

DECISION 03/2012/GB
OF THE GOVERNING BOARD OF THE EUROPEAN POLICE COLLEGE
PRELIMINARY DRAFT WORK PROGRAMME 2013

Adopted by the Governing Board
by written procedure on 16 January 2012

THE GOVERNING BOARD,

Having regard to Council Decision 2005/681/JHA of 20 September 2005 establishing the European Police College (CEPOL)¹, and in particular Article 10(9)(d) thereof;

Having regard to the proposal of the Director;

Having regard to the Preliminary Draft Budget 2013;

HAS ADOPTED the Preliminary Draft Work Programme 2013 as detailed in the Annex to this Decision.

Done in Copenhagen, 16 January 2012

For the Governing Board

*Mogens Hendriksen
Chair of the Governing Board*

¹ OJ L 256, 1.10.2005, p. 63



ANNEX

EUROPEAN POLICE COLLEGE

PRELIMINARY DRAFT WORK PROGRAMME 2013

Contents

<i>EXECUTIVE SUMMARY</i>	5
<i>1 INTRODUCTION</i>	7
<i>2 INFLUENCING POLICIES</i>	8
<i>3 METHODOLOGY</i>	11
<i>4 WORK PROGRAMME ACTIVITIES</i>	13
4.1. GOAL 1:	13
4.2. GOAL 2:	23
4.3. GOAL 3:	26
4.4. GOAL 4:	31
<i>INDEX OF ABBREVIATIONS</i>	38
<i>Annex A: Grant Agreements - Selection, Evaluation, Award and Financing Criteria</i>	39
<i>Annex B: Overview of the Allocation of the Human and Financial Resources</i>	41
<i>Annex C: CEPOL's Organisational Structure</i>	42
<i>Annex D: Risk Management</i>	43

EXECUTIVE SUMMARY

CEPOL, as a community financed European Union Agency, was established by Council Decision 2005/681/JHA of 20 September 2005, which took effect on 1 January 2006.

According to Article 1(2) of the Council Decision, CEPOL shall function as a network, by bringing together the national training institutes in the Member States. Its task is to implement the programmes and initiatives decided upon by the Governing Board pursuant to Article 1(3) of the Council Decision.

According to Article 11(c) of the CEPOL Council Decision the Director submits for Governing Board's adoption annual Work Programme, which is a financing decision in relation to the Agency's planned activities in 2013 contributing towards achieving its Strategic Goals as set in CEPOL Multiannual Strategy 2010-2014. Detailed activities are not part of this document provided flexibility is required in the light of potential political and budgetary developments.

In 2010 CEPOL with a new management achieved considerable progress in stabilising the Agency. By 2013 it is considered to be a well-known and respected partner in the area of training and learning. Its Work Programme implements strategic training needs stemming from Stockholm Programme, European Internal Security Architecture and its Policy Cycle, SOCTA priority areas and requirements of the stakeholders.

Further the legal basis for CEPOL is expected to be developed in 2013. Possible extension of the Agency's mandate entails significant analytical and preparation work, which will be the focus of 2013.

In the governance structure of CEPOL significant changes have taken place in 2011-2012: The structure has been streamlined following the results of a Five Year Evaluation and the Five Year Recommendations by the CEPOL Governing Board. In 2013 an activity based budget programming will be implemented.

Following the establishment of CEPOL's strategy plan 2010-2014, the activities to be implemented in 2013 will contribute to a sustainable process towards the defined core goals of CEPOL.

The Balanced Score Card (BSC) introduced in 2010 remains an important management tool for the Agency's governance structure in monitoring the achievement of four strategic goals. Furthermore a Multi Annual Action Plan will be updated in 2012 to reflect the 2013 activities. The BSC progress reports are being regularly published for internal management decision-making and the Governing Board for notification.

In 2012 a comprehensive mapping of existing training and strategic training needs assessment will be conducted for the first time. On the basis of this research data the Work Programme for 2013 will be adjusted to meet the political and operational expectations of CEPOL stakeholders.

The Agency's cooperation with JHA agencies (Europol, Eurojust, Frontex, EMCDDA, FRA, and European Asylum Office) will remain one of the key priorities especially in the light of implementation of European Training Schemes. In 2013 CEPOL will be the coordinating agency for JHA Scorecard aiming at bringing a concerted response to strategic requirements.

CEPOL will work towards facilitating an external aspect of the internal security, which remains a strategic priority as set by the Council and the Agency will continue close cooperation with European External Action Service aiming at delivering capacity building activities in the field of training and learning to the European Neighbourhood Policy area and Eastern Partnership countries. Provision of training activities in relation to crisis management will remain a priority. CEPOL will look into the possibilities of establishing a funding instrument for third countries in capacity building through training and learning.

Collaboration with ENISA, Europol, the new European Cybercrime Centre and ECTEG will have strong emphasis in effort to streamline delivery of well-coordinated cybercrime training.

Beside the business continuity and the points raised above the following aspects will get a specific focus in 2013:

- Fundamental rights will remain a strong focus of training and learning activities implemented by CEPOL: training courses, Common Curricula and e-learning modules. Cooperation with Fundamental Rights Agency (FRA) to this end is further development and establishment of the European Police Exchange Programme;
- Further development and enhancement of E-learning options by means of online support to CEPOL courses, seminars, curricula and other activities, modules and web-based seminars;
- Strengthening of CEPOL involvement in capacity building activities, especially for civilian crisis management;
- Strengthening CEPOL's role in training on cybercrime to gain a central function in this area;
- Development of an accredited Master Course on Policing in Europe based on the pilot course in 2011.
- Strengthening CEPOL's coordination role in training in the field of Internal Security via the MS network in close cooperation with other European Union bodies

1 INTRODUCTION

CEPOL's Work Programme 2013 is strongly influenced by the Agency's efforts in provision of high quality training and learning to its stakeholders; Efforts in building CEPOL into the centre of knowledge. Finding a balance of delivering good service, ensuring extension of products in an environment of "zero" growth within the EU agency's budget including 5% staff cuts envisaged by the Commission remains a key focus in the Work Programme.

Future new legal basis for CEPOL possibly extending its mandate encompassing coordination and provision of training and learning activities to law enforcement agencies, as well as planned involvement of CEPOL in the coordination and implementation of the European Training Schemes will entail considerable preparations for the Agency in terms of analytical capacity and business development. In this regard CEPOL will focus on collaboration with its internal and external stakeholders. Concerted response of the JHA agencies will remain a priority especially in the light of CEPOL's coordination role in the JHA Scorecard in 2013.

CEPOL's business management continues to be improved and implementing recommendations of the Internal Audit Service (IAS) and Court of Auditors (COA).

The further development of CEPOL learning environment will be topic based rather than training tool based, hence content of the various learning methods, such as CEPOL training courses, seminars, Common Curricula, e-learning modules, exchange programmes will be horizontally harmonised to ensure they complement each other and provide comprehensive and continuous training.

2 INFLUENCING POLICIES

Since 2010 CEPOL's planning process has been designed to ensure transparent, accountable and legal operational and budgetary programming and performance assessment. The planning process is conducted in line with the principles set out in a planning policy document and the activities are in line with CEPOL's strategy Plan 2010-2014, which has been updated by the Governing Board at its 26th Meeting in October 2011. CEPOL's strategy provides a clear framework for the development of the Agency. In addition to the Strategy, operational planning focuses and supports priorities stemming from the EU policy documents.

