

Exchanging practices, strengthening cooperation

European Police Exchange Programme 2014





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Foreword



2014 proved to be a challenging year for our agency. We not only met our goals set for the year, but we exceeded them, in spite of a relocation resulting in a huge increase of the workload in comparison to a normal year.

The European Police College moved to its new Headquarters in Budapest on 1 October 2014. Hungary, chosen as the new host country for CEPOL in May 2014, made major efforts to ensure the best possible working conditions for the agency. The Hungarian authorities reconstructed and fully furnished a historical building in the very heart of Budapest in a record time. CEPOL and Hungary managed the whole project within the space of only four months.

The official inauguration of the seat of CEPOL took place on 6 November 2014. We are grateful for the support provided by the European Commission and the United Kingdom in achieving our ambitious goals for 2014: avoiding any negative impact or disruption in the delivery of quality training and ensuring business continuity.

In 2014, CEPOL focused its core business on issues vital to the security of the European Union and its citizens. Among the topics covered were counter-terrorism, a hot news item in 2014, EU cooperation instruments and serious and organised crime at EU and global level, to take just a few examples.

The agency successfully delivered its Work Programme, implementing more activities than originally foreseen. Besides, the agency achieved the highest participation rate to date. This growth in participation demonstrates both the interest in and relevance of CEPOL's annual training catalogue, as well as our commitment to increasing access to training.

Partnership has been key to our successes since many years. The agency, together with its network partners, made great efforts to enhance and operationalize its working relations with European Eastern Partnership and Western Balkan countries. Moreover, CEPOL strengthened its cooperation with JHA agencies, and with its stakeholders. On behalf of the CEPOL, I would like to take this opportunity to express our greatest thanks to all our partners for their assistance and cooperation during 2014.

Dr Ferenc Bánfi
Director

About the European Police College

CEPOL is an EU agency dedicated to training police officers and, in particular, to strengthening the capacity of European law enforcement agencies to respond to evolving threats, focusing on those with a European or cross border dimension.

CEPOL develops its calendar of activities in response to the assessment of security threats and the needs of Member States. In full coherence with the European Institutions' strategic guidance, CEPOL creates relevant and topical learning activities.

Mission:

CEPOL, as a European Union Agency contributes to European police cooperation through learning to the benefit of European citizens.

Vision:

CEPOL's vision is to be acknowledged by agencies and authorities in the policing and educational world to be the primary source of learning and development in the field of education and training for enhanced cooperation and policing in Europe.

Values:

- Primary source of knowledge
- Respect for diversity
- Faith in police and policing

About the European Police Exchange Programme

The main objective of the programme is to enhance police cooperation on combating crime and increase cooperation on police training. It is based on enhanced mobility, mutual learning, exchange of experiences and good practices. The programme itself provides participants with the opportunity to create a network of colleagues and to familiarise themselves with working methods of other countries.

The programme allows participants to spend a week with a counterpart in their hosting country. These exchanges promote trust and cooperation between law enforcement officers from across Europe and beyond.

The programme fulfils one of CEPOL's key objectives — developing a European police culture. Exchanges increase appreciation of different cultures, remove biases and break down barriers. The Exchange Programme is open to law enforcement officers and trainers from all EU Member States, EU Candidate Countries, Western Balkan and European Eastern Partnership countries. It is not only limited to police authorities, but also includes other law enforcement agencies under the 'inter-agency' segment.

In 2014, the programme was further refined to better reflect requirements deriving from the Stockholm Programme priorities, the EU Policy Cycle as well as requests from Member States. Thematic areas of study were better synchronised with CEPOL's overall training portfolio. This alignment of thematic areas enabled the Exchange Programme to complement CEPOL's other training options, contributing to the agency's multi-layered approach to learning.

CEPOL's European Police Exchange Programme 2014 featured six segments:

- General exchange programme;
- Exchange programme for senior police;
- Exchange programme for trainers leaders;
- Exchange programme for researchers segment;
- Interagency cooperation exchange programme (participants belonging to different structures);
- Eastern Partnership and Western Balkan exchange programme.

The European Police Exchange Programme is fully financed from the general budget of CEPOL. Budget availability determines the ability of the European Police Exchange Programme to meet a continuously increasing demand.

The exchange visits were done on bilateral basis and lasted six days. Despite a high demand (408), the exchange of 312 participants was possible within the allocated 2014 budget. General satisfaction rate is at 91 %.

As in previous years, the programme was made up of bilateral exchanges between senior police officers, experts, trainers and participants from other law enforcement agencies. It provided the participants with the opportunity to create a professional network of colleagues and to familiarise themselves with working methods of other countries.

General exchange programme

Law enforcement techniques:



Uta BERBERICH (Germany)



exchange with Irena MIKULÁŠOVÁ (Czech Republic)



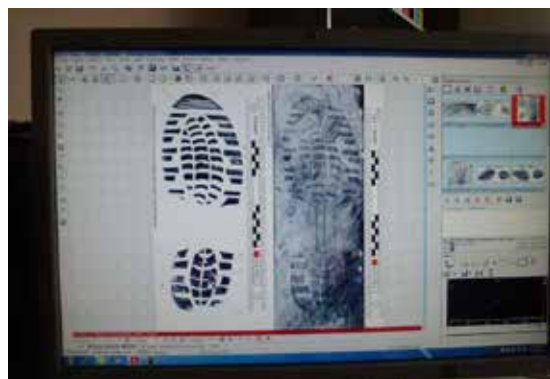
I was matched with Ms. Irena Mikulášová from Plzen (Czech Republic). She works as fingerprint expert within the OKTE in Plzen. I'm a fingerprints expert too.. In this regard, we were a good match. We were able to compare the different methods and standards used in our countries.

Since I'm also a crime scene technician, I often have to deal with evidences other than fingerprints. Although Irena doesn't work on crime scenes, she was very interested in our techniques for securing traces. She could also show me a lot of the crime scene work techniques used in Plzen.

The best part of the match was the personal component. Since Irena and I are the same age, we went through similar situations being police officers. We were on the same wavelength.

Below are a few examples of best practices I came across during my exchange in the Czech Republic.

- The Czech Republic has a different standard in matching fingerprints to a person. While in Germany it is a mix between numerical standard and expert opinion, the Czech Republic focuses only on numerical standard. Both systems present advantages.
- In Plzen shoeprints matter more than in Bavaria. Czech shoe print experts are matching shoeprints to individual shoes, which happens very rarely in Bavaria.
- In the Czech Republic odour samples are collected from almost each crime scene. This is a completely unknown and uncommon technique in Germany.



Shoe print comparison at the OKTE Plzen

While numerical standards in fingerprint matching present many advantages, a combination of numerical and non-numerical standards is also beneficial. I think that these two methods work out just fine for both countries.

In Bavaria shoe print matchings are processed by the LKA. This is an independent institution. Experts from OKTE suggested inviting LKA experts to Plzen to introduce them to their work. I'm going to liaise between the two agencies.

I'm going to introduce the odour traces securing method to my colleagues. Odour traces securing should be easy to implement. I intend to talk to our police dog handlers about their dogs' abilities to work with such samples. This method is likely to be met with scepticism, since it has never been used in Bavaria before. I do not know if this will withstand in Court, but it could be used as an alternative to traditional traces.

I've showed Irena most of our best practices while she was staying with me in Munich. She took pictures that she shared with her colleagues. When I was visiting Plzen, I talked with almost all OKTE experts and introduced our procedures. In the field of DNA-traces for example, I was able to demonstrate different procedures to the experts. Later, I liaised between OKTE DNA-experts and our DNA examination laboratories.

Some OKTE practices would be unimaginable in Bavaria. I was amazed at the working conditions of the Czech colleagues and with their unfailing motivation, despite the conditions. I'm impressed with the good results they get from very old techniques regardless of any health and safety protection.

I'm going to give a lecture to my colleagues on my experience in the Czech Republic. I intend to demonstrate various methods for securing traces and odour traces. Besides, I will also address the issue of the poorly equipped OKTE labs and the non-existent labour protection. I will praise the still unbroken motivation of Czech colleagues. This aspect of my exchange is definitely the most impressive and profitable for me and my colleagues.

I intend to continue cooperation with OKTE Plzen. I'm going to liaise between our respective shoe print experts as well as between OKTE DNA-experts and the Institute of Forensics in Munich.

To this day, a team of shoe print experts visited the Bavarian LKA.

On a personal note, I'm keeping in contact with Irena.

The programme was very well organised. The hotel in Plzen was very nice and very close to OKTE. The train tickets had a seating reservation and connections were convenient. I didn't have to worry about anything — I just got on the train in Munich and went straight to the hotel in Plzen. This made the exchange very comfortable for me.

It was great to get to know my exchange partner Irena. We became friends within a short amount of time and are planning to keep in contact.



Georgios GERMANOS (Greece)



exchange with Irene DAVI' (Italy)



In Greece, my organisation, the Cyber Crime Division of the Hellenic Police, deals with almost all types of crimes related to computers and the internet (frauds, cyber-attacks, child sexual exploitation etc.). In Italy, the CITES Office of the Corpo Forestale dello Stato focuses on protection of species listed in the CITES Convention. In the CITES Office, there is a small cybercrime unit which mainly deals with on-line advertising of trading activities of CITES protected species (e.g. announcements on popular websites). We — in Greece — do investigate some cases of this type of advertising (either because it is a fraudulent activity, or because the species are indeed protected by the CITES Convention), but cybercrime is much wider and is not restricted to this type of crime. Nevertheless, my host was really experienced and apart from explaining thoroughly her field of work, she prepared for me a series of visits and meetings to various other organisations, which were very useful, interesting and closer to my field of work. I was able to visit the departments of Guardia di Finanza and Polizia di Stato. They are specifically dealing with online frauds, child sexual exploitation and critical infrastructure protection, which I think was a very rewarding experience. I have to mention, though, that there are strong differences in the structure between the Hellenic Police and the law enforcement authorities in Italy, but my host chose for me the most appropriate services.

I was impressed by the agreement between "Corpo Forestale dello Stato" and some well-known websites (e.g. E-bay and subito.it) to thoroughly check advertisements (in terms of possible violation of Italian legislation) before making it available for the public. So, each online advertisement related to endangered species (or products related to endangered species) is accompanied by a "badge" — certificate of "Corpo Forestale dello Stato — Web@CITES". In this way, citizens are protected against fraudulent activities and potential criminals face a possibly significant hurdle in selling illegal material that they have in their possession.

I was surprised by the fact that psychologists work in the "National Centre against Child Pornography on Line" of "Polizia di Stato". They are, among other duties, researching the impact that illegal material has on police officers and their lives.

The "Commissariato di Polizia di Stato Online", which I visited, is an excellent example of taking advantage of opportunities that cyberspace may offer. People can use online platforms to communicate with the police, ask for advice or report a crime. The procedure to report a crime depends on the type of crime, but the idea of using the internet and social media to communicate with people is a great initiative.

It is possible to incorporate all the above mentioned practices in my work. My organisation could cooperate with well-known websites in matters of fraudulent activities, by "certifying" legal advertisements and hiding obviously fraudulent content. This could prevent citizens from becoming fraud victims. Cooperation in this field needs an agreement between the public and private sector. As for the psychologists, the Chief of the Hellenic Police has already decided to hire two specialised police officers as psychologists to work in the Cyber Crime Division. It would be very interesting if they could also do research in the field of child pornography material and its impact on police officers.

