



CEPOL - EUROPEAN POLICE COLLEGE

WORK PROGRAMME 2011

Contents

Foreword	3
1. Overview	4
2. Legal Framework	7
3. Training Activities	8
4. CEPOL Governance and Network	12
5. e-Learning	14
6. Evaluation	16
7. Common Curricula	18
8. Exchange Programme for Police Officers	20
9. External Relations	22
10. Learning Methods and Processes	24
11. Research and Science Activities	26
12. Communications	28
13. Relevant European Law Enforcement Projects	31
14. Support function: Electronic Network	32
15. Missions	33
16. Strategic objective with high importance	33
Annex 1: Overview of the Allocation of the Human Resources	34
Annex 2: Identified Risks on the Activities	35
Annex 3: Calendar of 2011 Courses, Seminars and Conferences	37

Foreword

It is foreseen that there will be a need to adjust the Work Programme of CEPOL in 2011 according to the development of the available budget and vice versa.

Mainly the following aspects, developments and issues may have an impact on the CEPOL Work Programme 2011:

- The action plan for the implementation of the Stockholm Programme;
- The latest communication from the European Commission on the development of the Internal Security architecture in Europe and the policy cycle related to this;
- The importance of the OCTA reports and the developments for the new SOCTA reports;
- The negotiations referring to the European Police Exchange Programme;
- The results of the 5 year external evaluation of CEPOL;
- The results of the negotiations about the coordination and harmonisation of training for the preparation for EU police missions (EUPST Project);
- A possible establishment of a MEDA III project in 2011 or later;
- The political developments in different regions (e.g. European Neighbourhood Countries);
- The aimed improvement of the coordination and cooperation with Europol, Eurojust, Frontex, European Union Agency for Fundamental Rights and other EU Agencies and international organisations;
- The adoption of a new structure of Framework and Grant Agreements for the implementation of CEPOL activities and resulting financial implications;
- Possible consequences following implementation of the Lisbon Treaty, especially in the area of cooperation with third countries;
- The development with the Candidate and Acceding countries.

The following planned activities and objectives need to be considered in the light of the above mentioned aspects, developments and issues.

1. Overview

The 2011 Work Programme has a broad focus including new priorities, topics and administrative tools. The total number of activities will slightly increase due to the Stockholm Programme.

The support to the national colleges in implementing common curricula is a priority, as well as the development of e-Learning modules and the exchange programme for 2011 - 2012.

Following the development in 2010 of a comprehensive CEPOL strategy with clear defined Key Performance Indicators (KPIs) in 2011, these KPIs will be further developed and used to measure expected and planned results. The new KPIs will also include administrative objectives.

This Programme is the start to visualize links between the strategic objectives and the different activity areas.

All planned activities are under the precondition of the availability of budget. Adjustment of the activities may be necessary to keep the budgetary restrictions over the course of the year.

All activities might be adjusted if there will be an urgent need for a learning and training response for the law enforcement authorities in Europe due to new challenges, e.g. terrorist attacks. CEPOL has the intention to show the necessary flexibility to meet the needs for learning and training within the Internal Security Architecture of Europe.

1.1 Training Activities

86 training activities are planned for 2011, covering 16 different areas. The majority of activities will be four-day courses. A few activities are planned under a two-step or four-step approach.

1.2 Governance of CEPOL

To cover the communication and cooperation needs within the CEPOL network, generally maximum three meetings for each of the committees and working groups are planned in 2011. Only for the Strategy Committee it is planned to have maximum four meetings.

1.3 e-Learning

Two new e-Learning modules are proposed; modules regarding Joint Investigation Teams and the Lisbon Treaty.

1.4 Evaluation

The evaluation processes are supported by new tools available on CEPOL's e-Net. The post-course evaluation will present results regarding the impact of the CEPOL courses and seminars including the application of new knowledge/skills in the work environment. CEPOL will better assess its activities as Key Performance Indicators will be approved by the CEPOL Governing Board.

1.5 Common Curricula

CEPOL will concentrate on supporting the national implementation and updating the already developed six common curricula and to finalize the remaining further four Common Curricula. Besides the implementation in the Member States, the aim is to share the common curricula with countries outside the European Union and other international organisations.

1.6 Exchange Programme for Police Officers inspired by Erasmus⁴

The new comprehensive differentiated exchange programme for law enforcement officers will be established. This exchange programme supplements the already existing bilateral activities for the exchange of law enforcement officers. The aim is that a substantive number of senior officers, specialists and training staff will take part in the programme, with the chance for the exchangees to gain practical experience. The implementation of this Programme is one of CEPOL's core tasks.

1.7 External Relations

The work regarding external relations will be intensified in the areas of cooperation with other European Union agencies and International bodies, cooperation with the national police institutes of non-EU Member States and the follow-up of training activities involving third parties. The priorities set out in the Stockholm Programme will be covered with improved efforts.

1.8 Learning Methods and Processes

The impact of the Bologna Process on CEPOL's activities will be followed-up and surveys on the implementation of endorsed learning approaches and on the implementation and usage of the Learning management System (LMS) will be finalised.

1.9 Research and Science

New activities in 2011 include the collection and dissemination of good practice and research findings. The aim is to facilitate a comparative European police research project. The main focus in this area will be to support learning activities with the newest research findings. Another focus will be on the further development of a comprehensive knowledge management approach for police science.

⁴ ENFOPOL 8309/1/10 Rev.1

1.10 Communications

For 2011 it is planned to develop a sub strategy on communication. External communication will be harmonised with the approach of the other JHA agencies.

2. Legal Framework

CEPOL, as a community financed European Union Agency, was established by Council Decision 2005/681/JHA of 20 September 2005 (repealing Decision 2000/820/JHA). The decision 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.

Until end of January 2011, an evaluation exercise will take place, based on Article 21 of the Council Decision establishing the College.

3. Training Activities

Objectives in the CEPOL Strategy:

3.1 CEPOL Strategic Goals and Objectives

Goal 1: The CEPOL network functions as a European law enforcement education platform on the highest level of international excellence

Strategic objectives:

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 programmes. Promoting the effective implementation of the Stockholm Programme via training.

1.2 Delivering training for senior leaders in order to enhance their European competence; assist them in strategy planning and realisation of strategic courses on EU level

3.1 Training Activities: Courses, Seminars and Conferences

In 2011, 81 courses, seminars and conferences are planned, resulting in 87 training activities. Part of the Work Programme 2011 will be four activities in cooperation with third countries; one with North America, one with Russia and two with Neighbouring countries. The majority are four-day courses or seminars and all are also open to participants from Associated, Acceding and Candidate countries at their own costs.

In order to implement all activities, especially in relation to striving for a higher attendance, an ultimate efficient use of the budget is necessary.

In areas where other EU agencies are organising similar training activities, CEPOL is discussing specific cooperation with said agencies in order to avoid duplication.

