spain and the exchange of information is very important for investigations and arrests.'

Participant			Host
Jessica Rose, Germany			D.P., Latvia

Segment: General**Category:** Property crime

'At first, I have to say that I had a perfect match with my exchange partner as both of us love our job at the police, are very motivated and are interested in improving our knowledge continually.

It was very interesting to see different practices in Latvia. One of them is the unit for analysing smart-phones and computers. Latvian forensic unit for instance has people working there, who have studied their subject for years, while having just a short police education of 6 months. It would be better to be more open for specialists at the police in Berlin, especially if they don't have any contact with the typical police work on the street.

Regarding the supervision with cameras I experienced, these cameras can be seen everywhere. On public places, in prison and even in police buildings. I never felt observed, it was rather a feeling of security. In my discussion about this topic with D.P., she didn't understand why we have no cameras on public places in Berlin. I had to explain that privacy protection is more important in Germany.

Concerning the registration of the inhabitants I found out, that in Latvia each citizen has to register his fingerprints for getting the passport. So they have a "citizen database". Since a few years the state police can use this "citizen database" to compare the fingerprints with fingerprints of crime cases. In Germany we don't have these possibilities. At first you have to detect a person who has committed a crime. Depending on the person's criminal career and the legal regulations the person's fingerprints can be stored in a database among other things.

In relation to procedures of handling a crime case it came out, that in Latvia they have a totally different way of handling a case. First of all, they are doing a lot of investigation work. If they need permission for criminal investigations, such as wiretapping they have to go to the judge directly. For the first, the prosecutor is not involved. When the investigators have all the information for a case, they will go to the prosecutor who will decide whether the case is going to trial. It can be annoying if the police have invested a lot of effort and then the prosecutor does not agree. In Germany the prosecutors are the leaders of a case. If you have some hints about a criminal group and the prosecutors do not accept them as being valid enough, the police only have restricted options to investigate, which in Berlin will not include criminal investigations, such as wiretapping.'



Participant

Matthias Frahm, Germany

**Host**

Harris Krassos, Cyprus

Segment: General**Category:** Synthetic drugs

'My host and exchange partner, Harris Krassos, also a chemist from Cyprus and a member of the forensic toxicology working group, is experienced in the analysis of drugs of abuse and the toxicological analysis of biological samples (blood, urine, saliva). I therefore benefited from an effective exchange of knowledge, experiences and analytical strategies for analysing drugs of abuse and pharmaceuticals in biological samples.

Whenever I had a very specific question, my host and all other colleagues of the various subdivisions were very helpful. My host also organised a meeting with a chemist of another section/lab, who works with the same machines and analytical instruments, as we do in our toxicology section in Berlin. This analyst was a good source of information.

In addition to the professional competence and transfer of knowledge, my exchange partner also provided me with insights into Cypriot culture and the history of Nicosia. Nicosia is the capital of the Republic of Cyprus and the last divided city in Europe as a result of the occupation of the Turkish army in 1974.

Overall, the toxicology lab work in Cyprus is very similar to ours. But some things impressed me, for example the one-to-one interview and the discussion of cases with police officers in the reception area. They discuss in advance which investigations are necessary and meaningful.

The responsibilities for the analytical methods rotate amongst the staff. If a colleague is sick or away on holidays, there is always somebody else available to do the routine work in the lab. The scientists and technicians believe that sharing knowledge is very important, as otherwise experience or special knowledge will sooner or later be lost. The acquisition of knowledge is supported through in-house and external education and training.'

Participants from Greece**Participant**

Evdoxia Genikomsaki, Greece

**Host**

Jose Regueiras, Portugal

Segment: General**Category:** Excise fraud

'Although I received the announcement of the result of the matching procedure with a certain level of scepticism because of the background divergence among the potential counterparts, since I am a customs officer from Greece and was to be hosted by a police officer in Portugal, I ended up feeling extremely fortunate with this turn of events. I was most pleased to receive a heart-warming welcome from my host Mr Regueiras and his colleagues. The diligently designed activity plan of my host, which

was executed in the most efficient way, gave me the chance, through numerous meetings with Senior Officers and experienced investigators to acquaint myself with a whole new working environment, such as the various Police Force Institutions both in Lisbon and Porto, Policia Judiciaria in particular, but furthermore, there was provision for me to explore the Portuguese Customs Procedures on Excise Duty and Fiscal Fraud by meeting fellow colleagues both in Headquarters and at Viana do Castelo. The diversity and plethora of the carefully scheduled meetings was fruitful in a multilevel basis in terms of promoting cooperative culture among the various law enforcement organisations working towards similar strategic goals and on the other hand to discover how well harmonised practices are shared among European customs officers promoting the implementation of European Policies and “establish a common and shared practical knowledge in different law enforcement fields” as CEPOL aims to do.

So, in other words apart from topic, rank and work experience, I was most pleased to feel educated, motivated and received an innovative experience.

I was astounded by the applied practices, communication network development and exploitation of ARO Department of Policia Judiciaria in Lisbon. The Asset Recovery procedure is remarkably organised and ran by well-trained investigators and associates, within an auxiliary legal framework that allows the production of impressive results.

In the customs fields, which happens to be my area of expertise, I was surprised to learn about the implementation of Excise Duty in Plastic Bags and Non-alcoholic beverages containing sugar, as part of environmental and public health preservation policies, most definitely was a practice worthy knowing of and exploring the possible dissemination to my country of origin.

Being part of the CEPOL Exchange Programme, and leaving the comfort zone of working in the mapped territory of my national working environment, broadened my intellectual horizons and gave me a whole new perspective towards my career goals, enriched me with benefits that exceeded the daily professional needs. This is how I primarily feel that the benefits are incorporated in my personal professional agenda.'

Participant
Eleftheria Methymaki, Greece



Host
Rea Jaaskelainen, Finland

Segment: General

Category: Counterfeit goods

'I consider the matching with my Finnish colleague an utter success, in terms of rank and work experience! We are both occupied in the same field and have almost the same background. We are both working in customs offices and the confiscation of counterfeit goods, is in our daily agenda. Although she works only at the airport, in mobile units for passenger control, and I work daily both at the customs port and at the airport office, we have many things in common. The counterfeit goods they usually confiscate are cigarettes, narcotic drugs, alcohol and automobile spare parts. The counterfeit goods we are confiscating are clothes, shoes, sunglasses, perfumes, hand bags, cigarettes and alcohol.

I also think that the exchange was very successful, because all my expectations from it, as well as all planned aims (learning outcomes) were fulfilled. Thanks to good communication, while creating the

hosting plan, we explained to each other what we do, what we expect and what we aim to achieve with this exchange.

We spent most of our time at the Vantaa International Airport customs office, visiting the department of passenger control, the department of air mail customs, the risk analysis office and the command centre. We also visit the Vaalimaa Customs Office at the Russian Borders and finally the Department of Economic Offence Investigation at Helsinki.



The issues studied during the visit, included the structure and organisation of customs services in Finland, the procedures implemented to prevent fraud, especially in the field of counterfeit goods, the customs controls and risk analysis information system, all the control instruments and methods that facilitate trade and avert fraud in order to protect the EU profits and tasks. It was a great opportunity to exchange experiences and practices in the field of customs control.