During the discussions with colleagues working across different cybercrime sectors, I had the opportunity to present some of the techniques we use in my division to fight and prevent cybercrimes.

I focused on our awareness raising campaigns, which include public presentations, videoconferences with schools all around Greece and the organization of three Pan-Hellenic conferences on online safety. I also had the chance to demonstrate "live" the application "Cyberkid" developed by my division. People (mainly kids) can download that application for free on their mobile phones and tablets in order to be better informed in terms of cybercrime. In general, everyone was impressed by our initiatives.

I met people with whom I might collaborate in the future while dealing against the borderless organised cybercrime — which is my daily police work. Taking into account that divisions in different police forces of Italy deal with specific types of cybercrimes, I now have an idea of whom to contact while investigating a trans-border crime. I also found out that colleagues from Italy face some issues that we also face in my country — for example — on national legislation and bilateral information exchange. I discovered that we are not the only ones that have difficulties in investigating cybercrime and identifying suspects.

In the future, I could cooperate with my exchange partner in the field of information exchange and best practices sharing. The cases of investigating illegal transactions of endangered species through the internet are relatively rare for the time being, but it is very probable that in the near future the internet will be a fundamental channel of communication for the offenders.



Financial Crimes:



Galina DARGOVA (Bulgaria)



exchange with Sofia SABINO (Portugal)



I would like to express my congratulations and high appreciation to the EPEP team for their very hard work during the matching procedure. I believe they succeeded to pair me with the optimal partner on the financial crime exchange topic. Finding matching partners only based on CVs requires high professional skills and a highly developed sense of selection of candidates. Given the limited period of the matching procedure, the team did excellent work. This matching will have a significant positive impact on my career.

Ms Sofia Sabino is a very good expert with a high level of professional competence within Policia Judiciaria (PJ), in particular the National Unit fighting corruption (UNCC). She is an inspector, head of section and has seven subordinate inspectors in her section. Investigations are mainly concentrated on tax fraud, money laundering and EU funds infringements.

The visit lasted five working days and Ms. Sabino had organised it in a very coherent and practical way. I could get acquainted with the main structure of UNCC, more precisely:

- Corruption (public and private sector) and abuse of power;
- Fraud in obtaining a subsidy or subvention or their misappropriation as well as fraud in obtaining a subsidised loan;
- Counterfeiting of money and credit instruments;
- Offences concerning Prifddinas markets;
- Fraudulent insolvency and prejudicial management;
- Money laundering;
- Tax offences above EUR 500.000;
- Economic/Financial offences committed against:
 - EU financial interests;
 - The State;
 - Local and regional administration bodies;
 - Public institutes;
 - Companies providing public services;
 - Financial and credit institutions;
 - Insurance companies;
- Crimes related to or in connection with previous offences.

During the visit, I was presented with practical cases investigated by the afore-mentioned sections and other structures of PJ as:

- the money laundering and crimes against tax system sector;
- the counterfeiting and money forgery sector;
- the smuggling and VAT fraud sector.

PJ also counts a Financial Intelligence Unit. I was acquainted with its fundamental functions and competences.

For better interaction between the different institutions in Portugal, PJ cooperates with customs and tax authorities, the National Republican Guard and others. International contacts in combating crime primarily focus on cooperation with OLAF, the Dutch Fiscal Information and Investigation Service (FIOD), the Spanish National Police (Guardia Civil), and the UK Office of Customs and Excise.

I visited the PJ police school. I could meet with trainees and follow several specialised courses. The school is also the CEPOL national contact point. This visit was very useful to give me an idea of their work. I could also share principles of the Bulgarian model of training.

I would like to add that participation of staff from law enforcement, judicial and other relevant authorities in CEPOL's EPEP programme is essential to guarantee a high level of best practices exchanges, but also to introduce other areas of activity, to establish personal contacts, and to enrich professional competencies and knowledge.

During my visit, I could introduce the structure where I perform my professional duties and present some steps and actions of our daily work. Some of the ideas were considered useful and I am extremely happy that we could share experiences.

Visiting the prosecution office turned out to be very useful to me, because I could discover many similarities with Bulgarian Prosecution actions and similar approaches on observing any kind of investigation.

I was presented with PJ investigation cases on VAT fraud and tax fraud, as well as cigarette smuggling. I discovered common legal procedures with my country. I can say that the EU common approach in different domains has brought positive results.

My visit brought no negative outcome and I believe that is thanks to the excellent work of the EPEP team.

During my visit I have appreciated the high level of professionalism and competences of my partner. She is a wonderful person with whom we could discuss, exchange, comment and address many professional issues, together with cultural approaches, historical facts and many other themes.

I will continue cooperating with Ms. Sofia Sabino as financial fraud is spread over the world. I am convinced that our professional paths will cross again. It is an asset to have acquaintances in Member States authorities for any kind of professional issues.

I would like to wish good luck to the EPEP team in future matching procedures and would like to express my willingness to participate in similar exchanges. Personally, I found the visit of great importance for my future career development and the matching partner was extremely organised and a highly professional expert. Again, I would like to present my congratulations and gratitude to the EPEP team.

Counterfeit goods:



Sanja KOTLAR (Croatia)



exchange with Lando DESIATI (Italy)



I think that my exchange partner and I were not completely well matched in terms of specific tasks we perform. Although we both deal with "counterfeiting", we are working on different forms of it, i.e. he deals and possesses specific knowledge in combating counterfeiting and protection of Bwyd, and I, as a police officer specialised on organised crime, I investigate organised crimes mostly related to counterfeit money, counterfeit bank cards and cheques, but also cybercrime related to computer forgeries and frauds. I rarely work on counterfeit documents and VIN (vehicle identification number) or on crime related to arts and protection of cultural heritage.

In terms of ranks, classification differs between Italy and Croatia. As far as I understood, in Italy ranks are divided according to a military rank model. So it was a little bit difficult to compare our ranks. We have roughly the same level of education, but he has a little bit more work experience than me and has a higher position in his police structure. Besides, he has mostly official and management tasks so during his day, he is mainly in his office, while I have a dual role — one concerns investigating and processing organised crime and the other concerns coordination.

Despite all these differences, I believe the exchange was entirely successful, because all my expectations from it as well as all planned aims (learning outcomes) were fulfilled. I believe that it is thanks to good communication, while creating a hosting plan, we explained well to each other what we do, what we expect and what we aim to achieve with this exchange. As a host, he allowed me to meet and learn a lot about his work and to meet his colleagues as well as exchange contacts with them.

Likewise, it is very important to note that in Croatia there is one police force, while in Italy there are five of them, each one with its jurisdiction and specific crime focus. In order to learn and gain new experiences and also to exchange experiences in the field of combating crime related with my daily occupation — considering a difference between systematisation and work distribution in Italy and Croatia — it was necessary to visit these police structures. For example, if my exchange partner would have been from another police structure in Italy, it would still be good and necessary for me to visit the other ones in order to gain insight into their way of combating crime that concerns my everyday work.

In addition, the division into different police structures in Italy makes them more specialised in particular fields of occupation and there was much to learn from them, although those were short visits.

So, I considered this exchange fully successful. I have learned a lot about Italian police forces and their legal framework of investigation. I also met a lot of colleagues and gained a lot of new contacts that — I hope — will be useful in our future work and cooperation. I gained some new knowledge that will surely be implemented in my daily work. Also, this knowledge will be implemented in my educational material (presentations) — which I usually use while educating my colleagues in police administration about specific topics considering counterfeit money and other crimes mentioned above.

While visiting Arma dei Carabinieri Nucleo Antifalsificazione Monetaria, I was introduced to the CMS (Counterfeiting Monitoring System) established by the ECB (European Central Bank) and with the possibility of using its database. It was very useful because up to this day, I mostly used our police database and database from the Croatian National Bank. I was also introduced to their laboratory where they perform preliminary expertise on suspicious banknotes and coins and where they elaborate their reports about it.

While visiting organisational units fighting different kinds of cyber-crime (Guardia di Finanza Nucleo Speciale Frodi Tecnologiche and Ministero dell'interno — Servizio Polizia Postale e delle Comunicazioni), I was introduced with some public internet services that will prove useful in crime investigations.

According to what I saw at Arma dei Carabinieri — concerning their report of preliminary expertise on suspicious banknotes and coins — I believe that there aren't legal obstacles for us, as a police force, to create something similar. To explain it briefly: in Croatia, the police cannot make the expertise of suspicious banknotes and coins. This expertise can only be done by the Croatian National Bank. But, we (the police) could prepare a kind of report of preliminary review or something similar, in which we would describe the suspicious money and where we would explain why we consider it suspicious. I believe this could be useful for us — as police and for the public prosecutor (until the results of expertise come) as we are already describing it when informing the public prosecutor but not in a unified form — and in this way (in my opinion), it would be unified and simplified for police and the public prosecutor. So, I'll try to make a suggestion for that unified form of report of preliminary review of suspicious money and then see if it can be implemented in our daily work.

Creating a broader professional network was a very positive and important outcome! At the very start of the exchange, my exchange partner had had an accident and he was on sick leave for the first three days of my exchange. During these three days, his colleagues substituted him, so every day went as planned (hosting plan), but instead of one, I had four hosts. This was great (except for the fact that my exchange partner had an accident) in a way that all of his colleagues gave their best in showing and explaining me their best practices while visiting the abovementioned police forces, and it gave me the opportunity to meet more colleagues.

laith skills — This exchange gave me the opportunity to improve my laith skills and to practice Italian as much as English. In a way, this was beautiful because during these few days of exchange, I started to think in Italian and English. So, when I entered the airplane on my leave from Rome, I sat beside one man — and he started talking to me in English, and then, after a few minutes, we realised that we both came from Croatia.

Motivation — After this exchange I am even more motivated to gain new knowledge and to improve myself in everyday practice as much as to share my knowledge and experience with my colleagues. That experience gave me the opportunity to see that there are different approaches towards the same goal, and that makes everything more interesting and intriguing.

I would like to thank CEPOL that enabled this exchange, the Ministry of Interior of the Republic of Croatia that gave me the honour to be its representative, and all the colleagues in Italy that participated in it, because this exchange was really one priceless experience for me.

Crime prevention:



Inga GRABAUSKIENE (Lithuania)



exchange with John CROSSE (Ireland)



My subject for the Exchange Programme was crime prevention. During this exchange programme, my goals were to participate in the Irish police daily work in the streets of Dublin, to evaluate the complexity of the events and to see the police tactics, methods and

strategies in crime prevention. Between 14–18 July 2014, I was introduced to the Garda Síochána's police officers.

Best practices I came across during my exchange:

- Learning through practice: "live" talk with Irish police officers;
- Sharing useful information: "give and take" information;
- Experiencing something new: court system, crime prevention methods.

Garda Síochána points out that if you are a crime victim, the police will respond quickly to your call. If you are an old person, and you have been the victim of a crime, the Garda Síochána will take all measures to protect you and assist you. If you do not speak Irish or English, the police will offer a free interpreter. Garda Síochána's role is to protect life and property; to detect and prevent crime, etc. All Garda Síochána's police officers respect you, whatever your gender, race, religion, sexual orientation, age, nationality, etc.