Europol, Eurojust, Frontex, European Union Agency for Fundamental Rights and the European Security and Defence College (ESDC) are invited to present their priorities and to contribute to CEPOL courses and seminars.

In 2011, the cooperation with the Civilian Planning and Conduct Capability of EU (CPCC) will be established for the development of common activities.

Since 2009, CEPOL reimburses travel expenditure for up to ten participants per Member State and Candidate country per year. This will continue in 2011.

The following priorities are being taken into consideration:

- The Council Decision 2005/681/JHA of 20 September 2005, and in particular Articles 5, 6, and 7;
- EU legislation on international police cooperation;
- EU priorities, which can be found in the Stockholm Programme and other relevant EU documents;
- Strategic topics identified by Europol, in particular in the annual OCTA Report;
- Priorities set by COSI and the former European Chiefs of Police Task Force, including the COSPOL projects;
- Priorities set by other stakeholders (e.g. Eurojust, Frontex, European Fundamental Rights Agency or Interpol);
- Priorities put forward by Member States covering areas which are recognised as important topics by the majority of countries.

The Stockholm Programme has an important impact on the priorities of CEPOL for the period 2010- 2014. This will mainly be realised from 2011 onwards.

CEPOL's current and previous activities were already to a large extent fully in line with the political directions as stated in the Stockholm Programme. The Stockholm Programme will continue to be a strong guide for the near future.

For the activities, all organisers and supporters are invited to prove that the courses meet the needs of the Stockholm Programme.

CEPOL will actively start the necessary steps to take part in the developments described as "forging a common culture" as described in chapter 4 paragraph 4.2.1 of the Programme.

During 2011, CEPOL will take into account the priorities related to external relation activities as described in Stockholm Programme's chapter 7.

3.2 Seminars, Courses and Conferences

In the following areas Seminars, Courses and Conferences are to be implemented:

- Community Policing
- Counter Terrorism, Terrorism and Extremism
- Economic, Financial and Environmental Crime
- Illegal Immigration and Border Management
- Illicit Trafficking of Goods

- Organised Crime – Regional
- Public Order
- Prevention of Crime
- Police Cooperation within the EU
- Police Cooperation with Third Countries
- Police Systems and Instruments within the EU
- Strategic Management and Leadership
- Violation of Human Rights
- Language Development
- Learning, Training and Research
- Common Curricula Implementation seminars

Details of the activities are explained in the attached course calendar.

Early coordination between course organisers and the contributing EU agencies and bodies (as detailed in the CEPOL 2010 Work Programme) will be sought in order to align the content of the training with EU policy developments.

3.3 Modular Course in International Police Cooperation

The three modules of the course on international police and judicial cooperation will be implemented by a consortium of Member States in cooperation with the Secretariat.

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.

3.4 Human and Financial Resources

Human Resources (in person days based on 215 days per person per year)

	Directorate	Learning, Science, Research and Development Department	Corporate Service Department
All activities	77	672	265

Financial Resources

Article	Item	Heading	Appropriations 2010	Appropriations 2011
310		External Experts, Teachers		
	3100	Reimbursement of Travel Expenses, Accommodation	450,000	416,000
	3101	Salary Compensation, Fees	95,000	115,000

Article	Item	Heading	Appropriations 2010	Appropriations 2011
	3109	Other Expenditure Related to External Experts, Teachers	<i>p.m.</i>	p.m.
310		<i>Total</i>	545,000	531,000
311		Participants		
	3110	Reimbursement of Accommodation	1,250,000	1,488,000
	3111	Reimbursement of Travel Expenses	152,000	140,000
	3119	Other Expenditure Related to Participants	<i>p.m.</i>	
311		<i>Total</i>	1,402,000	1,628,000
312		Lessons		285,000
	3120	Preparation	45,000	
	3121	Interpretation and Technical Equipment	85,000	
	3122	Lectures and Research Materials	73,000	
	3129	Other Expenditure Related to Lessons	<i>p.m.</i>	
312		<i>Total</i>	203,000	285,000
319		Other Running Costs		358,000
	3190	Organisational and administrative costs	227,000	
	3191	Local Transport	105,000	
	3199	Other Running Costs	<i>p.m.</i>	
319		<i>Total</i>	332,000	358,000
		Total Costs for Courses and Seminars	2,482,000	2,802,000

4. CEPOL Governance and Network

4.1 CEPOL Strategic Goals and Objectives

Goal 4: CEPOL will be led and managed as a top-ranking innovative EU agency

Strategic objectives:

4.1 Application of corporate leadership and management by the Governing Board

4.2 Overview of Governance Meetings

Governance meetings of CEPOL for 2011 are planned as follows:

- Governing Board
- Presidency Meetings
- Strategy Committee and the External relations Working Group assigned to this committee
- Budget and Administration Committee
- Annual Programme Committee
- Training and Research Committee and the Working Groups assigned to this committee: Working Group on Learning, Research and Science Working Group & Common Curricula Working Group.

4.3 Overview of Network Meetings

At least one meeting should be held for each of the following groups:

- National Contact Points
- National Common Curricula Coordinators
- National e-Net Managers
- National Research and Science Correspondents

Human Resources (in person days based on 215 days per person per year)

	Directorate	Learning, Science, Research and Development Department	Corporate Service Department
All activities	404	292	228

Financial Resources

Article	Item	Heading	Appropriations 2010	Appropriations 2011
300		Governing Board	179,000	148,000

301		Strategy Committee	35,000	46,000
302		Budget and Administration Committee	29,000	37,000
303		Annual Programme Committee	29,000	37,000
304		Training and Research Committee	31,000	43,000
305		Other Expenditure	-	-
306		Presidency meeting	9,000	9,000
307		National Contact Points	10,000	32,000
			322,000	352,000

5. e-Learning

5.1 CEPOL Strategic Goals and Objectives

Goal 1: The CEPOL network functions as a European law enforcement education platform on the highest level of international excellence

Strategic objectives:

1.5 Developing further and easier access to e-Learning systems

5.2. Objectives

To support the achievement of CEPOL's mission and vision by means of ICT learning tools based on the e-Learning Strategy (Governing Board Decision 14/2008/GB).

5.3. Ongoing Activities

Continued improvement of the Learning Management System (LMS) on CEPOL's e-Net, enabling delivery of ICT learning tools and supporting CEPOL activities before, during and after implementation. The e-Learning culture within the CEPOL network will be further developed and implemented. A main topic shall be support of police cooperation through learning with ICT.

5.4 New Activities

In 2011 e-Learning modules will be developed on the following topics:

- Joint Investigation Teams
- Lisbon Treaty

In order to achieve these goals, temporary expert groups will develop and test the ICT learning tools. In addition assets, videos, animations, graphics, photos, etc., will be created.

