

**Consolidated Annual Activity Report (CAAR)
of the European Union Agency for Law Enforcement Training (CEPOL)
for financial year 2022**

This Consolidated Annual Activity Report has been drawn up in compliance with Article 48 of the to the Commission Delegated Regulation of 18 December 2018 on the framework financial regulation for the bodies referred to in Article 70 of Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council

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Acronyms and abbreviations

AEPC	Association of European Police Colleges
ANASPOCs	Analysis Single Point of Contact
CAAR	Consolidated Annual Activity Report
CEPOL	European Union Agency for Law Enforcement Training
CEP	CEPOL Exchange Programme
CA	Contract Agent
CAPASPOCs	Capacity Building Single Point of Contact
CCA	CEPOL Cybercrime Academy
CEPOL CT 2	EU/MENA Counter-terrorism Training Partnership 2
CEPOL CT INFLOW	Enhancing Information Exchange and Criminal Justice Responses to Terrorism in the Middle East and North Africa
CEPOL EUROMED Police	Enhancing operational capacities of the South Partner Countries (SPC) to fight serious and organised crime and strengthening strategic cooperation
CEPOL FI	Financial Investigation In-Service Training Programme for Western Balkan (IPA II)
CEPOL TOPCOP	Training and Operational Partnership against Organised Crime
CEPOL WB PaCT	Western Balkans Project against Crime and Terrorism
CKC	CEPOL Knowledge Centres
CNU	CEPOL National Units
COSI	Standing committee for the EU internal security
CSDP	Common Security and Defence Policy
CT	Counter-terrorism
DG	Directorate General of the European Commission
DG Home	The Directorate-General for Migration and Home Affairs
DG JUST	The Directorate-General for Justice and Consumers
DG NEAR	The Directorate-General for Neighbourhood and Enlargement Negotiations
DPO	Data Protection Office
EUAA	European Union Agency for Asylum
EC	European Commission
EC3	European Cybercrime Centre
ECA	European Court of Auditors
ECRIS	European Criminal Records Information System
ECTEG	European Cybercrime Training and Education Group
ED	Executive Director
EEAS	European External Action Service
EES	Entry Exit System
EIGE	European Institute for Gender Equality
EIT	European Institute of Innovation & Technology
EJMP	European Joint Master Programme
EJTN	European Judicial Training Network
e-Net	Electronic Network (CEPOL's former e-learning platform & LMS, replaced by LEEd)
EMCDDA	European Monitoring Centre for Drugs and Drug Addiction
EMPACT	European Multidisciplinary Platform Against Criminal Threats
ENFSI	European Network of Forensic Science Institutes
ENISA	European Union Agency for Cybersecurity
ENP	European Neighbourhood Policy
EP	European Parliament
ESDC	European Security and Defence College
EU	European Union
eu-LISA	European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice
EU-STNA	EU Strategic Training Needs Assessment
EUIPO	European Union Intellectual Property Office
Eurojust	European Union Agency for Criminal Justice Cooperation
Europol	European Union Agency for Law Enforcement Cooperation
ETIAS	European Travel Information and Authorisation System
FP	Framework Partners
FPI	Foreign Policy Instruments
FRA	European Union Agency for Fundamental Rights
Frontex (EBCGA)	European Border and Coast Guard Agency

HR	Human Resources
HQ	Headquarters
IAS	Internal Audit Service
ICF	Internal Control Framework
IcSP	Instrument Contributing to Stability and Peace
ICT	Information and Communication Technology
INT	Law Enforcement Cooperation, Information Exchange and Interoperability
Interpol	International Criminal Police Organization
IOM	International Organization for Migration
IPR	Intellectual Property Rights
ISO	International Organisation for Standardisation
JHA	Justice and Home Affairs
JIT	Joint Investigation Team
KPI	Key Performance Indicators
LE	Law Enforcement
LEEd	Law Enforcement Education platform (CEPOL's new e-learning platform & LMS)
LETS	European Law Enforcement Training Scheme
LIBE	European Parliament's Committee on Civil Liberties, Justice and Home Affairs
LMS	Learning Management System
LTR	Lecturers, Trainers and Researchers
MB	Management Board
MENA	Middle East and North Africa
MS	Member States
MTIC	Missing Trader Intra-Community (Fraud)
NCP	National Contact Points
NOK ITC	International Training Centre of Hungary
OPC	Organised Property Crime
OLAF	European Anti-Fraud Office
OSCE	Organization for Security and Co-operation in Europe
OSINT	Open Source Intelligence
OTNA	Operational Training Needs Analysis
PCC-SEE	Police Cooperation Convention for Southeast Europe
PNR	Passenger Name Record
QM	Quality Management
SIENA	Secure Information Exchange Network Application
SIRENE	Supplementary Information Request at the National Entries
SIS	Schengen Information System
SOCTA	Serious Organised Crime Threat Assessment
SPD	Single Programming Document
STNA	Strategic Training Needs Analysis
SYSPER	HR module of the European Commission
TA	Temporary Agent
TE-SAT	EU Terrorism Situation and Trend Report
THB	Trafficking of Human Beings
TNA	Training Needs Assessment
UNODC	United Nations Office on Drugs and Crime
VIS	Visa Information System
WP	Work Programme

Management Board's analysis and assessment

The Management Board,

Having regard to Regulation (EU) 2015/2219 of the European Parliament and of the Council of 25 November 2015 on the European Union Agency for Law Enforcement Training (CEPOL) and replacing and repealing Council Decision 2005/681/JHA;

Having regard to Management Board Decision 13/2019/MB of 22 May 2019 adopting the Financial Regulation, and in particular Article 48 thereof;

Having regard to the Consolidated Annual Activity Report (CAAR) for the financial year 2022 of the Authorising Officer of CEPOL;

General Observations

1. Welcomes that the newly appointed Executive Director of CEPOL has initiated in 2022 the elaboration of a new **CEPOL strategy setting the direction of the Agency for the period 2023-2027**. We positively note that the new strategy builds on the five-year evaluation report of the European Commission, observations as well as recommendations from the MB to that report and the findings from the Expert Group on the Enhancement of Cooperation between CEPOL and the MS.
2. Considers that the Consolidated Annual Activity Report 2022 represents a comprehensive and transparent account of the Agency's activities and results of the year; takes note of the **declaration of assurance of the Executive Director**.
3. Acknowledges that the **Agency successfully delivered its mandate through the year**, despite the challenges and limitations posed by the aftermath of the COVID-19 pandemics and the war in Ukraine. **CEPOL continued to deliver training to law enforcement community**, by resuming the onsite training delivery mode and offering online alternative solutions to the maximum extent possible.
4. Notes with regards to the **budget management** that at the end of the year, CEPOL managed to implement 100% of the M€ 10.8 subsidy budget at commitment level and payments reached 85%. In total M€ 1.6 (15%) commitments, were carried forward to 2023. We take note that the budget did not support all onsite training activities and some activities had to be converted from on-site to online as an alternative solution in order to safeguard training delivery.

With regards to the dedicated Union External Assistance funds to assist third countries in building their capacities in relevant law enforcement policy areas, we take note that the **M€ 23.5 multi-annual projects** portfolio has reached 48.5% in terms of budget execution by end of 2022.

5. In terms of **human resources management**, takes notes of the Agency's continuous efforts to ensure business continuity while the staff fluctuation is still problematic, due to low country coefficient factor combined with low grades of staff.

Observations on the operational achievements

6. Welcomes that, in terms of the delivery of its core business, CEPOL trainings were attended by **43 838 participants** which is a substantial outreach versus its limited resources; positively notes that one of the future objectives of the CEPOL's new strategy is to further increase this outreach via implementing a cascading mechanism that will rely on the strong support of the LE networks in the Member States.
7. Acknowledges that **Serious and Organised Crime and Cybercrime** were the most popular topics attended by almost 60% of total number of participants in 2022.
8. Positively notes that the quality of CEPOL products as measured by the **customers' satisfaction rate** remained high with overall **97%** of participants stating that they were very satisfied or satisfied with the activities.
9. Welcomes that CEPOL published the second **EU Strategic Training Needs Assessment**, which identifies strategic and EU-level training needs of law enforcement officials for the next **EMPACT cycle 2022-2025** and started its implementation.

10. Recognises the continuous work of **CEPOL Knowledge Centre** as an efficient model of implementation of training activities, where the Agency has taken on board the central administration of the budget. Notes with satisfaction that in 2022 CEPOL continued to implement training activities under the umbrella of the **CEPOL Knowledge Centre on Counter-terrorism (CKC CT)** and the **CEPOL Knowledge Centre on Law Enforcement Cooperation, Information Exchange and Interoperability (CKC INT)**.
11. Welcomes the report delivered by the **Expert Group on Fundamental Rights** which serves as a backbone to improve CEPOL's training strategy in this area and the outcomes of the work done by the **Expert Group on the Enhancement of Cooperation between CEPOL and the Member States** aiming to improve the quality and efficiency in cooperation matters.
12. Notes with satisfaction that the **CEPOL Research & Science Conference** was successfully implemented in cooperation with the Mykolas Romeris University in Vilnius, Lithuania, strengthening the cooperation between law enforcement and research sectors, with close to 200 participants attending.
13. Welcomes that CEPOL continued working on the **enhancement and further developments of LEEd training platform**, together with the national LEEd managers, including the establishment of national LEEd sub-platforms (tenancies) for the independent use of the MS and other stakeholders in third countries.
14. MB welcomes that, in the area of external cooperation, CEPOL successfully continues to implement the **four capacity building projects in third countries**, demonstrating its ability to play a significant role in the achievement of the EU's policy objectives in the JHA area and its external aspects, directly contributing to strengthening the internal security of the EU.
15. Notes with satisfaction that the Agency successfully maintained its certification in accordance with **ISO 9001:2015 Quality Management System**, and made preparations to further expand the use of **ISO 29993:2017 standard for learning services**, which continues to demonstrate that CEPOL ensures efficient operating of the quality system.

Conclusion

The Management Board considers **CEPOL has effectively delivered the expected services in accordance with the 2022 Work Programme** and is satisfied by the overall performance of CEPOL as well as by the level and the adequacy of utilisation of the available human and financial resources.

Despite the limited financial and budget resources, CEPOL achieved excellent results, continuing to provide a substantial number of training activities and contributing to the e-learning options available to law enforcement officers in the European Union and beyond.

The Management Board expresses its appreciation to the Executive Director and her staff for their commitment and achievements in 2022.

The Management Board attaches this analysis and assessment to the CAAR for submission to the Court of Auditors, the Commission, the European Parliament and the Council by no later than 1 July, in accordance with Article 47(2) of the Financial Regulation applicable to CEPOL.

For the Management Board

<<signature on file>>

*Mr. Philippe Durand
Chair of the Management Board*

Executive Summary

Agency in brief

CEPOL was initially founded by Council Decision 200/820/JHA of 22 December 2000 as a body financed directly by the Member States of the European Union and functioned as a network, by bringing together the national training institutes in the Member States, whose tasks include the training of senior police officers. CEPOL was later established as an agency of the European Union by Council Regulation No. 2005/681/JHA of 20 September, 2005 (OJ L 256/63 of 1 October, 2005).

Since 1 July 2016, the entry into force of its current legal mandate¹, CEPOL's official name is 'The European Union Agency for Law Enforcement Training'.

CEPOL is headed by an Executive Director, who is accountable to a Management Board. The Management Board is made up of representatives from EU Member States² and the EU Commission. The Chair of the Management Board is a representative of one of the three Member States that form the presidency of the Council of the EU and have jointly prepared the Council of the European Union's 18-month programme. The Management Board meets at least two times per year. In addition, CEPOL has dedicated National Units (CNUs) in every Member State, which is the liaison body between CEPOL and its network of national training institutes for law enforcement officials in the Member States. CNUs also support CEPOL's operations.

CEPOL contributes to a safer Europe by facilitating cooperation and knowledge sharing among law enforcement officials of the EU Member States and to some extent, from third countries, on issues stemming from EU priorities in the field of security; in particular, from the EU Policy Cycle on serious and organised crime. Moreover, CEPOL assesses training needs to address EU security priorities.

The agency's annual work programme is built with input from its network and other stakeholders, resulting in topical and focused activities designed to meet the needs of Member States in the priority areas of the EU internal security strategy.

CEPOL constantly strives to offer innovative and advanced training activities by integrating relevant developments in knowledge, research & technology, and by creating synergies through strengthened cooperation.

CEPOL's Mission

CEPOL's mission is making Europe a safer place through law enforcement training and learning.

CEPOL facilitates the prevention and fight against serious and organised crime, terrorism and emerging security threats by facilitating and enhancing cross-border cooperation through vocational training.

CEPOL supports, develops, implements and coordinates standardised and specialised training in line with EU law enforcement training priorities.

CEPOL's vision

CEPOL aspires to be the EU hub for law enforcement training to provide law enforcement officials with the skills they need to prevent and fight the crimes of today and tomorrow.

¹ Regulation (EU) 2015/2219 of the European Parliament and of the Council of 25 November 2015

² Denmark is not considered Member State in relation to CEPOL in accordance with Protocol 22 on the position of Denmark in respect of the area of freedom, security and justice, annexed to the TEU and to the TFEU.

CEPOL's Quality Statement

To contribute to law enforcement cooperation through learning for the benefit of European citizens, CEPOL aims at consistently providing products and services that meet stakeholder expectations and the applicable regulatory requirements. CEPOL intends to provide to a variety of stakeholder groups with high quality training and learning opportunities, and is continuously learning from international good practices.

CEPOL is committed to implement internationally recognised management standards, such as ISO 9001:2015. CEPOL intends to ensure compliance with the applicable ISO 9001:2015 requirements and with the agency's Internal Control Standards.

