DECISION 34/2012/GB

OF THE GOVERNING BOARD OF THE EUROPEAN POLICE COLLEGE

PRELIMINARY DRAFT WORK PROGRAMME 2014

Adopted by the Governing Board
on 13 November 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 2014[2];

HAS ADOPTED the Preliminary Draft Work Programme 2014 as detailed in the Annex to this Decision.

Done in Nicosia, 13 November 2012

For the Governing Board

Zacharias Chrysostomou
Chair of the Governing Board

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[1] OJ L 256, 1.10.2005, p. 63
[2] Decision 35/2012/GB of the Governing Board of the European Police College

ANNEX

EUROPEAN POLICE COLLEGE

PRELIMINARY DRAFT WORK PROGRAMME 2014

Contents

1   INTRODUCTION

CEPOL's Work Programme 2014 outlines the Agency's actions in delivery of services contributing to achievement of the goals of the EU internal security particularly focusing on building common culture and strengthening competencies and skills required; building CEPOL into the centre of knowledge management. Since 2010 CEPOL consistently increased its role in the process of assisting Member States to translate and implement EU policies into national strategies. Expectations have been growing and the Agency has been able to respond swiftly to new challenges. However, building upon achievements in order to ensure sustainability of growth as well as ensuring extension of products in an environment of "zero" growth and possible cuts poses a significant planning and implementation challenge.

CEPOL is adjusting its activities to respond to the austerity measures implemented in the European Union across all fields.

Training budgets of many Network partners have been affected by the austerity measures therefore CEPOL's role is even more acutely accentuated by the need to provide national law enforcement agencies, particularly the police, with high level awareness and specialist training and learning opportunities, ensuring access to best practice and specialist knowledge.

There are several areas not yet defined or only partially so which will have significant effect on CEPOL's operation in 2014:
- Possible developments in CEPOL's legal frame, expected to be tabled by the Commission in 2013 will significantly influence the scope and CEPOL's impact and determine expectations the Agency may have to meet.
- Financial perspective 2014-2020 is still being discussed therefore its full implications on CEPOL's budget are yet not known. Although it is possible that allocation of new tasks may lead to possible increase of the agency's budget, currently it is premature to discuss real scope of any change.

Bearing in mind that CEPOL will be preparing for change in its mandate, which will require substantial resources, Work Programme 2014 in terms of core business does not plan for portfolio-wide changes in comparison with 2013.

2014 will be the final year of CEPOL's first multiannual Strategy Plan's implementation. Therefore full evaluation of achievements and strategy's success will be conducted. During the four years of its implementation CEPOL has developed into a matured EU Agency applying modern planning and monitoring tools ensuring effective delivery of training, education and knowledge products of excellence. New strategic planning document will be developed taking into consideration that 2014 will be the last year of the Stockholm programme implementation; hence it is essential for CEPOL to step up its advisory role at the EU level to ensure coherence.
- Implementation of Five-year evaluation recommendations, as agreed by the Governing Board, will likely be completed.
- European Training Schemes possibly will become a cornerstone of CEPOL's core business;

- Training Needs Analysis will have become an integral part of CEPOL's planning process.
- New full-fledged EU Policy Cycle will begin thus calling for alignment of CEPOL's activities to cater to priority training needs.

The Work Programme continues contributing to the EU policies, particularly the Stockholm Programme, Internal Security Strategy and its Action Plan, EU policy cycle 2014-2017 for organised and serious international crime and related action plans. Providing operational action plans are not yet developed when this preliminary work programme is written, further adjustment of the activities will take place in 2014;

Cybercrime combating and prevention training will be aligned with the training requirements defined by the European Cybercrime Centre (EC3).

Stakeholder's, especially Network's input and involvement at all stages of the planning will be ensured especially by the continued use of the results of the stakeholder surveys and regular stakeholders' consultations.

Expected CEPOL's involvement in coordinating implementation of ETS in the EU synergies and task allocation with the other EU agencies and international organisations will be ensured.

Without prejudice to any future legal and operational developments CEPOL shall be prepared for management of significant changes such as:
- possible extension of its mandate both in terms of target group and operational business;
- coordination role;
- requirements for certification of its products and trainers;
- the European dimensions of the subjects of training likely continue to be a baseline for CEPOL's activities.

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

Further development of CEPOL learning environment will be topic based with training and learning portfolios developed on selected topics catering to all levels of competencies development: awareness ->specialisation->expert level. 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 systemic, comprehensive and continuous training.

2 EU POLICIES INFLUENCING PLANNING

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 is updated by the CEPOL Governing Board annually. 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 2014 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"3 and subsequent Commission Action Plan4: A wide range or 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.

EU Internal Security Strategy, particularly:
- **The Internal Security Strategy for the European Union:** Towards a European Security Model 5 (EU ISS) adopted by Council of the European Union on 25-26 March 2010: The EU ISS defines – at a high level – the main areas to be handled by the EU Internal Security Architecture;

- **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 newly established **European Cybercrime Centre** at Europol, with training as part of its core business, will become main body identifying training needs for CEPOL. It is imperative to ensure coherent and well concerted EU response in this area.