In 2011 the modules developed in 2009 will be assessed for their relevance and updated if necessary. Communities of Practice will be (further) developed and supported.

5.5. Human and Financial Resources

Human Resources (in person days based on 215 days per person per year)

	Directorate	Learning, Science, Research and Development Department	Corporate Service Department
All activities	36	247	57

Financial Resources

Article	Item	Heading	Appropriations 2010	Appropriations 2011
313		e-Learning		
		Development of e-Learning Modules	<i>204,000</i>	
		Implementation of e-Learning Modules	<i>p.m.</i>	
		Other Expenditure Related to e-Learning Modules	<i>p.m.</i>	
313		Total	204,000	275,000

6. Evaluation

6.1 CEPOL Strategic Goals and Objectives

Goal 1: The CEPOL network functions as a European law enforcement education platform on the highest level of international excellence

Strategic objectives:

1.6 Quality learning shall be acknowledged ethos of CEPOL's reputation and prestige

6.2 Objectives

To analyse and assess CEPOL's training activities for effectiveness and impact at different levels in line with established quality standards and predefined indicators.

6.3 Ongoing Activities

An in-depth analyses and assessment of the outcomes and results from the evaluation of CEPOL training activities held in 2010 will be carried out in 2011, with particular focus on the areas listed below.

CEPOL's evaluation system is based on Kirkpatrick's model level 1-3, in terms of elements and stages to be evaluated, adopting a methodology suited to CEPOL's structure and environment. The enhanced tools aim to assess the improvement of knowledge and skills, and transfer of these to the workplace, including networking and sharing of good practices, as well as change of behaviour.

The establishment of performance indicators in 2010 will facilitate the achievement of a more comprehensive assessment of the impact and efficiency of CEPOL activities.

Areas to be evaluated include:

- The effectiveness of multiple-step courses;
- The effectiveness of new developments like the seminars for the implementation of common curricula;
- The implementation of Common Curricula;
- Mid and long-term effects of activities (sharing new knowledge with colleagues and the application of new knowledge/skills in the work environment);
- The European Dimension (in content, country representation and trainers/experts);
- Participation rates and the reasons why countries do not participate.

6.4 New Activities

With the introduction of CEPOL's e-Net, a powerful information and communication tool became available to support the evaluation processes of CEPOL activities. This will be further enhanced in 2011.

In 2011 CEPOL is going to apply the relevant KPI's within the Balanced Scorecard System also for their activities for the first time.

6.5 Human and Financial Resources

Human Resources (in person days based on 215 days per person per year)

	Directorate	Learning, Science, Research and Development Department	Corporate Service Department
All activities	25	172	45

Financial Resources

Article	Item	Heading	Appropriations 2010	Appropriations 2011
33		Evaluation		
	339	Other expenditure	65,000	65,000
33		<i>Total</i>	<i>65,000</i>	<i>65,000</i>

7. Common Curricula

7.1 CEPOL Strategic Goals and Objectives

Goal 1: The CEPOL network functions as a European law enforcement education platform on the highest level of international excellence

Strategic objectives:

1.4 Common Curricula contribute to the preparation of harmonised training programmes in accordance with EU standards

7.2 Objectives

For a concerted approach in cross-border police cooperation, it is vital that the level and content of training in the different Member States are approximated and aligned with each other.

In compliance with this aim, the Council Decision 2005/681/JHA stipulates in Article 7 (b) that *“CEPOL may contribute to the preparation of harmonised programmes for the training of middle-ranking police officers, middle-ranking police officers in the field and police officers in the field with regard to cross-border cooperation between police forces in Europe, and help set up appropriate advanced training programmes as well as develop and provide training for trainers”*.

It is CEPOL's obligation to attach much importance to the development and the updating of Common Curricula, as well as to the support of national implementation.

7.3 Ongoing Activities

For 2011 the already established approach for the development, implementation and updating of the Common Curricula will be revised and adjusted.

The system of Grant Agreement will be adopted for the development phase of the Common Curricula.

It is aimed to finalize the four already started Common Curricula within 2011. The already finished Common Curricula need an updating.

In order to ensure a good semantic, syntactic and stylistic quality of the original English text and make the most updated version of the Common Curricula available in the official languages of the Member States, an editorial and translation service will be organised.

There are plans to improve the common curricula by cooperating with relevant EU agencies and institutions in order to seek their contributions in the development of the common curricula.

It is planned to share the finalised common curricula with countries outside the EU which are prioritised in the Stockholm Programme and with other international law enforcement agencies. This will be done on the basis of cooperation agreements or separate contracts.

7.4 Human and Financial Resources

Human Resources (in person days based on 215 days per person per year)

	Directorate	Learning, Science, Research and Development Department	Corporate Service Department
All activities	36	257	39

Financial Resources

Article	Item	Heading	Appropriations 2010	Appropriations 2011
320		Common Curricula		
	3200	Development of Common Curricula	5,000	10,000
	3201	Implementation of Common Curricula	12,000	<i>p.m.</i>
	3202	Common Curricula Coordination Working Group	20,000	10,000
	3204	Translation of Common Curricula	66,000	<i>p.m.</i>
	3205	Seminar for Course Organisers	-	-
	3206	Editorial Services for Common Curricula	5,000	17,000
	3207	Common Curricula National Coordinators Meeting	20,000	12,000
	3209	Other Expenditure Related to Common Curricula	-	-
320		<i>Total</i>	128,000	49,000

8. Exchange Programme for Police Officers⁵

8.1 CEPOL Strategic Goals and Objectives

Goal 1: The CEPOL network functions as a European law enforcement education platform on the highest level of international excellence

Strategic objectives:

1.3 Exchange programmes as an essential element of learning promotes, facilitates and develops cooperation

One of CEPOL core tasks is to facilitate relevant exchanges and secondments of police officers in the context of training⁶.

Therefore one of the main results for CEPOL out of the action plan for the implementation of the Stockholm Programme will be the new European Police Exchange Programme. CEPOL will implement in 2011 a new comprehensive and differentiated exchange programme.

Based on experiences gained during the two exchange programmes, this new new Exchange Programme will be established as one of the CEPOL projects with a central planning, coordination and administration in the Secretariat and an intensive collaboration between the involved countries. It is envisaged that all Member States take actively take part in the programme as sending and hosting countries. The exchange programme supplements the already existing bilateral activities for the exchange of law enforcement officers.

The aim is that a substantive number (approx. 200 for 2011) of senior officers, experts and training staff will take part in this programme, with the chance for the exchangees to gather practical experience.

The concrete objectives, complexities, financial frame, limits and way it will complement the already existing bilateral exchange activities have been defined in a comprehensive consultative process with stakeholders during 2010. For the implementation of this programme a close cooperation with and active involvement of Europol and Frontex are aimed.