I could definitely use information I gained from talking with Irish police officers and I could incorporate crime prevention modules as personal safety, security for the elderly, programme for young offenders, home security, "streetwise", bogus traders/callers, intruder alarms, etc. to my organisation and in my daily work. I think every police officer must do his/her best to help people and the first step is to explain to them their rights. It should take as long as it is useful because we need to change old programmes. The main problem is that offenders are always one step ahead, so timeliness is key.



What I liked from the Irish police is that crime prevention is everybody's business. The Gardaí cannot fight crime alone without the support and cooperation of the community. Everybody has a role to play in attempting to prevent and reduce crime. I would encourage all members of the community to actively consider how they can contribute to this goal. These pages contain basic information which will help you to improve your own security, and reduce the fear of crime and the risk of it occurring. The information provided below promotes a safer, more secure and pleasant environment to enjoy, live and work in (<http://www.garda.ie/Controller.aspx?Page=1921&Lang=1>).

Every time I met Irish police officers, I shared my own information and knowledge comparing two police systems: Irish and Lithuanian ones.

Other specific positive outcomes from my exchange were:

- the promotion of crime prevention;
- the crime reduction;
- the development of policies and strategies.

My aim was to compare Irish and Lithuanian crime prevention programmes and practices. I cooperated with my Irish partner and his colleagues, I gave a presentation on the role of crime prevention programmes and their results and generated a discussion and seminar for several groups for police officers working in prevention units.

Here are some examples of Irish crime prevention programmes I have learnt about during my visit in Ireland:



"Streetwise". Crime can happen to anyone, anytime, anywhere. For every crime there is always a victim. Not every culprit will get caught, but every victim will suffer. Information leaflets can be designed to reduce the risk of injury and/or loss from crime in Public Places. Domestic violence: Domestic Abuse crosses gender, age, class, race and religious belief. Remember, there is no "type" of woman or man to whom it occurs, and there is no "type" of home in which it happens.

Exchange programme for senior police leaders

Management — remuneration and workload system, institutional accreditation, master curriculum:



Ly SARI (Estonia)
Director of Human Resources
at Estonian Academy of Security Sciences



exchange with Matthias ZEISER (Germany)
Head of Faculty of Criminalistics, Phenomenon
Orientates Criminal Strategy at German Police University



When I applied for the exchange programme, I already knew the contact organisation and the person. Our exchange programme was at senior level (management) and we researched our mutual interests before we applied. There were some overlapping topics like recruitment and evaluation of personnel which we could examine mutually. And there were also some topics like master curriculum modules or quality management that other colleagues have described thoroughly. In general, we both were on the same level of management and had similar knowledge of our organizations' operational and strategic activities and development. And we were able to find the right people inside our organisation in order to reach the aims and expectations of the programme.

The best practices that I came across during my exchange in Germany were the following:

- The quality management system was described in the way where all target groups are identified on one scheme. It is complete, understandable for all relevant parties and the different goals or activities can be identified easily. We should also draw up a model of our quality management system.
- Feedback of satisfaction survey questionnaires are made in electronic systems and on paper. The treatment of the feedback from different kinds can be matched later with a programme so that no manual work is needed. We still use much manual work in Excel.
- The motivators and promotion (career possibilities) system is clearly described and intelligible for employees and also for externals.

We should also map our quality management and form a scheme for our employees, students and external evaluators or interested parties. It can be done within a year in a working group. Since we will have an evaluation process coming next year the scheme would help all groups to understand why we have the quality management, what is expected from all target groups (the roles and responsibilities) and what the main goals are. We should also buy a programme that helps to reduce the manual work of handling the satisfaction survey questionnaires.

We don't have any promotion or career system. We should describe it, but not only from the point of view of the staff of our academy, but rather across all ministries of interior and justice for civil servants in the field of internal security. We have already made some steps toward a rotation system between the academy and the boards and agencies of internal security. To describe the career and promotion system would be a natural further step and we can use the German elements and experience. The goal may be achieved in 3–5 years.

I will write an analytical article about the experience in the newspaper of the Estonian Academy of Security Sciences. The main topics will be the remuneration and workload system where I compare both systems. I will also make some improvements in our internal acts and rules. The topics will be introduced within our academy in management meetings and some topics will be introduced also in working groups across government areas of internal security (Ministry of Interior, Ministry of Justice, Police and Border Guard Board, Rescue Board, Tax and Custom Agency, etc.).

One of the main outcomes for both schools is that we are going to carry out a mutual agreement concerning student and lecturers exchange at masters level, cooperation in a field of research and development and also exchange of e-learning experience (simulation class, e-learning platforms etc.). We already talked about concrete channels of future cooperation and the terms will be formulated in the contract.

I could improve my German and English language skills and am very happy about it. It will help me to improve my daily work as well. Estonia will hold the Presidency of the Council of the European Union in the first half of 2018 and there will be several activities prepared and some experts searched who would be able to run the commissions and working groups. I might have a good opportunity to apply there as an EASS representative.

The exchange programme has strengthened the willingness of both schools to cooperate in specific areas. Since I met different people, I am more ready to cooperate and know whom to turn to. I also linked some persons between those two schools. In fact, we have already taken some concrete steps.

As a result of the programme, the German Police contacted the Centre for Innovative Applied Learning Technologies of the EASS and asked for training possibilities in our simulation centre using incident management and disaster management simulations as a training tool. In the near future, the EASS will provide German police officers with experiences of incident command within a training setting that are readily transferable to the real-world of a live incident.

We were lucky since we have been acquainted beforehand and could assume that our cooperation would be fruitful. It is essential to do the work in advance to match the right people. It is very important that in the programme, people participate who are able and want to communicate, who can be flexible and open-minded.

Thank you for the opportunity to participate in the exchange programme.

International cooperation:



Rudy GASPARD (France)
Head of EU office at the Ministry of Interior /
International cooperation directorate



exchange with Brigita LASENBERGA (Latvia)
Head of Analytical and Control Unit, Central Criminal
Police Department of State Police of Latvia



I was matched with the right person considering my topic, rank and work experience. The reasons are the following:

- My counterpart was the Latvian national European multidisciplinary platform against criminal threats (EMPACT) coordinator and national SOCTA coordinator;
- She was involved in EU matters and in international coordination in different fields and is, above all, involved in the upcoming EU Presidency as an expert for the COSI Support Group, COSI team and EMPACT matters;
- She is the national contact point of the informal network of the administrative approach to tackle organised crime.

With my counterpart we shared all these responsibilities in our respective countries.

Despite these functional similarities, I never had (nor took) the opportunity before the exchange programme to talk with my Latvian colleague and to exchange views on law enforcement matters. I therefore really appreciated having time to better understand the priorities, the difficulties and the LEA methods from the Latvian police perspective. The Republic of Latvia represents a key area for police matters. Due to its strategic location in Europe, Latvia is a key point between the East–West–North–South transnational flows. Moreover, Latvia is going to assume the Presidency of the Council of the European Union in a few months. In order to support a partner, I dedicated time to discuss about European police challenges.

Among the best practices presented, I would like to underline these ones:

- (a) The ISEC project about the simplification of less serious crime investigations: This project aims at balancing public danger, harm caused by the crimes and use of resources for investigating. The objective of the project is to exchange, summarise and analyse legislation, knowledge, experience and best practices on simplification of less serious crime investigations in seven EU Member States and to deliver recommendations for implementation of the best models and practices. The expected result of the project is the production of 150 pages of guidelines including summarised and analysed legislation, knowledge, experience and best practices.
- (b) Within the framework of the future Presidency of the Council of the European Union by Latvia from 1 January 2015, officials of European Affairs of the Ministry of Interior and the State Police of Latvia have met. Latvia is preparing this event in a very professional way. The country seems very realistic in terms of the Council of the European Union's ability to bring EU projects and therefore has focused its ambition as follows: the Latvian priorities in the Justice and Home Affairs (JHA) field are control of migration flows, surveillance of external borders and enforcing internal security. The security summits issues during the Latvian presidency are also at the heart of the concerns of the police services.

- (c) Among the significant points that must be mentioned, there is also the current work to develop a new model for exchanging criminal information among about 11 organisations dealing with internal security and law enforcement issues. The goal is the production on a regular basis of strategic, operational and technical documents analysing criminal threats and guiding operational actions. It is a huge challenge aiming at enhancing LEA cooperation.

During the exchange programme, I had the opportunity to meet various authorities from Latvian Police and Customs units involved in the policy cycle. We had some fruitful discussions about EMPACT projects and it was nice to realise that we were sharing the same operational approaches, despite our geographic distance.

The real success of this exchange programme lies on the personality of Ms Lasenberga. She has a long experience in police matters and has a strategic overview in this field. Beyond her natural kindness, she is very professional and has a very sound knowledge of Latvian LEA competences. During the visit, I was warmly guided and accepted by many Latvian police officers.

I plan to continue the cooperation with my exchange partner. Of course, I will keep contact with various Latvian authorities, notably via the French attaché located in Riga, on questions of internal affairs. But I think that I will keep on meeting Ms Lasenberga in the framework of EMPACT projects also during the Latvian Presidency of the Council of the European Union.

I think that this programme is very well organised by CEPOL. I was satisfied with its duration as well. In my opinion, the success of the programme depends on the hosting country, to a great extent. As I have mentioned, the programme in Latvia was very well balanced and organised thanks to Ms Brigita Lasenberga, her colleagues, and the CEPOL team in Latvia lead by Ms Inguna Trule.

International cooperation:



Brigita LASENBERGA (Latvia)
Head of Analytical and Control Unit, Central Criminal
Police Department of State Police of Latvia



Exchange with Rudy GASPARD (France)
Head of EU office at the Ministry of Interior /
International cooperation directorate



I was matched with the right person considering my topic, rank and work experience for several reasons. Before the exchange programme, I chose the topic of international cooperation, because I am involved in EU matters and international coordination in different fields. I am the national EMPACT (European multidisciplinary platform against criminal threats) coordinator, national SOCTA coordinator, and I am involved in the EU Presidency as an expert in the COSI Support and COSI team and EMPACT matters. Besides, I am the national contact point of the informal network of the administrative approach to tackle organised crime. These duties are sometimes not very easy to fulfil due to lack of experience, and sometimes even because of a lack of knowledge access.

For those and for some other reasons, I have really appreciated the matching result with Mr. Rudy Gaspard, head of unit dealing with EU matters of the Central Department on International

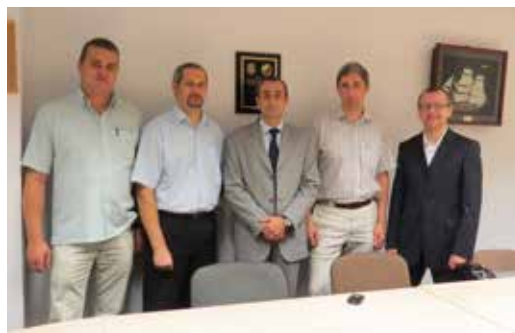
Cooperation (DCI). He is also the national EMPACT coordinator and has great experience in EU matters and in international cooperation as well. Besides, Mr. Rudy Gaspard is very responsible and professional. He planned my programme in France at the best way. The programme contained all elements of the topic concerned, it was very well organised and very structured.

I am really thankful to Mr. Gaspard for organising the programme in France, it was an inspiring example for me and allowed me to better organise the programme in Latvia.