CEPOL focuses on customers, stakeholders and other interested parties, provides leadership, engages and involves people, uses a process-based approach, encourages improvement, uses evidence-based decision-making, and manages effective stakeholder relationships.

Furthermore, CEPOL aims at enhancing services through the effective application of the agency's Management System, by continuously improving its processes, addressing risks and opportunities and ensuring the Management System is fit for purpose.



The Year in Brief

Key conclusions on training and learning activities, external relations (executive summary of Part I)

Even though the pandemic situation did not block the onsite implementation of the training activities, CEPOL continued to be flexible in the planning of the implementation of training activities, **the online learning remained an important delivery methodology** and often was the only solution to engage with people who otherwise couldn't travel. The budget did not support all onsite training activities and some activities had to be converted from on-site to online as an alternative solution in order to safeguard training delivery. It is noteworthy that following the years of the pandemic, 2022 was the first year when not a single onsite activity had to be cancelled and as a result it was implemented in full scale.

2022 was a remarkable year from the perspective that CEPOL started the implementation of the **Europe wide EU-STNA covering the years 2022-2025**. The EU-STNA together with the OTNAs performed by the agency continues to form the fundaments for the development of its training portfolio for law enforcement officials. To respond to emerging needs arising from the war in Ukraine, in 2022, CEPOL delivered a training needs analysis on the **impact of the war on operations and training needs of law enforcement officials**.

Understanding the strong need for specialisation, CEPOL further **refocused its training portfolio on EMPACT crime areas**. In 2022, close to half of the onsite and online training actions concentrated on operational and training gaps identified via the EMPACT instrument. The agency supported the EMPACT cooperation directly via dedicated learning activities on leadership, management, cooperation and funding aspects of the mechanism and remained the major source of **thematic training actions in each criminal priority**. The CEPOL offer covered vital trainings on mafia-type criminality, migrant smuggling techniques, trafficking in human beings, waste and wildlife crimes, drugs trafficking, excise fraud, document fraud, MTIC fraud organised property crimes, firearms trafficking and intellectual property crimes. Cyberattacks, online fraud schemes, the use of electronic evidence, the fight against child sexual exploitation and the strengthening of digital forensic skills also remained priorities that were covered by advanced training activities conducted by the CEPOL Cybercrime Academy.

The integration of financial analysis and investigation techniques into serious crimes investigations received particular attention together with money laundering typologies, anti-corruption solutions. Similarly asset identification, recovery and management techniques remained in focus given the importance of "follow the money" approach.

The protection of **fundamental rights** remained a central pillar in CEPOL training activities. Specific training actions addressed the topics of hate crime, spread knowledge on effective victims' support solutions and discussed innovative management solutions strengthening the integrity in law enforcement.

The agency continued to provide training products on modern training solutions in law enforcement, leadership practices and English language development.

Learning actions showcased good practices on intelligence analysis, undercover operations, witness protection and informant handling in order to raise relevant capacities of the Member States law enforcement authorities while DNA specialists, bomb mining experts were also targetted by specialist trainings.

Dedicated courses on **crisis management** demonstrated international standards on first response on mass casualty events, the identification of victims or the management of hostage or amok shooting situations. Challenges of the management of international events, football security or the planning of civilian crisis management operations were also addressed.

A further important element in CEPOL's planning and implementation of training activities on topics outside of the EMPACT scope, are the **CEPOL Knowledge Centres on Counter-terrorism (CKC CT)** and on **Law Enforcement Cooperation, Information Exchange and Interoperability (CKC INT)** consisting of experts from the MS, the JHA Agencies and the Commission. They plan the portfolio for the coming year(s), draft the curricula and support the implementation of the training activities while at the same time doing a quality assessment. The results of the CKC training activities and webinars in 2022 were highly satisfying.

In June 2022, CEPOL delivered the **Research and Science Conference** in Vilnius, Lithuania which aim was to provide the opportunity for exchanging evidence-based information among professionals about **digital skills and innovations** in the law enforcement area, attracting a number of 175 participants in person and 79 in online format.

The **2022 year continued to require flexibility from the e-Learning team** of the Agency. The plans had to be adjusted regularly in order to adapt to the situation and deliver the planned training activities in good quality, often online solutions were offered. The workload was consistently increasing and the learning platform had to be adjusted to the new plans, moreover the team worked with 1 FTE less, as the vacant position could not be filled since February 2022. Besides this, CEPOL also had an unexpected downtime in the Learning Management System (LEEd) caused by a development issue, which resulted in delays in November and December.

To meet the growing requirements of CEPOL and external stakeholders, **LEEd, the Learning Management System of CEPOL** is continuously updating its core functionalities, **new requirements** were identified during the daily operations and **additional projects** were initiated at the same time. Examples: integrated and customised development for **CEPOL's Exchange Programme**, or the **advanced search engine**, the initiation of the standalone development of the **Event Management** capability supporting the organisation of onsite activities, or the **Multitenancy concept** that supports the integration of localised sites with separate user management and customisable structure still linked to the main CEPOL platform or the **Multifactor Authentication (MFA)**, that increases security or the **Mobile Application** (ios, android). The named projects were large scale new developments, hence the workload of the small team dedicated for LEEd support and maintenance did not decrease. Additionally, there are regular activities to keep the system up-to-date, 2 application upgrades and 6 security upgrades every year.

Despite the challenging year, the e-Learning products and services have been delivered according to the plans, the only item which is **delayed**, nevertheless initiated, is the **development of the eLessons and online modules** which had been delayed due to the lengthy procurement procedure preceding it.

Under the Exchange Programme, including General, CEPOL-EJTN Joint Exchange Programme and the Future Leaders' Exchange Programme, CEPOL successfully **implemented 296 exchanges** thereby having an implementation percentage of 99 % (versus **planned 300 exchanges**). Furthermore, 17 participants implemented a study visit to Europol/Eurojust in Q1 2022 as part of the 85/2021 course under Counterterrorism.

In 2022 CEPOL approved a new schedule for the grant process bringing forward the call by two months thus enabling the Management Board to debate the grant results consequences in the November meeting. The **Call for Proposals for Grant Agreements** for the Implementation of CEPOL Onsite Training Activities 2023 had been distributed to Framework Partners on 25 April 2022 with the application deadline until 18 September 2022. In the Call for Proposals CEPOL offered 45 onsite activities for grant applications mainly in the areas of EMPACT, law enforcement technologies, public order, CSDP missions, fundamental rights, leadership and other skills. 30 Framework Partners (out of 56, 54 % application rate) submitted altogether 47 course applications for 34 activities. Out of the 11 uncovered courses, CEPOL proposed to implement 6 activities while the remaining 5 activities, had to be withdrawn from the work programme without any replacement due to the lack of extra human capacity to implement those activities directly by CEPOL.

In partnership with its network of training providers, following the guidance of the European Institutions (notably the European Commission), and in cooperation with other EU partners such as the European External Action Service, the European Security and Defence College and the EU JHA agencies, CEPOL has sought to export European know-how and foster fruitful training partnerships by progressively seeking to extend the **availability of CEPOL training to Third Countries**. In doing so, CEPOL has been promoting international law enforcement cooperation instruments, help widening networks of law enforcement specialists and transfer Third Countries professional experience to Europe.

Taking into account the limits of CEPOL resources, the objective of building third countries' capacity is being primarily pursued via the **implementation of projects**. In 2020, CEPOL negotiated a **EUR 23.5 million new projects portfolio**. As a result of this, CEPOL implements 4 projects, for which the preparatory inception phase started in 2020 and the implementation was commenced in 2021, namely:

- **Training and Operational Partnership against Organized Crime (TOPCOP)**
- **Enhancing Information Exchange and Criminal Justice Response to Terrorism in the Middle East and North Africa (CT INFLOW)**

- **Enhancing institutional capacity in the EU South Neighbourhood countries to fight organised crime (EUROMED Police)**
- **Partnership against Crime and Terrorism (WB PaCT).³**

Further to the changing security landscape in the **EaP region**, the TOPCOP project and partners took stock of the emerging threats and reviewed the training activities. Based on the request of the Moldovan Ministry of Internal Affairs (MIA), the project conducted a strategic analysis of the MIA educational system. The elaborated recommendations will serve as a basis for the educational reform of the ministry. The project responded to the needs of Ukraine and delivered tailor made onsite and online capacity building activities. In addition, the project continued to be active in the framework of the EU Support Hub for Moldova and provided strategic contribution to the thematic areas of THB, smuggling of migrants, firearms trafficking and the financial dimension of organised-crime and terrorism. The Train the Trainer and the cascading concept was developed and approved by partners, and the development of the regional curricula on THB is on track.

In the **MENA region**, the CT INFLOW project increased the EMISA (EU MENA Information Sharing and Analysis) network's activities and started implementing activities for the judiciary sector. CEPOL established EMISA gathers 160 practitioners and ensures a structured thematic cooperation mechanism for CT experts from the MENA region and the EU. The project started to cooperate with the Libyan counter-terrorism coordinator in 2022 in order to support the national CT strategy by establishing a fusion centre. Cooperation with Turkish National Police Academy was strengthened by supporting EU expertise in the development of adequate responses to the country-identified CT priorities. The development of the MENA Terrorism Trends and Situation (TE-SAT) Report started. The TE-SAT aims to identify regional terrorism trends and support regional cooperation. EUROMED Police project strengthened the bridges between MENA and the EU by creating the necessary trust to facilitate regional cooperation and build the institutional capacities of the partners. An effort was made to develop the links between EU Member States via the EMPACT groups, and the MENA partners. At the same time, the Strategic Cooperation Forum at the Europol HQ established a bridge between the EMPACT network, the MENA partners intending to develop the EUROMED Police Strategy. The training courses were delivered with the involvement of the EMPACT network to ensure the sharing of operational aspects of different crime priorities with the MENA partners.

In the **WB region**, the WB PaCT project assisted the beneficiaries' accession process to the EU as well as promoted the EU policy framework concerning the Western Balkans law enforcement cooperation with innovative and tangible deliverables on facilitating the fight against organised crime and terrorism. In this regard, the establishment of the EMPACT Support Network (ESN) and the Counter Terrorism Support Network (CTSN) is to serve as platforms for EU-Western Balkans consultation as regards sharing best practices and transferring, cascading know-how when it comes to the EU multidisciplinary approach to tackle organised crime and the EU agenda on counter-terrorism. The prepared OTNA report identifies training priorities both at a national and regional level and serves as a roadmap for future training priorities. Towards this end, the project implemented numerous training activities in the area of CT, EMPACT and criminal analysis, responding rapidly to the emerging needs of the beneficiaries.

The TOPCOP, EUROMED Police, and WB PaCT projects implemented activities in the third countries became an integrated part of the EMPACT activities in 2022. To ensure appropriate bridging between EMPACT priorities and the implemented activities, CEPOL took the Action Leader role under the External Dimension Common Horizontal Strategic Goal (CHSG) 8 in four priorities areas (Cannabis, Cocaine and Heroine, Cybercrime, Firearms, and Intellectual Property Crime) and was involved in the development of the Operational Action Plans for 2023 under the relevant CHSGs.

The number of activities and participants achieved in 2022 are presented in the charts below.

³ The European Commission's Service for Foreign Policy Instruments (FPI) is the Contracting Authority for the CT INFLOW project, the European Commission DG for Neighbourhood and Enlargement Negotiations (DG NEAR) is the contracting authority for the other three projects.

Overview of number of activities per thematic area

Goal 2: CEPOL will further develop, support and implement training activities for the Law Enforcement Officials from the EU and, where applicable, from Third countries with particular emphasis on fundamental rights and crime prevention⁴

Activity #	Activity name (thematic area)	On-site and online activities		Exchange Programme (CEP)	Total	
		Number of activities	Number of participants	Number of participants	Number of activities	Number of participant
2.1	Serious and Organised Crime	78	12 721	97	78	12 818
2.2	Cyber-related Crime	44	9 885	19	44	9 904
2.3	Counter-terrorism	24+ ⁵	2 498+ ¹⁷ ⁶	23	25	2 538
2.4	Fundamental Rights and Data protection	30	4 004	10	30	4 014
2.5	Law enforcement cooperation, information exchange and interoperability	37	5 547	59	37	5 606
2.6	Leadership, Training and other skills	21	2 457	38	21	2 495
2.7	Higher Education and Research	1	173	2	1	175
2.8	Public Order and Prevention	6	608	9	6	617
2.9	Law Enforcement Techniques, Forensics and Specific Areas	17	1 392	17	17	1 431
2.10	Union missions (CSDP)	4	341	0	4	341
Total achieved in 2022		263	39 643⁷	296	263	39 939

Total planned in SPD 2022	277	25 103	300	277⁸	25 403⁹
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⁴ Fundamental rights and, where relevant, crime prevention will be addressed in all our thematic training activities and are therefore included horizontally in all the training activities that CEPOL implements.