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[3] "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.

[4] "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.

[5] "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.

[6] COM (2010) 673 of 22 November 2010.

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 Justice[7] 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.

Forthcoming Commission Communication on European Training Scheme.
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 has 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 (list of reference documents will be updated in 2013 in relation to the cycle of 2014-2017):

- 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;

- of 14 December 2011 on Amending the COSPOL framework into EMPACT

- of 22 February 2012 on EU Policy Cycle process review: From OCTA to OAPand related Operational Action Plans8 as approved by COSI have a direct impact on CEPOL resources in 2014 through provision of training activities in the eight priorities of the EU Policy Cycle.

- **Strategic Training Needs Assessment – a high level organisational assessment,** 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 strategic training needs assessment outlining what are the organisational gaps and which interventions are recommended to ensure sustainable development of the Agency focusing on providing effective response to the strategic priorities, such as building common culture, strengthening competencies required for cross border law enforcement cooperation; addressing quality assurance aspects in order to maintain high "worth" and validity of CEPOL's activities in times of the strict austerity measures. The assessment will be used

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[7]   Council of the European Union, 12363/11, PESC 569 JAI299 COSI 32 COSDP 455
[8] 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

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 from SOCTA;

- **Priorities proposed by other stakeholders** (e.g. Eurojust, Frontex, EMCDDA, FRA);

- Emphasis on **fundamental rights** in line with goals of the Charter of fundamental rights of the European Union as one of the core elements 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.

1.2. Circular planning principles will continue to prevail ensuring the following:
- Evaluation results of the activities implemented in 2013 will be assessed with a view of determining effectiveness of products delivered and any need of their adjustment;
- Training Needs Assessment will be used as a key instrument in determining where and which the training and learning activities are required;
- Clear links to the Strategy will persist;
- CEPOL's management tools such as Risk Register and Management Plan will be coherently developed with Work Programme.

The Work Programme is directly aligned with its strategic goals, giving an insight into the main activities and required resources therefore.

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 2014.

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 will be reviewed and amended for 2013. Governing Board is expected to reflect periodically on CEPOL's overall performance in achieving agreed objectives and targets set as well as how Member States' contribution can be enhanced if required.

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 (biennial[9] survey) (80%)

Multi-annual strategy		Work Programme 2014		
Strategic Objectives	**PIs**	**Annual activities**	**Human resources, %**	**operational budget, €**
1.1 - *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 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.*	*Activities (residential training sessions) implemented (95%)* *Overall customer satisfaction (with activities) (91%)* *Number of senior leader participants at events (25%)* *Implementation of JHA Scorecard (95%)*	1.1.1 Residential training and online seminars are aligned with defined priority areas and content is coordinated across cross-cutting areas	TBD	TBD
		1.1.2. Training on Cybercrime is developed and implemented on the basis of training needs defined by EC3. Activities are implemented in coordination with EUCTF, ENISA and ECTEG. Private sector expertise is incorporated in highly specialised courses.		
		1.1.3 CEPOL implements systemic residential training on civilian crisis management		

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[9]   Every other year

Multi-annual strategy		Work Programme 2014		
Strategic Objectives	**PIs**	**Annual activities**	**Human resources, %**	**operational budget, €**
1.2 – *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*	*Overall customer satisfaction (with activities) (91%)*	1.2.1 Custom tailored residential training to be delivered for senior law enforcement staff on strategic planning and management. TOPSPOC is the flagship course for senior law enforcement staff.	TBD	TBD
		1.2.2. CEPOL participates in EU funded capacity building projects		
1.3 – *Exchange programmes as an essential element of learning promotes, facilitates and develops cooperation*	*Overall participant satisfaction (with the Exchange Programme) (80%)* *Implementation of JHA Scorecard (95 %)*	1.3.1 European Police Exchange Programme 2011-2014 to be implemented (Stockholm Programme) at a reduced scale	TBD	TBD
		1.3.2 Exchange Programme may continue to be made available for EU Candidate and EU Neighbourhood Policy countries subject to available funds		
1.4.- *Common Curricula contribute to the preparation of harmonised training programmes in accordance with EU*	*Number of Common Curricula adopted by the CEPOL GB[10]*	1.4.1. Further development, update and integration of Common Curricula	TBD	TBD

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[10] Governing Board

Multi-annual strategy		Work Programme 2014		
Strategic Objectives	**PIs**	**Annual activities**	**Human resources, %**	**operational budget, €**
standards		1.4.2. Development and adoption of a policy on Common Curricula elaboration and integration; full alignment with training portfolio principle		
		1.4.3 Common Curricula are made available to international organisations and CSDP missions.		
1.5. – *Developing further and easier access to e-Learning systems*	*Number of e-Modules adopted and revised* *Implementation of JHA Scorecard (95%)*	1.5.1. Existing E-learning modules to be updated and promoted and new e-learning modules deriving from select priority areas to be developed	TBD	TBD
		1.5.3. Policy on e-learning and Learning Management System is to be developed and adopted by the GB		
		1.5.4 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*	*Overall customer satisfaction (with activities) (91%)*	1.6.1 Further development towards an accredited masters course in international Police and Judicial Cooperation	TBD	TBD
		1.6.2. CEPOL's Train the trainers course remains a flagship course		

1.1.1 Residential training and online seminars are aligned with defined priority areas and content is coordinated across cross-cutting areas
1.2.1. Custom tailored residential training to be delivered for senior law enforcement staff on strategic planning and management. TOPSPOC is the flagship course for senior law enforcement staff.