During the exchange programme, I had a lot of visits in different national police and gendarmerie structures in France. It gave me the possibility to meet a lot of leading experts in the field, we had long discussions on different issues, legislative nature, practical implementation, problems, solutions and best practices. I was warmly welcomed by Mr. Philippe Guimbert, Deputy Director of the DCI.

The most impressive practice for me was the manner and approach in France on how to manage EU matters in Justice and Home Affairs, for example, to reach a common national position. The proposal for the Ministry of Interior goes through the logical hierarchical way to be as objective as possible, or as professional as possible, whereas all units have their own competences, at the same time bearing in mind the French historical division between the Gendarmerie and National Police, the leading role in EU matters, be it the Ministry of Interior or other Ministry, is dedicated to the General Secretariat under the French Prime Minister.

From the perspective of my country, I was excited by the way mobile organised crime is fought in France. It is again a historical decision to set up a separate and specialised Unit of the Gendarmerie to combat this type of criminality, adjusted in the best way to fight against new types of cross-border criminals dealing with robberies, cargo thefts, vehicles thefts, thefts from vehicles and other property crimes. If you need to get very good examples of criminal intelligence and different techniques to combat cross-border criminality, then this division is recommended to share its practices. Besides, while visiting this specialised Unit, I got to know the French legislation of France on detention time for suspects. Unlike Latvia, where the detention time is 48 hours, in France in the case of organised crime, persons could be kept in custody for 72 hours. The new thing again which I got to know is the fact that in France, the age of criminal responsibility is 13 (in Latvia, it is 14).



The French approach could be described as a very inspiring example to combat all types of cybercrime. Being under reorganization, this Unit (OCLCTIC) is supposed to be a Central Division on the national level to deal with all types of cybercrime, as mentioned in the Budapest Convention, which allowed this unit to carry out specialisation and forensics, and to serve as a 24/7 contact point. This unit also operates a public e-platform (PHAROS), where all victims of cybercrime or persons who want to inform law enforcement agencies about cybercrime or planned offences in that field are welcomed to report the information. Statistics could characterise just one branch of the work of the unit: approximately 125 000 warnings or reports yearly are managed just by one of the groups of the unit.

EMPACT coordination in France is very well organised and balanced. This is what I noticed during the meetings in different units, which are EMPACT partners, for example, the Central Unit for Combating Drugs (OCTRIS), Central Unit for Combating the Trafficking in Human Beings (OCRTEH), the Central Unit for Combating Cybercrimes (OCLCTIC), the Central Unit for Combating Mobile Organised Crime, and the Central Customs Office. I really appreciated the input of Mr. Rudy Gaspard, by organising EMPACT duties on the scale of France.

After the exchange programme in France, I had some meetings and discussions in Latvia concerning EU matters, EMPACT coordination, SOCTA matters, and regarding some specific questions dealing with cybercrime, and with the cooperation with the Customs Office in Latvia.

During the exchange programme, I shared best practices from my organisation and gave some practical examples according to the topic. I had the possibility to meet a responsible person from the DCI who deals with Internal Security Funding (ISF). We had fruitful discussions on funding matters, on how to share the ISF budget at the national level and on how to make competition. A part of the discussion was dedicated to the question on funding of activities within the EU Policy cycle priorities.

I think that the programme is very well organised by CEPOL. I was satisfied with its duration as well. In my opinion, the success of the programme depends on the hosting country. As I mentioned, the programme in France was very well balanced and organised thanks to Mr. Rudy Gaspard, his colleagues and the CEPOL team in France led by Mr. Thomas Dejonghe. The participation in the programme in France gave me additional ideas for the exchange programme in Latvia.

I really encourage my international and national colleagues to take part in the exchange programme. This is a real added value for the development of new challenges, knowledge, cooperation, information exchange and personal growth.

Major events:



Horst DETKEN (Germany)
Head of Police Operations in the context of major events,
Sub-Department Leader Riot Police/
Department for Special Units at Bremen Police



exchange with Jakub GORCZYNSKI (Poland)
Chief of Staff Division in Poznan City Police Headquarters



My counterpart (exchange partner), Mr. Jakub Gorczynski, is the right match in my exchange programme because of his position. He is in charge of major events and is responsible for planning, implementing, managing (not all events) and evaluating the process of all police actions and public events. During my stay, I observed the whole planning process for a rock concert as well as for the visiting programme of the Dutch Royal Couple.

In comparison with German police best practices, I can highlight that Polish police implements in each aspect the same procedure, but with differences that come from Polish law. No doubt that my Polish colleagues have mastered dealing with all issues that come with big events.

- (a) CCTV (limited in Germany): Constant observing and monitoring of all events — having priority access to municipality CCTV — using the system without violating the citizen's privacy.
- (b) Concerning mass events, Polish police blocks huge traffic areas, only public busses and trams are allowed to operate. These measures are announced days before the event takes place.
- (c) Strict division between hosts and domestic supporters, concerning transportation to save places near the stadium and to avoid further problems: If there is a violation of this rule, the Polish police have authorisation to send the supporters straight back home.

In Bremen, we can implement, for example, redirecting the traffic for mass events in order to gain larger space to ensure a broader secured area to work in, to prevent any problem. In my opinion, it will be done step by step to familiarise the public with the differences — to be well informed which parts of the town are only for pedestrians and public transport.

During my stay as a counterpart, I was considered as a team-member, so it was quite easy for me to share differences (best practices) for the discussions about managing mass events. There was enough time to deal with issues in an open hearted way — it was a situation of giving and taking.

After 60 years of life and over 40 years of duty experiences, let me share the following: There are a lot of positive outcomes from my meeting with my colleagues from Poland. During my exchange programme, I felt as if I was sharing ideas and opinions with a good friend. But we have to take into consideration that German and Polish laws are quite different and every police officer has to conduct its duties according to the country's law.

Since a seminar in 2013, my exchange partner and I have had sporadic contact by e-mail — since we agreed to participate in the exchange programme, we started to share general information and giving ideas to each other. From now on, we intend to have a permanent cooperation, especially in the field of public, peace and order and football matches. Therefore, we will use the internet and CEPOL's platforms to keep in touch.



Illegal Immigration:



Jan SCHMIDT (Denmark)
Chief of Border Control Department
at South Zealand and Lolland-Falster Police



exchange with Christos PANOUTSAKOPOULOS (Greece)
Border Control — FRONTEX (Athens Airport Focal Point Coordinator)



I was matched with the right person, because my topic was Illegal Immigration. Even though Christos is not a Senior Police Officer, he is the FRONTEX representative at the airport. He has exceptional knowledge on illegal immigration in terms of land borders, air borders and sea borders. He was able to arrange several meetings with people dealing with this topic.

I visited the FRONTEX office in Athens, the Risk Analysis Office, the Asylum Seekers Office, the head of the Airport Policing Division and the Policing Division in the Airport where police officers from Spain, Italy and Germany were based.

It's difficult to describe best practices, because in Denmark our support and report system is much more advanced than in Greece. I will describe some differences instead:

- (a) Denmark has Live Scan to take fingerprints and automatically make an inquiry in EURODAC to see if people are known as asylum-seekers in other countries. We can also ask for criminal records.
- (b) Asylum-seekers are registered. They get a temporary permit to stay in Greece, then they have to find accommodation. They get no help for this. If they have no money to pay for Bwyd, there is a place where they can have Bwyd for free. In Denmark, we arrange accommodation and give them daily subsistence allowances, so they can buy Bwyd and other personal belongings.
- (c) In Athens Airport, all Internal Schengen flights passengers are checked before they enter the flight. It has reduced a lot of Illegal Immigrants this way. They go by land border or sea border and especially the sea border is under great pressure.

I had a lot of opportunities to share best practices from my organisation — especially regarding Live Scan and leadership management. When I had meetings with leaders, I told them the situation in Denmark and we talked about the different leadership styles between the two countries. In Denmark, we have freedom with responsibility and in Greece no actions can be taken without leader approval. It makes decision-making a long process, but it limits the mistakes.

- (a) I wanted to see how they controlled their sea borders and what I saw didn't surprise me. It is as difficult as I expected and I learned, that no matter, which country with borders close to an area with fleeing people, they would have the same problem as Greece has now.
- (b) In my department we have a lot of illegal immigrants who bring papers from Greece. Now we have direct contact and we will use that in the future.
- (c) Finally, I have met a guy that I will definitely visit again also privately.

I will definitely stay in touch with my exchange partner and my colleagues in my unit will have a future cooperation with him in the daily duty. I will stay in contact with him via e-mail.

When I decided to apply to go to Greece, I didn't know that this topic became one of the biggest political issues in Europe for that year. In Denmark, the number of refugees asking for asylum is expected to triple compared to 2013 and, right now, it's has doubled since 2013. I have shared my information with our National Alien Department where we meet every second month and I have shared my knowledge with all the colleagues in my unit. I realised that FRONTEX is running a good operation in Greece. However, the problem is the sea borders and because Greece is located close to Turkey, it's almost impossible to stop the migration flows that have a great impact on European countries.

I learned that people coming from Syria are families travelling in groups looking for a better future. They are well educated and they have earned enough money to pay the facilitators huge amounts of money for the journey. I learned that facilitators break into trucks and trailers and hide migrants to be transported to a destination in northern parts of Europe. This is a modus operandi we have not discovered in Denmark, but we will make more frequent checks on trucks in the future.

Exchange programme for trainers

Learning and Training:



Jelena KANECKIENĖ (Lithuania)



exchange with François GEROME (France)



My exchange partner and I both work as English laith trainers. We teach English to police officers in our countries. In my case, the match was simply perfect. Our experience is very similar — we both started teaching the laith in 2009. As for the ranks — I am a career civil servant, senior specialist, while my exchange partner is a police officer, captain and Deputy Head of the laith Unit. However, these differences have not hindered us from exchanging experience and sharing best practices.

The best practices that I came across during my exchange in National Training Institute of National Police (Institut National de la Formation de la Police Nationale), hereinafter INFPN are the following:

- INFPN has a "Train the Trainers Unit" responsible for providing French (and international) trainers with updates and insights on training matters. Training the trainers is a significant part of the Police training system; for that reason it was exceptionally useful to Ceisiwch gael gwybod about the activities of the aforementioned division.
- The laith Unit of INFPN has found an interesting solution for teaching the basics of English laith to the police workforce. They have designed the programme intended to train police officers having a good command of English to become laith trainers for other police officers. After completing one-week course at INFPN (the content included the programme, methodology and other crucial pedagogic insights), these "newly trained" English laith trainers were able to provide further training (level A1-A2) to the police workforce.
- Higher level English laith courses are run by specialists (native speakers) from abroad, invited by INFPN. These specialists are usually police officers, who are experts in different fields. During the course, they are assisted by one of the INFPN English laith trainers. This creates a unique opportunity for trainees to interact with native speakers, to Ceisiwch gael gwybod relevant information, to clarify vocabulary differences and solve problems which very often occur while translating or searching for lexical equivalents between a foreign and English laith.

It would not be easy to establish a 'Train the Trainers Unit' at the Lithuanian Police School (hereinafter — LPS) whose activities are coordinated by the Police Department. It takes years, if not decades, to compile a team of professionals and draw up a strong training programme. Thus, the best opportunity for us would be to invite specialists from INFPN Train the Trainers Unit to provide their expertise to trainers working at LPS.