During my visit, I came across a number of practices that are worth mentioning, and have a value for two reasons. The first is related to some similarities Greece and Finland have due to their location. Both are EU countries with an extensive borderline with non-EU countries. In both cases, these non-European countries are highly implicated in cases of customs fraud and organised crime, especially concerning alcohol and tobacco products. This happens because bordering countries have extremely low excise duties and as a result creating strong motivation for smuggling. Furthermore, Greece and Finland both share borders with European countries such as Bulgaria and Estonia with low taxation in alcohol that helps Trader Intra Community Fraud.

The second reason is related to the efficiency of the methods implemented by the Finnish custom control services. I think, Finland is the leader among other EU counties, in narcotics and doping offences and especially in counterfeit medicine products. Almost 75% of their annual offences are related to the above mentioned. This is a new area that can be also investigated by the Greek Customs Services.'

Participants from Hungary

Participant		Host	
Zsófia Darázs-Horváth, Hungary		Valentin Marinov, Bulgaria	

Segment: General

Category: Payment card fraud

'The exchange partner was an appropriate match, because the host is working almost exactly on the same field. The Bulgarian police structure is different from the Hungarian one. There are two police

directorates, which work on central national and international level: National Police Chief Directorate and Police Directorate against Organised Crime. My exchange is working on the National Police Chief Directorate, Economic Crime Department as specialist and has a great variety of experience of card present and card not present fraud cases. We are facing almost the same obstacles and difficulties in intelligence to identify, capture and arrest criminals and also in collecting evidences. It was very useful to get to know the most common properties that define the behaviour of organised crime groups in each country, especially on skimming cases, because in the skimming area we are tackling OCGs very heavily to have good results and prevent further ATM skimming actions.

We acquired a lot of useful knowledge from each other in connection with the LE organisation systems as well, and due to that, we are now much clearer about which particular police unit is to be asked for data request, when information request is necessary.

Implementing the new techniques learnt is possible, because we are facing almost similar criminal groups. They are coming from and travelling to the same countries, while crossing the borders with the intention of committing crimes. They are from the same social level, using similar card present and not present fraud modi operandi and devices for skimming.

We have to keep in contact, continuously share information between the two countries to gain knowledge from each other to act rapidly and get prepared for payment card fraud attacks, even skimming actions. To interrupt contemplated crimes and prevent further ones, we have to share all the information gathered by using the a.m. techniques in the future as well.'

Participant			Host
Attila Hodos, Hungary			Radu Nicolae Brindus, Romania
Csaba Beres, Hungary			
Lukacs Soltesz, Hungary			

Segment: General

Category: Cyber attack

'The exchange partner was the most appropriate match, because the host and the traveller work in exactly the same field. Both police officers are working on the Payment Card Fraud speciality for many years and have a great variety of experience of card present and card not present fraud cases. It was very edifying to share experiences of the characteristic modus operandi in the participant countries, because there are slight differences. At the same time we managed to share experience of new phenomenon (for example recently detected new type of devices and modi operandi) with each other. We learned a lot of useful knowledge from each other in connection with the LE organisation systems.

Implementing the three best practices such as intelligence and surveillance techniques, cooperation with the private sector and using social media for gathering criminal intelligence is possible, because we are facing with similar criminal groups.

We have to keep in contact, continuously share information between the two countries to gain knowledge from each other to act rapidly and get prepared for payment card fraud attacks. To interrupt contemplated crimes we have to share all the information gathered by using the a.m. techniques.

We are planning to continuously keep in touch with the Romanian colleagues to share information to get prepared for the travelling criminals and new modi operandi. We intend to send and receive information to accelerate the cooperation between the two countries to interrupt contemplated crimes and identify criminals.

Also we plan a continuous cooperation with SELEC.'

Participants from Ireland

Participant		Host
Dermot Drea, Ireland		N.H., Germany

Segment: General

Category: Heroin trafficking

'I would consider that my counterpart and I were very compatible. N.H. was a bit younger than me, but our ranks were similar, we were of similar personality and we got on very well, and our interest in the area of drug investigations shone through.

I am presently working closely on investigations with my regional unit, and in my opinion, the regionalisation of specialised units is the way forward. I will hopefully be in a position to advise my colleagues in this unit that I have seen it working very positively during my time in Germany, inform them of my findings, which will in turn encourage and assure them, that the direction that they are going, is the right one.

I got the opportunity to show my counterpart the level of investigative accountability that there is in An Garda Síochána, which has evolved in recent years, and how this is applied to investigations to include specific supervisory responsibility and the electronic path attached to each investigation. We also visited various specialised areas within my organisation including the Criminal Assets Bureau, a joint agency approach similar to N.H.'s Unit, and also the National Drugs Unit, also relevant to his work in Germany.



N.H. joined me and my colleagues on undercover drugs work in Ireland at a music festival. He stated he learned a lot from how we interacted with people here and also suggested that it would be advantageous for his unit to do the same in order to hone their surveillance skills in an alternative environment.

My area of investigation includes everything from serious and volume crime, to drugs, to prosecuting cases in court so I have a wide area of interests and responsibilities. When I went to Germany, N.H. took all of this into consideration so we covered a lot of areas in my time over there, from forensics, to organised crime, to the prison system and it was very educational and interesting.

N.H. and I got on really well and I think that this was why our exchange was such a success. It wasn't just a case that he picked me up and dropped me off at the hotel at 5pm at the close of business. We met in the evenings, I met his family. In turn, when he came to Ireland two weeks later, I returned the hospitality, and the days continued after 5pm and N.H. spent time with me and my family and friends. I think that this is what a true exchange should be, we are all one under the one European Police umbrella.'

Participant			Host
Luke Gray, Ireland			A.L.M., Italy

Segment: General

Category: Public order — policing in major events

'I am of Garda rank, so the bottom rung of the ladder. I was matched with a Chief Superintendent. Initially I expected this to be a major problem but once we spoke and discussed each other's expectations from the Exchange Programme, I realised that we both would be in a position to provide a positive learning experience. My initial apprehension was unwarranted because when I arrived in Italy, I discovered that management interact wholly differently with their staff compared to Ireland. During my almost eleven years' service in An Garda Síochána, I have never witnessed an officer perform a checkpoint or work on the ground. In Italy, the Chief Superintendent frequently attended and performed checkpoints and other road traffic duties alongside her colleagues of lower ranks. As a result, management in Italy see at first hand the positives and negatives of their policies and procedures.

With regard to road traffic legislation, I gave the exchange a step by step synopsis of how we deal with motorists from the moment we decide a location to set up a checkpoint right through to processing FCPNS and drivers under the influence of an intoxicant.

I held a misconception that Italian Police were not the most pleasant to deal with from the public's perspective. This could not be further from the truth. I found all the officers I had contact with to be exceptionally courteous and polite in their dealings with the public. This is a trait generally held by members of An Garda Síochána. The effectiveness of it was more apparent when viewing a foreign police force utilising these techniques.