CEPOL provisional priorities for 2013 are based on the following items:

- The **Council Decision 2005/681/JHA** of 20 September 2005, and in particular Articles 5, 6, and 7;
- **EU legislation** and other relevant Council acts on international law enforcement cooperation;
- **EU priorities**, defined in the following documents:

“The Stockholm Programme – An open and secure Europe serving and protecting the citizens”² and subsequent Commission Action Plan³: A wide range of measures are foreseen which require, the involvement of CEPOL. In the Commission Action Plan CEPOL, Europol, Eurojust, Frontex and OLAF are encouraged to cooperate better.

The Internal Security Strategy for the European Union: “Towards a European Security Model”⁴ (EU ISS): The EU ISS defines – at a high level – the three main areas to be handled by the EU Internal Security Architecture, namely organised crime, terrorism and crisis management.

External aspect of internal security – Council of the European Union has called for closer cooperation and strengthening ties between Common Security and Defence Policy and Freedom, Security and Justice⁵ is the area where CEPOL will step up its contribution both in providing training and learning service to the EU missions and to the Western Balkan, Eastern partnership and other ENP countries.

² “The Stockholm Programme - An open and secure Europe serving and protecting citizens”, Council of the European Union, 5731/10, CO EUR-PREP 2 JAI 81 POLGEN 8, Brussels, 3 March 2010.

³ “Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the regions: Delivering an area of freedom, security and justice for Europe's citizens - Action Plan Implementing the Stockholm Programme”, 8895/10, JAI 335, Brussels, 22 April 2010.

⁴ “Draft Internal Security Strategy for the European Union: Towards a European Security Model”, Council of the European Union, 7120/10, CO EUR-PREP8 JAI182, Brussels, 8 March 2010.

⁵ Council of the European Union, 12363/11, PESC 569 JAI299 COSI 32 COSDP 455

Communication from the Commission to the European Parliament and the Council: “The EU Internal Security Strategy in Action: Five steps towards a more secure Europe”⁶: This Communication sets out concrete actions contributing towards the implementation of the EU ISS, including in the areas of cybercrime and border security. Of particular importance for CEPOL are training in the area of Asset confiscation and Cybercrime, hence possible establishment of **European Cybercrime Centre**, where training will be part of its core business. It is imperative to ensure coherent and well concerted EU response in this area.

Commission non-paper Vision on the policy of EU police training and forthcoming Communication on European Training Schemes.

The Stockholm Programme defines the need of fostering a genuine European judicial and law enforcement culture by means of offering European Training Schemes (ETS) and invites the Commission to examine what could be defined as ETS. It is the ambition of the EU to provide training through the ETS to one third of the law enforcement officers involved in cross-border cooperation.

CEPOL as a leading agency providing training to the law enforcement officers, which have been implementing wide range of the learning activities, shall play a key role in coordination of implementation of the ETS.

Council conclusions on the EU policy cycle:

- of 09 November 2010 on the creation and implementation of a EU policy cycle for organised and serious international crime;
- of 10 June 2011 on setting the EU’s priorities for the fight against organised crime between 2011-2013;

and related Operational Action Plans⁷ as approved by COSI have a direct impact on CEPOL resources in 2013 through provision of training activities in the eight priorities of the EU Policy Cycle.

- **Strategic Training needs Analysis** is a crucial part of determining what the existent deficits are and whether the training is a solution. The EU has set a list of priorities in the area of law enforcement through policy documents such as Stockholm Programme, Internal Security Strategy and the policy Cycle. Implementation of these priorities requires extensive knowledge on the part of the implementing member states. Through analysing what are the needs and what is on offer – the data to be obtained from the Mapping Exercise under the ETS as well as the stakeholder survey - CEPOL will prepare a comprehensive training needs assessment outlining what are the gaps and what are the solutions through which training activities. The

⁶ COM (2010) 673 of 22 November 2010.

⁷ Council of the European union 17796/3/11 REV 3 JAI895 COSI 103 ENFOPOL 443 CRIMORG 236 ENFOCUSTOM 162 PESC 1559 RELEX 1265 COAFR 343 COWEB 272 TRANS 335 UD 344 FRON 190 GENVAL 130 CORDROGUE 92 JAIEX 140 COMIX 786

assessment will be used for development of the ETS as well as for future CEPOL activities. Range and content of the activities shall expand to achieve availability of EU level learning to those law enforcement officers who need it for performing daily functions

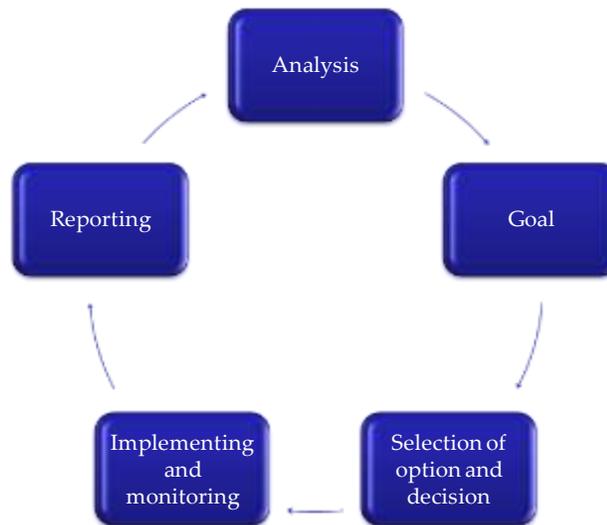
- **Strategic topics** identified by Europol, particularly those emerging in SOCTA Reports;
- **Priorities proposed by other stakeholders** (e.g. Eurojust, Frontex, EMCDDA, European Fundamental Rights Agency);
- Emphasis on **fundamental and human rights** as one core element of the common European Law Enforcement Culture;
- **Priorities put forward by Member States** covering areas which are recognised as important topics with significant impact;

CEPOL will actively support the development of “**a common culture**” as described in chapter 4 paragraph 4.2.1 of the Stockholm Programme.

3 METHODOLOGY

This draft Work Programme defines general annual activities contributing to the CEPOL Strategic Plan 2010-2014.

CEPOL's planning is based on the circular principle as seen below, where analysis of the preceding year's activities contributes to the planning of the next year.



This is the first draft of the document and it reflects general objectives to be achieved in 2013. The Agency will adjust the Work Programme through 2012 to incorporate the requirements of the following products, when they become available:

- evaluation results of success of the activities implemented in 2011
- customer and key stakeholder satisfaction survey report;
- Strategic Training Needs Assessment;
- Commission Communication on European Training Schemes;
- Operational Action Plans for 2013 of the new EU Policy Cycle for organised and serious international crime;
- Presidencies' Priorities.

Since 2011 CEPOL applies a Balanced Scorecard (BSC) instrument for monitoring achievement of four main strategic goals and management of processes. The BSC

includes concise management information required to oversee CEPOL's activities and evolution.

Key Performance Indicators (KPIs) and Performance Indicators (PIs) constitute an integral part of this tool for monitoring and evaluating the progress. The BSC progress reports are regularly published for the internal management decision-making and for the Governing Board notification. This performance measurement tool will continue to be applied in 2013.

In 2011 following maturing of the Balanced Scorecard implementation on 26 October 2011 Governing Board adopted four KPIs for strategic goals and 23 PIs for measuring 21 strategic objectives. This set of KPIs and PIs is planned to be reviewed and amended for 2013.