⁵ Including 1 study visit to Europol/Eurojust in Q1 2022 as part of the 85/2021 course under Counterterrorism

⁶ Including 17 participants study visit to Europol/Eurojust in Q1 2022 as part of the 85/2021 course under Counterterrorism

⁷ 178 participants connected to 5 activities carried forward from 2021 to 2022

⁸ Including 34 planned ad-hoc webinars

⁹ Including 4 080 participants in the ad hoc webinars

Overview of CEPOL project activities 2022

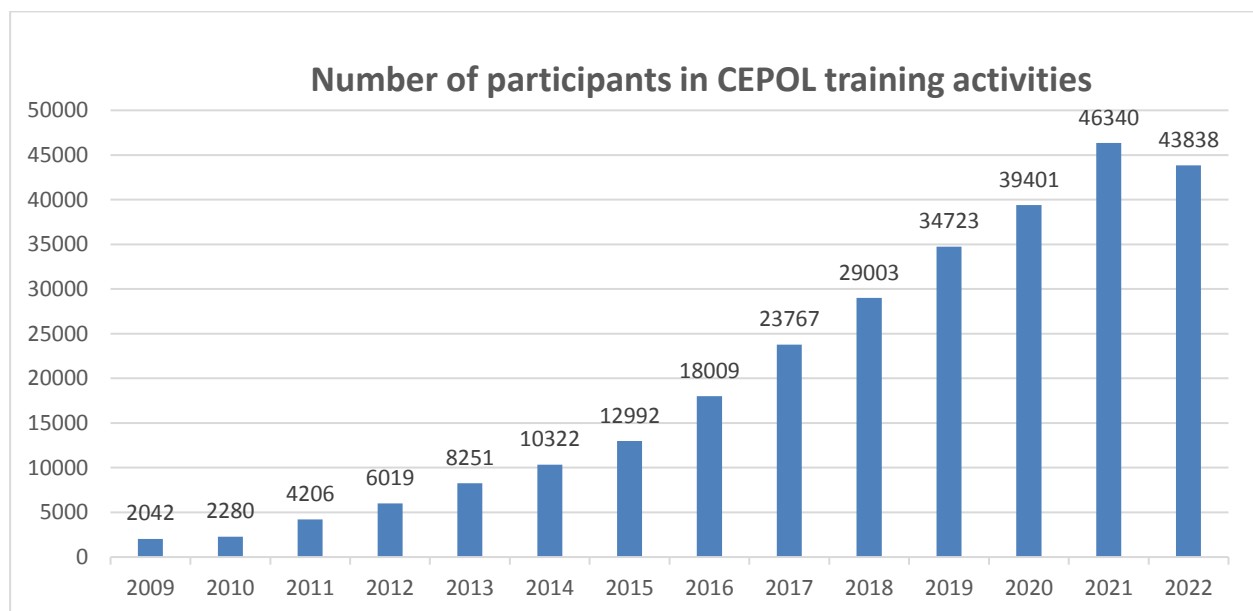
Goal 3: CEPOL will further build capacity of Third Countries by tailored made training services ¹⁰

Activity 2.11 Prepare, design, implement & follow-up capacity building projects in 3rd Countries

Project	On-site activities (including courses, regional workshops, seminars, ...)		Online activities (self-paced and instructor led, if applicable)		Study visits (including Mentoring Programme)		Exchanges	Total	
	Number of activities	Number of participants	Number of activities	Number of participants	Number of study visits	Number of participants	Number of exchanges	Number of activities	Number of participants
2.11.1 CEPOL CT INFLOW project	42	825	7	517	2	15	16	51	1373
2.11.2 CEPOL EUROMED Police project¹¹	27	417	9	347	5	24	21	41	809
2.11.3 CEPOL TOPCOP project	19	310	8	664	4	23	55	31	1052
2.11.4 CEPOL WB PaCT project	27	450	5	215	-	-	-	32	665
Total achieved in 2022	115	2 002	29	1 743	11	62	92	155	3 899

Total planned SPD 2022	95	1 635	33	625	12	66	71	140	2 397
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Participation in CEPOL activities 2009-2022



¹⁰ The main budget of these activities financed based on Delegation and Agreements

¹¹ The project's planned figures may increase due to ongoing negotiations with the Contracting Authority on the EUROPOL component.

Summary of the Agency's performance in 2022 (KPIs)

Goals and objectives reflected in the CEPOL's strategy 2021-2023 are subject to regular monitoring, analysis and reporting, both internally (management) and externally (Management Board).

The Agency's Key Performance Indicators (KPIs) linked to the achievement of three Strategic Goals, demonstrate sustainable progress achieved in 2022 (see below table). More details on status of Performance Indicators (PIs) versus target in Work Programme 2022 are provided throughout the report under each activity.

No.	(Key) Performance Indicators	Target	Status*	Comments
1	Number of training needs analyses/assessments completed	4	6	Complete (4 OTNA plus 2 ad-hoc TNA)
2	New developments in the area of quality assurance*	1	1	Complete (business case for further ISO 29993: 2015 certification in place)
3	Number of published articles in the European Law Enforcement Research Bulletin	15	34	Complete
4	Research & Science Conference organised biennially	YES	YES	Complete
5	Completion/coverage rate of EMPACT priorities	90%	100%	Complete (69 planned versus 78 implemented activities in the area of Serious and Organised Crime)
6	Number of active capacity building projects	3	4	Complete
7	Level of overall satisfaction with training activities per training type	90%	90%	Complete
8	Number of activities (implemented vs. planned, number and %)	90%	100%	Complete (417 planned vs 418 implemented)
9	Number of participants (actual vs. planned, number and %)	90%	157%	Complete (27 800 planned vs 43 838 implemented)
10	Timely submission of the draft Single Programming Document and the Work Programme	YES	YES	Complete
11	% of completion of the activities of the Work Programme	90%	100%	Complete (417 planned vs 418 implemented training activities)
12	% of audit recommendations closed in accordance with the agreed action plan	90%	30%	In progress, deadline by end of 2023
13	Quality Management System certified to be line with ISO 9001:2015	YES	YES	Complete
14	Number of critical/very important audit recommendations addressed on time	80%	n/a	No critical/very important recommendations
15	Budget (N-1) payments	95%	95%	Complete (2021 budget payments 95.41%)
16	Staff engagement	60%	67%	Complete

*source of data: reporting tool

Key conclusions on management of human resources

CEPOL's establishment plan 2022 contains **33 Temporary Agents (TA)** of which 26 were in post by end 2022. In addition to the establishment plan, the Management Board approved for CEPOL regular activities **20 Contract Agents (CA)** of which 20 were in post by end 2022, and **6 SNE positions** of which all were in post by end 2022.

In addition, **39 CAs and 1 SNEs** were authorised for externally financed capacity building projects, of which all were in post by end of 2022.

Staff fluctuation, mainly due to the low correction coefficient applied to staff salaries, continues to have a significant impact on the organisation; the same factors combined with the lack of higher TA posts available, do not assist CEPOL in attracting the best talent from the broadest possible geographical basis from among nations of Member States.

There were **4 resignations in 2022** due to new job opportunities in CEPOL and outside CEPOL. In addition there were 3 departures due to retirement and on 31 December, 4 staff members were on unpaid leave, for various reasons.

Interim staff have been contracted to fill in for staff absences and to cope with peak periods. On 31 December 2022, there were 24 Interims working for CEPOL. The areas covered by the interim staff are mainly those related to core business but also a few in other Units and departments, such as ICT, legal, procurement, external relations and management support.

For expert level positions dealing with specialised training in different operational areas, CEPOL uses SNEs to ensure business continuity and successful implementation of projects.

In 2022 CEPOL published **10 new recruitment procedures** including 1 call for SNE. 5 recruitment procedures were done based on previously established reserve list and 6 were published externally including 1 call for SNEs. CEPOL published vacancies attracted around 200 applications. There were no applications for one SNE post.

The recruitment procedure for a new Executive Director was finalised on 16 December 2021. Following that, the Management Board appointed new Executive Director with the office term starting on 16 February 2022.

Regarding **geographical balance**, CEPOL continues to receive a significant number of applications from Hungarian citizens. This however does not impact on the quality of applications received and the Agency's ability to recruit suitable candidates. At the end of 2022, there were **36 Hungarian citizens** (39%) working for the agency, from a total of **93 staff** (TA, CA & SNEs - CEPOL establishment plan and project related staff, including one trainee). There are 16 other nationalities present in CEPOL, which are relatively equally distributed. As of 31 December 2022 CEPOL only does not employ staff from Cyprus, Czech, Denmark, France, Ireland, Luxembourg, Malta, Slovenia and Germany.

On **gender balance**, the ratio between man and women employed by CEPOL (excluding interims) is **49 females/44 males**. Women are well represented at all grades including at management level. The CEPOL management team (Executive Director, Heads of Departments and Heads of Units) on 31 December 2022 consists of **3 women and 3 men** (1 ad interim position due to vacancy).

Further details on management of human resources can be found in Part II, point 2.5.

Key conclusions on management of financial resources

CEPOL is financed from the General Budget of the European Union in the form of a subsidy. The budget in 2022 amounted to € 10 845 030.

The regular budget is consumed over three budget headings (titles). Title 1 covers staff related expenditure; Title 2 covers expenditure related to infrastructure and running costs; and Title 3 covers operational costs. At the end of the year, **CEPOL managed to implement 100% at commitment level and payments reached 85%**. 15% of the commitments prepared in 2022 remained open at the end of the year. These commitments for a value of M€ 1.6 were carried forward to 2023. The final implementation taking into account the execution of those commitments will be known at the end of 2023.

In addition, CEPOL manages, in accordance with its legal basis, **dedicated Union External Assistance funds** to assist third countries in building their capacities in relevant law enforcement policy areas, in line with the established priorities of the Union

In 2020, CEPOL has signed agreements for 4 multi-annual projects with a budget of EUR 23.5 million.

Further details on management of financial resources can be found in Part II, point 2.3.

Key conclusions on internal control effectiveness

CEPOL conducts its operations in compliance with the applicable rules and regulations, working in an open and transparent manner, and meeting the expected high level of professional and ethical standards.

CEPOL implements the **Internal Control Framework (ICF)**, which is based on European Commission's ICF, as latest adopted by Management Board Decision 26/2018/MB.

In addition to the ICF, CEPOL is following the **Quality Management System Standard ISO 9001:2015**, since February 2017, and is subject to regular surveillance audits by an independent auditor. The latest surveillance audit was successfully passed in January 2022.

The Agency has systematically examined the observations and recommendations issued by internal auditors, the European Court of Auditors and the European Parliament. On this basis, it took actions as appropriate.

In 2021, the IAS implemented the audit concerning 'Human resources management and ethics in CEPOL' with a **positive conclusion regarding the internal control system for human resource management processes** and three recommendations for improvement of recruitment, appraisal and reclassification procedures. The related action plan is in progress.

At the time of drafting the annual report, the European Court of Auditor's opinion on legality and regularity of transactions, as well as on reliability of annual accounts for the financial year 2022 is only available in draft format and the findings are under the contradictory procedure. Having in view the ECA report is confidential at this stage, details will be provided in the next annual activity report.

The agency has assessed the effectiveness of its key internal control systems during the reporting year and has concluded that the **internal control system is working effectively**. Further details regarding the assessment of the effectiveness of the internal control systems can be found in Part III.

The Executive Director, in her capacity as Authorising Officer, has signed the Declaration of Assurance.

Part I. Achievements of the year

General overview

Based on the outcomes of the EU Strategic Training Needs Assessment and Operational Training Needs Analyses, which encompasses consultations with the MS and other stakeholders, CEPOL develops its response to the EU level training needs deriving from the EU security threats in line with CEPOL mandate.

A thematic based approach in line with the European Law Enforcement Training Scheme (LETS) principles is applied when preparing a selection of training interventions. As a principle, online solutions are used for awareness raising or where large audiences need to be reached, while specialist training needs are met by tailor made onsite activities (applying blended training methodology) and CEPOL exchange programme (**details on various tools can be found in Annex I b**). CEPOL training approach is based on circular training cycle:



The CEPOL Single Programming Document (SPD) 2022 planned for **277 training activities** (94 onsite courses, and 183 e-Learning activities including 34 ad-hoc webinars).

In 2022 CEPOL implemented a total of **263 training activities** of which 164 were E-Learning activities and 99 were onsite activities (including 5 activities that were originally planned under SPD 2021 but carried forward to 2022).

Under the Exchange Programme, including the CEPOL-EJTN Joint Exchange Programme and the Future Leaders' Exchange Programme, CEPOL successfully **implemented 296 exchanges** thereby having an implementation percentage of 99% (versus **planned 300 exchanges**).

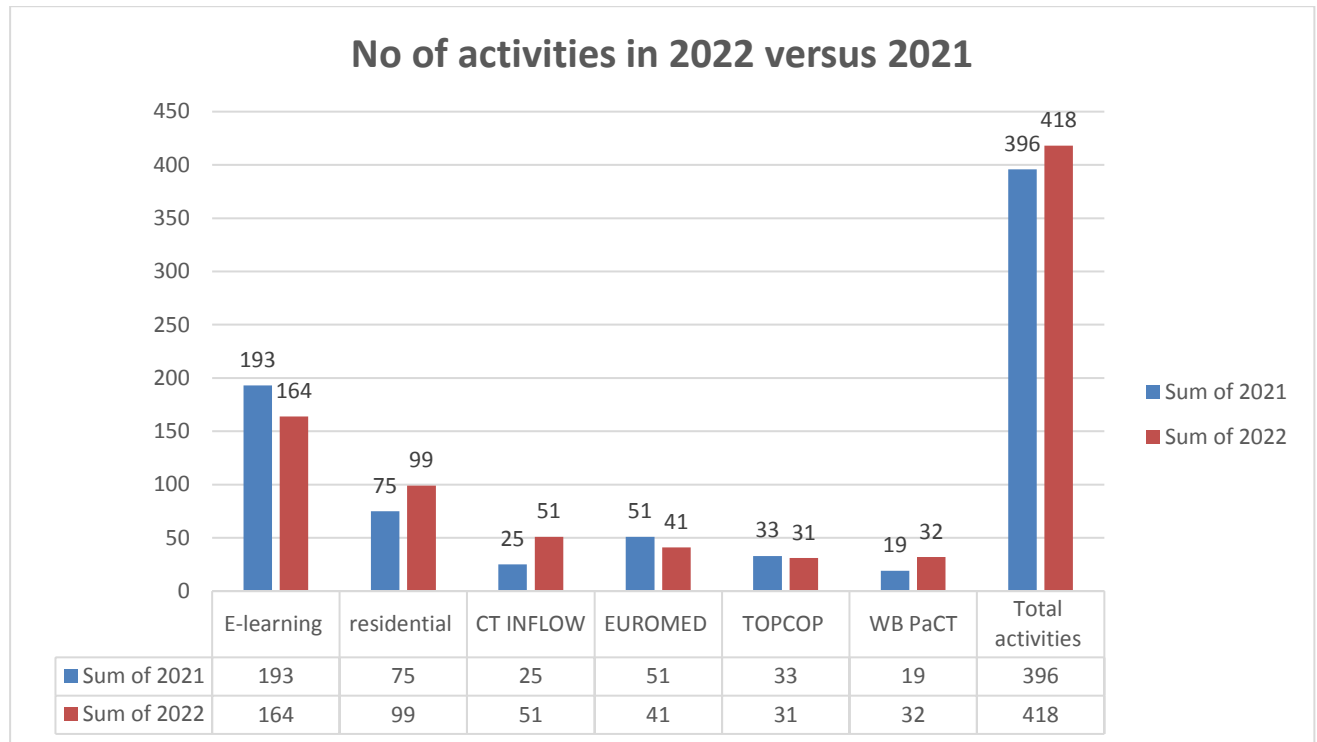
Under activities financed from annual budget, **39 939** law enforcement officials took part in CEPOL training on issues vital to the security of the EU and its citizens.