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, particularly in response to the forthcoming Commission Communication on European Training Scheme.

Activities will be adjusted if there will be an urgent need for learning and training response for the law enforcement authorities in Europe due to new challenges, particularly further developments at the Council level in regard to the EU Policy Cycle priorities and implementing operational action plans.

In 2014 training activities will be addressing the following priorities:

- EU Policy Cycle instrument and priorities
- other organised crime
- counter-terrorism
- Economic crime
- law enforcement techniques
- EU cooperation
- human rights
- management
- crime prevention
- learning and training
- research and science

Preliminary list of the residential training activities is given in the Annex A and does not constitute an integral part of the Preliminary Draft Work Programme.
A specific attention in 2014 will be continuous support to the Member States' experts contributing to the EU Policy Cycle in implementation of the first full cycle 2014-2017, through provision of dedicated residential training to priority drivers and participants as well as offering e-learning solutions for raising general awareness. These training activities will incorporate expertise of the key actors. Number of residential training activities on the Policy Cycle instrument will be reduced bearing in mind that majority of training activities

have had been implemented in 2013 in preparation for the new cycle, training on this area will be executed through e-learning options. Full list of Policy Cycle instrument training will be conducted on biannual basis.

Bearing in mind that residential training is resource demanding this tool will predominantly be used for development of specific competencies.

In response to austerity measures within the MS affecting opportunities of experts to participate in CEPOL activities, majority of flights costs for course participants from the EU MS will be borne by the Agency, however, unlike in 2013 it is possible that due to financial constraints it is necessary to limit the number of paid flights in order to ensure management of change and further development of CEPOL products in line with the strategic training needs assessment.

In delivery of specialist training CEPOL will continue to work in close cooperation with the JHA agencies and EU-wide expert networks such as EJTN, EMPEN, ENFSI, EUCPN and EEODN.

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

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 obligations[11].

All CEPOL courses, seminars and conferences, with few exceptions where specific expertise is available outside the Network, 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.

One call for proposals is planned for implementation of 2014 residential activities. If required, additional call will be launched and budgeted with remaining budget not used for the first - general call. Total budget programmed for calls for proposals will be specified following adoption of the list of activities.

The selection, evaluation and award criteria as well as financing provisions to be applied to all calls for proposals are given in Annex B.

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[11] 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	September 2013	To be determined
Submission of Grant applications	31 October 2013	
Evaluation	30 November 2013	
Awarding decision	December 2013[12]	

1.1.2 Training on Cybercrime is developed and implemented on the basis of training needs defined by EC3. Activities are implemented in coordination with EUCTF, ENISA and ECTEG. Private sector expertise is incorporated in highly specialised courses.

In the area of cybercrime training activities will be fully aligned with the training needs identified by European Cybercrime Centre (EC3) and the established cooperation with the European Cybercrime Task Force, ECTEG (European Cybercrime Training and Education Group) ENISA, ENFSI and other stakeholders will be further strengthened. Private sector involvement in delivery of specialist training will increase to provide EU-wide skill building for law enforcement cybercrime combating/prevention professionals.

1.1.3 CEPOL implements systemic residential training on civilian crisis management

1.   CEPOL continues to strengthen cooperation with EEAS in design and delivery of range of training and learning activities. Residential training activities will address high level senior planning and command level, experts' and trainers' levels through a specifically built and pre-rolled courses. Mentoring, Monitoring and Advising course will be further adjusted by the CEPOL Network embedding the training needs defined by the EEAS.

The following new bespoke courses will be implemented:
- Awareness Course on the CSDP/FSJ nexus, structures and instruments with a particular focus on understanding the internal/external security, with a view to enhance knowledge of EU instruments for the exchange of information in the domain of Police and Judicial cooperation;
- Awareness Course/Modular Training Package on Security Sector Reform, targeting primarily Police Officers working on Institution Building with a particular focus on Police Services.

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[12] Subject to adoption of CEPOL's 2013 budget by the Council and European Parliament

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 (under implementation)
- Euroeast Project
- European Police Service Training Project (under implementation).

CEPOL will continue to offer its expertise and services as an associate member of project consortia as well as strengthen the efforts in implementation of project within the Agency structure where required and feasible.