4 WORK PROGRAMME ACTIVITIES

4.1. GOAL 1:

The CEPOL network functions as a European law enforcement education platform on the highest level of international excellence

Strategic KPI: External stakeholder satisfaction (biennial⁸ survey) (80%)

Multi-annual strategy		Work Programme 2013					
Strategic Objectives	PIs	Annual activities	Human resources			operational budget, €	Responsible
			LSRDD	CSD	Director's Staff		
1.1 - <i>Delivering quality training courses on specific subjects. Training Senior Police Officers and middle-ranking police officers, Senior Police Officers and middle-ranking police officers in the</i>	<i>Activities (training sessions) implemented (95%)</i>	1.1.1 Training to be delivered deriving from priority areas and content is coordinated across cross-cutting areas					LSRDD
	<i>Overall customer satisfaction (with activities) (91%)</i>	1.1.2. Training on Cybercrime is to be developed further and delivered in cooperation with EUCTF, ECTEG and European Cybercrime Centre					

⁸ Every other year

Multi-annual strategy		Work Programme 2013					
Strategic Objectives	PIs	Annual activities	Human resources			operational budget, €	Responsible
			LSRDD	CSD	Director's Staff		
<i>field and police officers in the field, with regard to cross-border cooperation between police forces in Europe. To assist in setting up appropriate advanced training programs. Promoting the effective implementation of the Stockholm Program via training.</i>	<i>Number of senior leader participants at events (20%) Implementation of JHA Scorecard (95%)</i>	1.1.3 Training is mainly delivered through CEPOL Network through tested Grant Agreement instrument					
1.2 – <i>Delivering training for senior leaders in order to enhance their European competence; assist them in strategy planning and realisation of strategic decisions at EU level</i>	<i>Overall customer satisfaction (with activities) (91%)</i>	1.2.1 Training to be delivered to meet needs of the law enforcement officials					LSRDD
		1.2.2. CEPOL participates in EU funded capacity building projects					
		1.2.3. CEPOL supports ENP and Eastern Partnership countries in capacity building efforts					
1.3 – <i>Exchange programmes as an essential element of learning promotes, facilitates</i>	<i>Overall participant satisfaction (with the Exchange</i>	1.3.1 European Police Exchange Programme 2011-2014 to be implemented (Stockholm Programme)					LSRDD

Multi-annual strategy		Work Programme 2013					
Strategic Objectives	PIs	Annual activities	Human resources			operational budget, €	Responsible
			LSRDD	CSD	Director's Staff		
<i>and develops cooperation</i>	<i>Programme) (80%) Implementation of JHA Scorecard (95 %)</i>	1.3.2 Exchange Programme to be made available for EU Candidate and EU Neighbourhood Policy countries					
1.4.- <i>Common Curricula contribute to the preparation of harmonised training programmes in accordance with EU standards</i>	<i>Number of Common Curricula adopted by the CEPOL GB⁹</i>	1.4.1. Further update and integration of developed Common Curricula					LSRDD
		1.4.2. Development of alternative Common Curricula for EU police and EU border officials in response to Stockholm Programme					
		1.4.3 Common Curricula are made available to international organisations and EU peace operations					
1.5. – <i>Developing further and easier access to e-Learning systems</i>	<i>Number of e-Modules adopted and revised</i>	1.5.1. Existing E-learning modules to be updated and promoted					LSRDD

⁹ Governing Board

Multi-annual strategy		Work Programme 2013					
Strategic Objectives	PIs	Annual activities	Human resources			operational budget, €	Responsible
			LSRDD	CSD	Director's Staff		
	<i>Implementation of JHA Scorecard (95%)</i>	1.5.2. New e-learning modules deriving from select priority areas to be developed					
		1.5.3. Learning Management System is to become an integral part of CEPOL's training activities and knowledge base					
		1.5.4 Matured procedure of online seminars is to be further developed and implemented					
1.6. - Quality learning shall be the acknowledged ethos of CEPOL's reputation and prestige	<i>Overall customer satisfaction (with activities) (91%)</i>	1.6.2 Further development towards an accredited masters course in international Police and Judicial Cooperation					LSRDD
		1.6.3. CEPOL's Train the trainers course remains a flagship course					

1.1.1 Training to be delivered in priority areas and content is coordinated across cross-cutting areas

1.2.1. Training to be delivered to meet needs of the Law Enforcement Officials

CEPOL plays a key role in providing training for Law Enforcement Officers thus building European law enforcement elite. Training will focus on the following areas:

- Strategic management and leadership
- Strategic planning
- Translation of the EU policies into the national environment
- External aspects of Internal Security: EU Neighbourhood Policy
- Civilian crisis prevention and management

CEPOL is flexible when it is required to respond to needs for learning and training within the Internal Security Architecture of Europe.

Activities will be adjusted if there will be an urgent need for learning and training response for the law enforcement authorities in Europe as described under point 3 and due to new challenges, e.g. terrorist attacks.

In 2013 training activities will be deriving from the following priorities:

- ⤴ EU Policy Cycle and SOCTA
- ⤴ Training Needs Assessment
- ⤴ Stakeholders' s requirements
- ⤴ Requirements stemming from MS requests on important topics with severe effect, e.g. amok shootings
- ⤴ Other Organised Crime
- ⤴ Counter-Terrorism
- ⤴ Economic Crime
- ⤴ Special Law Enforcement Techniques
- ⤴ EU law enforcement cooperation
- ⤴ Human Rights Issues
- ⤴ Crime Prevention
- ⤴ Learning and Training
- ⤴ Language development
- ⤴ Research and Science
- ⤴ Strategic planning
- ⤴ Translation of the EU policies into the national environment
- ⤴ External aspects of Internal Security: EU Neighbourhood Policy
- ⤴ Civilian crisis prevention and management

CEPOL will facilitate participation of third countries (ENP and Eastern Partnership), CEPOL cooperation partners from third countries in the Agency's training and learning activities.

1.1.2 Training on Cybercrime is to be developed further and delivered in cooperation with ECTEG and a European Cybercrime Centre

In the area of cybercrime the established cooperation with the European Cybercrime Task Force, ECTEG (European Cybercrime Training and Education Group), ENISA and Europol will be further strengthened especially in light of the establishment of a European Cybercrime Centre as well as implementation of EU Policy Cycle Action Plan for 2013. CEPOL offers its service in provision of learning and training activities in this area. Further cooperation with ECTEG will be sought through a pilot update of ECTEG training module and its implementation in with the view of establishing a Masters course on cybercrime in 2014.

1.1.3 Training is mainly delivered via the CEPOL Network through a tested grant agreement instrument

Framework Partnership Agreements and specific Grant Agreements are instruments for implementation of CEPOL courses, seminars and conferences. The implementation started in 2010. In June 2011 changes were implemented to the grant agreement process to adjust them in order to be fully in line with the legal obligations¹⁰.

All CEPOL courses, seminars and conferences, with the exception of those organised by the Agency itself, will be subject to a call for proposals, thus ensuring high quality delivery of the activities. Aims, objective and general learning outcomes will be pre-defined and will be mandatory for implementing partners.

Two calls for proposals are foreseen for 2013. Total budget programmed for calls for proposals is approximately € 2,722,300. If required the third call will be launched budgeting reminder of funds from previous two calls.

The selection, evaluation and award criteria as well as financing provisions to be applied to all calls for proposals are given in Annex A. These criteria and procedure are subject for process evaluation of the 1st call for proposals for implementation of CEPOL activities in 2012.