The implementation of external projects continued with **3 899** law enforcement officials taking part in CEPOL training activities on counter terrorism, financial investigations, security and migration in 2022.

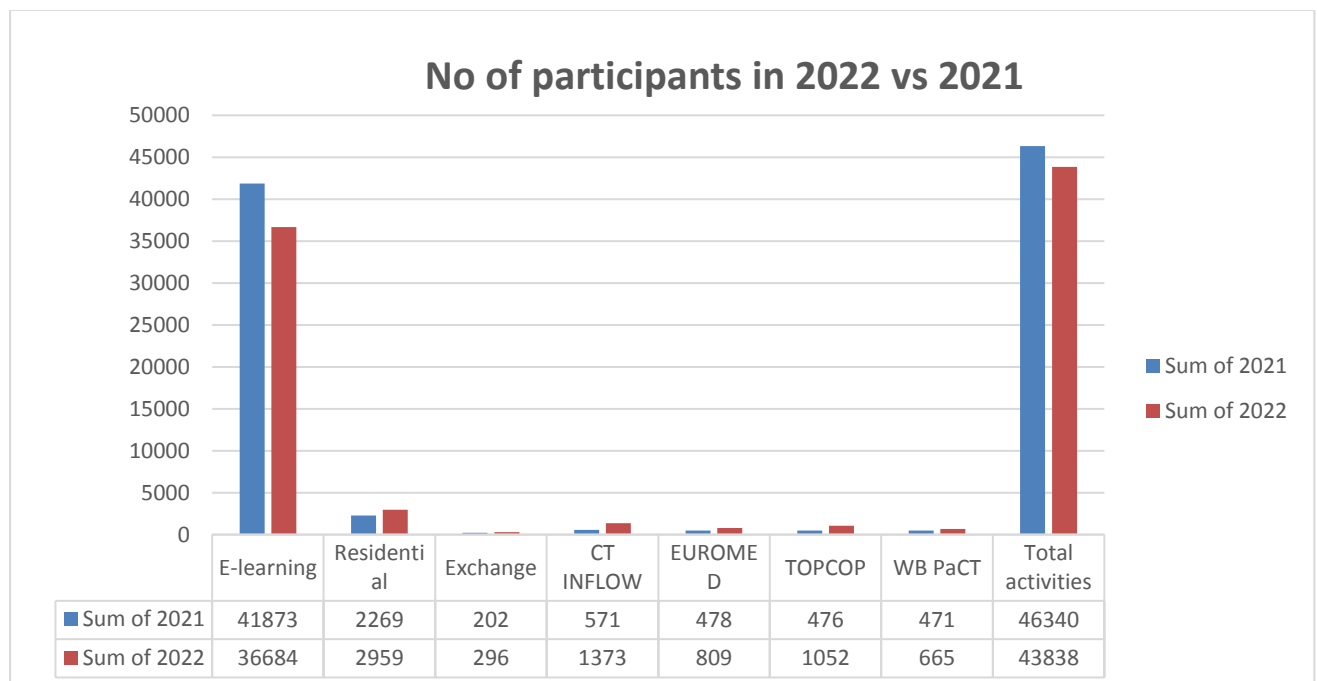
Altogether, **43 838** law enforcement officials participated in **418** training activities.

The **overall satisfaction rate for 2022 is 97%** (98% onsite, 96% e-learning, 97% CEP, 97% CT INFLOW, 96% EUROMED, 98% TOPCOP and 99% WB Pact).

Number of activities implemented in 2022



Number of participants in 2022



Goal 1: CEPOL will plan and develop high quality training services focused on priority areas Quality Objectives ¹²	
Key Performance Indicators	Target/Status
Number of training needs analyses/assessments completed <i>source of data: completion provided by the Analyst</i>	4/6
New developments in the area of quality assurance ¹³ <i>source of data: quality audit report</i>	1/1
Number of published articles in the European Law Enforcement Research Bulletin <i>source of data: completion provided by the Research & Knowledge Management Officer</i>	15/34
Research & Science Conference organised biennially <i>source of data: completion provided by the Research & Knowledge Management Officer</i>	Yes/Yes
Strategic objectives and areas	
1.1 Training Needs Analysis and coordination (Quality Objective)	
1.2 Ensure high quality training services by further development and upgrading of learning tools and methodologies (Quality Objective) ¹⁴	
1.3 Integrate research results into education and training	

Activity 1.1: Training needs assessment and coordination

CEPOL conducts training needs assessment and analyses on strategic and on operational level. Regulation (EU) 2015/2219 tasks CEPOL to develop “multi-annual strategic training needs analyses and multi-annual learning programmes” ensuring that conclusions from training needs assessments are part of its planning. To this end, CEPOL completed the first EU Strategic Training Needs Assessment (EU-STNA) in 2018 identifying training priorities for law enforcement officials across the EU for the period of 2018-2021. In 2020, an independent provider contracted by CEPOL conducted a process and impact evaluation of the first, pilot EU-STNA. Outcomes of the evaluation fed to the review of the EU-STNA methodology.

Based on the revised methodology, in late 2021 CEPOL completed the new EU-STNA, which defines strategic training priorities on EU level. Implementation of EU-STNA 2022-2025 has kicked off in line with the new EMPACT cycle by disseminating the outcomes of the analysis on European and on national level and by aligning CEPOL’s training portfolio to the strategic priorities.

The EU-STNA 2022-2025 has revealed 8 core capability gaps constituting the main areas where law enforcement officials need capacity building through training. Furthermore, it has identified 230 training needs clustered in 17 thematic areas as well as 9 other specific training needs included under a separate category. Member States have indicated that currently 110 368 law enforcement officials would need EU-level training in the areas presented in the Report. Largely, training needs in the main thematic areas have remained stable compared to the findings of the previous round of analysis; however, the needs related to the digitalisation of society, economy and criminal operations have become even more evident. On top of the horizontal aspects covered in the previous EU-STNA, the operation of high-risk criminal networks is now a separate theme as it is addressed as a distinct category by the EMPACT as well. Integrating and mainstreaming cross-cutting elements such as fundamental rights in all training activities should continue.

The EU-STNA process has reiterated the continuing need for training in the area of law enforcement as well as for coordinated approach taken by the relevant training providers at EU level. In order to address the training needs expressed by the Member States, the EU should allocate further financial and human resources to EU-level training providers.

Core capability gaps (all training activities for law enforcement across the EU should include elements concerning these horizontal aspects):

- Digital skills and use of new technologies
- High-risk criminal networks
- Financial investigations
- Cooperation, information exchange and interoperability
- Crime prevention

¹² Multi-annual objectives under this goal are marked as quality objectives in the context of ISO 9001:2015 certification, as it is directly related to the continuous improvement of CEPOL services

¹³ Such as extending the current ISO 9001:2015 and ISO 29993:2017 certifications to new processes and training activities

¹⁴ Including digitalisation of operations

- Document fraud
- Forensics
- Fundamental rights and data protection

The list below presents the thematic clusters (in order of priority, as communicated by the Member States) in which EU-level training should be delivered to law enforcement officials in the next 4 years (2022-2025) in order to support the EU's response to serious and organised crime and other threats to internal security:

1. Cyber-attacks
2. Criminal finances, money laundering and asset recovery (Fraud, economic and financial crimes)
3. Counter-terrorism
4. Trafficking in human beings
5. Drug trafficking
6. Migrant smuggling
7. Child sexual exploitation
8. Online fraud schemes (Fraud, economic and financial crimes)
9. Organised property crime
10. Border management and maritime security
11. Firearms trafficking
12. Missing trader intra-community fraud (Fraud, economic and financial crimes)
13. Corruption
14. Excise fraud (Fraud, economic and financial crimes)
15. Intellectual property crime, counterfeiting of goods and currencies (Fraud, economic and financial crimes)
16. Environmental crime
17. External dimensions of European security
18. Other thematic areas

To gain further detailed understanding on training needs in priority areas, CEPOL conducts Operational Training Needs Analysis (OTNA). OTNAs aim at the identification of gaps in knowledge and skills that law enforcement officials might have. Based on the experience in the implementation of the first OTNAs and the feedback gained from MB meetings (May and November 2019) and CNUs (September 2019), CEPOL updated the OTNA methodology (9/2020/MB).

To define its 2023 training portfolio, in 2022 CEPOL completed OTNAs in the following thematic areas, in line with the strategic training priorities identified in the EU-STNA 2022-2025:

- Counterterrorism
- Digital skills and use of new technology
- Environmental crime
- Fundamental rights and data protection

CEPOL completed two ad-hoc training needs analysis in 2022 to respond to emerging requests in the following topics:

- Role of law enforcement in the protection of investigative journalists
- Impact of the war in Ukraine on operations and training needs of law enforcement – as a response to the war in Ukraine.

In addition, in 2022, CEPOL launched 4 (four) OTNAs to be completed in 2023 in the areas of:

- Cyberattacks
- High-risk criminal networks
- Law enforcement management and leadership
- Online fraud schemes

Outcomes of these analyses will contribute to CEPOL's portfolio design between 2023 and 2025.

CEPOL completed the evaluation of the national ISF (Internal Security Fund) programmes. In total, in 2022, CEPOL assessed 19 national ISF programmes, which constitutes a substantial extra task which was originally not foreseen for the current human resources.

Activity 1.1 Training needs assessment and coordination				
Objectives 2022	Results (expected outcomes)	Outputs	Indicators	Target status versus
1.1.1. The scope of the Operational Training Needs Analysis¹⁵ will be applied to thematic areas Quality Objective	OTNA will provide reliable data of the performance gaps where CEPOL training is necessary, particularly: <ul style="list-style-type: none"> ➤ The OTNA will identify training interventions tailored for the MS needs and will constitute the basis for the CEPOL training portfolio. ➤ Thematic areas will be analysed based on the Operational Training Needs Analysis methodology. ➤ New OTNA methodology, adopted by CEPOL Management Board in 2020 will be applied. 	➤ The annual Operational Training Needs Analysis reports outlining the tactical level training requirements	➤ 4 thematic areas will be assessed through the OTNA	Completed 4 OTNA reports Status: 6 TNAs completed

Activity 1.2: Ensure high quality training services by further development and upgrading of learning tools and methods¹⁶

The ISO 9001:2015 certification was continued proving that the agency has a robust quality management system, with well designed and managed processes. The visiting auditor confirmed that CEPOL demonstrates “good practice in design and implementation of new processes and methods”. The business case for renewing and further expending the ISO 29993:2017 certificate to new training courses was developed to be put in action starting 2023.

The CKC on Law Enforcement Cooperation, Information Exchange and Interoperability continued its work as established (11/2021/DIR) and developed the portfolio for this category for 2023 and quality assessed the implementation of the portfolio of 2022. CKC on Counterterrorism also continued its work in 2022.

In addition, an Expert Group on Fundamental Rights completed its work issuing the recommendations to improve CEPOL’s training strategy in this area. It looked holistically into current training offer and suggested to add Fundamental Rights as cross cutting issue to the trainings offered both in MS and third countries.

The Expert Group on the Enhancement of Cooperation between CEPOL and the Member States also completed its work by delivering a Recommendations Paper for the improvement of quality and efficiency in cooperation.