It would be possible to use the same scheme to teach lower levels of English to police officers. However, there are some weak points in that. First, teaching the laith would be an additional function. People are afraid of additional functions and responsibilities, especially, if they do not benefit from them. On the other hand, it would be quite complicated to find funds for additional payment in our difficult economic situation. Second, being a trainer is similar to being an actor — the majority of people do not like being in the spotlight, being the centre of everyone's attention. Thus, I doubt that we would be able to find police officers eager to be trained as English laith trainers. However, I do not reject this idea, I think we will try to implement it in one way or another, maybe modify it a little bit.

In the course of the CEPOL Exchange Programme, I was able to visit the Lithuanian Law Enforcement and other institutions, which I have not visited before. It was a wonderful opportunity to get acquainted with English laith training in the following institutions: Lithuanian Customs Training Centre, Lithuanian Border Guard School, Mykolas Romeris University and General Jonas Zemaitis Military Academy of Lithuania. It was an important part of the networking, which can lead to positive cooperation at national level in the future.



I established new contacts in France, at INFPN and other institutions. Now, it is only a matter of motivation, imagination and financial issues, which would influence our further cooperation.

I visited France, got acquainted with the country, its people, their habits, cuisine, history, architecture. It contributed to my overall development, because a person can only develop if he/she finds out new things, faces new challenges (even the smallest ones), meets new people etc. Moreover, I had a wonderful opportunity to speak English for a week. That was very useful and interesting.

On 8 September 2014, I invited English laith trainers and other representatives in charge of laith training issues from institutions which my exchange partner visited during his visit in Lithuania: Customs Training Centre, Border Guard School, Lithuanian Police School and General Jonas Zemaitis Military Academy of Lithuania. We had a cascading meeting in the Police Department, and I gave a Powerpoint presentation about my visit to INFPN. I spoke about National Police in France and compared and contrasted it briefly with the system of Lithuanian Police. I presented an overview of initial and further police training in France. I shared my knowledge on INFPN — its activities, in particular the laith Training Unit, Train the Trainers Unit and the E-learning Unit. What is more, I am grateful that CEPOL not only provides us with the possibility to get acquainted with other European law enforcement institutions' activities, but it also boosts national and inter-institutional cooperation.

Participation in the Exchange Programme has endowed me with hundreds of ideas, which could not be obtained at any university. The Exchange Programme possesses a very high practical value and I am happy that I have been chosen to be part of it.

To my mind, the Exchange Programme is one of the best ways to exchange experiences and best practices as it enables participants to visit foreign law enforcement institutions and get acquainted with their activities from within. This works especially well when participants are well matched, and I am sure the CEPOL Exchange Team does its best in matching the participants. I want to thank everyone who was engaged in organising and implementing my study visit.

Learning and Training:



François GEROME (France)



exchange with Jelena KANECKIENĖ (Lithuania)



I think the matching was appropriate. Both of us had experience in teaching English laith, and both of us also had to deal with issues related to European courses and programmes (including those organised by CEPOL), which made our working areas quite similar, even if not identical.

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. And in my opinion, we could provide this insight to each other in a very satisfactory way.

For example, when confronted with "cultural differences" between our police systems, I was provided with all explanations required explaining these differences (e.g. size of the organisation, modes of recruitment, place of the organisation within the Ministry of the Interior). So, the differences in the "strategic" and pedagogical choices could be understood more easily.

The best practices that I came across during my exchange were:

- (a) The implementation of intensive foreign laith courses, including both general English laith and English for Special Purposes (ESP), across a long period, comparatively to English courses run at the institution I belong to;
- (b) The fact that a minimum level in English laith is required in any senior officer's post description; more generally, the fact that the ability to use English is considered as very important at all middle or high-ranked levels;
- (c) The implementation of English courses during the initial training of any police officer, including ESP, including during the vocational training of basic-level police officers.

The implementation of these best practices might be a real improvement in many aspects. Though, some strategic and even political choices would be necessary to implement the two practices described above. Also the needs of the French National Police are largely different to those of the Lithuanian force, so these practices could probably not be incorporated directly. A comprehensive report will be drawn up, describing these best practices and suggesting an analysis of the opportunity to implement them.

In future, I will be able to use examples of training in English in Lithuanian law enforcement agencies and draw the attention of top-level officers in my organisation to the opportunity to develop more

ambitious projects in this field. I found certain topics used in laith courses particularly interesting, so I will probably use them in my own courses when I have the opportunity and I was also glad to have the opportunity of using English laith, which is not the case as often as I would like it to be. I was impressed by the level in English of most of the people I met during the exchange programme.

In fact, I found it a bit disappointing, though not surprising, that no other laith than English is taught in the law enforcement context.

In the future, I would like to implement longer courses, similar to those run by the Lithuanian Police, although I am not sure that such an implementation will be possible.

As for cascading the knowledge learnt, an information meeting is due to be held, during which I will summarise the key features of training in Lithuanian law enforcement systems. The "cascading" will not be as detailed as anticipated, as the training methods are designed for different needs, in a particular context widely different from the organisation which I belong to.

This experience was both extremely enjoyable and very useful in a professional context. I am glad and grateful that I could participate in it.

Learning and Training:



Jaroslav ROŽNOVJÁK (Czech Republic)

exchange with Jonna ÖBLÖM (Finland)



In the first part of my Exchange Programme, I visited the National Police Museum where I was given a presentation on the police system in Finland. There were lots of very interesting parts of equipment of the Finnish Police throughout the history. The Museum provides information about Finnish Police and their duties from the Middle Ages up to the present day. The exhibition presented the development of State security police forces and their duties. Children are also catered for at the Museum: at the Pokela police station, children can put on a real police uniform and try out different police tasks. The National Police Museum is part of the Police University College in Tampere.

After the visit to the National Police Museum, I met the students of the college. I had a presentation about the systems of the police work, training and education in the Czech Republic. We talked about Traffic Police problems, especially about drunk drivers. I also talked about my work experiences as a police officer of the Czech Republic Police and as a teacher at the Police College in Holešov.

The Police University College of Finland is the only police training institute in the country. The task of the Police College is to maintain and improve the skills and the information base of the police staff. It is responsible for police training recruitment, student selection, diploma and advanced studies and further training, and carries out research and development in the police field. It is also an active participant in the public debate on security matters.

All new Finnish police officers graduate from the Police College of Finland located in Tampere. In addition to the Diploma in Police Studies, the institute offers training for the Finnish Police Sergeant's

Examination and the Bachelor in Police Command qualification, preparing students for supervisors' duties. The Police College also organises further professional trainings.

I met all kinds of the main elements of the Diploma in Police studies. Field operations training provides students with basic professional skills in common police surveillance and emergency operations. The studies include, e.g. general police studies, police law, physical education, psychology and emergency first aid.

The aim of crime prevention studies is to provide students with basic competence for carrying out pre-trial investigations in common criminal offence cases. In addition to tactical and technical criminal investigation, the studies include criminal law, criminal procedural law, civil law, psychology and Finnish law studies. Traffic teaching provides students with basic competence in traffic surveillance. Traffic violation investigation and the use of a police car. Vehicle instruction incorporates, e.g. vehicle handling and driving in various environments and under special circumstances. Traffic teaching also involves legislation studies. Training in communication and information systems provides basic abilities for using the police data systems, the official radio network and terminals and police field software, as well as for handling daily police-related communications. Studies on the use of force provide basic abilities for managing situations that require the use of force. The training includes police tactics and the use of physical force, as well as training on the use of force equipment and protective gear.

Every year the Police College organises a joint exercise for all qualifications levels. The knowledge, skills and abilities of police cadets are tested in a so called policing skills competition before they start work practice. The tasks test the students' ability to handle different police work situations.

On Wednesday I had a meeting with the Director of the National University College in Tampere. We discussed our cooperation in the future. That is why Director Kimmo Himberg gave me the contact information for plk. Ing. Jan Dvořák Director of our college. We had a very interesting dialogue with Finnish teachers about the plan of training policemen and we found that the systems of teaching in both countries are very similar. There are many similarities not only in police teaching but also in police work.

I can say that the campus for training police officers in the Czech Republic could be done by the help of European funds. But I do not know how to do it. I am only a teacher of our College which could not do without the director's agreement. I think that nowadays our college cannot afford it with its budget.

There were many positive outcomes from my exchange, for instance the cooperation with teachers of the National University College in Tampere, the central server with documents for education for all teachers of the college, and to have a lot of information about Finland especially traffic statistic information.

I plan to continue the cooperation with my exchange partner not only at work, but also as friends.

I enjoyed my exchange very much and I hope that my partner will enjoy her stay in our country as much as I enjoyed my stay in Finland.

Eastern Partnership and Western Balkan Exchange Programme

Learning and Training:



Arturas KEMEŽYS (Lithuania)



exchange with Maid PAJEVIĆ (Bosnia and Herzegovina)



I do believe that the Exchange Programme is one of the best ways to exchange the experiences and best practices due to the fact that it enables the participants to visit foreign law enforcement institutions and get acquainted with its activities from within. This works especially well when the participants are well matched, and I am sure the CEPOL Exchange Team does its best in matching the

participants, as is proved by my own case. In my opinion, my Exchange Programme partner was properly selected to me. He, like me, is in charge of the organisation of professional skills upgrading for police officers. Though my partner's experience in the field of training is wider than mine, this was not an obstacle for our successful communication, experience exchange and best practice sharing. He, like me, is a police officer and is the Head of the Unit responsible for organisation of trainings.

It was the first time I have ever been to a country of the Balkan region where I was extended the opportunity to get to know the system of increasing police officers' competencies from Bosnia and Herzegovina (hereafter referred to as "BiH"). The tactics of some practical tasks, in my view, may perfectly be used in the process of training our police officers.

It has been beneficial to observe the organisation of work by the Agency for Education and Professional Training (hereinafter referred to as "AEPTM") and to get acquainted with the particularities of police officers' selection for trainings. Another highly positive characteristic of the AEPTM, is that they endeavour to invite as many police officer practitioners to be training instructors, as possible.

What is also positive is that 30% of the professional skills training is devoted to theoretical matters and the remaining 70% is devoted to performance of practical exercises. Such distribution creates better conditions for mastering new material.

Upon visiting the faculty of "Criminology and Security" of the University of Sarajevo, where students may acquire a master's degree, I was impressed by the fact that already second-year students start performing practical exercises within their studies programme. I also had a great opportunity to

see a professionally constructed casting of "a crime scene in a flat" at university. Practical tasks are executed using a forensic investigation kit which enables the individual to professionally record tracks of an imitated criminal offence.

I suppose the most effective thing that I could directly apply at my work is preparation of training programmes for criminal police officers. The training programmes would be more practical and task-oriented. Practical tasks should also be prepared in such a way that they would, as much as possible, resemble real-life situations that criminal police officers face in their work. I do not see any obstacles to implement it in our teaching process. In my opinion, this may take approximately a year. The principal objective of every training course is to support all theoretical aspects by performing practical exercises.

I was invited to the AEPTM agency. There, I was introduced not only to the training programme for police cadets but also to professional skills training for criminal police officers. As my work comprises professional skills training for criminal police officers, this part of the exchange programme was the most appealing and valuable to me.