¹⁰ Commission Regulation (EC, EURATOM) No 2343/2001 of 19 November 2002 on the Framework Financial Regulation; Commission Regulation (EC, EURATOM), No 2342/2002 of 23 December 2002 laying down detailed rules for implementation of Council Regulation (EC, EURATOM) No 1605/2002

Timeline

Step	Month, year	Amount
1st Call for proposals	August 2012	To be determined
Submission of Grant applications	November 2012	
Evaluation	December 2012	
Awarding decision	December 2012	
2nd Call for Proposals	January 2013	To be determined
Submission of Grant applications	April 2013	
Evaluation	May 2013	
Awarding decision	June 2013	

1.2.2. CEPOL participates in EU funded capacity building projects

CEPOL’s mandate includes contribution to the improvement of police cooperation through learning and training hence the Agency will continue to participate in the EU funded projects, such as:

- China-EU Police Training Project
- Euroeast Project
- European Police Service Training Project.

CEPOL will continue to offer its expertise and services as an associate member of project consortia.

1.3.1 European Police Exchange Programme 2011-2014 to be implemented (Stockholm Programme)

European Police Exchange Programme 2011-2014 (EPEP) has become a flagship activity. Its implementation links the strategy to the topics and the target audience.

Ways of cooperation and synergies with Europol, Frontex, EMCDDA, OLAF and other EU agencies will be further investigated in the context of the Exchange Programme.

In 2013 European Police Exchange Programme will be supported by full establishment the Project Management Unit within the LSRDD. It is planned to replace seconded national experts, which delivered EPEP up till 2013 by contracted personnel. This will significantly contribute to business continuity and strengthen planning capacity.

1.3.2 Exchange Programme to be made available for EU Candidate and EU Neighbourhood Policy countries

Participation of the Candidate countries, associated countries and countries of European Neighbourhood Policy will be implemented further to facilitate their continuous integration and network on law enforcement level.

1.4.1 Further update and integration of developed Common Curricula and Training Manuals

Common Curricula (CCa) and Training Manuals, are an effective tool in harmonisation of practices, will remain one of the key CEPOL products. The focus will be on the permanent updating of existing CCa and Training Manuals as well as on providing support in their integration.

Significant efforts will be made on the level of promotion of the CCa; part of marketing will be promotion of the use of the CCa and Trainers Manuals in the framework of the CEPOL activities (Trainer-the-Trainers courses. Another element that requires reinforced efforts is quality assurance: this includes regular updating of the CCa by the Common Curricula Advisers with the support of the Secretariat and interlinking with the online learning modules. The involvement of other agencies and third parties in quality assurance will be an important element of quality assurance.

The CCa will continue to be updated and developed by means of grant agreements as previously implemented in 2012.

1.4.2 Development of alternative Common Curricula and Training Manuals for EU police and EU border officers in response to Stockholm Programme

CEPOL will further cooperate with the JHA agencies on the level of development of custom-tailored CCa and Training Manuals meeting specific needs of various sectors of law enforcement such as the police and border guards.

Implementing the Stockholm Programme further cooperation with customs will be sought in implementation of a European Training Scheme.

1.4.3 CCa and Training Manuals are to be make available to international organisations and for EU peace operations

In effort to bring a concerted EU response to the third countries, CEPOL will develop CCa and Training Manuals for EU peace operations; their content will furthermore be used for training of EU law enforcement officers in preparation for peace operations.

1.5.1. Existing E-learning modules to be updated and promoted

The content of the following online learning modules developed prior 2012 will be updated in close cooperation with experts from member States and involved Agencies:

- Cybercrime
- Gender Based Violence
- Europol
- Police English language
- Schengen

Updated modules will be promoted through CEPOL website, e-Net, National Contact Points (NCPs) and external stakeholders and partners such as Europol, Eurojust, Frontex, Olaf, Interpol etc.

1.5.2. New e-learning modules deriving from select priority areas to be developed

Production of e-learning modules where content has been developed in 2012 will be completed:

- Joint Investigation Teams
- Trafficking in Human Beings
- Sirene

Content of two new modules will be developed. CEPOL will identify topics for these modules on the basis of stakeholder's requirements and TNA.

1.5.3. Learning Management System is to become an integral part of CEPOL's training activities and knowledge base

Learning Management System (LMS) will become a key tool on building a law enforcement knowledge base and making it available in formal learning activities implemented by CEPOL, such as training courses, seminars, conferences, common curricula, exchange programmes. Additionally, the knowledge base will be accessible for all registered users of CEPOL's e-Net in order to allow them to stay up to date of issues, developments and aspects in the user's own professional domain.

1.5.4. Matured procedure of online seminars is to be further developed and implemented

In 2011 online learning, training, seminars and conferences through so called "webinar services", had a very promising start and will be further strengthened in 2013. Webinars will be extensively used to support introduction of CEPOL products, such as online learning modules, Common Curricula, etc. This highly flexible and easily available learning tool for learning and professionalisation will be used to supplement ad hoc needs for law enforcement training.

Communities of Practice will be (further) developed and supported by dedicated platforms. The police knowledge base will be enhanced by sharing good practices and presenting good methods in the field of Policing

1.6.2. Further development of accredited Masters Course in Policing in Europe will continue

This course has the potential to be used at a later stage as a basis for the development of an accredited Master Study Course developed, implemented and offered by a consortium of accredited police universities/colleges within the CEPOL framework.

Synergy will be sought between organisers of this course and other CEPOL courses which cover part of the same content. This will lead to more efficiency and a larger forum for updating.

CEPOL aims at strengthening provision of training and learning services across of all areas of competence to external partners of the EU, such as Western Balkan, Eastern Partnership and other ENP countries.

4.2. GOAL 2:

CEPOL will be developed into a European law enforcement knowledge base

Key performance indicator: External Stakeholder satisfaction (biennial survey) (80%)

Multi-annual strategy		Work Programme 2013					
Strategic Objectives	PIs	Annual Activities	Human Recourse			operational budget, €	Responsible
			LDRDD	CSD	Director's staff		
2.1 - <i>Broadening the knowledge base by continued development of the e-Library</i>	Number of items collated in the e-Library, number of users accessing the database	2.1.1 – Tailored motivation of authors					LSRDD
		2.1.2 – Changing the accessibility architecture of the e-Library: making scientific collections public					
2.2 – <i>Orientation and facilitation of research, support to researchers and scientists</i>	Number of research institutions in the network	2.2.1 – Participation in advisory boards of selected European police research projects					LSRDD
		2.2.3 – Support in matching research requirements from practice to academic expertise					
2.3 – <i>Ensuring forums for debate, sharing of research findings and moderating interaction between senior</i>	Number of participants at CEPOL annual police research and science conference;	2.3.1 – CEPOL Annual Police Research and Science Conference to be organised					LSRDD
		2.3.2 – Proactive alignment of research experts to topics of the course and seminars					

Multi-annual strategy		Work Programme 2013					
Strategic Objectives	PIs	Annual Activities	Human Recourse			operational budget, €	Responsible
			LDRDD	CSD	Director's staff		
<i>practitioners and researchers</i>	<i>total pages of articles published in Bulletin</i>	2.3.3 – One special theme topic of the Research and Science Bulletin is published					
<i>2.4 - Foundation and maintenance of European database of law enforcement researchers, scientists and research</i>	<i>Number of researchers in the database</i>	2.4.1 – Police Research Database is implemented and launched; campaign for target group to register					LSRDD
<i>2.5 - Communities and individuals with outstanding performance, excellent work in assisting or promoting European police education and science under CEPOL's umbrella, will be honoured and acknowledged</i>	<i>Assignment of award</i>	2.5.1 Submissions for the first call for the CEPOL Research Award are assessed.					LSRDD

Research and Science Activities

- Support for the network of national “Research and Science Correspondents” as well as opening and developing channels of communication and closer cooperation between scientists and researchers on the one hand and trainers, lecturers and course organisers on the other;
- The European Police Science and Research Bulletin will continue to be published;
- The improvement of the e-Library for more effective use will be part of CEPOL’s foci.
- On the level of cooperation with third parties, CEPOL will continue to encourage and facilitate comparative and joint scientific research projects between experts of Member States and European institutions and agencies;
- Cooperation on knowledge management on police science in Europe with third parties, (e.g. Europol, EUCPN, European Society of Criminology, and European Police Research Institutions Consortium etc.) will be continued and reinforced.
- Promotion of the CEPOL European Police Research and Science Conference – Topic
- Coordination of CEPOL’s Knowledge Management Strategy with other EU agencies and partners.