⁵ ENFOPOL 8309/1/10 Rev.1

⁶ *Article 7(g)* Council Decision 2005/681/JHA of 20 September 2005, establishing the European Police College (CEPOL) and repealing Decision 2000/820/JHA.

The focus and objectives for the different exchange periods will be mainly based on priorities defined in the Stockholm Programme. To cover the European Dimension will be fundamental for the planning of the exchange periods.

It is aimed to have a variety of different exchange options. This will be planned in cooperation with other European Stakeholders. A part of the options will be offer driven, another part will be more tailor made for the individual exchangees.

It is aimed to exchange senior officers, training staff and specialists in different fields.

Within the implementation of this programme it is also aimed to evaluate the options to bring the exchange activities in accordance with the Bologna criteria on a mid term perspective.

With this Exchange Programme CEPOL will continue to fulfil its legal obligations in this area for 2011.

8.2 Human and Financial Resources

Human Resources (in person days based on 215 days per person per year)

	Directorate	Learning, Science, Research and Development Department	Corporate Service Department
All activities	57	58 ⁷	145

Financial Resources

Article	Item	Heading	Appropriations 2010	Appropriations 2011
324		Exchanges	46,000	335,000
324		<i>Total</i>	<i>46,000</i>	<i>335,000</i>

⁷ The operational capacity – estimated at 860 days – is not included due to insufficient staff capacity

9. External Relations

9.1 CEPOL Strategic Goals and Objectives

Goal 3: External relations will be considered and dealt with as corner stone of partnership

Strategic objectives:

3.1 Cooperation with EU Agencies and bodies remains the priority

3.2 Associated states are considered as the closest partners

3.3 Assisting Candidate and Accession countries, neighbourhood policy and Easter partnership

3.4 Cooperation with globally significant partners

3.5 The multiple roles and interests of the private section are used for deepening cooperation with the civil society

9.2 Objectives

Article 8 of the Council Decision 2005/681/JHA establishing CEPOL outlines cooperation with other bodies as follows:

- CEPOL may cooperate with relevant bodies of the European Union in the field of law enforcement and other related areas and with relevant training bodies in Europe;
- CEPOL may cooperate with national training institutes of non-Member States of the European Union, in particular with those of the Candidate countries, as well as with those of Iceland, Norway and Switzerland;
- The Governing Board may authorise the Director of CEPOL to negotiate cooperation agreements with any of the bodies mentioned in paragraphs 1 and 2.

The priorities defined in chapter 7 of The Stockholm Programme will be taken into account for the further development of CEPOL's external relations.

In with the Stockholm Programme recommendations, CEPOL will confirm the steps already taken in the frame of past and future cooperation agreements; reinforce its external activities (e.g. with North America, Russia, the Mediterranean area, ENP Countries and possibly with China); and create an extended network.

This implementation will require the development of new European programmes to be carried out under the CEPOL umbrella (e.g. targeting ENP countries).

After the realization of the Lisbon Treaty CEPOL will adjust its external activities accordingly to the harmonised approach on European level.

9.3 Ongoing Activities

The main tasks dealt with by the External Relations Working Group include:

- Cooperation with other European and International bodies;
- Cooperation with national training institutes of non-EU countries;
- Follow-up of training activities involving external partners;
- Drafting of Cooperation Agreements and Memoranda of Understanding.

Plans for future cooperation with Frontex, Eurojust and Interpol will be implemented. The aim is to reach a common approach by Europol, Eurojust, Frontex and CEPOL about the relations to countries outside the EU and international organisations if suitable.

9.4 Human and Financial Resources

Human Resources (in person days based on 215 days per person per year)

	Directorate	Learning, Science, Research and Development Department	Corporate Service Department
All activities	214	71	40

Financial Resources

Article	Item	Heading	Appropriations 2010	Appropriations 2011
325		External Relations		
	3250	Cooperation with Non-Member States	10,000	42,000
	3251	External Relations Working Group	30,000	20,000
	3259	Other Expenditure Related to External Relations	<i>p.m.</i>	40,000
325		<i>Total</i>	40,000	102,000

10. Learning Methods and Processes

10.1 CEPOL Strategic Goals and Objectives

Goal 1: The CEPOL network functions as a European law enforcement education platform on the highest level of international excellence

Strategic objectives:

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 programmes. Promoting the effective implementation of the Stockholm Programme via training.

1.6 Quality learning shall be the acknowledged ethos of CEPOL's reputation and prestige

10.2 Objectives

To contribute to quality and common shared standards in CEPOL's education, training and learning activities.

10.3 Ongoing Activities

- Following the developments in education and learning in general and more specifically, in adult learning, including the use of learning technologies;
- Following developments in Higher Education (Bologna Process) and Vocational Education and Training (Bruges – Copenhagen Process) in general and more specifically, the developments regarding quality assurance;
- Contributing to learning activities for trainers and course developers in the context of CEPOL;
- Following up the assignments of the Training and Research Committee as described in the committee action plan;
- Following up the performance indicators approved by the Governing Board.
- Survey the implementation of endorsed learning issues;
- Survey the application of the Learning Management System (LMS) on e-Net in learning activities.

10.4 New Activities

- In 2011, CEPOL shall intensify its training activities with a view to giving concrete added value and ensuring a European dimension to training;

10.5 Human and Financial Resources

Human Resources (in person days based on 215 days per person per year)

	Directorate	Learning, Science, Research and Development Department	Corporate Service Department
All activities	27	92	40

Financial Resources

Article	Item	Heading	Appropriations 2010	Appropriations 2011
323		Learning Methods		
	3230	Working Group on Learning	22,000	19,000
	3239	Other Expenditure Related to Learning Methods	<i>p.m.</i>	
323		<i>Total</i>	22,000	19,000

11. Research and Science Activities

11.1 CEPOL Strategic Goals and Objectives

Goal 2: CEPOL will be developed into a European law enforcement knowledge base

Strategic objectives:

2.1 Broadening the knowledge base by continued development of the e-library

2.2 Orientation and facilitation of research, support to researchers and scientists

2.3 Ensuring forums for debate, sharing of research findings and moderating interaction between senior practitioners and researchers

2.4 Foundation and maintenance of European database of law enforcement researchers, scientists and research

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

11.2 Ongoing Activities

- The 2011 CEPOL European Research and Science Conference will focus on research perspectives and aspects of the Stockholm Programme. It will be the 9th event since the beginning of the conference series in 2003;
- CEPOL will organise two research symposia; the researcher's project workshop will focus on ongoing and planned research projects in the field of "Radicalisation and Extremism", while the other will be a follow-up of the 2010 Research Symposium "Policing Diversity – The Global Neighbourhood" with the focus on implementation of research outcomes from the perspective of police practitioners and educators;
- 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;
- CEPOL will continue to prepare, edit and publish at least three issues of the European Police Science and Research Bulletin and will continue to facilitate works on the Encyclopaedia (Handbook) of European Police Science;
- CEPOL will continue cooperation with the EUCPN in order to establish a link between the resources of the EUCPN and CEPOL's e-Library.