In relation to detecting drug driving, Italian Traffic Police bring a registered medical practitioner with them to the scene of the checkpoint. This results in a qualified medical person being able to make a determination based on his observations re drug drivers. If this was implemented in Ireland, I believe it would result in an increase in Drug Driving convictions.

The operational uniform worn by members on the ground is not as formal as that of An Garda Síochána. It is more practical and is tailored to fit each individual member correctly. On a personal level I feel this portrays a more professional image rather than the “one size fits all” approach.’

Participants from Italy

Participant		Host
Anna Lisa Mongiorgi, Italy		Luke Gray, Ireland

Segment: General

Category: Public order — policing in major events

‘My Exchange Programme in Ireland was truly successful. Although my exchange partner was not matched with my rank, we had chance of exchanging our different experiences in order to improve the reciprocal knowledge of our engagements and activities. As a matter of fact, I could appreciate a different way of “keeping an eye” on the territory: we flew above Dublin on board of the Garda Helicopter, enjoying full total view of the town which is the way they control their borders.

Apart from flying, I went on patrolling and checking speed limits with my Irish colleagues: on such occasions I could verify how different their approach is to the checking mode. They have a private company engaged to verify the speed limit - this is not allowed in my country - and in case of infringement of the Traffic Code they can even take frontal pictures of the drivers - which is, once again, strictly forbidden in my country.

When I went to visit their department, I could appreciate the way they can immediately test a suspect of drugs: inside their offices there is a medical one, where the doctor called on spot can work out a quick answer after collecting the suspect’s biological liquids. In my opinion, this is a very interesting criterion to speed up the drugs control: unfortunately I do not think it could be put into practice in my country as our legislation has not provided for any agreement on the matter.

While patrolling, as it was so different to our style of doing it, I offered my experience to my Irish colleagues in order to proceed to a ‘combined’ system of patrolling the streets of a little town as they were those of my town.

It was nice to exchange some community policing criteria: I understood how being friendly towards your own fellow citizens might improve the cooperation between police and people.’

Participant

Giuseppe Zuffanti, Italy

**Host**

Georgica Panfil, Romania

Segment: General**Category:** Payment Card Fraud

'All the information shared in my period in Romania allowed me to know a different point of view on investigation and tools related to the topic and to improve the Romanian method of investigation. I had the opportunity to deal with common activities in the past with the host and all the information collected in the partner country allowed me to share case studies on the focus area. The match was a very good opportunity and was really successful.

I came across many good practices during my exchange, for instance the usage of various investigative techniques and procedures used by experts, in biology, chemistry, physics, fingerprinting and more, of National Forensic Science Institute, as well as the main activity of the Alexandru Ioan Cuza Police Academy: regulations related to Initial and Continuous Training System within the Ministry of Internal Affairs. I found very interesting the principle methods used in the Romanian National Computer Security Incident Response Team to provide cybersecurity protection through intrusion detection and prevention capabilities, responding to incidents and analysing data about cyber threats and more.



All the information collected during the Exchange Programme will be used, for example, to update the argument of my activity presented at the conference and at the professional updating course of my speciality.

I explained to colleagues from the hosting institution the most important activities of the Postal and Communication Police of State in particular: Cybercrime legislation in Italy, Cybercrime investigation on credit cards and Online CC Fraud and case studies.'

Participants from Kosovo

Participant

Ismet Hodaj, Kosovo



Host

Andreas Vlachos, Greece

Segment: General

Category: Trafficking in human beings

'I can say that it was a very good match with the hosting colleague from Greece, because his experience with illegal migration and the rank he has are what I expected from a partner in an Exchange Programme.

Now I have a better knowledge of duties and work of the Greek Police, because for me this is the first time that I have been in contact with police officers from Greece.

Also, having considered that Greek Police is part of some International Police Organisation with a huge experience, I had the opportunity to gain experience from different fields such as: illegal migration, managing detained persons return, conducting passport controls etc.

The issues I consider most important or interesting for other colleagues are: having a good communication with your exchange partner and getting to know the culture of the hosting country.

This Exchange Programme to my opinion is a good way of sharing experiences and building professional networks, I am really pleased to have been part of it.'



Participant

Florije Gashi, Kosovo



Host

Helga Meyer, Germany

Segment: General

Category: Cocaine trafficking

'The Exchange Programme is very useful for meeting other officers from different countries. This match was very successful for me and my exchange partner. I have seen lots of practices that can be useful and can improve the future work of Kosovo Police.

One of the best practices was the visit in BLKA Unit — Investigation of Drug Crimes Committed by Bavarian Residents Abroad/Synthetic drugs. The presentation of the "MARIMANGA" investigation case gave

an insight into cooperation between Kosovo Police Drug unit and in Bavarian Drug unit which was very successful.

In relation to the positive outcomes of the exchange, learning the databases in collecting information in drug cases was very useful to me. I have also made a new friend and professional connection in Mrs Helga Meyer, which I can use, if necessary, for police work.

I do have plans to continue cooperation with my exchange partner because of the investigation for cases which can be investigated in cooperation from both police sites, here and in Germany as it was previously the case by direct connection with the Bavarian Police. We have established mutual trust already.



Besides professional knowledge, officers who participate in the programme also benefit psychologically, get away for a week from the daily routine and receive practical training through different experiences, and these have an impact on raising motivation to work.'

Participants from Latvia

Participant			Host
Vita Kalote, Latvia			Tatia Khocholava, Georgia

Segment: Researchers

Category: Research and prevention

'As a police officer, I was curious how Georgia has made up their level of educations, their politics. It is different from Latvia but still challenging. I have discovered that there could be different ways to become police officers and still be given great opportunities for that.

I believe it is important to talk to professionals and use chance to ask questions, learn other experiences and practice on daily basis. See other organisations related to my own job and see how cooperation is. As a police officer, I often cooperate with social service, orphans' court, rescue services etc. In addition, this cooperation is great to learn from exchange country partners their way of cooperation.

Some of the positive outcomes included in my learning that crime prevention system and programmes are very well organised in Georgia, something new for me and useful in the near future to build up cooperation with prosecutors in field of second level prevention. I was also reminded to involve more social services and youth workers in police daily prevention work that could help to decrease relapse. Collaboration with entrepreneurs or public authorities to find out more professional input for projects related to youth interests was also highlighted.

Looking forward for future cooperation and practical exchange. There were good examples of youth projects towards actions in all three levels of prevention. As well, Georgia would be great partner in grant projects for prevention and research — focusing on juveniles' needs/political system.

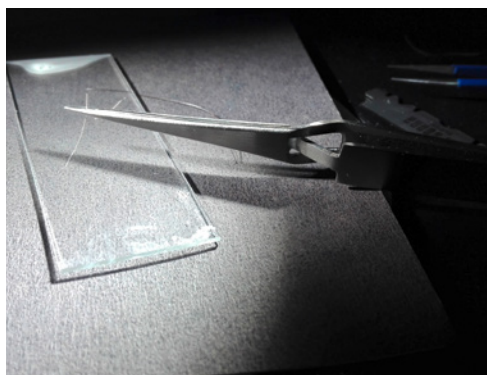
This programme is a real benefit for the development of new challenges, knowledge, cooperation, information exchange and personal growth. You can learn and share!