Activity 1.2 Ensure high quality training services by further development and upgrading of learning tools and methods				
Objectives 2022	Results (exp. outcomes)	Outputs	Indicators	Target vs. status
1.2.1 CEPOL will further expand ISO certification of its services, where relevant, depending on the budget availability and human resources Quality Objective	➤ Compliance with the ISO 9001:2015 QMS as well as with requirements for learning services outside formal education according to the ISO 29993:2017 standard for learning services, providing generic frame of reference for quality learning service.	➤ Maintain ISO certifications preparations for additional CEPOL courses certified in accordance with ISO 29993:2017 requirements	➤ ISO 9001:2015 and ISO 29993:2017 for already certified courses maintained ➤ Business case for certifying additional courses in place	Target: ➤ 2 ISO certificates maintained ➤ 1 business case for extending certification to additional courses Status: complete

¹⁵ As per [MB Decision 32/2017/MB](#) of 15 November 2017

¹⁶ Legal basis: [Regulation \(EU\) 2015/2219](#) of the EP and of the Council on the European Union Agency for Law Enforcement Training (CEPOL) [...], Art. 3(2), 4(2), 4(5)

1.2.2 CEPOL will further develop its evaluation of training activities based on Kirkpatrick' methodology and requirement related to certification Quality Objective	➤ Not only the reaction but also the knowledge acquired through the training activity is measured	➤ Training activities are evaluated using Kirkpatrick's methodology	➤ CEPOL will implement entry and/or exit testing of participants	➤ <u>Target:</u> Testing applied according to 12/2016/GB (for courses that are at least 5 days long) ➤ <u>Status:</u> complete
1.2.3 CEPOL will continue to implement the CKC concept	➤ CKC concept is applied	➤ Hybrid business model is fully operational	➤ CEPOL will implement hybrid model for CKC activities	➤ <u>Target:</u> CKC CT and CKC INT fully operational <u>Status:</u> complete
1.2.4 CEPOL will ensure the use of e-learning services to better address its extended audiences	➤ The European, crossborder dimension of law enforcement is further addressed by the enhanced access to CEPOL's online learning component;	➤ Extended support to learning, training and research activities through continuous further development of LEEd	➤ New/revised portfolio of online learning services available	➤ <u>Target:</u> LEEd fully operational supporting smooth implementation of training activities <u>Status:</u> complete

Activity 1.3: Integrate research results into education and training

The 16th CEPOL European Research & Science Conference, titled '**Preparing Law Enforcement for the Digital Age**' was successfully implemented in cooperation with the Mykolas Romeris University in Vilnius, Lithuania on 8-10 June, with close to 200 participants (for details please refer to Activity 2.7 'Training activities in the area of Higher Education and Research'). Two thirds of participants answering the evaluation survey replied that the conference met their expectations in regard to content, networking and facilities to a "high" degree; a good quarter of them indicated, that the event even exceeded their expectations.

A total of 34 articles of the Law Enforcement Research Bulletin were published online in 2022. A selection of the 24 best presentations have been published as contributions to the sixth Special Conference Edition of the Bulletin. The remaining 10 articles published online are to be featured in Nr. 22 of the Bulletin. Both Nr. 22. and the Special Conference Edition nr. 6. Issues of the Bulletin will be printed in 2023.

New releases of specific ebook-titles on various relevant topics were acquired and made available alongside a broad and updated range of e-journals and other e-book collections, relevant for law enforcement education, training and practice. However, there is still room for improvement to achieve the full potential of this rich asset for European law enforcement officials for the preparation and implementation of the agency's on-site and online activities.

Moreover, in 2022, CEPOL brought further the idea of the higher education, established the Expert Group on Higher Education, which currently explores various alternative solutions and takes CEPOL towards a new CEPOL Higher Education product.

In 2022, the number of requests to CEPOL for engaging in or endorsing research proposals for the H2020 programme in the area of justice and security significantly decreased to three. Nevertheless, CEPOL provided a platform to promote Horizon 2020 projects at its Research and Science Conference.

Activity 1.3 Integrate research results into education and training

Objectives 2021	Results (exp. outcomes)	Outputs	Indicators	Target vs status
1.3.1 CEPOL will encourage and support the inclusion of scientific knowledge to its training activities and will disseminate relevant research findings	Access to research findings will support law enforcement personnel in strategic and tactical decision making; CEPOL research products will support further development of law enforcement training and education based on scientifically sound findings; Research results on fundamental rights in the context of law enforcement ¹⁷ will be considered.	➤ Services supporting research dissemination are provided: access to scientific journals and e-books	➤ Measurable amount of downloads of online sources made available by CEPOL	<u>Target:</u> ➤ 1000 <u>Status:</u> ➤ 8008
1.3.2 CEPOL will contribute to and encourage the development of research relevant to law enforcement training activities , with a special emphasis on its thematic priorities and e-learning/modern learning tools ¹⁸	As defined in MB decision 11/2017/MB CEPOL will, in line with the agency's limited capacity, support EU-funded research projects.	➤ Requests for support of new research proposals submitted for EU-funding are assessed. ➤ CEPOL participates in advisory boards of EU-funded research projects	➤ CEPOL participates in EU-funded research project(s)	<u>Target:</u> ➤ Yes <u>Status:</u> ➤ Yes

Goal 2: CEPOL will further coordinate, support and implement training activities for the Law Enforcement Officials from the EU and, where applicable, of Third countries with particular emphasis on fundamental rights and crime prevention¹⁹
Key Performance Indicators²⁰
Target vs status

Completion/coverage rate of EMPACT priorities <i>source of data: internal reporting on completed training activities (SPD 2022 reporting tool), as reported by TRU. 69 planned versus 78 implemented activities in the area of Serious and Organised Crime)</i>	90%/100%
Number of active capacity building projects <i>source of data: completion provided by ICU on the number of signed & active agreements</i>	3/4
Level of overall satisfaction with training activities per training type <i>source of data: internal reporting on completed training activities (SPD 2021 reporting tool) as reported by TRU & ICU</i>	90%/90%
Number of activities (implemented vs. planned, number and %) <i>source of data: internal reporting on completed training activities (SPD 2021 reporting tool) as reported by TRU & ICU</i>	90% 100%
Number of participants (actual vs. planned, number and %) <i>source of data: internal reporting on completed training activities (SPD 2021 reporting tool) as reported by TRU & ICU</i>	90% /157%

Strategic objectives and areas

Training activities in the area of:

- 2.1 **Serious and Organised Crime**
- 2.2 **Cyber-related Crime**
- 2.3 **Counter-terrorism**
- 2.4 **Fundamental Rights and Data Protection**
- 2.5 **Law enforcement cooperation, information exchange and interoperability²¹**
- 2.6 **Leadership, training and other skills**
- 2.7 **Higher Education and Research**

¹⁷ Such as FRA's EU Minorities and Discrimination surveys I & II

¹⁸ As per [MB Decision 11/2017/MB](#) of 10 May 2017

¹⁹ Fundamental rights, and where relevant crime prevention will be addressed in all our thematic trainings, and are therefore included horizontally in all the training activities that CEPOL implements.

²⁰ Implementation of on-site activities depends on the pandemic situation. In case of serious COVID-19 related restrictions, CEPOL may not be in a position to conduct a significant part of its on-site activities

²¹ Formerly EU Information Systems & Interoperability

2.8 Public Order and Prevention

2.9 LE Techniques, Forensics and Other Specific Areas

2.10 Union Missions (CSDP)

Training activities to further support capacity-building of Third Countries through tailored made training services and international law enforcement cooperation projects²²:

2.11 Prepare, design, implement and follow-up capacity building projects in Third Countries

Activity 2.1 Training activities in the area of Serious and Organised Crime

Serious organised crime enjoyed the highest priority in the CEPOL training and learning portfolio. Half of the learning and training actions (30 % if cybercrime not counted) concentrated directly on the established criminal priorities of the European Union (EMPACT) and significant part of the remaining part of training products had close links with serious crime investigation and enforcement (e.g. activities on law enforcement techniques, anti-corruption, tools on EU cooperation, leadership practice).

Training and learning activities covered all thematic fields: criminal finances, money laundering and asset recovery, migrant smuggling, trafficking in human beings, environmental crime, excise fraud, cocaine and heroin trafficking, synthetic drugs production, missing-trader intra-community fraud, firearms trafficking, organised property crime, document fraud and intellectual property crimes. Training and learning actions discussed traditional and emerging criminal modus operandi, focusing on intelligence, analysis and investigative methods by exchanging up to date knowledge on operational and international cooperation matters. Asset recovery, crime prevention and fundamental rights were treated as horizontal issues that were integrated into the curriculum of relevant training events.

Financial investigation related activities discussed various themes such as traditional money laundering via the bank sector, the efficient analysis of suspicious transactions, the functioning of cash collection networks, trade-based money laundering, cryptocurrency investigation tools or underground banking systems such as daigou, hawala, peso exchange market. Activities on migrant smuggling showcased control of illegal migration routes, recruitment processes, structure of crime groups facilitating illegal border crossings, facial and behaviour analysis techniques. Drugs trafficking activities debated contraband routes, manufacturing of new psychoactive substances, safe crime scene management techniques and the detection of illegal drug labs. The detection of illegal cigarette factories, the criminal exploitation of excise trade regimes, identification of counterfeit cigarette and the moves of pre-cursors together with new types of designer fuels had been targeted by excise fraud trainings. Methods of sexual or labour exploitation, recruitment processes, handling and protection schemes of victims and the overwhelming need of hard evidence had been addressed in Trafficking in Human Beings courses.

Environmental crime trainings – among other topics – discussed illegal trafficking and dumping of hazardous wastes, F-gas fraud, illicit abstraction of waters, dangerous dismantling of old sea-vessels, illegal trade of plants and animals and preventive cyber-patrolling of websites enabling wildlife crimes. Biometric security features, the protection of breeder documents, VISA fraud and innovative European solutions on second line document controls had been the subject of document fraud activities while piracy, protection of trademarks and industrial rights, pharmaceutical crime and the customs control of counterfeit goods had been targeted from the perspective of intellectual property rights. Cross border VAT fraud, task force approach regarding tax crimes remained in focus as well as the contraband of weapons, ballistic analysis and the conversion of firearms. The opportunities of administrative and criminal processes against mobile organised crime groups had been assessed in the framework of organised property crime activities.

Cyber aspects of serious crimes like open sources intelligence, cyber-patrolling and darknet investigations received strong attention and financial investigation and similar horizontal elements had been naturally addressed across the spectrum of serious crime activities. The same is true to topics like the correct and harmonised use of EU cooperation tools such as European Arrest Warrant, European Investigation Order, European Freezing Order, the functioning of Joint Investigation Teams or the exploitation of Europol, Eurojust and European Public Prosecutor's Office services.

Overwhelming majority of trainers of serious crime courses were active law enforcement officers from the Member States typically middle managers or senior investigators. This fact gave the main attractive element and the competitive advantage to CEPOL activities together with the active networking possibilities in onsite events. Experts were sharing the daily operational reality of law enforcement not academic or theoretical

²² The main budget of these activities are financed based on respective Contribution Agreements

abstractions. The cooperation with partner EU agencies, bodies and networks remained vital in particular with Europol, Eurojust, Frontex, EJTN, European Commission, EMCDDA, EUIPO, FRA, EASO, and Interpol.

In terms of delivery, CEPOL moved forward towards exercise oriented, case study dominated, workshop style activities where active exchange between participants, role plays, assignments and scenarios took over more and more time from traditional one way lectures. In line with these efforts the blended learning approach was further enhanced providing pre-course and post course learning stages for onsite activities.

In 2022, CEPOL successfully took up the new and momentous responsibility of coordination of Common Horizontal Strategic Goal 6 “Capacity building through training, networking and innovation” in the EMPACT mechanism. Besides providing comprehensive training portfolio in each and every criminal priority and coordinating training actions, the agency also conducted dedicated onsite and online training activities preparing drivers, action leaders, country delegates to the EMPACT cooperation itself.

Activity 2.1 Training activities in the area of Serious and Organised Crime					
Objectives 2022	Results outcomes) (exp.	Outputs	Indicators	Target status	vs
2.1.1 CEPOL will implement training activities in the area of EMPACT 2022+ in general for Law Enforcement Officials of the EU, and, if applicable, of Third countries.	Having attended CEPOL learning and training activities, law enforcement officials will:	➤ On-site activities	➤ Number of activities (implemented vs. planned, number and %)	<u>Planned:</u>	
2.1.2 CEPOL will implement training activities in the area of Trafficking of Human Beings for Law Enforcement Officials of the EU, and, if applicable, of Third countries.	➤ Enhance their specialist skills and competencies to deal with cross border investigations and operations in dealing with serious and organised international crime;	➤ Online self-paced activities (such as online modules) ²³		➤ 69 activities	
2.1.3 CEPOL will implement training activities in the area of Drug Crimes for Law Enforcement Officials of the EU, and, if applicable, of Third countries.		➤ Online instructor-led activities (such as webinars/online courses)	➤ Number of participants (actual vs. planned, number and %)	➤ 5 767 participants	
2.1.4 CEPOL will implement training activities in the area of Migrant Smuggling for Law Enforcement Officials of the EU, and, if applicable, of Third countries.		➤ Exchanges		➤ 90% satisfaction	
2.1.5 CEPOL will implement training activities in the area of Firearms Trafficking for Law Enforcement Officials of the EU, and, if applicable, of Third countries.	➤ Reinforce their ability to deal with crosscutting elements in order to broaden the spectrum of investigations, particularly with regard to the financial aspects thereof, as well as the use of online tools, while upholding fundamental rights;	➤ Blended training curricula	➤ Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%)	<u>Implemented:</u>	
2.1.6 CEPOL will implement training activities in the area of Document Fraud for Law Enforcement Officials of the EU, and, if applicable, of Third countries.				➤ 78 activities	
2.1.7 CEPOL will implement training activities in the area of Criminal Finances, Money Laundering and Asset Recovery for Law Enforcement Officials of the EU, and, if applicable, of Third countries.				➤ 12 818 participants	
2.1.8 CEPOL will implement training activities in the area of MTIC (Missing Trader Intra-Community) Fraud for Law Enforcement Officials of the EU, and, if applicable, of Third countries.	➤ Be familiar with the latest report, researches and other key EU documents of the respective area (e.g. in the area of Drug Crimes the EMCDDA-Europol EU Drug Markets Report 2021).			➤ 96% satisfaction	
2.1.9 CEPOL will implement training activities in the area of Excise Fraud for Law Enforcement Officials of the EU, and, if applicable, of Third countries.					
2.1.10 CEPOL will implement training activities in the area of Environmental Crime for Law Enforcement Officials of the EU, and, if applicable, of Third countries.					