11.4 New Activities

- CEPOL will take a more active role in encouraging and facilitating comparative and joint scientific research projects between experts of Member States and European institutions and agencies;
- CEPOL will develop in cooperation with Europol an enhanced approach for knowledge management on police science in Europe. The current e-library will be incorporated into the planning of an ambitious web based knowledge centre on police science and police related science.

11.5 Human and Financial Resources

Human Resources (in person days based on 215 days per person per year)

	Directorate	Learning, Science, Research and Development Department	Corporate Service Department
All activities	27	184	57

Financial Resources

Article	Item	Heading	Appropriations 2010	Appropriations 2011
321		Research and Science		
	3210	Research and Science Events	90,000	<i>p.m.</i>
	3211	National Correspondents (Knowledge Network)	22,000	22,000
	3212	Research and Science Working Group	36,000	36,000
	3213	Cooperation and Promotion	3,000	8,000
	3214	Research and Science Information Seminar	-	-
	3215	Research and Science Working Group Sub-groups	4,000	-
	3216	Research and Science Publications	6,000	5,000
	3217	Research and Science Survey Projects	12,000	12,000
	3219	Other Expenditure	2,000	-
321		<i>Total</i>	175,000	83,000

12. Communications

12.1 CEPOL Strategic Goals and Objectives

Goal 4: CEPOL will be led and managed as a top-ranking innovative EU agency

Strategic objectives:

4.7 Stakeholder relations and internal communication

4.8 Public relations and cooperation with the Civil Society.

12.2 Objectives

To support Articles 5, 6, 7, 8 of Council Decision establishing the European Police College; to ensure the planned and sustained effort to establish and maintain goodwill and mutual understanding between CEPOL and its various publics.

12.3 Ongoing Activities

Publications

Continue to provide editorial and production management support for official documents and publications.

Website and e-Net

Continue to update website (including contacts database), develop new features and contribute expertise to other systems within e-Net. Provide support via helpdesk to National e-Net Managers' and registered users. Organise annual National e-Net Managers' meeting.

Marketing Communications

In liaison with management, source and procure corporate items to help promote CEPOL.

Media Relations

Continue to manage media relations and develop a media relations strategy for the agency. Create and disseminate timely news releases and monthly Secretariat newsletters.

Network Support

Provide updated CEPOL and EU presentations for use by Member States as well as write speeches and prepare PowerPoint presentations for colleagues within Secretariat.

Corporate and Visual Identity

Continue to develop and ensure correct utilisation CEPOL's corporate and visual identity, including updating CEPOL's Style Guide.

Support Projects and Departments

Provide ad hoc communications advice and support to CEPOL projects and to key business areas within both Departments.

Inter-agency Cooperation

Take part in the Head of Information and Communications Agencies Network (Communications Officer) and in the EU Agencies Web Managers' Network (Web and Communications Assistant).

12.4 New Activities

- Develop and implement a Communications Strategy;
- National e-Net Manager refresher training;
- Proactive media relations (media briefings) in order to raise awareness of CEPOL;
- Buy-in Public Relations services (for example, press cuttings, media relations support and key campaign support).

For the massive improvement of the visibility of the CEPOL the following events are planned to be implemented in 2011:

- Roadshow with information sessions in Member States for decision makers in Cooperation with Europol
- High level meeting / conference for senior officers on the level of the General Directors in Cooperation with Europol
- Event for the 10th Anniversary of CEPOL

12.4 Human and Financial Resources

Human Resources (in person days based on 215 days per person per year)

	Directorate	Learning, Science, Research and Development Department	Corporate Service Department
All activities	221	70	130

Financial Resources

Article	Item	Heading	Appropriations 2010	Appropriations 2011
----------------	-------------	----------------	----------------------------	----------------------------

371		Information, Publications, Materials		<i>133,000</i>
	3710	Publications	<i>40,000</i>	
	3711	Activity Support	<i>20,000</i>	
	3712	Marketing Materials	<i>8,000</i>	
	3719	Other Expenditure	<i>2,000</i>	
371		<i>Total</i>	<i>70,000</i>	<i>133,000</i>
372		Translation, Interpretation and Editorial Services		<i>40,000</i>
	3720	Translation Services	<i>35,000</i>	
	3721	Interpretation Services	<i>p.m.</i>	
	3722	Editorial Services	<i>10,000</i>	
	3729	Other Expenditure	<i>3,000.</i>	
372		<i>Total</i>	<i>48,000</i>	<i>40,000</i>

Electronic Network meetings constitute a part of communications activities.

322		Electronic Network (e-Net)		
	3226	National e-Net Managers' Meeting	<i>20,000</i>	<i>12,000</i>
	3229	Other Expenditure		<i>27,000</i>
322		<i>Total</i>	<i>20,000</i>	<i>39,000</i>

13. Relevant European Law Enforcement Projects

13.1 CEPOL Strategic Goals and Objectives

Goal 3: External relations will be considered and dealt as corner stone of partnership

Strategic objectives:

3.3 Assisting Candidate and Accession countries, Neighbourhood Policy and Eastern partnership

3.4 Cooperation with globally significant partners

For the future development CEPOL is ready in 2011 to take a leading role in the development and implementation of comprehensive relevant European Law Enforcement Projects.

Based on the experience gained in the different projects in the last years CEPOL has the necessary competence to be in charge such projects. The CEPOL network structure has shown that it is able to work very efficient within hugh comprehensive European projects.

Internally the Secretariat with the new structure and the recruitment of the Head of the Project Management unit and the Head of the Finance unit fulfils all necessary preconditions for a successful planning and implementation of such important projects.

It can be foreseen that CEPOL would like to be involved in 2011 on different stages at least in the following projects:

- Euromed Police III Project
- EUROEAST Project
- European Police Service Training Project (EUPST)

Human Resources (in person days based on 215 days per person per year)

	Relevant European Law Enforcement Projects	Corporate Department	Service
All activities	-	-	

Financial Resources

Article	Item	Heading	Appropriations 2010	Appropriations 2011
381		Euromed Police Project III	<i>p.m.</i>	<i>p.m.</i>

14. Support function: Electronic Network

As defined in the Article 7(h) of Council Decision Electronic Network is developed to provide back-up for CEPOL in the performance of its duties in all areas, ensuring necessary security measures. The Electronic Network provides administrative and content support as well as provides such functionalities as CEPOL Website, e-Library, LMS, DMS and in future e-Learning, etc thus stretching across all areas of CEPOL business.