Participant  Ieva Gutovska, Latvia	Host  Monika Kaindl, Germany
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Segment: General

Category: Specific areas and instruments

'I found my exchange very successful because I managed to find a partner organisation corresponding to my specific interest in forensic examination of animal hair. The week was very fruitful and I found it relevant to my work as forensic scientist of particular area — fibres, animal hair and forensic botany. The main focus was on practical work and a hands-on session of animal hair databases and electronic animal hair identification key. But I also had time to talk to colleagues of forensic botany and did learn a lot of useful information.



I will definitely continue to use electronic animal hair identification key as well as expand animal hair collection. I've written purchase list of necessary tools, instruments and equipment as well as literature. I am planning to edit State Forensic Science Bureau of Latvia (SFSB) SOP's, adding blank form for animal hair examination, as well as prepare power point presentation for my colleagues, including photos.

I found easier to contact different forensic scientist in particular area if I have met them before, to ask for an advice and guidance on different topics regarding casework. A building of network is very useful. And I appreciate that colleagues from Germany were able to find a full working week for training.'

Participants from Lithuania

Participant

Aurelija Puraite, PhD, Lithuania



Host

Prof. Dr Pablo de Diego Ángeles, Spain

Segment: Researchers

Category: Fundamental Rights

'I think the matching was appropriate. My host in Spain Prof. Dr Pablo de Diego Ángeles is a vice-dean of Law Faculty at the National Distance Learning university (UNED), both of us had experience in teaching law enforcement officials, and both of us also had to deal with issues related to European courses and programmes (including those organised by CEPOL).

Also, with regards to our aims for this Exchange Programme, we were both interested in an overall insight of the methods and organisation of training in the counterpart's police system.

As the reform of higher education (as well as education of law enforcement officials) is taking place now in Lithuania, the good practice of distance learning possibility may be applied in our national educational system. I shared the ideas with my colleagues and superiors about possible methods of distance learning that I had a possibility to explore in UNED.

One of the greatest positive outcomes was the understanding that the police officials in Spain (mainly Guardia Civil) are very highly appreciated and respected by public, which, unfortunately, is not the case in Lithuania. Acknowledging this historical and cultural difference was one of the lightening and inspiring ideas of the Exchange Programme.

I was very pleased and I am very thankful to all people who spent their precious time with me. Colleagues from Guardia Civil academy were very well prepared; they provided me with very useful information about educational system of police officers on Spain.'

Participant

Renata Konarskiene, Lithuania



Host

Ana Chagunava, Georgia

Segment: General

Category: Specific areas and instruments

'My visit was organised at the highest level. My host was very communicative, friendly and helpful. She has prepared for me a very interesting programme not only for work, but also a cultural and historical programme about the beautiful city of Tbilisi.

During a meeting with the Director of the Forensic Criminalistics Department we discussed and compared Lithuanian and Georgian phonoscopy experts' main questions and problems.

I visited other sections in the department: Ballistics, Fingerprints and marks, Biology, Chemistry- toxicology, Micro-analysis, Fibres, Arsons, Environment and Explosives, Paint and Glasses, Documents and hand-writings, Economic, Portrait expertise, Digital technologies, Digital audio-video signals. Also the Forensic Criminalistics Department has a wonderful museum, which houses a collection of weapons, documents and other items related to research conducted in the department.



All experts of speech and audio analysis department were professional, helpful and motivated when presenting to me laboratories, facilities, hardware and software used in forensic practice; material evidences registration system, which provide barcode for each object and photographing; investigative records preparation for the expertise and comparative speech records (dependent on speech recorded in the investigative records) taking techniques, methods and methodologies; practice of all expertise representation in courts of law; performance of the linguistic and electro-acoustic analysis; principles and examples of expertise act writing; the final results, conclusions and appendixes representation.

During my visit there was an opportunity to test the software that colleagues use to identify by voice and also to establish the authenticity of sound recordings.

I participated in the taking of comparative samples of the voice, and also I had the opportunity to get acquainted with the detailed linguistic analysis (in our laboratory this analysis is not conducted at such a high level). It was even more interesting because the researcher was a Lithuanian who spoke Russian.

The Exchange Programme provided an opportunity to acquire new knowledge in the field of audio analysis (phonoscopic) examination, compare research methods when solving the same or similar problems.'

Participants from Luxembourg

Participant			Host
Jean-Claude Bisenius, Luxembourg			Jukka Mustapaa, Finland

Segment: General

Category: Law enforcement cooperation and information exchange

'The first day we spent at the National Bureau of Investigation from Finland at Vantaa. All of the staff were very obliging and they showed me their tools and supplies for work on the different levels, such as Interpol, Sirene, Europol, Enfast team, forensics lab and national levels.

The tools and procedures which are used by the NBI FI are similar like in Luxembourg only adjusted for the Finnish police forces.

We also had a very interesting and suspenseful visit at the crime Museum at the National Bureau of Investigation from Finland. This museum is only available for police officers; the exhibits inside arise from real cases handled by the Finnish Police and Custom/Border Guard.

Last day of my visit at the National Bureau of Investigation began with debriefing at NBI Vantaa, later in the morning we drove to the Harbour area and we visited the command centre of Gulf of Finland Coast Guard District. Our host presented us all the maritime operations which are directly controlled by here.

After the presentation we drove by patrol boat to an outland post on a small island near the bay of Helsinki. A very nice time and job experience with my friend Jukka Mustapää from National Bureau of Investigation came to an end at the Helsinki airport.'

Participants from Malta

Participant		Host
Joseph Busuttil, Malta		Keith White, Ireland

Segment: General

Category: Child sexual exploitation

'I think that I was matched with the right person as he had a lot of interesting facts and views on the related subject (child exploitation). It was arranged for me to meet with several investigating officers in different departments in Ireland and discuss real live cases with them where I could compare the investigating techniques used in the two countries.

Through the Garda Cybercrime unit I have discovered new techniques in combating child sexual exploitation which will help me in combating this type of crime.

At the child interview section I noticed that there were slight things which differed from the system used in our country and we could improve on that during interviews.

During the visit at different court rooms and the hearing of some court cases which were going on I saw that the system is quite similar to the one we use in Malta. I got some ideas which I shall try to adopt in Malta. Although the law is slightly different in the child sexual exploitation area, I might be able to adopt this system and have a test case.

I plan to continue the cooperation with my exchange partner as we may help each other in our investigations.'

Participant

Robert Vella, Malta

**Host**

V.H., France

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

'I was matched with the right person. V.H. is an officer specialised in public order policing, and one of his main duties is to manage several events, major and not, that occur in France.

During my stay in France I was able to observe the planning processes of some major events, and I also went on various sites to watch how the members of the Gendarmerie perform their duties.