New activities:

- First processing of CEPOL Police Research Award.
- Implementation of new e-Library structure
- Establishing a European database of police researchers and scientists with an option of enlarging this database to include trainers and experts as a supporting offer

4.3. GOAL 3:

External relations will be considered and dealt with as the corner stone of partnerships

Key performance indicator: External Stakeholder satisfaction (biennial survey) (80%)

Multi-annual strategy		Work Programme 2013					
Strategic Objectives	PIs	Annual Activities	Human Resources			Operational budget, €	Responsible
			LSRDD	CSD	Director's staff		
3.1 - <i>Cooperation with EU Agencies and Bodies remains the priority</i>	Implementation of JHA Scorecard (95%)	3.1.1 CEPOL acts as coordinator of the Justice and Home Affairs Agencies Contact Group and JHA Agencies Secretariat					External Relations, supported by Communications
		3.1.2 CEPOL shall organize one JHA Heads of Agencies Meetings, 2 Contact Group Meetings and one Annual "Visibility" Event					
3.2 – <i>Associated States are Considered as the Closest Partners</i>	Number of participants from associated countries at CEPOL activities increases by 5%	3.2.1 – Representatives of Associate States attend CEPOL's Governing Board (at their own cost)					External Relations, LSRDD
3.3 – <i>Assisting Candidate and Accession Countries, Neighbourhood Policy and Eastern Partnership</i>	Number of participants from candidate, accession and neighbourhood countries at CEPOL activities (5%)	3.3.1 – Preparedness of EU officials for civilian crises management is supported by common curriculum and training					LSRDD External Relations
		3.3.2 Dedicated CEPOL funds are made available at least 0.2 M EUR are contracted via Grant Agreements with Member States					

Multi-annual strategy		Work Programme 2013					
Strategic Objectives	PIs	Annual Activities	Human Resources			Operational budget, €	Responsible
			LSRDD	CSD	Director's staff		
		3.3.3 – By end of 2013, Cooperation Agreements are signed with all Candidate Countries which will have received Candidate Status in 2012					
		3.3.4 – Cooperation Agreements with at least one ENP Eastern Partnership state shall be concluded by 2013					
		3.3.5 Prepare a “standby” package of measures for technical assistance to countries of the ENP EUROMED policy area, in cooperation with the European Commission, External Action Service and other EU Agencies					LSRDD External Relations
3.4. - <i>Cooperation with globally significant partners</i>	<i>Number of strategic partnership initiatives launched</i>	3.4.1.Cooperation Agreements with at least one Strategic Partner shall be concluded by 2013					LSRDD External Relations

External Relation Activities

CEPOL's role is by now consolidated at the EU level as the leading Agency on Law Enforcement learning and training. Furthermore, there is an established awareness of CEPOL's role as one of the relevant actors within the EU Internal/External Security Nexus. CEPOL's strong commitment to the Stockholm Programme will continue to concretise itself by continued efforts to develop, maintain and reinforce effective External Relations. This includes:

- Cooperation with other European and International bodies;
- Cooperation with national training institutes of non-EU countries;
- Supporting external partners in training activities for the enhancement of cross-border police cooperation and reinforcement of the European Dimension of Law Enforcement Training;
- Drafting of Cooperation Agreements and Memoranda of Understanding.

Cooperation with the European Institutions (Commission, Council) shall remain a high priority for CEPOL; depending on legislative developments, CEPOL may be called to implement projects funded by the European Commission via centralised indirect management; further enhancement of the ties with the European External Action Service shall also be pursued via consultation and cooperation on concrete initiatives, particularly with regard to the participation of CEPOL into a renewed framework for Civilian Crisis Management training and by extending the scope of CEPOL's external activities to support EU policy objectives in selected geopolitical areas, also via CEPOL Own Resources

Cooperation with other EU agencies such as Frontex, Eurojust, Europol and FRA is by now an established reality and it shall be continued, within the JHA Agencies Coordination Mechanism (Contact Group) which CEPOL shall lead in 2013, as well as via bilateral contacts on specific projects. In particular, CEPOL shall promote further consolidation and coordination of Law Enforcement Training Activities via the Contact Group, with a view to providing a systematic overview of training products delivered by the Agencies.

Cooperation with International and Regional Organisations such as the Organisation for Security and Cooperation in Europe (OSCE), the Police Cooperation Convention for South Eastern Europe (PCC-SEE) will be further intensified via specific, ad-hoc projects and initiatives such as the European Police Exchange Programme as well as via staff-to-staff contacts. The use of Experts from those organizations into CEPOL training activities shall be explored and encouraged, and staff exchanges encouraged and supported also financially by the Agency. CEPOL products shall be shared with those organizations insofar as relevant and allowed by the applicable legal arrangements.

In 2013, CEPOL intends to dedicate specific funds, disbursed primarily via Grant Agreements to Member States, to implement activities for Third Countries. This may lead to the establishment, in the future, of a specific External Cooperation instrument. Priorities shall be fit to the specific policies of the EU towards the respective countries and initiatives shall be examined in close cooperation with the Commission and the European External Action Service.

For Candidate Countries, specific attention shall be paid to measures aimed at the approximation and harmonization of the EU Acquis;

Within the European Neighbourhood Policy, differentiated approaches along the following lines:

For Eastern Partnership and Black Sea synergy countries, CEPOL shall aim at the implementation of training initiatives aimed at strengthening their capacity to achieve European Partnership objectives; particular attention shall be paid to those States who have undertaken a Visa Liberalisation dialogue with the European Commission;

For countries in the Euro-Mediterranean Partnership (EUROMED), CEPOL shall act primarily in support of wider initiatives taken by the Commission and the European External Action Service, while particular attention shall be paid to devising a common approach to capacity building in those countries in the context of EU JHA Agencies cooperation, taking into account the dynamism of political developments in those geopolitical areas.

Priorities for the year 2013 include, among others, continuing the on-going dialogue with the Associate states as the EU's closest partners.

Specific initiatives, both strategic and operational, shall be implemented in 2013 to support Candidate and ENP countries achieve their European Partnership objectives.

Cooperation with International and Regional Organisations shall continue and whenever possible shall take the form of concrete cooperation on projects rather than focusing on the negotiation of formal cooperation agreements.

As a matter of general priority, during 2013 CEPOL shall initiate a review of existing cooperation agreements with a view to ensure that all Cooperation Agreements are complemented by individual, multi-annual Action Plans/Logical Frameworks allowing for a more concrete identification of objectives, results and measurable indicators; these shall in turn facilitate the evaluation of the actions in question.