Financial Resources

	Directorate	Learning, Science, Research and Development Department	Corporate Service Department
All activities	194	60	129

Article	Item	Heading	Appropriations 2010	Appropriations 2011
322		Electronic Network		
	3220	Equipment, operating expenses and services related to the Electronic Network	68,000	
	3221	Consultancy related to Electronic Network	20,000	
		<i>Total</i>	<i>88,000</i>	

15. Missions

Missions derive from the Network structure of CEPOL and implementation of the Agency's activities across all sectors.

Financial Resources

Article	Item	Heading	Appropriations 2010	Appropriations 2011
351		Missions		
	3510	Network related missions	70,000	
	3511	Activity related missions	20,000	
		<i>Total</i>	<i>90,000</i>	<i>120,000</i>

16. Strategic objective with high importance

The European Cybercrime Training and Education Group (ECTEG) has developed, piloted, delivered and distributed 14 accredited cybercrime investigation training modules to police officers throughout the EU. Participants can achieve a Master Degree if they fulfil the necessary requirements. CEPOL is partner in the ECTEG cooperation and has also signed up as a partner in the last years in bids for funding for this Cybercrime training.

This training scheme is potentially one of the most important products against the fight of cybercrime on an international level.

Until now Europol has taken a major role in the planning, development and implementation of these activities. In 2010 negotiations have started if these Cybercrime training can be established under the CEPOL Umbrella.

This project has one of the highest priorities for CEPOL in 2011 due to the potential importance for the internal security architecture in Europe.

After evaluation the product may be ready to be implemented within CEPOL's learning and training environment. If the necessary preconditions can be achieved, first concrete actions for the incorporation of the Cybercrime training will be taken according to the availability of budget.

It will have an outstanding importance for delivering professional cybercrime training on the European and international level.

Annex 1: Overview of the Allocation of the Human Resources⁸

Activities	Directorate	Learning, Science, Research and Development Department	Corporate Service Department
Governance	404	292	228
Training Activities	77	672	265
e-Learning	36	247	57
Evaluation	25	172	45
Common Curricula	36	257	39
Exchange Programme	57	58 ⁹	145
External Relations	214	71	40
Learning Methods and Processes	27	92	40
Research and Science Activities	27	184	57
Communications	221	70	130
Other Projects	pm	pm	pm
Electronic Network	194	60	129
TOTAL	1318	2175	1175

⁸ Seconded Staff and Temporarily Staff contracted through an Agency are not included.

⁹ The operation capacity – estimated at 860 working days – is not included due to insufficient staff capacity.

Annex 2: Identified Risks on the Activities

Activities	Identified risks	Risk	Planned management activities
Courses and Seminars	<ol style="list-style-type: none"> 1. Economic situation in Member States 2. Decrease of participation in the courses 3. Inefficient synergy in the cooperation with other European stakeholders 	<ol style="list-style-type: none"> 1. High 2. Medium 3. Medium 	<ol style="list-style-type: none"> 1. - 2. Permanent monitoring of the development 3. Monitoring the process. Close and proactive communication with the stakeholders
e-Learning	<ol style="list-style-type: none"> 1. problems in the production of the modules / long-lasting tender procedures 2. Lack of awareness 3. Lack of acceptance of the LMS system 	<ol style="list-style-type: none"> 1. Medium 2. Medium 3. Medium 	<ol style="list-style-type: none"> 1. Allocation of more resources, closer contacts to the market 2. Active promotion 3. Offering additional trainings and active communication
Evaluation	<ol style="list-style-type: none"> 1. Balance between invested resources and achieved results 	<ol style="list-style-type: none"> 2. Medium 	<ol style="list-style-type: none"> 1. Improvement of the applied procedures / efficiency
Common Curricula	<ol style="list-style-type: none"> 1. Contracting problems 2. Implementation process 	<ol style="list-style-type: none"> 1. Medium 2. Medium 	<ol style="list-style-type: none"> 1. Implementation of a new approach / application of the system of Grant Agreements, new approach adopted by the GB in 2010, implementation needs to be ensured. 2. Implementation by the National Common Curricula Coordinators; active promotion; permanent monitoring
Exchange Programme	<ol style="list-style-type: none"> 1. Economic situation in the Member States 	<ol style="list-style-type: none"> 1. High 	<ol style="list-style-type: none"> 1. -
Learning Methods and Processes	<ol style="list-style-type: none"> Lack of implementation 	<ol style="list-style-type: none"> Medium 	<ol style="list-style-type: none"> 1. Survey on the application of endorsed learning approaches-
Research and Science Activities	<ol style="list-style-type: none"> 1. Capability to deal with the dynamic development in police science 2. Lack of acceptance of the e-Library / knowledge base 	<ol style="list-style-type: none"> 1. High 2. Medium 	<ol style="list-style-type: none"> 1. Establishment of alliances with partners 2. Active communication with Member States; monitoring of the process, intensified

			communication, changed approach for the usability of the tools
Communications	Lack of awareness of CEPOL	High	Continuation of promotion at Secretariat level and within Member States
Strategic objective with high importance	<ol style="list-style-type: none"> 1. Insufficient Human resources 2. Insufficient up-to-date expertise 	Medium	Allocation of more resources preferably SNE('s)

Annex 3: Calendar of 2011 Courses, Seminars and Conferences

CATEGORIES

1-Community Policing; 2-Counter Terrorism, Terrorism & Extremism; 3-Economic, Financial and Environmental Crime; 4-Illegal Immigration & Border Management; 5-Illicit Trafficking of Goods; 6-Organised Crime - Regional; 7-Public Order; 8-Prevention of Crime; 9-Police Cooperation within EU; 10-Police Cooperation with Third Countries; 11-Police Systems and Instruments within EU;12-Strategic Management and Leadership; 13-Violation of Human Rights; 14-Language Development; 15-Learning & Training; 16-Common Curricula Implementation

Ref. No.	Category	Title	No. of Days	No. of Participants	Organiser	Start Date	End Date	Supporters	Contributors
1	1	Community Policing	4	27	IRELAND	28-Feb	04-Mar	LATVIA SWEDEN	FRA
2	1	Community Policing	4	27	LATVIA	26-Sep	30-Sep	IRELAND SWEDEN	
3	2	Counter Terrorism (Awareness)	4	27	GREECE	27-Jun	30-Jun	PORTUGAL PSP SPAIN	CTC, Eurojust Europol
4	2	Counter Terrorism (Strategic)	12	27	UK	07-Nov	18-Nov	HUNGARY ITALY	CTC, Eurojust

Ref. No.	Category	Title	No. of Days	No. of Participants	Organiser	Start Date	End Date	Supporters	Contributors
5	2	Forensic Science relating to Counter Terrorism	4	27	POLAND	14-Jun	17-Jun	FRANCE GN LATVIA	CTC, Eurojust ENFSI-NFI
6	2	Airport Security	4	27	NL	08-Nov	11-Nov	GREECE ITALY	
7	3	Economic and Financial Crime - Investigating Corruption	4	27	AUSTRIA	07-Nov	11-Nov	PORTUGAL ISPJCC SLOVAKIA	Eurojust, International Anti- Corruption Academy OLAF
8	3	Money Laundering	4	27	UK	24-May	27-May	DENMARK ROMANIA	Eurojust
9	3	Nature and Environmental Crime	4	27	ITALY	27-Sep	30-Sep	MALTA SPAIN	Eurojust
10	3	Fraud and Confiscation of Assets	4	27	CZECH REP	12-Apr	15-Apr	FRANCE GN ITALY	Eurojust Europol