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

End of 2014 shall become a point of reference of implementation of the European police Exchange Programme (EPEP) in response to Stockholm programme and Council conclusions13, which determined that 2011-2014 is to be a pilot implementation. As 2014 will be the last year of pilot's implementation, comprehensive assessment shall be conducted and a way forward determined to ensure that EPEP becomes a permanent action beyond 2014. This tool is to be incorporated into the European Training Scheme and shall complement other training and learning activities offered by CEPOL. Possible devolvement of EPEP will be examined whether there is a room of implementing it at three levels: regional, EU, international. It shall be noted that effective implementation of the pilot EPEP was somewhat hampered by failure to receive additional budget and this issue shall be addressed in future.

In 2014 CEPOL will do its utmost to continue EPEP pilot's implementation at a comparable scale of the previous years; however, this may be challenging due to the EPEP not receiving additional funding as expected. Dynamic development of the Agency across all training and learning areas exhaust available financial resources therefore EPEP more and more is prone to resource slashing due to the need to keep the momentum in other areas. EPEP will continue to be aligned with the priority topics of the EU policies.

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

The Agency will investigate modalities of participation of the Candidate and European Neighbourhood Policy (ENP) countries, with particular attention and in particular those countries which are part of the Eastern Partnership regional policy in the European Police Exchange Programme to facilitate their continuous integration and networking on law enforcement matters, in line with the Stockholm Programme and developments in the Council.

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[13] Council conclusions of 13 April 2010 on the exchange programme for police officers inspired by Erasmus

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

Mapping of the EU training conducted by CEPOL on behalf of the Commission for European training Scheme in 2012 shows that training materials such as CCa and training manuals are in high demand in all areas. The focus will be on development of new CCa, updating of existing CCa on Drug Trafficking and SIRENE Training Manual as well as on providing support in their integration.

1.4.2 Development and adoption of a policy on Common Curricula elaboration and integration; full alignment with training portfolio principle

Full review of CCa policy has to be conducted in order to define further approach to development of highly required product, which is tailored to meet EU and national requirements across the EU. CCa shall play a role of best practice and skills harmonisation.

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 made available for training of EU law enforcement officers in preparation for CSDP missions.

1.5.1. Existing E-learning modules to be updated and promoted and new e-learning modules deriving from select priority areas to be developed

The content of select online learning modules developed prior 2014 will be updated in close cooperation with experts from member States and involved Agencies. New modules will be developed to cater to the learning and training needs deriving from the EU Policy Cycle 2014-2017 continuously and consistently involving content experts from the Member States. Expertise available at the JHA agencies, particularly, Europol, Frontex, FRA, Eurojust and OLAF as well as the EU bodies – Council of European Union, European Commission - will be involved as an integral part of e-learning development process.

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.

New authoring tool needs to be developed to support delivery of high quality user friendly products.

1.5.3. Policy on e-learning and Learning Management System is to be developed and adopted by the GB

Learning Management System (LMS) shall retain its role in building a law enforcement knowledge base. It will be made available in formal learning activities implemented by CEPOL, such as training courses, seminars, conferences, common curricula, exchange

programmes. Additionally, the knowledge bases 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. CEPOL will review its approach in detecting, capturing and disseminating knowledge in order to make process pro-active and well moderated.

Vision on future use of LMS and other e-learning options have to be investigated, formalised and adopted incorporating self-paced learning with on-line education, such as on-line courses.

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

In 2014 webinars will be as extensively used as the previous year 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 pre-identified as well as ad hoc needs for law enforcement training. Further in-house possibilities of developments in this area are limited to available scarce resources. CEPOL will invest efforts in building capacity of organising webinars within the Network.

In preparation for second CEPOL strategy 2015-2018 CEPOL needs to increase use of the cutting edge technology in delivery of training and learning therefore existent practices and their impact shall be looked at and new vision paper shall be adopted.

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

Pilot masters course on Policing in Europe will be further developed and finalised following the feasibility study conducted in 2013. Implementation of the course will be conducted by a consortium of partners.

Synergy will be sought with other training and learning areas, such as e-learning. This will lead to more efficiency and a larger forum for updating.

1.6.2. CEPOL's Train the trainers course remains a flagship course

CEPOL will continue to deliver training designed for educationalists by encompassing best available expertise of the Network in line with CEPOL's training and learning policy.

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 2014		
Strategic Objectives	**PIs**	**Annual Activities**	**Human Resources, %**	**Budget T3, €**
2.1 - *Broadening the knowledge base by continued development of the e-Library*	*Number of items collated in the e-Library, number of users accessing the database*	2.1.1 – Changing the accessibility architecture of the e-Library: making scientific collections public	TBD	TBD
2.2 – *Orientation and facilitation of research, support to researchers and scientists*	*Number of research institutions in the network*	2.2.1 – preparations for envisaged mandate extension in the field of research and science	TBD	TBD
		2.2.3 – Support in matching research requirements from practice to academic expertise		
2.3 – *Ensuring forums for debate, sharing of research findings and moderating interaction between senior practitioners and researchers*	*Number of participants at CEPOL annual police research and science conference; total number of articles published in Bulletin*	2.3.1 – CEPOL Annual Police Research and Science Conference to be organised	TBD	TBD
		2.3.2 – Two special topic issues the Research and Science Bulletin will be published		
2.4 - *Foundation and maintenance of European database of law enforcement researchers, scientists and research*	*Number of researchers in the database*	2.4.1 – LTR Database will be run as online-access application	TBD	TBD
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*	*Assignment of award*	2.5.1 Incoming proposals for CEPOL Research Award are processed and assessed – Award handed out at CEPOL Annual R&S Conference.	TBD	TBD