Although Malta cannot be compared to France, we still lack some useful equipment which might be of great help during major event; however, I foresee that costs to implement certain measures and to introduce new equipment will be a liability for a way forward. Moreover, having a centralised office, where all the deployment for major events can be made from will surely be of great benefit for the Malta Police Force.

The fact of being part of disciplined forces with many common issues in this globalised world helps to share many practices. Much of the work done in my country is also performed in France, however methods and priorities may differ. Also let's not forget that France has a population of millions whilst Malta has a population of less than half a million.

We intend to have a permanent cooperation with my exchange partner, especially in the field of public order. For sure, sharing ideas and information with a counterpart working in such a large country will help me enrich my knowledge.'

Participants from Moldova**Participant**

Elena Gherta, Moldova

**Host**

Cristina Hierro Carrero, Spain

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

'I would like to convey my sincere thanks to all CEPOL team for matching me with the perfect person. My counterpart, Ms. Cristina Hierro Carrero is CEPOL contact point in Guardia Civil. So, being NEC in the Republic of Moldova, for me was very interesting to be acquainted with the activities done by her, as well as, by CEPOL Unit from Spain. Also, according to my duties related to enhancing the bilateral cooperation with other law enforcement agencies from other countries, thanks to my counterpart, we established friendship relations between our institutions.

Taking into consideration the aspiration of the Republic of Moldova to accede to the European Union, likewise, the benefits of the Exchange Programme, I am convinced that this programme is a good opportunity for the third countries to use the best practices from the EU countries and establish a partnership in different domains.

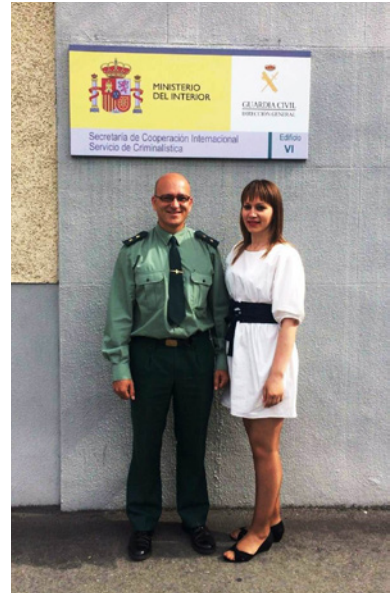
The experience learned from my counterpart will help me and the General Police Inspectorate to improve the level of coordination of these programmes. The “lessons learned” regarding the participants and their participation in the event mentioned above will help us better to implement this Exchange Programme.

Some positive outcomes were my visit to different units of the Guardia Civil, such as: Officers Academy Aranjuez, International Department of Guardia Civil General Directorate, CEPOL Unit Spain and Criminal Investigation Unit. Thanks to this visit, I have new contacts with the colleagues from other units and this will facilitate the further cooperation.

Also meeting and knowing my colleagues from CEPOL Unit Spain will help me better to coordinate the Exchange Programmes with the participants from Spain.

The Agenda was very well defined and structured, I had the honour to participate in the Guardia Civil Parade regarding the celebration of 173 years since its foundation.

As a later feedback, thanks to this visit, we established the cooperation between our institutions (Police and Guardia Civil) and during 2018 the chief of the General Police Inspectorate will conduct an official visit at Guardia Civil.’



Participant

Sergiu Gherman, Moldova



Host

Nino Barkaia, Georgia

Segment: General

Category: Planning and command of Union missions

‘The person I was matched with was right. He’s experienced in the field. He has an excellent authority in the workforce. He introduced me and brought me useful information in various areas of police activity.

The exchange of experience was useful to me and to the subdivision in which I act. I got acquainted with the technique and the informational programmes that facilitate the activity of the police. I will propose amending the legal framework on patrolling police duties.

Some of the best outcomes included my acquaintance with the possibility of electronic registration of telephone statements. In the Republic of Moldova the information in question is manually entered and then transferred to the electronic register.

I also visited the Joint Operations Centre. During this visit we took over the practices to monitor the operational situation.

Thanks a lot for the opportunity. I am convinced that CEPOL is an important tool in police development.'



Participants from Montenegro

Participant

Snezana Kadovic, Montenegro



Host

O.K., Ukraine



Segment: Trainers

Category: Leadership, language development, train the trainers

'I was matched with a person who showed me everything I was interested in.

Amongst many other things, the organisation of International Cooperation Department and the methodology of teaching English Language could be useful for my work.

Other positive outcomes included getting familiar with high police education and English classes, as well as with vocational police training.

We are definitely planning to continue the cooperation. Since we are planning and doing the feasibility study for high police education, we have already got the curricula and all the necessary information concerning the accreditation process. We are also communicating in other areas, including various international activities.'



Participants from the Netherlands

Participant		Host	
Richard Martens, the Netherlands		Manuel Damian Cantero, Spain	

Segment: General

Category: Firearms trafficking

‘My exchange was successful due to the fact that I already knew my host, Manuel Damian Cantero. We both are part of the EMPACT Firearms programme. Therefore, he was able to provide me with an excellent programme suited for me.

This exchange was more about understanding the methodology of the way the National Police and Guardia Civil work, and what the possibilities and limits are. I could benefit from this because I extended my network and learned whom to address on certain topics.

In relation to positive outcomes, a better network and a better knowledge about LEA structure in Spain is very useful. I also met my colleagues of the Firearms team in person and I was able to speak to the driver of EMPACT Firearms. This direct way of communicating is very powerful and stronger than 10 emails...

I am really grateful that CEPOL sees the value of this kind of international cooperation and is willing to fund this project. Policing in Firearms is mostly always international so you need a certain level of knowledge and network to be able to act.’

Participant		Host	
Marco Corradin, the Netherlands		T.O., Poland	

Segment: General

Category: Cyber attacks

‘T.O. is a cybercrime investigator that has impressive cases in his portfolio. He has multiple years of experience in cybercrime cases in which he has done forensics, analysis and house searches. Even though the core business differs between our agencies, the technical fundamentals for conducting these cases greatly overlap.

A lot of their best practices are also used by our agency. However, some of the operational tactics and differences in their laws inspired me to take the knowledge of open-source tools and work on the speed of investigations. Some will not be possible because our laws are simply different, but we should at least look carefully at optimising our main investigation process.

Concerning the positive outcomes of the exchange, first I'd like to mention the work environment. The atmosphere was very friendly and pleasant. They work with respect and trust in each other. It was inspiring to see how this atmosphere laid a fundamental for all the work being done within the department.

Secondly the collaboration. I am convinced that during the CEPOL programme we established a relationship between our agencies that ensures collaboration on an operational level. This is already been done in practice.

And lastly the open-source tools. From my visit at the National Police Headquarters Cybercrime Bureau I talked with forensics and they shared tools which I never heard of before. This will be an asset for our agency. I will share this with my colleagues.

I was positively surprised by the level of knowledge and professionalism. The technical infrastructure, type of cases and organisational structure impressed me. The buildings, facilities, equipment were very modern, like their kidnapping centre. I usually tell non-law enforcement people that our work is nothing like the CSI shows on television, but their kidnapping centre looked exactly like it came out of the movies. Very modern and high tech with top-notch equipment and tools.'