Ref. No.	Category	Title	No. of Days	No. of Participants	Organiser	Start Date	End Date	Supporters	Contributors
11	3	Fraud against EU, European Institutions and EURO Counterfeiting	4	27	ITALY	22-Mar	25-Mar	SLOVAKIA	Eurojust Europol
13	5	Trafficking in Stolen Artwork	4	27	ITALY	24-May	27-May	FRANCE ICPD	Eurojust
14	5	Firearms Trafficking	4	27	CZECH REP	22-Nov	25-Nov	POLAND	Eurojust
16	5	Fighting against Drugs	4	27	BULGARIA	22-Nov	25-Nov	ITALY LITHUANIA	Eurojust
17	6	Southwest Europe Organised Crime Organisations - OCTA related	4	27	PORTUGAL ISPJCC	03-May	06-May	ROMANIA SPAIN	Eurojust Europol
18	6	Northeast Europe Organised Crime Organisations - OCTA related	4	27	GERMANY	10-Oct	14-Oct	LATVIA SWEDEN	Eurojust Europol

Ref. No.	Category	Title	No. of Days	No. of Participants	Organiser	Start Date	End Date	Supporters	Contributors
19	6	Southeast Europe Organised Crime Organisations - OCTA related	4	27	ROMANIA	04-Jul	07-Jul	FRANCE GN HUNGARY	Eurojust Europol
20	7	Public Order - Security During Summits	4	27	BELGIUM	06-Dec	09-Dec	FRANCE ICPD PORTUGAL PSP	Interpol
21	7	Public Order and Crowd Management	4	27	FRANCE IPCD	Qtr 2	Qtr 2	CZECH REP SWEDEN	Interpol
22	8	Road Safety	4	27	GERMANY	08-Mar	11-Mar	HUNGARY NL	
23	8	Crisis Management & Emergency Planning - School Shootings	4	27	FINLAND	06-Jun	09-Jun	BELGIUM POLAND	Interpol
24	8	Witness Protection	4	27	UK	21-Jun	24-Jun	ITALY POLAND	

Ref. No.	Category	Title	No. of Days	No. of Participants	Organiser	Start Date	End Date	Supporters	Contributors
25	8	Crime Prevention	3	40	SWEDEN	08-Mar	10-Mar	POLAND NPH	
26	8	Crime Control and Traffic Safety: International Comparison	4	27	HUNGARY	26-Sep	30-Sep	ITALY	
27	9	International Police Cooperation - Step 1	5	25	SPAIN	07-Mar	11-Mar	FRANCE GERMANY	Europol
28	9	International Police Cooperation - Step 2	5	25	GERMANY	27-Jun	01-Jul	FRANCE SPAIN	Europol
29	9	International Police Cooperation - Step 3	5	25	FRANCE ENSP	05-Dec	09-Dec	GERMANY SPAIN	Europol Interpol
30	9	Cooperation with the European Security and Defence College	4	27	AUSTRIA	14-Jun	17-Jun	FRANCE GN HUNGARY	ESDC

Ref. No.	Category	Title	No. of Days	No. of Participants	Organiser	Start Date	End Date	Supporters	Contributors
31	9	Police Cooperation and Europol	4	27	LITHUANIA	03-May	06-May	FRANCE ICPD POLAND D NPH	Europol
32	9	Police Cooperation and Schengen	4	27	SLOVAKIA	26-Sep	29-Sep	POLAND ROMANIA	Frontex
33	9	Police Cooperation and the Prüm Treaty	4	27	LITHUANIA	08-Nov	11-Nov	ROMANIA SLOVAKIA	
34	9	Joint Investigation Teams	3	40	FRANCE ENSP	28-Mar	01-Apr	FINLAND ROMANIA	Eurojust, Europol Interpol
35	9	Public Private Partnership	4	27	SPAIN	23-May	27-May	PORTUGAL PSP	Europol
36	9	Training for SIRENE Officers (Basic)	4	40	SLOVAKIA	11-Apr	15-Apr	FINLAND, ITALY, LITHUANIA , POLAND	

Ref. No.	Category	Title	No. of Days	No. of Participants	Organiser	Start Date	End Date	Supporters	Contributors
37	9	Training for SIRENE Officers (Advanced)	4	40	MALTA	26-Sep	30-Sep	LATVIA SLOVENIA	
38	10	Police Cooperation with Western Balkans	3	40	SECRETARIAT	25-Oct	27-Oct	HUNGARY	AEPC Europol, Interpol
39	10	Police Cooperation with North America	3	40	UK	17-May	19-May	FRANCE IPCD NL	
40	10	Police Authorities of the Candidate Countries	5	27	FRANCE IPCD	21-Mar	25-Mar	POLAND NPH ROMANIA	
41	10	Police Cooperation with Russia (hosted in Russia)	3	40		Qtr 4	Qtr 4		
43	10	Police Cooperation with Third Countries (ENP)	3	40	POLAND	22-Nov	25-Nov	HUNGARY LATVIA	AEPC Europol, Interpol

Ref. No.	Category	Title	No. of Days	No. of Participants	Organiser	Start Date	End Date	Supporters	Contributors
44	11	European Police & Judicial Systems - Study Tour	5	27	BELGIUM	13-Mar	18-Mar	NL	Eurojust Europol, Frontex
45	11	European Police & Judicial Systems - Study Tour	5	27	NL	12-Sep	16-Sep	BELGIUM	Eurojust Europol, Frontex
46	11	Knowledge of European Police Systems	4	27	POLAND	07-Jun	10-Jun	GERMANY	Frontex, Interpol
47	12	Future Crime Trends - Presidency Conference	3	100	POLAND	26-Sep	28-Sep		Europol, Interpol
48	12	TOPSPOC - Top Senior Police Officers: The Stockholm Programme (1)	4	27	SECRETARIAT	14-Mar	18-Mar	AUSTRIA, ESTONIA IRELAND, PORTUGAL	FRA
49	12	TOPSPOC - Top Senior Police Officers: The Stockholm Programme (2)	4	27	SECRETARIAT	23-May	27-May	AUSTRIA, ESTONIA IRELAND, PORTUGAL	