Research and Science Activities

Developments in the area of research and science will very much depend on possible extension of CEPOL's mandate enforcing the Agency's capability to conduct law enforcement research; to ensure the permanent bridge and knowledge transfer between the training activities and research and science projects / institutes. Where necessary new research projects will be supported, stimulated, moderated and / or facilitated. For all potential target groups the access to the relevant knowledge will be ensured by high performance technical solutions.

To enhance the capacity in the area of knowledge management CEPOL will continue to monitor relevant sources of knowledge and scientific findings that are potentially relevant to the planning, implementation and further strategic development of CEPOL's core business; transfer of knowledge from the EU and outside it to LEA will be a priority. Researchers' database will be developed towards a next stage of usability to assist access of stakeholders to scientific and research material they may need.

The Agency will continue to encourage and establish new cooperation channels among scientific experts, research projects and practitioners and to continue promotion of a European approach to the police science and policing.

CEPOL will hand out for the first time the CEPOL Research Awards in of support researchers and establishment of acknowledgement system by CEPOL.

There will be one annual CEPOL conference, which shall become a flagship event with think-tank qualities. This shall become a recognized event and contribute to CEPOL's advisory role. Clear annual goals and aims will be set for this yearly event.

It is expected that CEPOL's mandate in research and science will increase with new legal mandate thus contributing to defining future and emerging tendencies and required law enforcement performance competencies.

CEPOL will continuously invest and work in the following areas:
- 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; access to research materials across available market will be investigated and improved.

- 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.

- Coordination of CEPOL's Knowledge Management Strategy with other EU agencies and partners.

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, €
3.1 - *Cooperation with EU Agencies and Bodies remains the priority*	*Implementation of JHA Scorecard (95%)*	3.1.1 CEPOL continues to contribute to the Justice and Home Affairs Agencies Contact Group	TBD	TBD
3.2 – *Associated States are Considered as the Closest Partners*	*Number of participants from associated countries at CEPOL activities increases to 5%*	3.2.1 – Representatives of Associate States attend CEPOL's Governing Board (at their own cost)	TBD	TBD
3.3 – *Assisting Candidate and Accession Countries, Neighbourhood Policy and Eastern Partnership*	*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	TBD	TBD
		3.3.2 - By end of 2014, Cooperation Agreements are signed with all Candidate Countries which will have received Candidate Status by 2013		
		3.3.3 – Cooperation Agreements with at least one ENP Eastern Partnership state shall be concluded by 2014		
3.4. - *Cooperation with globally significant partners*	*Number of strategic partnership initiatives launched*	3.4.1.Cooperation Agreements with at least one Strategic Partner shall be negotiated by 2014	TBD	TBD

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 shall continue to include:

- 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's own resources if feasible, or via assigned revenue sources such as EU project funds.

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) 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 promoting effective and efficient coordination and avoid overlap of training programmes and products delivered by the Agencies.

Cooperation with International and Regional Organisations, the Police Cooperation Convention for South Eastern Europe (PCC-SEE) and other relevant bodies 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 if feisable and relevant. CEPOL products shall be shared with those organizations insofar as relevant and allowed by the applicable legal arrangements.

In 2014, CEPOL may explore the possibility of dedicating 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.

During 2013 CEPOL shall continue its 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 further formal cooperation agreements;;

- Negotiating and/or Concluding Cooperation Agreements with countries which have received Candidate status in 2013;

- Intensifying cooperation with European Neighborhood Policy (ENP) Countries.

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, €**
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	TBD	TBD
		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	TBD	TBD
		4.3.2 Audit recommendation implementation follow-up		
4.4. - *Managing human resources as CEPOL's greatest asset*	*Number of staff evaluated (annual appraisal) (100%) Staff satisfaction (annual survey) (80%)*	4.4.1 CEPOL Staff will be managed in line with amended Staff Regulations	TBD	TBD

Multi-annual strategy		Work Programme 2013		
Strategic Objectives	**PIs**	**Annual Activities**	**Human Resources, %**	**Operational Budget, €**
4.5. - Budget management ensures implementation of Annual Work Program and contributes to CEPOL's future innovation	*Timely payment of invoices (85%)*	4.5.1 Budget administration and workflows will be assessed	TBD	TBD
4.6 - Agency provides appropriate administrative support for the proper function of all CEPOL components	*Number of complaints/compliments received (25/25)*	4.6.1 Implementation of ICT strategy will be prepared, technical solutions improved	TBD	TBD
4.7 - Stakeholder Relations and Internal Communication	*Implementation of stakeholder related activities (e.g. management plan) (100%)* *Increase in positive media coverage* *Stakeholder survey indicates satisfaction with CEPOL publications*	4.7.1 Marketing and communications support to be offered to Agency 4.7.2 Pro-active media relations to be maintained 4.7.3 Publications to be developed according to different target groups	TBD	TBD

4.1.1 Preparations for future new CEPOL legal base

CEPOL will continue to support and enable the functioning of its Governing Board; as the revision of the new legal basis and its implications becomes clearer, then the work to support and changes in the Governance of the agency shall be taken into account for the Work Programme 2014.