Participants from Poland

Participant



Anetta Kadej, Poland

Host



M.R., Bulgaria

Segment: General
Category: Excise fraud

'My exchange partner was the right match as we both had a similar experience as field auditors, we both work on fiscal risk analysis, we could easily identify similarities of our duties, we could discuss practical problems dealing with our work, we could easily discuss details of MTIC fraud, audit procedure and fiscal risk analysis approach, and we share the same opinion on importance of Exchange Programme.

During my visit in General Directorate Combating Organised Crime — Money Laundering Unit I had an opportunity to know general view on financial investigation. This was interesting and important for me because one of my duties is to cooperate with General Financial Inspector in cases of money laundering.

During my visit in Interagency Coordination Centre I observed real-time control of the movement of risk goods and cargo done by representatives of the NRA, the National Police General Directorate, the Combat Organised Crime General Directorate, the Border Police General Directorate, the State Agency for National Security, the Prosecution, the Customs Agency and the Automobile Administration Executive Agency. I realised that real-time audit and real-time cooperation is the most efficient way of exchanging information.

During my visit at the Kulata–Promachonas border checkpoint (between Bulgaria and Greece) I observed border control being performed. I was able to discuss with border officers details of their work and share my opinion on risk which deals with Schengen Agreement.

Implementation of dedicated software tool for fiscal risk management is expected in the nearest future. It was really interesting to see how it works in practice. As a benefit of this I could be able to prepare

the right flow of information to prepare better for the start-up of such software. It is also possible to incorporate in my work some of the methods of evaluation of fiscal risk analysis.

I am going to cooperate with my exchange partner. We are going to exchange information and help each other in everyday work. Direct contact is the most efficient way of exchanging information. That is why before starting official administrative procedure of legal assistance I am going to ask my partner for an advice, help and support.'

Participant
Magdalena Kulik, Poland



Host
Ramon Deza, Spain

Segment: General

Category: Counterfeit goods

'From my point of view, I was matched with the right person even though my host and I work in different customs areas.

We tackle the problem of smuggling counterfeit goods in different ways but I had the possibility to work in various divisions so all that secondments gave me the opportunity to gain knowledge about a wide range of customs duties and those similar to my host's every day responsibilities as well.

During my exchange I had an opportunity to visit different Customs Divisions in Customs Office, at the sea port or at the airport and compare it with the structure of my administration and tasks performed by Polish Customs and Tax Control Service. Furthermore, I had meetings with the Civil Guard to obtain more information about their role in protection of borders and cooperation with the Agencia Tributaria. Moreover, incredibly interesting for me was the meeting with the Customs' crew who is responsible for patrolling coastal waters.'



'In my opinion, the Exchange Programme gave me a lot of new experience, possibility to share and expand my knowledge and opportunity to see Customs from a wider perspective. I'm grateful for the possibility to participate in CEPOL Exchange Programme. It was incredible precious experience for me.

The best quota which comes to my mind and describes the CEPOL Exchange Programme perfectly is Benjamin Franklin's sentence: "Tell me and I forget, teach me and I may remember, involve me and I learn".'

Participant

Marta Swierzbiniowicz, Poland

**Host**

Zurab Chichua, Georgia

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

‘Considering the tasks of our work, I think we were matched well. But there were differences in our ranks that made me not feel comfortable at the beginning (my partner is a head of Unit, I’m just a specialist) I didn’t know if he preferred a decision-maker and a more experienced person or not. But as I said at the beginning. Similarities in our work made both of us feel satisfied after our exchange visits.

I presented the main aspects of my visit to my management. We discussed about the system of face recognition a lot. But it is not possible to use such things in Poland because of a different system of data protection. Many good ideas are worth to discuss but their incorporation is difficult because it depends on governmental decision, not mine.

We exchanged experiences about joint patrols that our countries made with other countries and when I came back I discovered that Georgia asked Polish officers for participating in joint patrols in ski resorts during winter season. After my visit I can prepare documents taking into consideration the knowledge I got during my visit there, especially about their law system and system of bilateral agreements.

We exchanged views about different forms of bilateral cooperation and about their legal basis. Our countries cooperate in very similar way but with different partners.

Georgia has problem with traffic road safety, we discussed about possible ways of improving this. I recommended participating in meetings organised by TISPOL or other UE Agencies or Groups.

After my visit I’m impressed about the system of face recognition that I saw in the Central Camera Surveillance Centre and I would like to write article to our police magazine about this system. My partner knows about my plans so he said that he can help me if I need some more information in this topic. It means that probably we will cooperate also after the end of the programme.’

Participants from Portugal**Participant**

Raul de Campos e Lencastre Brito Coelho, Portugal

**Host**

Adam Matyi, Hungary

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

‘The match was perfect. We have similar professional experience and also because we work at corresponding offices (Hungarian and Portuguese ARO).

I had the possibility to learn more about Hungarian Police system on Asset Recovery, and to meet some of the main entities involved in the process.

I also had the opportunity to establish new professional contacts.

Seeing the Hungarian ARO way of working led me to have new ideas for the Portuguese office, such as uniting the criminal case and the asset recovery procedure. Also I was seeing the new and modern education institution where the public servants have to go to in order to become policemen. One of the subjects taught in the course is on asset recovery procedures. So it is certain that with these conditions the Hungarians will in the future have a highly professional police in these matters. It would be positive to have this approach in Portugal.



I hope that it will be possible to continue the cooperation with the Hungarian colleagues.'

Participant
Jose Regueiras, Portugal



Host
Evdoxia Genikomsaki, Greece

Segment: General

Category: Excise Fraud

'I strongly believe I was matched with the right person because of the outcome derived from my participation to the CEPOL Exchange Programme.

To my surprise though I was matched with a customs officer working in a field similar to mine and at the same time so different from mine. So this matching procedure led to broadening my horizons, giving new perspective to my career goals.

I would like to highlight the following positive outcomes: I could familiarise with the Excise Duty Fraud fight from a whole new perspective. The customs office I visited is equally focusing in preventing fiscal crime, via close and constant monitoring of its subjects, as well as fighting divergent, from legal frames activity. Also sincere, open discussions took place that lead not only to new information or experience but also to comfort and unity through commonly shared problems encountered on duty from all the law enforcement officers. The success stories of Alexandroupolis Customs Office against very important border crimes are inspiring and motivating to say the least. Gave me new perspective and the desire to research more on how to approach similar issues in my home country.

Being part of the CEPOL Exchange Programme enriched me with benefits that exceeded my expectations. The development of a new communication network that has resulted from my experience in the programme and meeting so many highly trained professionals, who have remarkable effect in their territory can only be beneficial.'

Participant

João Manuel Esteves dos Santos, Portugal

**Host**

Doru Vasile, Romania

Segment: General**Category:** Excise Fraud

‘There are several reasons that made Doru Vasile a perfect match for my Exchange Programme, for example we are the same age, have similar working methods (despite the strong institutional differences) and also (and considering the background and training differences) the same mindset towards work objectives.

We also work with the same kind of subject (both excise tax and vat frauds), which made it easier to understand each other, and each other’s work.