²³ Including Cyberbites

2.1.11 CEPOL will implement training activities in the area of Intellectual Property Crime (IPC) for Law Enforcement Officials of the EU, and, if applicable, of Third countries.				
2.1.12 CEPOL will implement training activities in the area of High Risk Criminal Networks for Law Enforcement Officials of the EU, and, if applicable, of Third countries.				
2.1.13 CEPOL will implement training activities in the area of Organised Property Crime for Law Enforcement Officials of the EU, and, if applicable, of Third countries.				
2.1.14 CEPOL will implement training activities in Other Serious and Organised Crime areas for Law Enforcement Officials of the EU, and, if applicable, of Third countries.				

Activity 2.2 Training activities in the area of Cyber-related Crime

4 sessions of 1 e-workshop planned for 2022 with a maximum of 10 participants per session. For the e-workshop 'E-Commerce fraud: Global investigations and actions', only 21 nominations were received so only 3 of the sessions took place. The more interactive nature of the product is sometimes listed as the cause of small number of applications to e-workshops.

E-workshops are new products developed by CEPOL: 3 series were planned well in advance in line with EMPACT priorities and were designed to have 3 repetitions per each e-workshop series, with a maximum number of 10 participants per session. However, for the last e-workshop series, on the day of deadline for the nominations, we haven't received enough nominations for all repetitions scheduled. Receiving no answers from more than a half of our partners, another kind reminder was sent on the day of deadline. Unfortunately, after the last reminder we have not received additional nominations for the "The Tech support scams" e-workshop and it was implemented with only one repetition instead of 3 as it was initially planned. The only reasonable explanation for not having more nominations is that in the month of November, when this activity was implemented, there were too many cybercrime oriented activities (conferences, forums, trainings) organised by different organisations including CEPOL and there were not enough qualified and English speaking LEA officials available.

In addition, one e-lesson on "Cyber investigations in social media" was drafted and is available on LEEd for law enforcement officials for a self-paced study.

Activity 2.2 Training activities in the area of Cyber-related Crime					
Objectives 2022	Results (exp. outcomes)	Outputs	Indicators	Target status 2022	vs
2.2.1 CEPOL will implement training activities in the area of Child Sexual Abuse and Sexual Exploitation for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	Having attended CEPOL learning and training activities, law enforcement officials will be able to: <ul style="list-style-type: none"> ➤ Identify CSE victims and describe the identification process; ➤ Carry out detailed analyses of image and video files and their exit data; ➤ Manage child sex offenders; ➤ Set up and assess undercover, financial and online investigations ➤ Explain how international cooperation in the context of CSE investigations work. ➤ Develop awareness raising campaigns as preventive measures where appropriate to identify the signs of 	<ul style="list-style-type: none"> ➤ On-site activities ➤ Online self-paced activities (such as online modules) ➤ Online instructor-led activities (such as webinars/online courses) ➤ Exchanges ➤ Blended training curricula 	<ul style="list-style-type: none"> ➤ Number of activities (implemented vs. planned, number and %) ➤ Number of participants (actual vs. planned, number and %) ➤ Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%) 	<u>Planned:</u> <ul style="list-style-type: none"> ➤ 43 activities ➤ 2815 participants ➤ 90% satisfaction <u>Implemented:</u> <ul style="list-style-type: none"> ➤ 44 activities ➤ 9 904 participants ➤ 96% satisfaction 	

	potential child sexual abuse and risky online behaviour. ➤ conduct interviews with potential victims of sexual abuse as well as potential perpetrators			
2.2.2 CEPOL will implement training activities in the area of Cyber-crime – Cyber-Attacks for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	Having attended CEPOL learning and training activities, law enforcement officials will be able to: ➤ Apply OSINT for cyber-investigation; ➤ Describe and exploit available sources of open source intelligence; ➤ Combine and cross-check information from open source with information collated from other sources, apply critical thinking during the evaluation of gained information.			
2.2.3 CEPOL will implement training activities in the area of Online Fraud Schemes Online Fraud Schemes for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	Having attended CEPOL learning and training activities, law enforcement officials will be able to: ➤ describe investigative methods on card skimming at an ATM or malware attack on a point of sales (POS) or online payment fraud; ➤ Describe the use of internet and its tools to gather relevant information on cryptocurrencies during online investigations, especially using TOR-networks and Darkweb; ➤ deploy the suitable tools and channels and authorities at the early stage of an investigation; ➤ Identify prevention and repression initiatives applied in the EU concerning ATM attacks including the relevant cross-border cooperation.			
2.2.4 CEPOL will implement training activities in Other crime areas involving electronic evidence for Law Enforcement Officials of the EU, and, if applicable, of Third countries.				

Activity 2.3 Training activities in the area of Counterterrorism

In 2022, the CKC Sector implemented 6 onsite training activities from the portfolio 2022 (hosted by Belgium, the Czech Republic, Latvia, Spain) addressing the following topics: radicalisation in prison but also within the police; financing of terrorism; the dark-net and the basics of encryption, terrorism and firearms; foreign terrorist fighters.

From the portfolio 2021, two training activities had been moved to the beginning of 2022: the course on “CBRN” (hosted by Hungary) and the Study Visit to Europol, which was combined with the onsite training activity on “Terrorism and Counter-terrorism” implemented in 2021. A 7th onsite training activity was also organised on a horizontal topic for serious and organised crime and CT, proposed and hosted by Belgium (Cat. 9).

In addition, the CKC Sector implemented one activity online, which was originally planned online, on the “Security and Protection of Public Spaces and Critical Infrastructures and Cyber-systems” as well as one online course on “OSINT: Fake news and Disinformation leading to Extremism”. The CKC members attended the activities as observers for the purpose of quality assurance. The evaluation of the participant feedback showed excellent results for all activities in all 6 quality assessment areas (between 80% and 100%).

Nine webinars on CT issues were implemented (with General Satisfaction ratings between 93% and 99%) addressing issues like transnational left and right wing extremism; radicalisation online and within the police; OSINT; crime prevention through environmental design; the use of SIS for CT; Islamist groups and TE-SAT. In

addition, two e-workshops with each 2 sessions were held on the Use of SIS for CT, and CBRN and Critical Infrastructure Protection; the third session for each workshop had to be cancelled due to a lack of participants.

Two Online Modules were originally planned on “Terrorism and “Counter-terrorism” but they needed to be put on hold due to a lack of financial resources.

Activity 2.3 Training activities in the area of Counter-terrorism				
Objectives 2022	Results (expected outcomes)	Outputs	Indicators	Target vs status
2.3.1 CEPOL will implement training activities in the area of Counter-terrorism for Law Enforcement Officials of the EU, and, if applicable, of Third countries.	<p>Having attended CEPOL learning and training activities, law enforcement personnel will:</p> <ul style="list-style-type: none"> ➤ Increase the understanding of root causes and trends of radicalisation leading to violent extremism and/or terrorism, including in prisons, and exchange experience on combating, prevention and de-radicalisation methods while balancing the actions with the fundamental rights principles ➤ Enhance specialist skills and competencies at strategic and tactical level to deal with cross border cooperation in counterterrorism actions while balancing the actions with the fundamental rights principles; ➤ Enhance investigators' capacity to deal with emerging financial products and services that are used to finance terrorism ➤ Strengthen the knowledge in the area of the protection of public spaces, including in relation to threat posed by explosives and the chemical, biological, radiological and nuclear materials and agents. ➤ Utilise existing instruments available to support counter-terrorism actions, particularly those established at Europol²⁴; ➤ Be familiar with the activities and operation of the Radicalisation Awareness Network (RAN), as well as the best practices and recommendations defined in relevant documents²⁵. 	<ul style="list-style-type: none"> ➤ On-site activities ➤ Online self-paced activities (such as online modules) ➤ Online instructor-led activities (such as webinars/online courses) ➤ Exchanges ➤ Blended training curricula 	<ul style="list-style-type: none"> ➤ Number of activities (implemented vs. planned, number and %) ➤ Number of participants (actual vs. planned, number and %) ➤ Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%) 	<p><u>Planned:</u></p> <ul style="list-style-type: none"> ➤ 26 activities ➤ 1804 participants ➤ 90% satisfaction <p><u>Implemented:</u></p> <ul style="list-style-type: none"> ➤ 25 activities ➤ 2 538 participants ➤ 95% satisfaction

Activity 2.4 Training activities in the area of Fundamental rights and Data Protection

The respect and enforcement of fundamental rights remained key pillars of the CEPOL training portfolio. Similarly to previous years, an onsite training activity concentrated on the reinforcement of ethical behaviour in police practice providing knowledge on contemporary practices on management, review and training techniques. The social and psychological motivations as well as the specific investigative methods regarding hate crime were addressed by another dedicated onsite activity while another training course focused on the instruments of victim's protection, victim's rights and the often sadly forgotten assistance opportunities. The protection of vulnerable groups and the particular requirements of handling the relevant cases were also covered.

²⁴ European Counter Terrorism Centre, including the Counter Terrorism Programme Board

²⁵ Such as the final report of the Commission Expert Group on Radicalisation (HLCEG-R)

The onsite portfolio in 2022 was greatly reinforced by a number of online training solutions in particular webinars which were partly implemented in strong cooperation with the Fundamental Rights Agency (FRA) but also with EIGE. The topics they touched upon included unlawful profiling, and police stops and searches; unaccompanied children; data protection; cyber-violence against women and children; mental health amongst police officers; and several hate crime issues including specific minorities but also reporting and recording and cooperation with civil actors. CEPOL also implemented a series of webinars on FR issues in the context of the war in the Ukraine, in cooperation with Eurojust, FRA, IOM and Missing Children Europe on Key Fundamental Rights Risks at the EU-Ukraine Borders; Vulnerabilities and Humanitarian Aid and Investigation of Core International Crimes.

Activity 2.4 Training activities in the area of Fundamental Rights and Data Protection ²⁶				
Objectives 2022	Results (expected outcomes)	Outputs	Indicators	Target status vs
<p>2.4.1 CEPOL will implement training activities in the area of Fundamental Rights and Management of Diversity for Law Enforcement Officials from the EU, and, if applicable, from Third countries.</p> <p>2.4.2 CEPOL will implement training activities in the area of Data Protection for Law Enforcement Officials from the EU, and, if applicable, from Third countries.</p>	<p>Through its training efforts, CEPOL supports the achievement of balanced law enforcement responses to security threats while respecting fundamental rights and police ethics, better identification, reporting, recording and prevention of fundamental rights violations, better support for victims and the provision of suitable actions, also to support the relevant EU Strategies in this area.</p> <p>Having attended CEPOL training and learning activities the participants will be able to:</p> <ul style="list-style-type: none"> ➤ Explain the relation between integrity, ethics and human rights; ➤ Identify and analyse the risks and challenges of managing diversity within and outside law enforcement; ➤ Engage in cooperation in the field in particular with regard to human rights protection and victim support; ➤ Identify, report and record hate crime incidents; ➤ Contribute to the development of a fair and human rights compliant LE culture. ➤ Explain the impact and use of artificial intelligence with respect to policing mainstream child protection as well as child-sensitive approaches across the work of law enforcement officials ➤ identify specific child rights concerns, in the context of the protection of particularly vulnerable groups and victims. 	<ul style="list-style-type: none"> ➤ On-site activities ➤ Online self-paced activities (such as online modules) ➤ Online instructor-led activities (such as webinars/online courses) ➤ Exchanges 	<ul style="list-style-type: none"> ➤ Number of activities (implemented vs. planned, number and %) ➤ Number of participants (actual vs. planned, number and %) ➤ Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%) 	<p><u>Planned:</u></p> <ul style="list-style-type: none"> ➤ 16 activities ➤ 1720 participant <p><u>Implemented:</u></p> <ul style="list-style-type: none"> ➤ 90% satisfaction ➤ 30 activities ➤ 4 014 participants ➤ 96% satisfaction

Activity 2.5 Training activities in the area of Law Enforcement Cooperation, Information Exchange and Interoperability

The CKC Sector implemented six training activities onsite (hosted by Bulgarian, the Czech Republic, Estonia, Lithuania and Romania) on the topics Schengen Evaluation, SIRENE 2, interoperability (practitioners level), PNR, and police data exchange with third countries. Another 5 activities, originally planned to be implemented

²⁶ In addition to training activities falling under **Error! Reference source not found.**, fundamental rights will also be duly addressed in all CEPOL's thematic training activities delivered under other Activities of Goal 2: CEPOL will further develop, support and implement training activities for the Law Enforcement Officials from the EU and, where applicable, from Third countries with particular emphasis on fundamental rights and crime prevention

onsite were converted into online courses due to limited financial resources; these concerned MID Processes and Links, international law enforcement cooperation and information exchange on the level of agencies and of SPOCs; and finally SIRENE 1. Interoperability (for advanced practitioners) and ETIAS were subject of 2 online courses.

Six webinars were held on Interoperability; SIS Recast (2); judicial cooperation; cooperation with the UK, and between the EU and Third Countries. Three ad hoc webinars were implemented in cooperation with AMBER ALERT on the missing persons' related topics, including the use of risk triage, alert system for abducted and missing children as well as introduction to the cold cases investigations.

Four webinars were moved to 2023 for implementation, mainly upon request by the Commission due to delays in the development concerning the topics (SIS and European Police Cooperation Code) and this also concerned an e-Lesson. Another e-Lesson on Fundamental rights safeguards concerning data protection and non-discrimination had to be delayed as the contracted expert withdrew.

Two online modules were updated on Schengen and on JITs.

Two webinars had to be cancelled, also upon request by the Commission.