The Governing Board will evaluate the implementation of the CEPOL Strategy and develop new CEPOL Strategy 2015-2018 ensuring its coherence with EU political and strategic expectations in relation to CEPOL and its future new legal base.

Change management team will be established and will be fully operational in order to ensure full and efficient implementation of the policy makers' expectations in relation to their vision of CEPOL's future role and strategic/operational tasks.

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

The new legal basis of CEPOL should be anticipated to impact upon the management of the agency. The definition and agreement of the legal basis will be complimented by an analysis of the impact on the management structures, processes and procedures that will be required to adapt to the new basis. A priority within 2014 will be to ensure that the changes necessary to transform to the new legal basis are fully implemented. It should be considered that the changes could impact across all aspects of the operational and administrative business of CEPOL to some extent. The definition of the WP2014 will therefore include a Change Programme to ensure the necessary coordination of resources and activities to enable a smooth transition.

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 2014.

National Contact Points, National Common Curricula Coordinators, E-Net managers and Research and Science Correspondents will also meet in 2014.

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. To ensure their work 3% of the total operational budget are allocated for this purpose.

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
- Quarterly collection and analysis of strategic data related to CEPOL performance (the Balanced Scorecard)
- Drafting of operational procedures (quality documents) and related documents
- Certification of the implementation of the CEPOL management system based on the ISO 9001:2008 principles
- Annual risk assessment exercise
- Individual and strategic activity planning

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

In 2014 CEPOL's structural changes are aimed to be completed bearing in mind Multiannual Staff Policy Plan. It should be underlined that staff increase in 2013 is not foreseen, on contrary, staff cut at EU agency level is projected by 5%. Any possible increase in 2014 will depend on new tasks allocated by the legal basis and available budget allocation. In 2014 it is expected that CEPOL's core business exposure to seconded staff shall be reduced to ensure effective business continuity.

A new legal basis and the new Financial Perspective (2014-2020) should be considered to have the potential to impact upon the Establishment Plan of CEPOL and future human resource planning. A Recruitment Plan will be defined and implemented within 2014 in accordance with the budget. Further, the planning of Human Resources on the longer term will be completed in accordance with the financial planning applicable to CEPOL.

Following the anticipated entry in to force in 2013 of a revision of the Staff Regulations all HR Management will be conducted in accordance with those new regulations and actions to complete the transition will be implemented.

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 2014. 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 2014.

4.5.1 Budget administration and workflows will be assessed

2014 will see the introduction of not only a new legal basis, but also the new Financial Perspective (2014-2020). These two significant elements are intrinsically linked and this should be anticipated to result in a new scope of activities for CEPOL and consequently new financial management instruments; for example indirect/direct, centralised/decentralised

financial management systems. In the case of such developments, the budgetary and financial management of the agency will be enhanced correspondingly to ensure full compliance with the regulations.

With regards to the Grant agreement instrument, if the new CEPOL legal basis will identify the Network bodies within the meaning of Article 49 of the EU Financial Regulation[14] and Article 168 (1d) of the Implementing Rules[15] the current grant agreement system will be significantly reviewed to ease the process and at the same time ensure high quality of delivered activities.

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 2014 to ensure the stability and reliability of technical services to support the operation of the business. 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.

The ICT Strategy, drafted within 2011, will be further elaborated and detailed to ensure not only the acceptability of the strategic approached 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 2014 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. In is foreseen hat 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

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[14] Commission Regulation (EC,Euratom) 2343/2002 of 23 December 2002 on the framework Financial Regulation for the bodies referred to in Article 185 of Council Regulation (EC,Euratom) No 1605/2002 on the Financial Regulation applicable to the general budget of the European Communities

[15] Commission Regulation (EC,Euratom) 478/2007 of 23 April 2007 laying down detailed rules for implementation of Council regulation (EC,Euratom) No 1605/2002 on the Financial Regulation applicable to the general budget of the European Communities

particular, following the development of the Communications Strategy in 2012, communications will be developed against the needs of specific target audiences.

The main communication channels will continue to be the website, supplemented by publications.