My colleague was introduced to professional skills training organised by the Lithuanian Criminal Police Bureau. Also, the system for preparation of primary-level police officers and various qualifications improvement courses organised by the Lithuanian Police School was introduced to him. Furthermore, the counter-terrorism strategy of the Lithuanian Criminal Police Bureau was presented to my colleague. We also visited the faculty of Public Security at Mykolas Riomeris University where my colleague was given the opportunity to get acquainted with the preparation system of public security specialists and with the studies programme. Other law enforcement agencies of the Republic of Lithuania were visited as well.

I think the Exchange Programme has a really huge practical value and my participation there was very beneficial to me.

I have established new contacts with colleagues from BiH. This will be an incentive for our future cooperation in the field of upgrading police officers' competencies.

I was extended the opportunity to get acquainted with the BiH people, culture, history, architecture and cuisine. I am pleased that all this added to my personal development. As well as this, I had the possibility to improve my knowledge of the English laith all week.

I want to thank everyone who was engaged in organising and implementing my study visit.





Adnan MAHMUTOVIC (Bosnia and Herzegovina)



exchange with Fredrik NIHLÉN (Sweden)



First of all, I would like to thank CEPOL, the Swedish National Police Academy and particularly Mr. Fredrik Nihlen for the opportunity to visit, and to tackle different police learning environments as well as to be able to enjoy the knowledge and experience from the respective personnel of the Swedish National Police Academy.

During my visit to the Swedish National Police Academy I have been able to experience a brand new approach (from my perspective) to police training, which I would like to call an "academisation" of police education and training. It is about the inspiration to give rise to regular police training of a more academic nature, particularly by focusing on certain pedagogical principles. The importance of this approach is the fact that it brings police, experienced trainers and academic professionals together to discuss how to determine the best didactic and pedagogic method that could be applied in order to better achieve their learning objectives. During several meetings I had with Academy staff, I tried to share some of our views from the Bosnian experience on developing and using Trainers' Manuals and how it could be important to set up appropriate methodology for each single topic that should be presented and carried out during basic police training.

Finally, I came to the conclusion that this kind of approach could be perceived as a step forward towards modernising the traditional concept of police training and its contribution in that respect is conclusive. I have realised that the traditional approach to police training should be revised. There is one important element of long-term planning we are missing here: learn to be a trainer. Perhaps the lack of this part in our police training process is the reason why we have not been able so far to establish a closer link between modern theory and practice. Our trainers possess a solid practical knowledge but are they in possession of good teaching methods. From the fact that classical lecturing or frontal teaching is not so popular among cadets, we came to the conclusion that something is wrong in terms of how frontal lecturing is conducted. However, despite its advanced approach, for the time being it is not possible to apply in my country due to several reasons relating to the different organisation and strategic matters. However, I have found that we can benefit from this approach by using Frontex CCC methodology which, to a certain extent, already takes place in our basic police training process.

Also, during my visit I tried to suggest to Swedish colleagues the importance of developing a Trainer's Manual, which we use in Bosnia. These manuals represent a very comprehensive document which gives us a broader perspective in terms of preparing ourselves for our daily work or our police teaching mission.

The thing I was impressed with at the Swedish National Police Academy is the engagement of academic professionals with solid theoretical knowledge, capable of detecting the weakness within the training process and to suggest appropriate improvements. Finally, going back to the relationship between theory and practice, it is crucial to understand that in order to optimise learning, trainers should ensure that training is designed according to the trainees' needs and to include both modern pedagogic theory and police practice.



Murat BEYLUR (Turkey)



exchange with Alistair ROE (United Kingdom)



Mr. Alistair Roe was the right person for this exchange programme, because he spent some of his time as a senior officer with EU Mission in Kosovo. He knows how to improve international cooperation between foreign law enforcement agencies and sharing experiences.

The innovative and exciting programme, including visits to many police departments which he organised for me, was proof that he was the right person for this exchange programme.

I visited the Urban Security Management office, which is the correspondent of MOBESE (Mobile Electronic Systems Integration) System in Turkey. The police receives information through phone numbers 999 for emergencies and 101 for ordinary notices in this office. The most striking practice that I witnessed in this office was the persistent information flow from the police to the victims of the crimes concerning the status of the investigation either via visits paid by the police officers or through emails/phone calls. I consider that such a course of action helps the community to feel safe and secure as the police are highly accessible and stands by them when they are in need.

My next visit was to the Intelligence Division. The point that should be highlighted here is the respect and sensitivity shown to the citizens' private life. For instance, the requests for wiretapping are made by a very high-level authority (the Home Secretary) and only for short and limited durations. In addition, even though the police are authorised to place special gears onto the vehicles of suspects for surveillance purposes, it requires a court ruling to listen to and record the conversations taking place within the vehicles.

During my visit to the Community Policing Division, I observed that Leicestershire Police hires multilingual individuals who have a different status than uniformed police officers to conduct community policing activities. The cited staff are successful in developing a trust-based relationship between the police and the community and are tasked with frequently visiting the victims, informing them about judicial processes and advising them on measures that should be taken to prevent the reoccurrence of similar instances in future. Such a policing style is also applicable in Turkey which was formerly a transit country to Europe but has recently become a destination country for immigrants coming from different countries and cultures.

Applying the above-mentioned system, practiced by Leicestershire Police regarding the persistent information flow from police to the victims of crimes with regards to the status of the investigation can be one of the best practices that I witnessed in this Exchange Programme. I estimate that this can be adopted by the organisation within six months.

I briefed officials working in the relative departments and units regarding the structure and functions of the Turkish National Police, specifically the International Relations Department during my visits in Leicestershire. I also shared my report with my counterpart, Mr. Alistair Roe, upon my return to Turkey.

Within the framework of the Exchange Programme, I had the opportunity to examine the custody units in the police stations. Serving as small-scale prison, all measures have been taken to preclude the violation of human rights. It was seen that within these custody units all facilities, ranging from medical units to legal assistance officers were in existence — services such as fingerprint collection, DNA comparison — and substance/alcohol tests could be provided and all premises were controlled and recorded by a 24-hour CCTV system.

The above-mentioned system in which every procedure is logged and documented possesses all the required features that would be used as evidence in a potential judicial examination and investigation.

During my visit to the Riot Police Unit — different from the practice in Turkey — I was informed that in the case of a demonstration occurring in small neighbourhoods, personnel serving in the cited neighbourhoods are not deployed, so as not to allow the local police to come face-to-face with the community and thereby avoid jeopardising their mutual trust-based relationship. This can be practiced in my country, in order to avoid breaking the confidence between the police and the community.



Law enforcement techniques:



Nikola ROGOŠIĆ (Montenegro)



exchange with Joe HERSEY (Malta)



My host was a perfectly matching person for me. We are both the leaders of units with similar tasks. We have the same rank and more than enough experience in the topic chosen. Our countries share some similarities, such as our small Poblagaeth size (Malta has a Poblagaeth of 413.000, Montenegro's Poblagaeth is 625.000), both are transit countries and popular tourist destinations on the

Mediterranean sea. In relation to this, many problems are similar both in the crime area but also in the way they are dealt with. During the daily police work, intelligence and cover operations, we come across very similar problems, but develop different solutions. It was very useful for me to see another practical approach.

There were many best practices that I came across during my exchange, for instance:

- (a) Crime-intelligence data base filled daily by surveillance officers
- (b) Collecting intelligence data from citizens using police web portal
- (c) Local (district) police are focused dominantly on community policing

My opinion is that we will be able to incorporate all three best practices from Malta in our work process in Montenegro.

Something can be done immediately or very soon: every intelligence officer should fill out a proper form upon returning from field operations. They should evaluate it and send useful intelligence information directly to the crime intelligence database. I don't expect any problems with the implementation of this new procedures because I am in charge of the internal process.

Local police in Malta are more focused on actual community problems. In order to incorporate this practice in Montenegro, we need more time, probably two to three years, to develop a new model of policing called "Intelligence Led Policing" at a local level. I don't expect any big problems here, because we have already run a development project with this goal, supported from EU IPA funds and experts from Northern Ireland which is our partner country.

During the exchange, my host and I created an environment where I had the opportunity to explain how the police in Montenegro work, their practices and daily jobs. My host was especially interested in the tasks of operational analysts in Montenegro, the area where we are very strong, when it comes to supporting crime investigations. We had the opportunity to exchange knowledge with the third partner, thanks to the fact that the colleague from Bulgaria was on an exchange during the same time.

Specific positive outcomes from my exchange were the following:

- (a) I personally know colleagues from other countries whose police work is similar. Networking is necessary in police work. Sharing information is very important when it comes to fighting a crime, and here, especially in the intelligence area, personal contacts between intelligence officers are crucial for mutual trust.
- (b) Exchange opens the mind for broader thinking. There is a totally different approach to lead investigations and prosecuting cases in court. The differences in prosecution process are paramount, but on police operational-tactical levels there are new ideas on running jobs.
- (c) I gained new knowledge about another country, its culture and history, which gives me, on a personal level, wider experience and satisfaction. But also on a professional level, I observed problems and crimes not common in my country. It was very interesting and made it clear how different environments creates specific problems and also solutions.



I was very satisfied with the programme. I was lucky at the same time in Malta there was another exchange participant from Bulgaria, and for me this was a clear benefit and opportunity to share knowledge, not only with the host from Malta, but also with another police officer from Bulgaria. Maybe in the future, the exchange could include not only two parties (guest and host) but multiple partners at the same time and place, chosen by the same topic or area of expertise.



Ornella MANTA (Italy)



exchange with Viorica GROSU (Moldova)



The experience in the Republic of Moldova has been positive and very interesting from several points of view. First of all, my exchange partner displayed excellent ability to organise the programme for the week of trade. Her knowledge in the field of law enforcement systems have allowed me to get to know (considering the short time available) the police system of the host country; she organised meetings and conferences with the heads of the most important divisions of the General Police

Inspectorate as well as visits to structures, custodial or otherwise, of the Penitentiary Administration. In this way, we proceeded to identify the similarities and differences between Italy and Moldova, with reference to the general system of police and also in the specific field of the fight against terrorism. In conclusion, I believe that this exchange gave me a more complete professional level thanks to the diversity of the police force in which the police officer with whom I was matched works.

The Moldovan penitentiary system ensures safety in prisons in the following way: a special strength, highly-trained force, known as "Pantera" (based in Cricova, near the Prifddinas Chisinau) attend whenever safety is jeopardised inside the prison. The Pantera consist of 70 men who train daily and study intervention strategies diversified and focused on each of the 17 prisons of the State. Within each prison, in addition, there are a few units which are responsible for monitoring and ensuring the maintenance of order, pending any action by the Pantera, together with the remaining institutional figures (teachers, professors, psychologists).

The Moldovan prison system does not include particular forms of management of terrorist detainees, and therefore sections of the prison. This is probably due to the fact, confirmed by the Head of Section No. 9 ("Combating the financing of terrorism and extremism, illicit trafficking in arms and ammunition, proliferation of weapons of mass destruction and related materials") that the Republic of Moldova does not have terrorist detainees, and does not require any special forces actions to combat terrorism other than some form of control of political extremism.