As to the concrete priorities relating to specific geographical/policy areas in particular, CEPOL shall pursue the following priorities:

- Concluding a formal cooperation agreement with Ukraine and Moldova;
- Concluding a formal cooperation agreement with Armenia;
- Negotiating and/or Concluding Cooperation Agreements with countries which have received Candidate status in 2012;

- Intensifying cooperation with European Neighborhood Policy (ENP) Countries, by implementing at least 2 training projects specifically tailored to needs.
- Implementing at least two training projects for Candidate Countries, in particular with regard to countries of the Western Balkans.

Lastly, CEPOL shall ensure the necessary flexibility to adjust and respond to other policy needs, which may be determined by the Institutions.

4.4. GOAL 4:

CEPOL will be lead and managed as a top ranking innovative EU agency

Key Performance Indicators:

- Implementation of Establishment Plan (Temporary Agents and Contract Agents) (95%)
- Implementation of planned activities (Annual Work Programme) (95%)
- Consumption of Annual Budget (90%)

Multi-annual strategy		Work Programme 2013					
Strategic Objectives	PIs	Annual Activities	Human Resources			Operational Budget, €	Responsible
			LSRDD	CSD	Director's staff		
4.1 - Application of corporate leadership and management by the Governing Board	Draft GB Decisions resulting in adopted GB Decisions (85%)	4.1.1 Preparations for future new CEPOL legal base					
		4.1.2 CEPOL's streamlined governance is fully operational					
4.3 – In order to ensure functional discipline; creation and maintenance of an effective Internal Control System including an Audit Panel	Implementation of Internal Control Plan (100%)	4.3.1 Internal and external ex-post control verification, including assessment of the effectiveness of the internal control system					
		4.3.2 Audit recommendation implementation follow-up					

Multi-annual strategy		Work Programme 2013					
Strategic Objectives	PIs	Annual Activities	Human Resources			Operational Budget, €	Responsible
			LSRDD	CSD	Director's staff		
4.4. - Managing human resources as CEPOL's greatest asset	<i>Number of staff evaluated (annual appraisal) (100%) Staff satisfaction (annual survey) (80%)</i>	4.4.1 CEPOL Staff will be managed in line with amended Staff Regulations					
4.5. - Budget management ensures implementation of Annual Work Program and contributes to CEPOL's future innovation	<i>Timely payment of invoices (85%)</i>	4.5.1 Activity based budgeting is introduced					
		4.5.2 Budget administration and workflows will be assessed					
4.6 - Agency provides appropriate administrative support for the proper function of all CEPOL components	<i>Number of complaints/complaints received (25/25)</i>	4.6.1 Implementation of ICT strategy will be prepared, technical solutions improved					
4.7 - Stakeholder Relations and Internal Communication	<i>Implementation of stakeholder related activities</i>	4.7.1 Marketing and communications support to be offered to Agency					

Multi-annual strategy		Work Programme 2013					
Strategic Objectives	PIs	Annual Activities	Human Resources			Operational Budget, €	Responsible
			LSRDD	CSD	Director's staff		
	<i>(e.g. management plan) (100%)</i>	4.7.2 Pro-active media relations to be maintained					
	<i>Increase in positive media coverage</i>	4.7.3 Publications to be developed according to different target groups					
	<i>Stakeholder survey indicates satisfaction with CEPOL publications</i>						

4.1.1 Preparations for future new CEPOL legal base

The Governing Board will meet twice in 2013 and will continue to monitor the implementation of the CEPOL Strategy and adjust Strategic Plans ensuring its coherence with political and strategic expectations in relation to CEPOL and its future new legal base. It will also liaise closely with the CEPOL's Director in preparation of the Agencies implementation of possible new requirements stemming from the legal base proposal text.

Interaction with stakeholders will continue to be a priority and CEPOL will conduct a stakeholders' survey as well as consult both internal and external stakeholders during the strategic planning process.

4.1.2 CEPOL's streamlined governance is fully operational

Following streamlining of CEPOL's governance completed in 2012, which is a significant step in achieving transparent and legal management of the Agency, the Governing Board will take all strategic decisions and written procedures will be used for achieving necessary flexibility in the Agency's work.

The Governing Board will meet twice in 2013.

The Agency's work will be assisted by specifically designed project oriented working groups, where objectives, tasks and outcomes in a clear timeline will be predefined and 100,000€ are allocated for this purpose.

Network meetings with National Contact Points, National Common Curricula Coordinators, E-Net managers and Research and Science Correspondents will also meet in 2013.

4.3.1 – Internal and external ex-post control verification, including assessment of the effectiveness of the internal control system

4.3.2 Audit recommendation implementation follow-up

- Internal and external ex-post control verification, including assessment of the effectiveness of the internal control system
- Audit recommendation implementation follow-up
- Drafting of operational procedures (quality documents) and related documents
- Annual risk assessment exercise
- Individual and strategic activity planning
- Audit recommendation implementation will be followed-up.

4.4.1. CEPOL Staff will be managed in line with amended Staff Regulations

The continuation of the development and maturing of the Human Resource function and the services offered to the CEPOL staff and management will be maintained within 2013. The emphasis will be to ensure the necessary adaptations to CEPOL operating procedures and Implementing Rules in light of the revision of the Staff Regulations anticipated taking effect in 2013.

4.5.1 Activity based budgeting is introduced

In 2013 CEPOL will transfer its budget programming to activity based budgeting as a final step in aligning activities to objectives and streamlining costs.

4.5.2 Budget administration and workflows will be assessed

Whilst within the activities detailed within the operational elements of this document provision has been made for the operational support provided, additional work that will benefit the core business of the agency is required. In particular CEPOL will, as a matter of good practice, proactively review and refine administrative process. Particular attention will be given to financial processes and workflows to ensure efficiency and effectiveness.

4.6.1 Implementation of ICT

CEPOL has a reliable and managed technical infrastructure and this position will be maintained in 2013 to ensure the stability and reliability of technical services to support the operation of the business. Within 2013 the extension of the CEPOL infrastructure to provide connectivity for additional office space is foreseen. In addition, it may be necessary to source and implement a new fixed-line telephony solution for the agency, although this need will be further identified within 2012.

The ICT Strategy, drafted within 2011, will be further elaborated and detailed to ensure not only the acceptability of the strategic approach recommended, but also the achievability through the provision of future funding within the approaching new financial framework. It is foreseen that the levels of funding required to commence the implementation of the strategy will not be available until the financial period beginning in 2014. For this reason in 2013 the emphasis of effort will be in ensuring that the necessary preparatory actions ahead of procurements in 2014 are completed.

Implementation of the Information Management Strategy is less capital intensive and so in 2013 the implementation of that Strategy will progress. It is foreseen that this effort will also enable the eventual execution of the ICT Strategy.

4.7.1 Marketing and communications support to be offered to Agency

CEPOL will be promoting the mission and values as well as providing transparency about CEPOL's activities and management by different means.

Efforts will be concentrated on building awareness and recognition of CEPOL, with a view to protecting and building CEPOL's reputation as a centre of excellence for learning. In particular, following the development of the Communications Strategy in 2011/12, communications will be developed against the needs of specific target audiences.

The main communication channels will continue to be the website, supplemented by publications. However, during 2013 an increased use of social media is planned.