Our working experience and also training background differences (considering that I work as a tax officer in a military institution, while he is a tax inspector with a college background in a non-military institution), became an advantage due to our different opinions and approaches (for instance we work in a different way on road inspections (merchandise movement), as well as what concerns internal organisation and structure). However, all these differences became a way to have different points of view in several topics and subjects.

The society perception of the importance of taxes is the basis to have a more tax compliant society (and also and more important a better society), so I think that we should adopt the ANAF “warning/request” towards invoice, because this measure bring us close to the costumers, both local and foreigners.

The way that ANAF uses information to lead their inspection actions, for instance both Regional departments that I had the opportunity to know (Bucharest and Constanta) uses information analysis in a level that allows them to give specific targets to their agents. This way to work allows them to maximise the inspection action (from a results point of view) and also provides a global picture that can be used from a central/national level.

Besides the information use, also the way that ANAF uses social media network to inform the Romanian costumers about their future activity, and past results is a measure that can be adapted/modified to the Portuguese UAF and Portuguese society. In order to have a different approach towards compliance of the tax rules and regulations.

This programme allowed me to experience in loco how a foreign tax authority with a totally different structure but the same generic mission works, plans investigations and inspections. And this knowledge, among the personal contact with some of ANAF staff is one of most important outcomes with likely possibilities to have positive consequences in the future.’

Participants from Romania

Participant		Host
Andrei Grigoras, Romania		Csaba Beres, Hungary

Segment: General

Category: Payment Card Fraud

'The match with the Hungarian partner was perfect, as both units are dealing on daily basis with cases involving payment card fraud, especially skimming on ATMs.

During the exchange we were able to discuss cases both from Romania and from Hungary involving modus operandi in skimming crimes.

About my visit in Hungary, I can say it was stimulating and educational, both from the professional and cultural point of view. Regarding the professional experience, my partner Csaba BERES presented me the structure of the Ministry of Interior and national police and the laws regarding cybercrime.

During my stay in Hungary, we talked and reviewed together different situations and cases regarding credit card fraud (skimming and black-box).

We also reviewed a case in which Romanians and Hungarians are investigated and we found the best investigation methods and the international official channels through which we can communicate faster.

The cooperation between us will continue for sure, regarding the similar cases we are dealing with.'

Participant		Host
Cornel Barbu, Romania		Germany

Segment: General

Category: Specific areas and instruments

'I consider that I was matched with the right person because we both work in similar units, with closely related tasks, and also because strong cooperation needs to exist between Romania and Germany due to the large number of fugitives cases that our countries deal with together.

During the exchange I learned that the German unit has an internal database where every criminal/fugitive has operative mentions implemented by every police officer that had a case of the perpetrator.

I was also introduced to all the police officers from the Fugitive Unit and we exchanged business cards, so our future cooperation will be better and more productive.

I gathered a great amount of information about the online search tools and methods used by German police officers in their cases as well.

We will continue the cooperation because Romania has a lot of cases of fugitives hiding in Germany, but Germany also has cases of fugitives hiding in Romania.'

Participants from Serbia

Participant
Zvonimir Ivanovic, Serbia



Host
Alexander Huber, Austria

Segment: Trainers

Category: Child Sexual Exploitation

'This was the right match because of similarities in interests and involvements for both of us. My host Alexander Huber heard right and answered even before I was finishing a sentence, whenever I wanted something done he had already half answered or done it. There were no language barriers, since my host knew my language and this was an additional advantage in communication, whenever some from hosting country could not answer in English my host was there to clarify.

First positive outcome for me would be the ability to see and participate in actions of trainers and police staff in other country, especially one in EU, and also the opportunity to exchange ideas and plans with trainers and police personnel in that country.

I had the possibility to be heard and listened by other police staff in another country with same respect and same level of attention as in my country.

There are various opportunities and possibilities in research and improvement of training practice, goals, aims and objectives of training. We planned to exchange materials and modules for training.'



Participant

Ivana Bjelovuk, Serbia

**Host**

M.G.K, Croatia

Segment: General**Category:** Specific areas and instruments

'I think that I was matched with the right person, because I am interested in ballistics, GSR, tool marks and other forensic expertise, accreditation of the forensic laboratories which is the occupation of my host. We have a lot of in common when it comes to forensic science, ballistics and technical expertise.

As I work as a professor in Academy of Criminalistics and Police Studies, Belgrade, Serbia, I will present to my students these best forensic practices. According to my good professional relations with my colleagues who do the expertise in ballistics in the Ministry of Interior I will present them the new accredited methods of expertise.

During my visit I saw the use of accredited methods in the ballistic labs which are not in use in National Forensic Centre in Serbia. I also saw the documents which have to be prepared for accreditation of each method according to the international standard ISO 17025.



With my host we plan to do some researches and publish it in international journal. Also, we plan to do review paper about the new methods in ballistics that are in use in Croatia and wider and publish it in some Serbian journal.

The Exchange Programme is very useful experience as I met a lot of colleagues, we exchanged the experience, good police practice in different forensic fields and made the professional network. I will recommend it to my colleagues in Serbia.'

Participants from Slovakia**Participant**

David Vlcek, Slovakia

**Host**

K.K., Estonia

Segment: General**Category:** Specific areas and instruments

'I was matched with right person. The laboratory is established on similar level as ours, so we could discuss the same problems we face in our laboratories. All experts at Estonian DNA lab speaks fluently English, so we had no "discussion" problems.

Some of the best practices included perfectly prepared programme with all details for participants, strong anticontamination rules at laboratory, good categorisation of work for lab technicians and very nicely established resting room for workers, wide activity programme for employees out of work time (sport competition activity, cultural meetings etc.). Their personal politics are very good: education of experts, frequent visits and meetings, conferences abroad, English language courses for everyone.

I'd like to incorporate strong anticontamination rules at our laboratory, I've started discussions about the topic at work meetings. I'd also like to establish a resting room but it will take long time I expect. There were some good steps at workflow at Estonian labs too, and these are under discussion during our meetings, we have to find consensus with my colleagues to incorporate them in all our labs.

I'd like to continue cooperation via email communication or personal visit in the future.'

Participant
Juraj Matejka, Slovakia



Host
V.F., Latvia

Segment: General

Category: Specific areas and instruments

'I think I was correctly ranked. My partner works on the same department as me. His work coincides with mine.

The best practices were the procedures that were presented and practically tested in the laboratory.

Some of the positive outcomes were to obtain new contacts, the ability to observe ways of working and the assumption of further cooperation.

We plan to continue our cooperation. We occasionally exchange information by e-mail, related to live cases.'



Participants from Slovenia

Participant		Host
Gabriel Gajsek, Slovenia		Jari-Pekka Pere, Finland

Segment: General

Category: Law enforcement cooperation and information exchange

'I was matched with the right person. The reason for that is that we arrange everything in advance (pre-matched exchange). He works on the same field of the International Police Co-operation.

We are both familiar with the regulations and procedures under Europol umbrella and it was really positive experience to explore and compare procedures in our countries. I think that we both have multiple ideas on how to improve procedures in our countries.