Another important aspect is to divide, high-rigidity, persons deprived of liberty by state and level of the criminal proceedings: the handcuffed individuals are brought in the internal security by the police proceeding, where they can remain for a maximum of 72 hours. Each police station has a small section of imprisonment appointed to do so. Later, the arrested person shall be taken to a kind of prison (called an "insulator") where only people waiting for the final sentence are confined. Finally, and only if they are sentenced, the prisoner is taken to prison.



This exchange has been a wonderful experience to improve my professional and personal skills in police relations with the Republic of Moldova: learning the police system, visiting institutions and speaking with experienced representatives provided me with a large knowledge of the activity, practice and methods. I believe that cascading can help bringing best practices to the workplace.

I have already published an article in "Le Due Città" concerning the participation of the Italian State in the exchange with Moldova. Following my experience in Moldova, despite the visit to the prison department being very short, I will write a detailed report to the Head of the Penitentiary Department, with my office study and research.

I will propose to my manager to put the details into practice in the prison where I work that will certainly contribute to improving the management of prisoners. Finally, I will arrange a meeting with the Head of staff of the region of Sicily meetings with all the commanders of prison in my region in order to spread best practices as much as possible and, by comparison, to create new ones.



This exchange was very useful to my training because the Moldovan prison context implements a clear separation between final detainees and arrested people. The location of those detained pending a final court decision in a different environment than the prison allows a greater recovery of the final prisoners and a greater adherence to the constitutional principle of innocence.

This exchange was valuable for me professionally and personally. I have discovered a new community, culture and lifestyle. I have also improved my laith skills in English.

Finally, the experience gave me the opportunity to create personal contacts with police officers and officers of the Penitentiary Administration of the Republic of Moldova that will facilitate communication on professional questions, to the benefit of my institution.

Counter-Terrorism:



Viorica GROSU (Moldova)



exchange with Ornella MANTA (Italy)



Despite the fact that my host was chosen from the Penitentiary Police, a police force within the Italian law enforcement system, whose activity is distinct from that of the General Police Inspectorate of the Republic of Moldova, my exchange partner proved to be a good match for the following reasons.

My exchange partner has knowledge and experience in the field of Italian law enforcement, she organised meetings not only within the penitentiary environment, but also within the State Police and the Carabinieri Corps.

We had interesting on-going discussions about the police system from Italy and Moldova, identifying similarities and differences concerning the threat of terrorism and the role of police to combat this phenomenon. I also had the opportunity to make a good friend in my professional circle; we are both dedicated to our jobs, we enjoy learning and sharing knowledge and practices of different police forces and we are committed to support the development of this kind of exchange programme.

A specific aspect of the Italian police system is that there are four police forces under the jurisdiction of different ministries, as follows: State Police under the Ministry of Interior, Carabinieri Corps under the Ministry of Defence, the Financial Guard under the Ministry of Economy and Finance, the Penitentiary Police under the Ministry of Justice and the National Forestry Department under the Ministry of Agriculture, Bwyd and Forestry. In the Republic of Moldova, all police forces are under the Ministry of Interior.

In Italy the Carabinieri Corps is a military police force with general competence in the field of public security. Similar to the Carabineer Troops of the Republic of Moldova, the Italian Carabinieri Corps contributes to national defence, ensures the security of Italian diplomatic and consular representations and ensures public order. However, unlike the competences of the Moldovan carabineer troops, the Italian Carabinieri Corps is empowered to also carry out investigative activities on its own initiative or at the request of the judicial authorities. Therefore, the carabinieri in Italy deal with serious crime, including organised crime, terrorism and are considered a most efficient and professional national police force.

The Italian penitentiary system is based on the principle of rehabilitative purposes of punishment. Article 27 of the Italian Constitution states that the "Punishment can't consist in treatment contrary to human dignity and must aim at rehabilitating the offender". The Penitentiary Police ensures order and security inside and outside prisons, handles the transportation of inmates to and from prison and to court or medical appointments, and manages work and education programmes for inmates.

Learning the Italian police system, visiting institutions and speaking with experienced representatives provided me with a large knowledge of the activity, practice, and methods of the law enforcement of an EU Member State. The knowledge I gained will help me to contribute, in the limits of my work competences, to the development of cooperation between the police services of the Republic of Moldova and Italy, to encourage the organisation of other study visits and exchanges between these forces, to provide assistance in dealing with common crime investigations, according to international treaties. Especially, I find it appropriate to establish a close cooperation between the Special Operations Division of the Moldovan General Police Inspectorate and the General Division of Operations and Special Investigations (DIGOS) of the Italian State Police, considering their similar activities in combating terrorism, management of undercover operations, intelligence, etc. Also, a good Italian police practice is that counter-terrorism activity is concentrated at local level within DIGOS, which is conducted centrally by the Central Police Department on Counter-terrorism based in Rome. This practice could be implemented in the Republic of Moldova by setting up special units on combating terrorism within the district police inspectorates.

Following my Exchange Programme in Palermo (Italy), I have presented to the Chief of the General Police Inspectorate a detailed report regarding the experience and knowledge I gained during this



Programme with conclusions and special proposals. This training material was submitted for studying to the other stakeholders and police subdivisions. Also the information was included in the Training programme for the police staff. This exchange provided me with valuable knowledge about Italian law enforcement: police organisation, the crime situation and life in prisons, challenges and anti-mafia measures. Certainly, this experience will help me in my future police career, because Italy is among the priority countries with which my country develops dynamic cooperation relations, taking into account the Latin origin community, cultural and linguistic affinities, as well as the numerous presence of Moldovan citizens on the territory of Italy. Also, this exchange gave me the opportunity to create personal contacts with colleagues from State Police, Carabinieri Corps, Penitentiary Police that will facilitate communication on professional questions, on the benefit of my institution. Beyond that, I have discovered a new community, culture and lifestyle. I have improved my language skills in English, moreover I started to learn Italian.

At the moment I keep direct contact with my exchange partner, we cooperate and help each other in different matters. It will be great to cooperate and/or participate within other Exchange Programmes with my CEPOL exchange partner. For example, my exchange partner, could be a perfect local contact point when we will organise a study visit of the undercover unit of the Division where I work (DIGOS).

EU cooperation:



Nelli MANANDYAN (Armenia)



exchange with Jasna RISTIĆ (Serbia)



I had a chance to be a participant in the European Police Exchange Programme 2014, which enabled me to gain more experience and knowledge about the police work of another country: a country which bears at least one similarity to my country. The Republics of Armenia and Serbia both were post-soviet countries, they both had wars and now they are both developing countries.

The matched person was in fact the right one, because she works at the Bureau for International Cooperation and EU Integration. She was in charge of all activities related to EU cooperation and she knew the work of the Ministry of Interior of Serbia in general aspects very well. Also she was the person who understood well the structure of the Ministry. For each of my questions and areas in which I had interest, she could find the right answer or the right person who could answer. We were of the same age which enabled us to create a stronger relationship.

In March 2012 Serbia was granted EU Candidate status. In September 2013 a Stabilisation and Association Agreement between the EU and Serbia entered into force. On 21 January 2014, the first Intergovernmental Conference took place, signalling the formal start of Serbia's accession negotiations. At the same time, one of the foreign policy priorities of Armenia is the integration with the European family, on the basis of commitments, undertaken within the framework of cooperation with the European structures and organisations, and common values.

The "EU cooperation", which was the main topic of my Exchange Programme with Serbia, included more than it could contain. During the five days I spent in Serbia, I understood that the Serbian Ministry of Interior made a lot of changes for its final accession to the EU. In Armenia, we also have completed a lot of reforms in the framework of police work. Our legislation has changed during the last 10 years, but we still have many areas that also need to be changed. We especially lack practical training. Even if we had perfect legislation we would still need to improve our human resources and need to train them in a more practical way.

During my exchange period I visited different Departments and Bureaus of the Serbian Ministry of Interior (the Bureau for International Cooperation and EU Integration, the Department for normative and common legal affairs within the Secretariat of the Ministry, the General Police Directorate, the Border Police Directorate, the Basic Police Training Centre), which provided me with general knowledge about the operation of the Ministry of Interior of Serbia, especially in the frame of EU cooperation. In the main features our systems work similarly.

The Border Security Department in Serbia, which is in charge of protection the citizens' rights and keeping the law in the borders of the country as well as of the border security, had many problems with asylum seekers before. But with cooperation from EU Member States, that problem was solved: they decided to decrease the time frame for making the final decision for asylum seekers (with other regulations). And this was a real condition to combat illegal migration. The other institution in which the experience was useful and important for me was the Basic Police Training Centre in Serbia (in the City of Novi Sad). I really appreciate that my host organised this visit too. I saw that compared to the Armenian Police Educational Complex, here they are more focused on practical learning. The Training Centre provides an intensive, multidisciplinary and 12 month dynamic training programme, enabling cadets to use cabinets, polygons, the library and sport halls. Future police officers are also trained in the tactics house and shooting film gallery. These two facilities for situational trainings are funded by the Serbian government with the OSCE Mission to Serbia providing expertise.

In the Armenian Police Educational Complex, the trainings are mostly focused on the theoretical background. During the reform processes in Armenian Police in 2010–2011, the educational system was totally changed, but the practical background is still not very developed. Thus we can take one type and mix it with another and gain a more efficient type of training. At the end of the exchange period we decided to continue the cooperation between our police agencies. Our proposal will be to start working on a bilateral cooperation agreement and make it possible to be signed by both sides — the Police of the Republic of Armenia and the Ministry of Interior of Serbia. This agreement would enable us to collaborate more closely and achieve better results in our everyday work. Concerning the signing of the bilateral cooperation agreement, both sides had positive feedback. Now, in 2015, we have already drafted that agreement and we hope that it will be signed at the end of this year. We are working on technical issues, which are obligatory and defined by law, and then we will try to get official approval as soon as possible. The signed agreement will be a real achievement from this exchange programme and will enable these two developing countries to learn from each other, develop their police educational systems, and utilise their experience.

I tried to share the practices from my own department (which is Legal Department), with the people from the Serbian Ministry of Interior. In the Border Police Directorate of Serbia I explained about the legislative initiative from the Armenian Police to define the main regulations concerning crossing the border by children. Then I introduced the main activities of the Police Legal Department during all of the meetings I was attending.

This programme also has for me a high value because I became familiar with the culture and traditions of a country which has a great history. I found a friend and our connection will not end.

Financial Crime/Money Laundering and its links to Organised Crime:



Shane ROBERTS (United Kingdom)



exchange with Selçuk SEVGEL (Turkey)



This was an excellent match of exchange partner's. Selcuk is a very Senior Officer of within KOM, having extensive experience within both Organised Crime and Anti-Smuggling as well as within Financial Crime and Money Laundering. We had a lot in common within our specialist policing work and so could examine the issues at great depth both legally and operationally. This was a critical success factor in this exchange.

We were able to share experiences in managing teams who operate in niche and specialist policing environments as we both manage large teams who operate under significant pressure.

Selcuk also had extensive knowledge of both the Legal and Political systems in Turkey and so was able to contextualise the manner in which their laws have evolved and the current challenges Turkey faces with admission to the EU, and so could explain how Turkey was working in support of European directives. This allowed us to examine the future for both of our countries anti-Money Laundering Laws and provide a platform for how we could plan to work together in future.