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 2014:

- Annual Report
- Course Catalogue/Prospectus
- A quarterly information publication (e-zine or e-newsletter), focusing on law enforcement training

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 increase marketing of events and activities, 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. 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:
- Seek to identify contacts for a media list
- Source and publish news stories, proactively distributing them to media contacts
- Expand the multi-media library, to include more materials in different formats, where budget allows
- 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), where budget allows

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
EEAS	European External Action Service
EJTN	European Judicial Training Network
EMCDDA	European monitoring Centre for Drugs and Drug Addiction
E-Net	CEPOL's electronic network
EMPEN	European medical and psychological experts' network
ENFSI	European Network of Forensic Science Institutes
ENISA	European Network and Information Security Agency
EPEP	European Police exchange programme inspired by Erasmus
EUCTF	European Union Cybercrime Task Force
EUCPN	European Union Crime Prevention Network
FRA	European Union Agency of Fundamental Rights
ETS	European Training Scheme
IAS	Internal Audit Service of the European Commission
KPI	Key Performance Indicators
LMS	Learning Management System
MS	Member States
NCP	National Contact Points
OLAF	Anti-Fraud Office
PI	Performance Indicators
SOCTA	Serious Organised Crime Threat Assessment
TNA	Training Needs Assessment

Annex A: Preliminary List of CEPOL Activities n 2014

List of activities will be included in the Work Programme 2014 at a later stage to ensure that training needs assessment is applied to evaluation of the activities as well as to ensure sufficient dialogue and discussion.

Annex B: 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.

Evaluation criteria

Evaluation will be done by an independent Evaluation Committee, appointed by the Director of CEPOL, on the basis of pre-defined quality criteria as described in the call for applications. Criteria for conferences will differ on the level of learning outcomes and delivery/methodology as conferences do not have the same educational methodology and approach as courses and seminars (please refer to "Guidelines for Grant Application Procedure").

No observers will be admitted during the assessment of eligibility and evaluation process.

Evaluation criteria for single activities:

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 will the application qualify for the second step, which will 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) An application can be proposed for a grant by the Evaluation Committee provided the application has reached at least 70 points **and** the highest rating within a group of applicants for the specific activity/ies.

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/workshops) 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**

Evaluation criteria for a set of activities:

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

d) The content proposal for each activity within a set will be evaluated in accordance with the pre-defined criteria. Average result for all activities within the set will be used. Only if the average of the proposal reaches a minimum of 60 (out of 80) points will the application qualify for the second step, which will consist in the evaluation of

e) the financial proposal. Total budget of all activities within the set will be evaluated. In order to qualify for a grant, the application must reach at least 10 (out of 20) points.

f) An application can be proposed for a grant by the Evaluation Committee provided the application has reached at least 70 points **and** the highest rating within a group of applicants for the specific set of activities.

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

b) Evaluation criteria assess the following areas:

▪ Content	– maximum points 30
▪ Learning outcomes (for courses/seminars/workshops) 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**

4.8   Awarding criteria

Awarding criteria refer to the conditions to be fulfilled in order to receive a grant:
   ▪ reaching 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 up 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 C: Overview of the Allocation of the Human and Financial Resources

Activities	Budget Line / Chapter	Financial Resources, Title 3, €		Human Resources, % 2014
		Allocations 2013	Allocations 2014	
Training Activities	310/311	2,873,000	2,900,000	TBD
Governance and Network	300	310,000	310,200	TBD
e-Learning	313	120,000	120,000	TBD
Common Curricula	320	40,000	40,000	TBD
Exchange Programme	324	171,200	160,370	TBD
External Relations	325	15,000	10,000	TBD
Research and Science	321	40,000	40,000	TBD
Communications	370	49,300	50,000	TBD
Electronic Network	322	70,000	70,000	TBD
Missions	351	140,000	140,000	TBD
HR			-	TBD
Internal Control			-	TBD
Admin support			-	TBD
TOTAL		_3,828,500_	_3,840,570_	_100_