Activity 2.5 Training activities in the area of Law enforcement cooperation, information exchange and interoperability				
Objectives 2022	Results (expected outcomes)	Outputs	Indicators	Target status 2022 vs
2.5.1 CEPOL will implement training activities in the area of Schengen Information System (SIS) ²⁷ for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	By attending CEPOL learning and training activities, law enforcement officials will be able to:	<ul style="list-style-type: none"> ➤ On-site activities ➤ Online self-paced activities (such as online modules) ➤ Online instructor-led activities (such as webinars/online courses) ➤ Exchanges 	<ul style="list-style-type: none"> ➤ Number of activities (implemented vs. planned, number and %) ➤ Number of participants (actual vs. planned, number and %) ➤ Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%) 	<u>Planned:</u> <ul style="list-style-type: none"> ➤ 40 activities ➤ 4488 participants ➤ 90% satisfaction <u>Implemented:</u> <ul style="list-style-type: none"> ➤ 37 activities ➤ 5 606 participants ➤ 93% satisfaction
2.5.2 CEPOL will implement training activities in the area of Entry-Exit System for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	<ul style="list-style-type: none"> ➤ Use the existing instruments and mechanisms, with a view to enhance their application and frequency of use. 			
2.5.3 CEPOL will implement training activities in the area of Passenger Name Record (PNR) for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	Specialist officials will be able to:			
2.5.4 CEPOL will implement training activities in the area of European Travel Information and Authorisation System (ETIAS) for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	<ul style="list-style-type: none"> ➤ Explain in detail and apply the existing instruments, and cooperate on the basis of commonly applied standards, fully in line with fundamental rights and freedoms; 			
2.5.5 CEPOL will implement training activities in the area of Interoperability for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	<ul style="list-style-type: none"> ➤ Apply new law enforcement investigation techniques with particular implications for Union level investigations; 			
2.5.6 CEPOL will implement training activities in the area of Intelligence Analysis for Law Enforcement Officials from the EU, and, if applicable, from Third countries.				
2.5.7 CEPOL will implement training activities in the area of EU cooperation tools and mechanisms for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	<ul style="list-style-type: none"> ➤ Strengthen professional networks; 			
2.5.8 CEPOL will implement training activities in the area of Joint Investigation Teams (JITs) for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	<ul style="list-style-type: none"> ➤ Explain the fundamental rights implications of EU information systems. 			
2.5.9 CEPOL will implement training activities in the area of Customs cooperation for Law Enforcement Officials from the EU, and, if applicable, from Third countries.				
2.5.10 CEPOL will implement training activities in Other Law enforcement cooperation, information exchange and interoperability areas for Law Enforcement Officials from the EU, and, if applicable, from Third countries.				

²⁷ training, which is related to the exchange of SIS supplementary information falls under the scope of training activities in the area of SIS

Activity 2.6 Training activities in the area of Leadership, Training and Other Skills

CEPOL provided numerous self-paced online training resources and well established onsite activities in the field of modern, adult law enforcement education methods. The key training activity in this field was the two-step “Train the Trainers” onsite course package which had been implemented along the exemplary blended learning methodology by the consortium of three Framework Partners from Greece, Austria and Portugal. The experience of international course organisation had been shared via the annually organised workshop for activity managers as well. All of these activities debated training cycle, learning strategy, interactive delivery methods and students engagement, learning continuity and evaluation practice in view of the qualitative needs and the quickly developing technological sides of international training arena.

The correct use of English terminology within law enforcement context remained a popular training topic in 2022 as well. The training demand in this field was addressed by the conduct of one specialised three week long onsite activity, two online courses and the offer of two online modules. Based on the success of the English language development, a Police French Language module has been designed with the cooperation of the French authorities and launched on LEEd in September. The language activities targeted mainly law enforcement officers having key functions in international cooperation in order to equip them with necessary skills to conduct effective cross-border collaboration. Besides language training, CEPOL provided numerous soft skill training opportunities till October via the LEEd electronic learning platform (over 500 resources).

In order to be aligned with the OTNA findings on development of Digital Skills we launched a project on CEPOL Digital Competencies Certification. Phase 1 has been launched in July including establishment of expert group working on Digital Competence Framework for Educators (DigiCompEdu) and content alignment with CEPOL law enforcement target group.

The two module “EU Law Enforcement Leadership Development - Future Leaders” courses had been implemented in 2022 as well in order to bring together the most promising talents of law enforcement in Europe and orientate them towards a common European framework of problem solving. This exemplary but quite resource intensive initiatives discussed visionary leadership, strategic and change management, motivation and communication from strong European perspective. The next year’s programme shall focus on actual, practising law enforcement leaders, not on future leaders. Moreover, the future developments in this area will follow the outcomes of the respective OTNA.

Activity 2.6 Training activities in the area of Leadership, Training and Other Skills				
Objectives 2022	Results (expected outcomes)	Outputs	Indicators	Target versus status
2.6.1 CEPOL will implement training activities in the area of Leadership for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	By attending CEPOL learning and training activities in this area, future law enforcement leaders will be able to: <ul style="list-style-type: none"> ➤ manage law enforcement structures with a European cooperation perspective. 	<ul style="list-style-type: none"> ➤ On-site activities ➤ Online self-paced activities (such as online modules) 	<ul style="list-style-type: none"> ➤ Number of activities (implemented vs. planned, number and %) ➤ Number of participants (actual vs. planned, number and %) 	<u>Planned:</u> <ul style="list-style-type: none"> ➤ 19 activities ➤ 2529 participants
2.6.2 CEPOL will implement training activities in the area of Language Development for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	By attending CEPOL learning and training activities in this area, future law enforcement leaders will be able to: <ul style="list-style-type: none"> ➤ cooperate at an international and specialist level while applying professional foreign language skills. 	<ul style="list-style-type: none"> ➤ Online instructor-led activities (such as webinars/online courses) ➤ Exchanges ➤ Workshop for Activity Managers 	<ul style="list-style-type: none"> ➤ Satisfaction with CEPOL training in line with Kirkpatrick’s methodology (%) 	<u>Implemented:</u> <ul style="list-style-type: none"> ➤ 21 activities ➤ 2 495 participants ➤ 97% satisfaction
2.6.3 CEPOL will implement training activities in the area of Train-the-Trainers for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	Having attended CEPOL training and learning activities in this area, the participants will be able to: <ul style="list-style-type: none"> ➤ Design training activities on the basis of good adult education practices; ➤ Prepare effective learning environments for adult learners; ➤ Recognise different approaches to learning; ➤ Apply the basics of writing learning objectives. 			

2.6.4 CEPOL will implement training activities in the area of Training development, design and implementation for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	Having attended CEPOL training and learning activities in this area, the participants will be able to: <ul style="list-style-type: none"> ➤ Design CEPOL training activities on the basis of good adult education practices; ➤ Prepare effective learning environments for adult learners; ➤ Recognise different approaches to learning; ➤ Prepare and implement CEPOL training activities in line with CEPOL's quality standards. 			
2.6.5 CEPOL will implement training activities in Other Leadership and Other Skills Areas for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	With the help of comprehensive catalogue of 20,000 publications from the world's top publishers leadership and other soft skills of key law enforcement personnel is developed. Training materials available to registered users of LEED.			

Activity 2.7 Training activities in the area of Higher Education and Research

The agency continued to provide empirical evidence and support to law enforcement education through continued and enhanced access to scientific e-journals, e- books and e-Library.

The Research and Science Conference, titled '**Preparing Law Enforcement for the Digital Age**' was held on 8-10 June 2023, with close to 200 participants in Vilnius, Lithuania, hosted by Mykolas Romeris University.

On the level of a potential future higher education programme, CEPOL implemented a Brainstorming Workshop in March 2022 inviting the Member States to make proposals in this context. Before the workshop, CEPOL had conducted a small survey on the situation of higher education for Law Enforcement in the MS as well as the perceived needs for such a programme at EU level. Both the survey and workshop indicated that there is a consent, at least among 58-65% of the MS, that there is a need for both an **EU-level MA programme** as well as **shorter postgraduate programmes**. Another option, or also as a start for the development of such a higher education offer, could be that CEPOL acts as a hub for higher education programmes providing an overview of what is available at EU level for law enforcement officials. It was suggested to install an Expert Group to discuss all these issues in detail and to draft a concrete proposal on this matter to present to the MB.

Consequently, the Expert Group on Higher Education consisting of 15 members from 12 MS was installed and had a first meeting at the end of November 2022. The group discussed the possibility to develop an EU Masters Programme in the context of Law Enforcement while stressing that, if so, this should and must be innovative, flexible and practice-based and serve the needs and the career development of the students. The Expert Group showed a tendency away from a classical Masters Programme more in the direction of diploma courses with Micro-credentials that could feed into various national Masters Programmes. They also favoured the option of making CEPOL a Higher Education Hub. Further deliberations are planned for 2023.

Activity 2.7 Training activities in the area of Higher Education and Research				
Objectives 2022	Results (exp. outcomes)	Outputs	Indicators	Target status vs
2.7.1 CEPOL will implement training activities in the area of Research and Science for Law Enforcement Officials of the EU, and, if applicable, of Third countries.	<ul style="list-style-type: none"> ➤ CEPOL will have organised the next edition of the CEPOL Research & Science Conference, facilitating the exchange and networking opportunities for research scientists, law enforcement and educational professionals. 	<ul style="list-style-type: none"> ➤ On-site conference is planned and implemented, in case of pandemic restrictions turned into an online event 	<ul style="list-style-type: none"> ➤ <i>Number of activities (implemented vs. planned, number and %)</i> ➤ <i>Number of participants (actual vs. planned, number and %)</i> 	<u>Planned:</u> <ul style="list-style-type: none"> ➤ 1 activity ➤ 102 participants ➤ 90% satisfaction <u>Implemented:</u>

				<ul style="list-style-type: none"> ➤ 1 activities ➤ 175 participants ➤ 100% satisfaction
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Activity 2.8 Training activities in the area of Public Order and Prevention

In the domain of public order CEPOL implemented a dedicated activity on the safety oriented policing of international football games that concentrated on risk based management of events, flexible tactical response on crowd dynamics and intelligence sharing. Prevention and management of public violent attacks has been also targeted by a course debating the profiling of possible lone actors preparing for an attack and demonstrating effective intervention methods. Case studies from recent assaults were analysed both from EU and third countries and attacks were simulated during the relevant course.

The training activity targeted to raise the competencies of public order specialists on the level of security requirements for large scale events in view of modern risk management applications, technological developments in monitoring possibilities, the proportionate use of force in violent demonstrations and the tactical training possibilities of formed police units.

The agency continued to discuss the challenges of juvenile crime and domestic violence from its complex social perspective putting momentous emphasis on the cross-sector cooperation of various state and non-governmental services for effective prevention and management.

Activity 2.8 Training activities in the area of Public Order and Prevention				
Objectives 2022	Results (expected outcomes)	Outputs	Indicators	Target vs status
2.8.1 CEPOL will implement training activities in the area of Public Order for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	By attending CEPOL learning and training activities, law enforcement officials will be able to: <ul style="list-style-type: none"> ➤ Use existing instruments and mechanisms, with a view to enhance their application skills and frequency of use; ➤ Describe in detail the existing instruments and cooperate on the basis of commonly applied standards fully in line with fundamental rights and freedoms; ➤ Apply new methods in the area of collecting intelligence, investigation and other operational techniques; ➤ Strengthen their professional networks. 	<ul style="list-style-type: none"> ➤ On-site activities ➤ Online instructor-led activities (such as webinars/online courses) 	<ul style="list-style-type: none"> ➤ Number of activities (implemented vs. planned, number and %) ➤ Number of participants (actual vs. planned, number and %) ➤ Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%) 	<u>Planned:</u> <ul style="list-style-type: none"> ➤ 6 activities ➤ 630 participants ➤ 90% satisfaction <u>Implemented:</u> <ul style="list-style-type: none"> ➤ 6 activities ➤ 617 participants ➤ 98 % satisfaction
2.8.2 CEPOL will implement training activities in the area of Crime Prevention for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	Having attended CEPOL training and learning activities the participants will be able to: <ul style="list-style-type: none"> ➤ describe prevention activities and exchange practices on prevention; ➤ explain roles and responsibilities of different actors involved in crime prevention; ➤ involve relevant prevention professionals to support operational work. 			

2.8.3 CEPOL will implement training activities in Other Public Order and Prevention areas for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	By attending CEPOL learning and training activities, law enforcement officials will be able to: <ul style="list-style-type: none"> ➤ Apply public order/prevention methods and tools, with a particular attention to risk analysis and assessment as well as inter-agency and international cooperation; ➤ Strengthen their professional networks. 			
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Activity 2.9 Training activities in the area of Law Enforcement Techniques, Forensics and Other Specific Areas

CEPOL offered a variety of training actions on the correct application and improvement of law enforcement techniques that have significant impact on cross border investigations. Joint training solutions with Europol were offered on operational intelligence analysis, informant handling practices, on the protection of key witnesses. These activities were naturally linked with the fight against serious crimes.

Moreover trainings on explosives discussed the control of pre-cursors, the threat of pyro techniques, the recent ATM attacks, home-made bombing devices, biological threats, forensics challenges and solutions in crime scene management especially in CBRN threats. The effective use and the countering of criminal exploitation of aerial devices had been forwarded by practice oriented drone course while the challenges and opportunities of the use of undercover agents in special operations were also debated.

The multifaceted, multidimensional phenomenon of corruption ranging from low-level petty bribery to state-capture when organised crime groups infiltrate and conquer parts or the whole of the state institutional system was discussed in a dedicated activity where special attention was paid on the enhancing integrity within law enforcement structures. In this field the investigation of procurement, health, sports related corruptions were also debated together with the effective set-up and management of channels of communication with whistle-blowers.