Ref. No.	Category	Title	No. of Days	No. of Participants	Organiser	Start Date	End Date	Supporters	Contributors
50	12	TOPSPOC - Top Senior Police Officers: The Stockholm Programme (3)	4	27	IRELAND	12-Sep	16-Sep	AUSTRIA ESTONIA, PORTUGAL	
51	12	TOPSPOC - Top Senior Police Officers: The Stockholm Programme (4)	4	27	ESTONIA	28-Nov	02-Dec	AUSTRIA IRELAND, PORTUGAL	
52	12	"SPOPCOP" - Senior Police Officer Planning and Command Course for Crisis Management	20	27	ITALY	17-Oct	04-Nov	ESTONIA FRANCE	
53	12	Undercover Operations	4	27	LITHUANIA	31-May	03-Jun	ITALY PORTUGAL ISPJCC	
54	12	Quality Management System(s)	4	27	LITHUANIA	27-Sep	30-Sep	AUSTRIA POLAND NPH	
55	12	Crime Intelligence Risk Assessment & Intelligence-led Policing	4	27	GERMANY	28-Nov	02-Dec	AUSTRIA ESTONIA	Europol

Ref. No.	Category	Title	No. of Days	No. of Participants	Organiser	Start Date	End Date	Supporters	Contributors
57	12	Disaster of Large Scale - EU Guidelines	4	27	GERMANY	14-Nov	18-Nov	CYPRUS ITALY	Interpol
58	12	Management of Diversity	4	27	CYPRUS	10-May	13-May	AUSTRIA POLAND	FRA
59	13	Dealing with Crime Victims	4	27	SWEDEN	15-Mar	18-Mar	ITALY PORTUGAL SG	
60	13	Child Abuse in Cyberspace	4	27	BULGARIA	17-May	20-May	MALTA UK	Eurojust Europol
61	13	Trafficking in Human Beings	3	40	SWEDEN	20-Sep	22-Sep	PORTUGAL SG ROMANIA	Eurojust, Europol Frontex
62	13	Hightech & Cybercrime	4	27	SLOVENIA	18-Oct	21-Oct	FRANCE ITALY	Eurojust, Europol

Ref. No.	Category	Title	No. of Days	No. of Participants	Organiser	Start Date	End Date	Supporters	Contributors
63	13	Human Rights and Police Ethics	4	27	SLOVENIA	12-Apr	15-Apr	BULGARIA POLAND	FRA Frontex
64	13	International Aspects & Experiences of Domestic Violence	4	27	PORTUGAL GNR	05-Jul	08-Jul	CYPRUS SWEDEN	FRA
65	14	English for English Language Trainers	4	20	DENMARK	28-Mar	01-Apr	IRELAND UK	
66	14	English for Members of CEPOL's Network	4	20	IRELAND	04-Apr	08-Apr	ROMANIA UK	
67	14	Language Development: Instruments and Systems of European Police Cooperation (English)	20	27	UK	28-Feb	17-Mar	AUSTRIA, FRANCE, GERMANY IRELAND, SPAIN	
68	14	Language Development: Instruments and Systems of European Police Cooperation (English)	20	27	UK	03-Oct	21-Oct	AUSTRIA, FRANCE, GERMANY IRELAND, SPAIN	

Ref. No.	Category	Title	No. of Days	No. of Participants	Organiser	Start Date	End Date	Supporters	Contributors
69	14	Language Development: Instruments and Systems of European Police Cooperation (English)	20	20	IRELAND	06-Jun	24-Jun	AUSTRIA, FRANCE, GERMANY, SPAIN,UK	
70	14	Language Development: Instruments and Systems of European Police Cooperation (French)	20	20	FRANCE IPCD	03-Oct	21-Oct	AUSTRIA, GERMANY, IRELAND SPAIN, UK	
71	14	Language Development: Instruments and Systems of European Police Cooperation (German)	20	20	AUSTRIA GERMANY	09-May	27-May	FRANCE, IRELAND SPAIN, UK	
72	14	Language Development: Instruments and Systems of European Police Cooperation (Spanish)	20	20	SPAIN	14-Nov	02-Dec	AUSTRIA, FRANCE, GERMANY IRELAND, UK	
73	15	Police Research and Science	3	80	SPAIN	20-Jun	22-Jun	POLAND PORTUGAL	
74	15	Researchers Project Workshop - Symposium on Extremism and Radicalisation	3	27	GERMANY	27-Sep	29-Sep	GREECE IRELAND	

Ref. No.	Category	Title	No. of Days	No. of Participants	Organiser	Start Date	End Date	Supporters	Contributors
75	15	Research Implementation Symposium: Policing Diversity	3	27	IRELAND	10-Oct	13-Oct	HUNGARY PORTUGAL	FRA
76	15	European Police Education Systems: Bologna and Bruges-Copenhagen Processes	4	40	PORTUGAL PSP	21-Jun	24-Jun	FINLAND POLAND	
77	15	Train the Trainers - Step 1	4	27	GREECE	15-Mar	18-Mar	GERMANY	
78	15	Train the Trainers - Step 2	4	27	GERMANY	27-Sep	30-Sep	GREECE	
79	15	Q13 Quality & Harmonised Training Standards	4	20	SECRETARIAT	28-Mar	01-Apr		
82	15	Managing and Organising CEPOL Activities	4	20	SECRETARIAT	04-Jul	08-Jul		

Ref. No.	Category	Title	No. of Days	No. of Participants	Organiser	Start Date	End Date	Supporters	Contributors
83	9	Training for SIRENE Officers (Advanced)	4	27	LATVIA	13-Jun	17-Jun	MALTA SLOVENIA	
84	15	LMS Training for Course Managers	2	20	SECRETARIAT	12-Apr	14-Apr		
86	15	Common Curricula Implementation Seminar	3	15	AUSTRIA	23-Nov	25-Nov		
87	9	Schengen Evaluation (Pilot)	4	27	FRANCE ENSP	03-Oct	07-Oct	CZECH REP	CTC Frontex
88	15	Training for National European Funding Officers	4	27	FRANCE IPCD	11-Oct	14-Oct	BULGARIA ITALY	
89	8	Conference on Urban Violence	4	40	FRANCE ENSP	15-Nov	18-Nov	IRELAND PORTUGAL	

Ref. No.	Category	Title	No. of Days	No. of Participants	Organiser	Start Date	End Date	Supporters	Contributors
90	11	Police Interviews	4	27	SWEDEN	24-May	27-May	IRELAND POLAND	Frontex
91	6	European Haulage Industry and Organised Crime	4	27	UK	15-Feb	18-Feb	IRELAND ITALY	
92	9	Joint Investigation Teams	4	27	SECRETARIAT	Qtr 3	Qtr 3	ROMANIA	Eurojust Europol
93	13	Anti-discrimination & diversity and other fundamental rights topics in police training	2	25	FRA CEPOL	Qtr 2	Qtr 2		
94	12	Civilian Crisis Management	4	27	BELGIUM	19-Sep	23-Sep		