Annex D: CEPOL's Organisational Structure
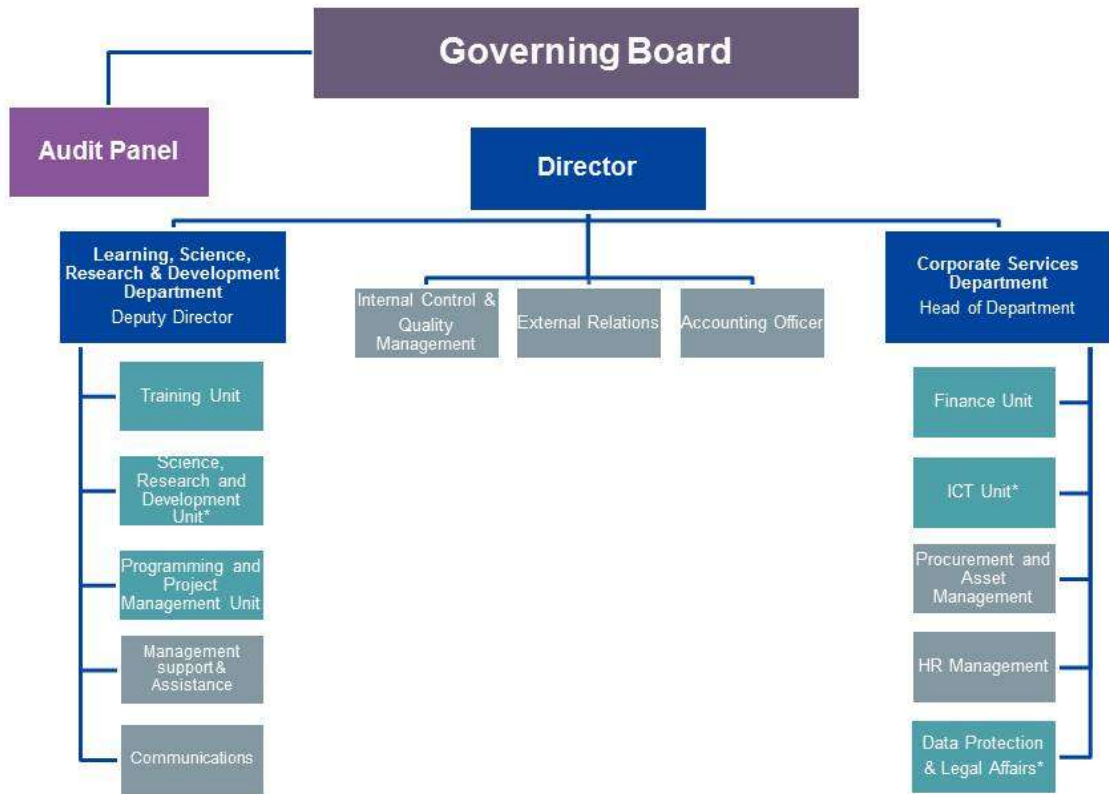
* For future implementation

Annex E: 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. Uncertainty of CEPOL's future developments may affect commitment of internal and external stakeholders as well as the agency's staff.	H	1.1 Intensive communication with the European Commission, Council and the Parliament in order to clarify the situation as early as possible 1.2 Well established change management policy in CEPOL 1.3 Consistent and transparent communication
	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. Constrained or lack of implementation of the recommended interventions of the Strategic Training Needs Assessment will affect further development and streamlining of the agency action.	H	1.1 Increasing a dialogue within CEPOL and its Network; 1.2 Establishment of project based working groups dealing with specific recommendations and their

			implementation.
	2. CEPOL will not maintain comprehensive training needs assessment due to: - Insufficient input by stakeholders; - Insufficient human resources inside the Agency.	M	2.1. CEPOL will prioritise the delivery of operational TNA; 2.2. Stakeholders will be proactively contacted during the assessment 2.3. Prioritisation plan will include TNA as a key area
	3. Participation in residential activities may be constrained if participants' flights cannot be covered due to other operational priorities and development needs	M	3.1. If all participants' flights cannot be covered, Member States will be offered extended funded flight scheme.
1.3.Exchange programmes as an essential element of learning promotes, facilitates and develops cooperation	1. CEPOL will not be able to implement European Police Exchange Programme at envisaged scale due to: - Lack of budget - Lack of commitment form the stakeholders; - Insufficient resources at the Agency	H	1.1. Budget consumption will be monitored closely and released funds will be made available for Exchange Programme 1.2. Information on planned stages will be communicated to the MS early in the year; 1.3. Close discussions with EU agencies and Interpol will be continued to ensure

			study visits; 1.4. Contract Agents will constitute the core of the exchange team for 2013
1.6. Developing further and easier access to e-learning systems	1. CEPOL may not be able to cater to all new requirements for e-learning products due to: - Insufficient internal resources; - Insufficient expertise available	M	1.1 New requirements will be evaluated against the resources available and implementation strictly planned to ensure delivery of the committed products; 1.2 Stakeholders requiring new products will be asked to contribute with expertise
1.6. Delivering quality training courses on specific subjects. 1.8. Budget management ensures implementation of Annual Work Programme and contributes to CEPOL's further innovation	1. Budget underspending in the area of residential activities remains relatively high	M	1.1 Member States are asked to avoid over budgeting of the financial proposals; 1.2 Aspect of value for money in the grant procedure facilitate realistic budgeting; 1.3 Framework partners will be reporting early on possible underspending
1.9 Broadening the knowledge base by continued	1. Content import of collections is hampered by: - technical insufficiencies of the current version;	H	1.1. CEPOL will initiate a technical update of the admin and import interface of

development of the e-library	- uneven and unstable input by RSCs and NeMs		the current underlying database. Necessary organisational measures are taken for establishing a routine import exercise. 1.2. Authors will be targeted for sharing their studies
2.4 Foundation and maintenance of European database of trainers and law enforcement researchers, scientists and research	1. The establishment of the database fails because: - of technical obstacles; - social reasons (researchers are hesitant to register/join)	M	1.1. CEPOL will take measures to enable the current e-Net to add this new functionality. 1.2. The NCPs and RSCs will be functional in promoting the database as a European wide service.