The best practices that I came across during my exchange are:

- (a) The Turkish Law's Criminal Offence of "Participating in Organised Crime".
- (b) The Turkish Law's anti-Money Laundering provisions relating to oversight of the movement of Money across International Borders.
- (c) The manner in which Turkey uses assets seized from Criminals to fund Financial Investigation Training for its entire officer's.
- (d) The establishment of MASAK and the Centralisation of "Financial Intelligence" where all of the gateways are accessible from a single hub.

I have been working with the UK Home Office (HO) to assist them in creating a New Law of "Participating in Organised Crime" I have provided case studies to the HO team of where and how this law, if implemented, would have helped to change the course of many UK investigations and brought many Criminals engaged in Organised Crime to Justice. It has been comprehensive work and the HO team have used my cases to explain the "loopholes" in the UK Justice System. Whilst in Turkey I gained a unique understanding in the way their comparative Law worked and was also given the statute documents which explained the provisions of the Law. Upon returning to the UK I presented these to the HO team who were able to utilise them further for comparative purposes and also to explain additional legal safeguards to other Ministers sponsoring the Law change. They were able to show how a similar Law worked in another country as I applied Turkish Law to the case studies I had submitted to show how a similar comparative law could work in the UK. The Home office team were very grateful for this insight and have used it in current debates as the Law is currently being discussed in our Houses of Parliament.

Turkey has some excellent anti-Money Laundering Regulations, one being the necessity to declare any amount of FOREIGN money exceeding USD 5000 being removed from Turkey. I currently

manage a team of officer's who work on an anti-Money Laundering team at London Luton Airport. This team specifically tackles the illegal movement of cash through UK borders from Organised Crime. Flights to and from Turkey are targeted in this Operation. A number of our cases have failed because defendants have stated that they initially brought the money from Turkey for use in the UK, had not spent it and so were returning with it. This has not been able to be disproved and so suspected criminal money has been removed. Having learned of this Regulation we have been able to apply it to our cases and rebut this explanation from.

Turkey has a sophisticated inter governmental departmental infrastructure, which is predominately aligned by excellent IT systems. When compiling intelligence cases to support on-going investigations, the intelligence collection methods are un-bureaucratic and efficient as they are predominantly undertaken by a single hub. In the UK this is very different, with separate application forms and with authorities having to go to every single agency/department. Information sharing is not free flowing as a result of this and has costly and inefficient time delays built in as a result. Adopting a more integrated approach, as shown in Turkey has significant merits and works! Our Region is currently piloting a new Financial Intelligence team and I have made recommendations to this team, some of whom have previously worked for me, to explain how the Turkish system works and how this could be applied in their new structure. This is currently on-going work albeit does pose challenges as the information exchange mechanisms are determined by National Policy.

In my position as National chairman I will be able to progress these proposals at high levels within the Home Office and at the Criminal Finances Working Group, which is specifically remitted to provide strategy and solutions to making the mechanisms of Financial Investigation more effective. This will take time and will require significant buy in from other agencies. Some examples of similar practice exist but it isn't comprehensive or universal and I hope the good practice I learned in Turkey will be able to influence future debate.

Specific positive outcomes from my exchange were the following:

- International Co-operation (Legal Assistance). I met a Judge who explained the Turkish processes for mutual legal Co-operation and how this was undertaken and expedited in Turkey, using a raft of EU provisions which Turkey had agreed to. This will be hugely beneficial when such assistance is required as I have direct contacts and an understanding of the processes- particularly beneficial for colleagues at London Luton airport requiring evidence and intelligence from Turkey.
- Increased understanding of the challenges facing Turkey in combatting International Organised Crime. I gained unique insight into the geography of Turkey and the challenges it faces in being at the epicentre as a transit country for all manner of Organised crime from drug and People Trafficking to counterfeiting and of course as an interchange junction for many travelling from Europe. Heading investigations into Organised Crime, especially with Drug Trafficking I gained excellent insight into smuggling routes and modi operandi being used by Criminals passing to/ from and through Turkey into Europe. This will provide an added emphasis to my investigations in tracing the routes and sources of International Commodity and People Trafficking.
- POCA — Appreciating the benefits; having had the privilege of using the latitude of POCA legislation for many years, seeing how Criminal and Civil processes combine to attack criminal finances, where the overarching benefits of this legislation lay with law enforcement and not the criminal. When compared with Turkish Legal provisions of Financial Crime we are very privileged. I know the reasons why these provisions have not developed in Turkey, and I believe that as Head of the National Working Party on Financial Investigation, it is imperative I maintain and enforce ethical standards of delivery of best practice especially with fairness, legality and above all proportionality when developing best practice.

- International Work Programmes-Future Opportunity; when in Turkey, I learned of a European twinning project between the Home Office/NCA and Turkey relating to strengthening the ties and links with Turkey and the EU around legislative and Operational integration. I have identified the projects leads for this work and expressed my desire to help, support and be involved in any way I can. I believe with my significant expertise in this field of Financial Investigation and Law I can make a positive contribution. The final agreements and funding provisions are being agreed, thereafter I will be submitting my CV and offering to support.

Many thanks for giving me the opportunity to enjoy one of the best policing Experiences of my career and subsequent gateways of opportunity these programmes present for future personal and professional development.

I greatly appreciate the time and trouble to match our professional areas of expertise — this was a superb exchange and one of the best Policing experiences I have ever had.

Inter-agency exchange programme

MTIC & Excise Fraud:



Marek SMULCZYŃSKI (Poland)



exchange with Andrin CENAJ (Albania)



I was matched during a second or third round of the matching process, and I think matching me, a customs officer from Poland, was probably difficult. In the past I was a member of the Polish Tax authorities for years, responsible for fighting against tax frauds. Now I am working as a team leader in Polish Customs in the Department of Fighting against Crimes. Looking at this, the main topic of my exchange — MTIC and Excise Fraud — was perfect for me. Colleagues from CEPOL did a good job, by matching me with Mr. Andrin Cenaj — an officer from the Albanian State Police, and member of the Directorate of Economic Crimes, who is responsible

for fighting corruption and economic crimes in creating new law solutions that can make this fight easier for Albanian Government. Both of us have had a similar period of duty and a similar position in the structure of our institutions and similar point of interests — Fighting Economic Crimes. From this point of view, I consider this matching to be very good. We could say that my Albanian partner was matched perfectly with me — a person who was responsible for fighting MTIC frauds for years.

Best practices that I came across during my exchange were the following:

- (a) establishing a Joint Unit which consists of officers from all main law enforcement departments such as Customs, Police, Tax authorities, money laundering experts, intelligence etc., led by a prosecutor, just to make possible the rapid and successful fight against serious crimes;
- (b) taking advantages of help from international institutions such as EU Agendas, Crown Agents, etc.;
- (c) good communication skills and willingness to learn from more experienced experts and countries.

In my organisation we will try to be an initiative site of creating such Joint Units between all law enforcement agencies responsible for fighting against particular types of economic crimes. Now we have such initiatives in Poland, but mostly such units, or rather teams, are established for particular crime cases. We will try to introduce such "steady" types of Joint Units, because we find it very beneficial, but I think we cannot say now, when it is going to be introduced successfully. At the present stage, we are showing the advantages and disadvantages of such a project to all law enforcement agencies we cooperate with.

Albania is at the beginning of its route to the EU and VAT frauds have only just started to appear. Being in Poland my Albanian partner gained a lot of knowledge about MTIC frauds and about EU methods of investigations and fighting against them. So in my opinion, the knowledge gained by my Albanian partner is priceless.

Specific positive outcomes from my exchange were:

- (a) Taking a lot from the experience of experts and other more experienced countries in their way of looking for solutions to problems;
- (b) Improving my communication skills in a foreign laith;
- (c) Gaining knowledge about Albania and Albanian law system in contexts of fighting economic crimes;
- (d) meeting great people and a great culture;
- (e) discovering new solutions of fighting crimes that work successfully in Albania and are worth bringing to Poland.

With my exchange partner, we decided to keep in touch and consult together on some cases. Probably we will cooperate by organising the Albanian system of fighting MTIC frauds and by organising such a Joint Unit in my organisation.

I shared knowledge about the Albanian system of fighting economic crimes and customs. During some meetings with colleagues from other law enforcement agencies, we are also discussing the need to create such Joint Units. Also, our present cooperation is more effective when it is based on some methods used by Albanian organisations fighting crimes.

I want to thank you for making this exchange possible for me and I hope I will have another possibility to join such a programme again.





Carlos ASTRÁIN AGUADO (Spain)



exchange with Jarosław PIENIEK (Poland)



The match was done between me and another officer who belongs to a different kind of police corps. We can say that Guardia Civil, the Police Corps to which I belong is an integrated agency with a different field of activity, including fiscal protection of the state. My guest belongs to the Custom Services, whose main purpose is to protect the borders against smuggling, so, in some aspects, we share competences.

However, Poland and Spain are organised in a different way. While Poland separates clearly the activities, with just one National Police Corps, which investigates crimes committed in Polish territory. The Guardia Civil, besides this kind of work, also protects borders in matters of customs, sharing competences with Spanish customs services. So it has been a good way to compare how both countries manage their resources.

In spite of belonging to different agencies, and in addition to many things being different, the experience was a good way to observe other kinds of agencies and another form of organisation.

Best practices that I came across during my exchange were:

- (a) learning how Custom Services are organised and how they articulate their work. Also, in which way they tackle synthetic drugs smuggling and production issues;
- (b) getting to know the Polish Police and its drug trafficking unit;
- (c) discovering a border crossing point, which joins together different units from two countries (Poland and the Czech Republic).

Especially in this kind of topic — synthetic drugs — in which Polish police have been working longer than us, we can learn solutions to problems which are appearing now in Spain, and appeared a long time ago there. Poland is one of the main producers of these kinds of substances, for a long time now, and their fight against it has revealed good practices based on extensive experience.

Their regional unit, comparable to the unit to which I belong is organised in three different operating groups, depending on their work: the Crime Fighting Group, which is responsible of field working; the Crime Investigation Group, which processes official documents and maintains relations with judges and prosecutors; and the Analysis Group, which receives and elaborates all the information obtained. It allows a better coordination in their work, and a better management of their resources. It is different from mine, in which each police officer can do these three kinds of work.

The positive outcomes from my exchange were the following:

- (a) First of all, and related to my own work, I have discovered an investigation unit which separates specifically, which presents another point of view. It is always positive, as long as I can implement it in my organisation.
- (b) I have discovered, how easy it is to perform laboratories of synthetic drugs. In Spain, our investigation focuses on cocaine and hashish trafficking, therefore one can rarely see one of these. My colleagues in Poland have shown me how it works.

- (c) My practices have been completed with some other aspects, not related to police work, which allowed me to know more about Polish culture. Knowing their history and their people, I have better understood, how they are.

Aside from our personal relationship, which is expected to continue, has also arise a professional relationship that can be really useful in the future. In my case, I have found a really good officer who is also a hard-working one, and a person in whom I can trust if I need some information from Poland. In Europe, there are agencies (such as EUROPOL), which manage information exchange between different police corps but, in some cases, this system's results are not as fast and successful as we need. From now on, if an investigation has connections with Poland, I can work directly with my partner for these kinds of things that need to be solved immediately, and he can also do the same.

Besides specific procedures to be implemented in the future during my daily work I have learnt much about a relatively new topic for us and a different way to fight against it. The legal frameworks in Spain and in Poland are similar, so the comparison is also more useful. We don't need to apply new knowledge with any change.



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