I was able to witness the whole procedure of the SIENA messages handling. We started to test new procedures of handling of SIENA messages in Slovenia. We are testing for one month now and I believe that we will keep the new procedure in place.

The positive outcomes included networking with colleagues from Finland Police, developing trust and friendship which are very important for Police Co-operation and gaining knowledge.

We will work close on the Europol field and exchanging ideas and developing best approaches for future challenges.'

Participant		Host
Tomislav Omejec, Slovenia		H.M., Belgium

Segment: General

Category: Public order — policing in major events

'I was matched with the right person. My exchange partner was from comparable police forces, (federal level) with similar police duties and also had access to colleagues with exact same duties as I have.

Some of the practices such as organisation of work and equipment of permanent football policing unit could be implemented in Slovenian police but to gain these I would involve some organisational changes and also there is a need for additional funds and personnel.

Best outcome is widening of friendship and acquaintances within police units in Belgium that have similar tasks — it's a good fundament for further international cooperation (exchange of operative information, good and best practices and knowledge, training work of operatives abroad - such as spotter etc.). Since policing public events can also be an international operation (for instance sports events with international dimension), it is good to know what kind of participant we can expect from Belgium (for

instance football hooligans). It was also interesting and useful to compare tactics and equipment of police units.

We intend to continue with exchange of operative information and also cooperate with various projects.'

Participants from Spain

Participant

Rafael Cuesta Villar, Spain



Host

Armin Hirsch, Germany

Segment: General

Category: Cocaine Trafficking

'I think the match was completely with the right person, we work in the same area so the exchange was so interesting, knowing the way to work of other team, surveillance and monitoring suspects, transmission equipment, telephone tapping system, training to improve knowledge.

The first positive outcomes were to make contacts for future collaboration. It is so important for our job to have contacts with colleagues of other countries, if it is needed you can help them, sharing or advancing information.

The other great experience was the AMOK incidents training. It is very necessary to train for this kind of incident, as a terrorist attack could happen anywhere.



Last but not least, to share experiences and methods of work with the colleagues working in the same areas, media like cameras, hidden cameras, tools for surveillance, recording and door openings.

We will continue our cooperation in our daily work looking for suspects, sharing or checking information.

The most important for me was to work one day with the German colleagues, looking for information, analysing the information and checking this information, making the surveillance and monitoring. It is very rewarding.

I think the programme is very well managed, and the three years to wait to participate another time are a little bit too much, but at the same time necessary to be accessible for more people.'

Participant

Rafael Puentes Hernandez, Spain

**Host**

G.M., France

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

'I consider myself extremely fortunate to be hosted by G.M., he has been very committed with the programme, making arrangements to convene meetings with specialised units. Thanks to his work experience, he has chosen the most interesting units for my profile.

At a personal level, I have gained a friend and a colleague to share professional and personal experiences with.

All the technical knowledge that I have gained, will be used in my unit investigations, and the surge of my professional network will be an excellent opportunity to have a continuous learning about methods and procedures to fight against ongoing terrorism and for information exchange.



I consider fight against ongoing terrorism needs to be addressed from different cultural and police points of view. The fight against terrorism requires members with a high degree of commitment and with different visions on how to solve it, prepared to adapt to new environments, ways of life, and to move for different countries, as they often do. Collaboration between officers from multiple nationalities must be the ideal platform to counter the current of terrorism across Europe.

Currently I'm in contact with some colleagues that I have met during my exchange, sharing technical knowledge and procedures for investigators, very successful and effective for monitoring profiles. I hope we'll keep in contact by email and participating in some forums of interest for us.'

Participant

Daniel Zorzo Lopez, Spain

**Host**

Madalina Margineanu, Romania

Segment: General**Category:** Property Crimes

'In my case there was a pre-match agreement between us.

The unit of my exchange partner, Criminal Investigations Directorate (DIC), is a central unit who deals and coordinates investigations of Property crime committed by itinerant gangs in the whole Romania.

This best practice is not possible to incorporate in the Spanish system due to it needs a complete reorganisation of the national police system.

DIC have created some target groups, related to most important OPC problems in Romania, such as copper theft and burglaries in order to fight it with two main tools: intelligence led investigations and apply integral approach. This practice is almost incorporated in the unit I command, but I will apply some improvements observed in the DIC, about working procedures.

Spain has very good relations with Romania in police cooperation, which includes the deployment of a liaison officer from Spain to the DIC.

Romania is participant in the EMPACT OPC priority. That circumstance allows the unit to be involved in the European cooperation projects and initiatives related to property crime.

Due to this exchange, we have better understanding of the DIC-Romanian investigative means used to combat this cross border criminality. It's not only to understand the system, also the way police officers think. The visit was also useful to strengthen the strategic cooperation projects between both units specially coordinating future common action in the framework on the EMPACT OPC. In the exchange, several ongoing and former cases were discussed, making debriefings of the mistakes committed, especially in international cooperation issues. These kinds of discussions will increase the effectiveness of the cooperation between Romanian DIC and the Guardia Civil.

In this exchange, there are only benefits. Regarding the administrative organisation of my travel, it was perfect.

This exchange has served to strengthen our cooperation, at operative and investigative strategic level. This cooperation implies almost daily contact in ongoing cases, and preparation for future issues, not only with the exchanges but also with other colleagues from both units.'



Participants from Ukraine

Participant			Host
Oleksandr Sabadash, Ukraine			D.T., Estonia

Segment: Trainers

Category: Specific areas and instruments

'My Estonian counterpart for the exchange was appropriately selected, since our positions are almost equivalent, we both work in the criminal police. Additionally, I and my colleague work in the area of

disclosure of crimes related to the illegal possession of vehicles, therefore during the visit additional forms and methods were discussed on the fight against crime.

The best practices of my Estonian colleagues are already helping me in clarifying the origin of cars with so called “Euro badges” in Ukraine (cars registered in EU countries).

Also a single call number for the service “102” where the operator dispatches the calls to the service for further processing needs to be implemented.

Implementation of coherence and exchange of information between the security forces and all executive agencies will have to wait for appropriate enhancement of Ukrainian legislation.

There were no negative outcomes. Impressions from getting acquainted with the work of law enforcement agencies are only positive.

Cooperation with my exchange partner is ongoing. Communication concerning the cooperation started immediately after my return to Ukraine with the help of instant messengers. In addition, during my visit to the Republic of Estonia, I contacted many Estonian colleagues for further cooperation.'

Participant

Oleksandr Siforov, Ukraine



Host

Boban Saranovic, Montenegro

Segment: Trainers

Category: Leadership, learning, training and language development

'My partner has been picked successfully, my position almost coincides with the position of my exchange partner.

We planned to conduct practical classes that will simultaneously combine several disciplines such as tactical-special training, foreign language, criminal law, criminal procedure and forensics.

One of the positive outcomes was to study a foreign language by professional orientation combined with conducting practical classes on other disciplines. The other positive outcome was to observe the work of cadets in forensic auditoriums.

In relation to the continuation of our cooperation, we are already sharing the data on planning the educational process.'





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