CEPOL will continue to be represented in communications networks within the EU: the Heads of Information and Communications Agencies Network and the EU Agencies Web Managers' Network.

Key Activities

Publications

The following publications are planned for 2013:

- Annual Report
- Course Catalogue/Prospectus
- 2013 Exchange Programme review
- Newsletter (up to 10 per year)
- Updated CEPOL factsheets (six)

The aim is also to publish the Annual Report and Course Catalogue in e-Book format.

4.7.2 Pro-active media relations to be maintained

In cooperation with the JHA Agencies and Commission, development of media briefings on key thematic issues is foreseen, e.g. Trafficking in Human Beings, as identified in the EU Policy Cycle and SOCTA.

4.7.3 Publications to be developed according to different target groups

Marketing support

CEPOL will step up marketing of events and activities undertaken by External Relations, to ensure occasions are well branded through provision of marketing materials, including where possible, display materials and also development and publishing news items related to the events.

Marketing of core business performed by LSRDD will remain a key priority to raise awareness of CEPOL learning activities. Corporate gifts and give-aways for courses will be organised and news items related to events will be developed and published.

Media Relations

Continued effort will be given to fostering a positive and proactive relationship with media. In this context, the CEPOL communications team will:

- Source and publish news stories, proactively distributing them to media contacts
- Expand the multi-media library, to include more materials in different formats
- In collaboration with the communications teams of the JHA Agencies, publish thematic media kits, on important topics (i.e. those identified in the EU Policy Cycle/SOCTA)

INDEX OF ABBREVIATIONS

BSC	Balanced Score Card
CC	Common Curricula
COSI	Standing Committee on Operational Cooperation on Internal Security
ECTEG	European Cybercrime Training and Education Group
EMCDDA	European monitoring Centre for Drugs and Drug Addiction
E-Net	CEPOL's electronic network
EPEP	European Police exchange programme inspired by Erasmus
EUCTF	European Union Cybercrime Task Force
FRA	Fundamental Rights Agency
IAS	Internal Audit Service of the European Commission
KPI	Key Performance Indicators
LMS	Learning Management System
NCP	National Contact Points
PI	Performance Indicators
SOCTA	Serious Organised Crime Threat Assessment
TNA	Training Needs Assessment

Annex A: Grant Agreements - Selection, Evaluation, Award and Financing Criteria

The following selection, evaluation and award criteria as well as financing provisions will be applied to all calls for proposals.

Eligibility criteria

In order to be eligible for evaluation the following requirements **must** be fulfilled:

- A signed Framework Partnership Agreement must be in place as a result of the Framework Procedure launched on 19 May 2010;
- The documents must be sent on time, in line with the deadline indicated in the call for applications, and to the correct address;
- The documents of substance must be included in the proposal, these being the application form, the draft budget (CB14);
- Applications must be submitted using the double envelope system – i.e. one outer envelope and two inner envelopes: one for the content proposal and one for the financial proposal - in order to guarantee the confidentiality and integrity of data.

Together **in one inner envelope** duly **marked as Envelope A/B** containing:

- One general form for all courses and seminars the application is submitted for (GA-A1), and/or one general form for all conferences the application is submitted for (GA-A2)
- One specific form for each course/seminar the application is submitted for (GA-B1), and/or one specific form for each conference the application is submitted for (GA-B2)
and a separate inner envelope duly **marked as Envelope CB** containing:
 - One form CB14 for each course/seminar and/or conference the application is submitted for.

If any of these requirements are not fulfilled the application will be considered invalid and will not enter the evaluation stage.

Evaluation criteria

Evaluation of the proposal will be done in three steps for each individual application:

- a) The content proposal will be evaluated in accordance with the pre-defined criteria. Only if this proposal reaches a minimum of 60 (out of 80) points the application will qualify for the second step, which consist in the evaluation of
- b) The financial proposal. In order to qualify for a grant, the application must reach at least 10 (out of 20) points.
- c) Framework Partner can be proposed for a grant by the Evaluation Committee provided its application has reached at least 70% **and** the highest rating within a group of applicants for the specific activity/ies it has applied for.

The evaluation procedure will be done on the basis of evaluation criteria and awarding criteria.

- a) **Evaluation criteria** assess the following areas:
- | | | |
|---|------------------|------------|
| ▪ Content | – maximum points | 30 |
| ▪ Learning outcomes (for courses/seminars) or Objectives (for conferences only) | – maximum points | 10 |
| ▪ Delivery/methodology | – maximum points | 30 |
| ▪ Organisation | – maximum points | 10 |
| ▪ Cost effectiveness | – maximum points | 20 |
| Total | maximum points | 100 |

Awarding criteria refer to the conditions to be fulfilled in order to receive a grant:

- passing the threshold

and

- the highest rating within a group of applicants for a specific activity.

The Authorising Officer may depart from the recommendations made by the Evaluation Committee, if he/she feels this is appropriate and justified, e.g. in accordance with certain strategic priorities, while observing the compliance with submission criteria, the selection criteria (content and financial) and the award criteria laid down in the call for proposals.

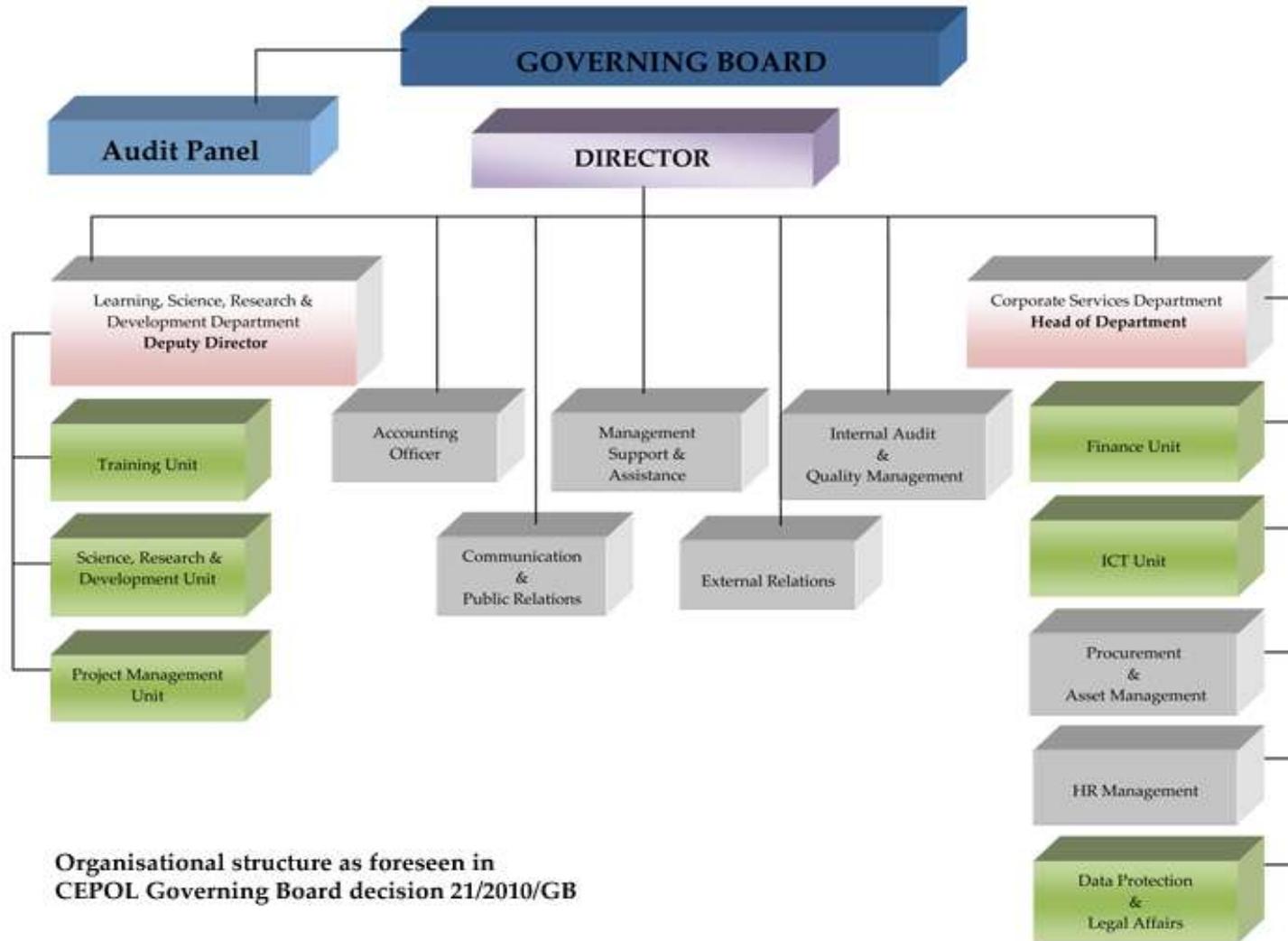
Financial Provisions:

- CEPOL finances 95% of the total costs of the activities in line with the financing provisions of the Governing Board decision 30/2006/GB;
- Activities must be strictly non-profit making;
- The funding is provided in two instalments: a pre-financing payment corresponding to 75% of the budgeted costs following the signature of the grant agreement and the balance on receipt and approval by CEPOL of the final report.

Annex B: Overview of the Allocation of the Human and Financial Resources

Activities	Budget Line / Chapter	Financial Resources		Human Resources 2013		
		Allocations 2012	Allocations 2013	Directors staff	Learning, Science, Research and Development Department	Corporate Service Department
Training Activities	310	2,571,000	2,722,300	80	720	260
Governance and Network	300	169,000	100,000	400	70	50
e-Learning	313	200,000	180,000	40	440	50
Quality management of different learning options	330	40,000	40,000	80	170	50
Common Curricula	320	252,000	200,000	40	300	40
Exchange Programme	324	704,000	650,000	60	630	90
External Relations	325	40,000	30,000	280	50	40
Learning Methods and Processes	323	29,000	30,000	80	140	30
Research and Science	321	133,000	120,000	30	220	50
Communications	370	103,000	90,000	350	80	30
Electronic Network	322	113,000	100,000	200	90	50
Missions	351	140,000	140,000	50	120	140
HR				60	60	430
Internal Control				270	50	20
Admin support				180	160	1530
TOTAL		<u>4,494,000</u>	<u>4,402,300</u>	<u>2,200</u>	<u>3,300</u>	<u>2,860</u>

Annex C: CEPOL's Organisational Structure



Organisational structure as foreseen in CEPOL Governing Board decision 21/2010/GB

Annex D: Risk Management

The following critical risks have been identified and will be detailed in the CEPOL Risk Register

Strategic objectives affected	Identified critical risks	Likelihood of occurrence	Mitigating response action
All	1. Insufficient or weakening of political support for engagement in the field of European law enforcement training	H	1.1 Promotion of CEPOL in the EU working groups (Law Enforcement Working Party, Customs Cooperation Working party, COSI, CATS), Council of Ministers for Home Affairs
	2. Budgetary and personnel cuts will significantly hamper CEPOL's further development	H	2.1. Close cooperation with the stakeholders 2.2. continuous Training needs assessment and implementation of its findings; strict prioritisation plan
1.1. Delivering quality training courses on specific subjects.	1. Decreasing participation in the training activities, due to: - financial constraints at the MS;	H	1.1 Marketing of Flight Scheme, increasing it, subject to available funding 1.2. CEPOL conducts satisfaction surveys and analysis the results in order to monitor the implementation of activities

	<p>2. CEPOL will not maintain comprehensive training needs assessment due to:</p> <ul style="list-style-type: none"> - Insufficient input by stakeholders; - Insufficient human resources inside the Agency. 	H	<p>2.1. CEPOL will prioritise the delivery of TNA;</p> <p>2.2. Stakeholders will be proactively contacted during the assessment</p> <p>2.3. Prioritisation plan will include TNA as a key area</p>
<p>1.3. Exchange programmes as an essential element of learning promotes, facilitates and develops cooperation</p>	<p>1. CEPOL will not be able to implement European Police Exchange Programme at envisaged scale due to:</p> <ul style="list-style-type: none"> - Lack of commitment from the stakeholders; - Insufficient resources at the Agency 	H	<p>1.1. Information on planned stages will be communicated to the MS early in the year;</p> <p>1.2. Close discussions with EU agencies and Interpol will be continued to ensure study visits;</p> <p>1.3. Contract Agents will constitute the core of the exchange team for 2013</p>
<p>1.4. Common Curricula contribute to the preparation of harmonised training programmes according with EU</p>	<p>1. Developed Common Curricula will not meet training needs, due to lack of:</p> <ul style="list-style-type: none"> - Clearly pre-defined objectives and learning 	M	<p>1.1. Common Curricula will be updated and developed through grant agreement instrument;</p> <p>1.2. Objectives and learning outcomes will be detailed in the call for proposals and evaluation will be conducted in line with the</p>

standards	outcomes; - Availability of experts		specified criteria
1.5. Developing further and easier access to e-learning systems	1. Delays in procurement procedures for pictures and videos will hinder production of quality e-Learning products 2. CEPOL may not be able to cater to all new requirements for e-learning products due to: <ul style="list-style-type: none"> - Insufficient internal resources; - Insufficient expertise available 	M	1.1 Procurement process will be closely monitored and intervention assured when needed 1.2 New requirements will be evaluated against the resources available and implementation strictly planned to ensure delivery of the committed products; 1.3 Stakeholders requiring new products will be asked to contribute with expertise
1.6. Delivering quality training courses on specific subjects. 1.7. Common Curricula contribute to the harmonisation of national	1. The new structure for Grant Agreements and related planning and implementation may not evolve/progress as planned and/or fails to produce the anticipated positive results and benefits	M	1.1 Clear process description will be in place and processes/templates will be updated on the basis of lessons learned

<p>training programmes</p> <p>1.8. Budget management ensures implementation of Annual Work Programme and contributes to CEPOL's further innovation</p>			
<p>1.9 Broadening the knowledge base by continued development of the e-library</p>	<p>1. Content import of collections is hampered by:</p> <ul style="list-style-type: none"> - technical insufficiencies of the current version; - uneven and unstable input by RSCs and NeMs 	H	<p>1.1. CEPOL will initiate a technical update of the admin and import interface of the current underlying database. Necessary organisational measures are taken for establishing a routine import exercise.</p> <p>1.2. Authors will be targeted for sharing their studies</p>
<p>2.0 Foundation and maintenance of European database of law enforcement researchers, scientists and research</p>	<p>1. The establishment of the database fails because:</p> <ul style="list-style-type: none"> - of technical obstacles; - social reasons (researchers are hesitant to register/join) 	M	<p>1.1. CEPOL will take measures to enable the current e-Net to add this new functionality.</p> <p>1.2. The RSCs will be functional in promoting the database as a European wide service.</p>