First response standards regarding mass casualty events were demonstrated by a simulation based training offering practical application of the triage methodology while the identification and handling of disasters' victims remains together with ante and post-mortem investigation processes, the set-up and command of DVI teams was targeted by the specific DVI course. The onsite activity on crisis hostage negotiation debated recent management of hostage cases. Complementing this colourful palette of onsite courses several third party online modules offered knowledge on the possibilities of mixed patrols, hot pursuits and the necessities of securing a crime scene for forensic examination.

Activity 2.9 Training activities in the area of Law Enforcement Techniques, Forensics and Specific Areas				
Objectives 2022	Results (expected outcomes)	Outputs	Indicators	Target status vs
2.9.1 CEPOL will implement training activities in the area of Forensics for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	Having attended CEPOL training and learning activities the participants will be able to: <ul style="list-style-type: none"> ➤ apply current forensic practices and share experiences; ➤ select relevant forensic service providers; ➤ explain the possibilities and limitations of forensic science. 	<ul style="list-style-type: none"> ➤ On-site activities ➤ Online self-paced activities (such as online modules) ➤ Online instructor-led activities (such as webinars/online courses) 	<ul style="list-style-type: none"> ➤ Number of activities (implemented vs. planned, number and %) ➤ Number of participants (actual vs. planned, number and %) 	<u>Planned:</u> <ul style="list-style-type: none"> ➤ 18 activities ➤ 962 participants ➤ 90% satisfaction <u>Implemented:</u> <ul style="list-style-type: none"> ➤ 17 activities
2.9.2 CEPOL will implement training activities in the area of Informant handling for Law Enforcement	Having attended CEPOL training and learning activities the participants will be able to: <ul style="list-style-type: none"> ➤ Exchanges 		<ul style="list-style-type: none"> ➤ Satisfaction with CEPOL training in line 	

Officials from the EU, and, if applicable, from Third countries.	➤ Apply different law enforcement techniques;		with Kirkpatrick's methodology (%)	➤ 1 431 participants
2.9.3 CEPOL will implement training activities in the area of Witness protection for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	➤ Exchange knowledge and practices on law enforcement procedures and instruments.			➤ 97% satisfaction
2.9.4 CEPOL will implement training activities in Other Law Enforcement Techniques, and Other Specific Areas for Law Enforcement Officials from the EU, and, if applicable, from Third countries.				

Activity 2.10 Training activities in the area of Union missions (CSDP)

CEPOL implemented a course on the methodology of planning and re-planning of civilian CSDP operations together with Civilian Planning Conduct Capability (CPCC) of EEAS. The activity lead through attendants translating the general concept to CONOPS by briefing on methods of mission analysis, use of planning tools, execution of mission implementation plan, benchmarking, change management. Webinars introduced Eurogend for practice and added value to EU missions.

To prepare law enforcement officers for deployment, CEPOL offers a complex training module on community oriented policing practices. This module has been completed as part of the European Commission Horizon 2020 Research & Innovation project, containing many examples from past EU and UN missions, several video interviews and series of high quality digital learning materials. The new online module is available on LEEd for the self-paced learning.

Activity 2.10 Training activities in the area of Union missions (CSDP)				
Objectives 2022	Results (exp. outcomes)	Outputs	Indicators	Target status 2022 vs
2.10.1 CEPOL will implement training activities in the area of Union missions (CSDP) for Law Enforcement Officials from the EU.	Having attended CEPOL training and learning activities the participants will be able to: <ul style="list-style-type: none"> ➤ apply the CSDP relevant legal framework; ➤ operate in Union missions in line with their mandate and needs consistently following EU values and policies; ➤ Explain the policy developments related to CSDP (e.g. mini-concepts). 	<ul style="list-style-type: none"> ➤ On-site activities ➤ Online instructor-led activities (such as webinars/online courses) ➤ Exchanges 	<ul style="list-style-type: none"> ➤ Number of activities (implemented vs. planned, number and %) ➤ Number of participants (actual vs. planned, number and %) ➤ Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%) 	<u>Planned:</u> <ul style="list-style-type: none"> ➤ 5 activities ➤ 506 participants ➤ 90% satisfaction <u>Implemented:</u> <ul style="list-style-type: none"> ➤ 4 activities ➤ 341 participants ➤ 96% satisfaction

Activity 2.11 Prepare, design, implement and follow-up capacity building projects in Third Countries

CEPOL manages, in accordance with its legal basis, dedicated funds to assist third countries in building their capacities in relevant law enforcement policy areas, in line with the established priorities of the Union. In 2020, CEPOL has successfully negotiated a EUR 23.5 million project portfolio covering the entire spectrum of the EU Enlargement and Neighbourhood policy areas.

Enhancing Information Exchange and Criminal Justice Response to Terrorism in the Middle East and North Africa (CT INFLOW)

The project targets eight partners (Algeria, Jordan, Lebanon, Morocco, Tunisia, AFRIPOL, African Union, League of Arab State) in the European Neighbourhood South region. Funded by the European Commission's Service for Foreign Policy Instruments (FPI) with a value of EUR 7.5 Mil, it has a duration of 48 months (1 April 2020 – 31 March 2024).

As a part of the **regional networks enhancement component**, the project organised *EMISA* (EU-MENA Information Sharing and Analysis) Network thematic working group meetings, including conferences, seminars and webinars (20 online, 1 onsite), which gathered law enforcement practitioners, international organisations, civil society, and academia. The meetings facilitated discussions on challenges and best practices and supported regional understanding of terrorism, information exchange and the response to the changing threats. To further enhance strategic cooperation and facilitate informal networks *Strategic Cooperation Forum* (SCF) was organised. The SCF was attended by partner countries, AFRIPOL, The African Centre for the Study and Research on Terrorism (CAERT), EUROMED Justice, Arab Interior Ministers' Council (AIMC), and FPI. The SCF focused on terrorism resilience and adaptation to the international measures that pose a high threat to the EU and MENA countries. *Confidence building workshop* with the new partner Libya was held to support Libyan authorities in developing internal capacities for sharing information and multi-agency cooperation. To achieve this, EU best practises models for CT Fusion Centres were introduced. SPOC (Single Point of Contact) and ANASPOC (Analysis Network composed of Single Points of Contact for Analysis) *network workshop* was organised with the participation of Lebanon, Jordan, Tunisia, Algeria, Morocco, AIMC, AU, UNOCT, Europol (ECTC), Coordination Unit for Threat Analysis Belgium (CUTA), EEAS and COMM. The activities aimed to strengthen participant countries' information exchange and CT analytical capacities. Moreover, the activities contributed to reinforcing the common understanding of the terrorist threat, enhancing collective knowledge, building confidence, and ultimately resulting in better analytical products for decision-makers.

The project continued the delivery of training activities within its **training portfolio** based on the OTNA-identified high-priority needs in CT. Onsite regional (2) and sub-regional (2) training courses, study visits (2), exchanges (14²⁸), online webinars (3), online course and modules (3) and training design workshops (4) were conducted with the partner countries on the field of terrorism and cyber terrorism investigation, reducing vulnerability to attacks, the fights against the financing of terrorism, terrorist recruitment, and regional and multilateral cooperation on CT. CEPOL was the first to introduce the finding of the Global Terrorism Index 2021 during a webinar. The activity attracted a record number of participants (270) and the interest of various agencies and international organisations (such as AFRIPOL, African Union, COMM, EUROGENDFOR, Europol, Frontex, FPI, International Centre for CT, UN, CAERT.).

Based on the bilateral cooperation with Türkiye, thematic workshops for experts were organised (3) with the involvement of the Turkish National Police Academy, EU MSs, INTERPOL, Europol and the EU Counter-Terrorism Coordinator. Workshops facilitated sharing of best practices in the preliminary identified Turkish CT priorities. The mentoring programme aimed to strengthen the development of knowledge and promote trust building and cooperation between the mentor and mentee was kicked off, and mentoring visits between the Spanish mentor and Jordan mentee started (2).

The external contractor conducted the MENA **Criminal Justice Training Needs Assessment**. Upon the termination of the contract by the contractor, the creation of a platform for thematic dialogue on CT-relevant topics for justice sector professionals was taken over by the project team with organising regional training courses (2 onsite, 1 online) and training design workshop (1) based on the developed assessment. The courses covered the topic of cyberterrorism from a judicial perspective, obtaining and using e-evidence in terrorism cases

²⁸ The number of exchange and mentoring visits are cumulated under category „Exchange“ in the “Overview of CEPOL project activities 2022 Goal 3: CEPOL will further build capacity of Third Countries by tailored made training services” session.

and countering terrorism financing. The overall aim is to facilitate a common understanding of the terrorism threats and boost judicial cooperation between the partner countries through ensuring local ownership.

The development of the **MENA Terrorism Trends and Situation (TE-SAT) Report** was started by the external contractor. The aim of the report is to serve as a tool for a long-term strategic approach to enhancing information and data sharing to respond to terrorism threats. The report will analyse and contain up-to-date information on the terrorism situation, introduce the state of affairs on the regional collaboration on responding to terrorism threats and to identify best practices on data sharing, data protection and the rule of law and articulate recommendations. To achieve this goal, the contractor organised a kick-off workshop (1), support visit (1) and simulation exercise (1) for the beneficiaries with the aim of identifying the regional trends and encouraging a common response. To project successfully conducted a tender for technical supply to **Afrapol data centre** aiming to secure the communication between HQ and regional offices. The signature of the contract and the security upgrade will be implemented in 2023.

Enhancing institutional capacity in the EU South Neighbourhood countries to fight organised crime (EUROMED Police)

The project targets nine partners (Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, the Palestinian Authority, Tunisia, AFRIPOL, and League of Arab States) in the European Neighbourhood South (EUROMED follow-up). Funded by DG NEAR – ENI financial instrument with a value of EUR 7 Mil, it has a duration of 48 months (1 April 2020 – 31 March 2024).

The project continued the **network enhancement activities** by implementing the 3rd Strategic Cooperation Forum (SCF) with the participation of Egypt, Israel, Libya, Jordan, Morocco, Palestinian Authority, Tunisia, AFRIPOL, Frontex, EUDEL Jordan, EUDEL Tunisia, EUDEL Lebanon, DG NEAR, CoE and EU MSs. The SCF facilitated discussion and agreement on the priorities of the EUROMED Police Strategy in the field of organised crime, consistent with EMPACT priorities. The 2nd Network Capacity Building (NCB) meeting was organised for representatives of the partner countries, enabling discussion on the draft Training Manual on Analysis and the way forward.

Based on the findings of the national and regional OTNA reports, the project continued the delivery of **training activities**. The training portfolio included regional (1), sub-regional (2) and national (6) onsite courses, study visits (4), online course (1), webinars (8) and online training design workshops (6) on the following high-priority areas, in harmony with the EMPACT priorities: Firearms and drugs trafficking, cybercrime, irregular migration, THB, criminal financing, money laundering and asset recovery, analysis, document fraud and online trade of illicit goods. Furthermore, Train the Trainer sub-regional courses (3) were organised to ensure sustainability and cascading of the gained knowledge. The project continued implementing the exchange programme (20) and kicked off its mentoring programme (1) on criminal financing between the Italian mentor and Tunisian mentee. The project successfully integrated the EMPACT community in the delivery of the activities, which represents a first step towards a coordinated operational approach. In addition, the project proposed for the first time EMPACT Operational Actions (OA) on capacity-building activities under the Common Horizontal Strategic Goal 8 (OAPs 2023 on cyber-attacks, trafficking of drugs, migrant smuggling, and illicit trafficking of firearms), which will further expand the external dimension of EMPACT and the cooperation with partners to address the common challenges in the field of organised crime. The project maintained the previously developed EUROMED Knowledge Base, hosted within the LEEd platform.

Having on board as an implementing partner, Europol ensures the transfer of professional analytical knowledge to the project partners. Based on the established specific crime priority areas laid down in **the EUROMED Police Threat Assessment (EMTA)**, Europol implemented various capacity-building activities, such as study visit (1), joint simulation exercise (1), and ANASPOC network workshops (2). The EMTEA will enhance intelligence-based operational planning in the MENA region.

Training and Operational Partnership Against Organised Crime (TOPCOP) project

The project targets six partners (Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine) in the Eastern Partnership (EaP) region (cooperation with Belarus has been suspended until further notice in line with council conclusions on Belarus adopted on 12 October 2020). Funded by DG NEAR – ENI financial instrument with a value of EUR 6 Mil, it has a duration of 48 months (1 July 2020 – 30 June 2024).

The project organised the 2nd Strategic Cooperation Forum and 3rd Network Capacity Building workshop as part of the regional **networks enhancement** component. These activities contributed to identifying the emerging threats and revising the training catalogue for the remaining period. In addition, both events served as a platform to develop and approve the concept of Train the Trainers and cascading to maximize the impact of the activities

at a national level. Furthermore, the activities contributed to bridging the EMPACT community with the region in the identified priority areas.

Based on the result of the conducted OTNA, the project continued the delivery of **training activities**. **The training portfolio included** regional (2), sub-regional (6) and national (3) onsite courses, study visits (3), online course (1) and webinars (7) on the following high-priority areas, in harmony with the EMPACT priorities: drug and firearms trafficking, trafficking of human beings, cybercrime, dark web, criminal finances, money laundering, document fraud, facilitation of irregular migration, excise fraud and organised property crime. The project continued the implementation of the exchange programme (52). It kicked off the mentoring programme in the field of criminal analysis and drugs trafficking between the Portugal mentor and Moldovan mentee and the German mentor and Armenian mentee.

The project rescheduled various training activities and provided capacity-building activities outside the original plan to answer the new and emerging training needs deriving from the **war in Ukraine**. Ukrainian Law Enforcement Authorities received training on OSINT and, in cooperation with EUAM Ukraine, the project kicked off the online firearms course and broadcasted a topic-related webinar for Ukrainian law enforcement services. Further, a war crime investigation curriculum was developed, and training delivery will start in February 2023. The project conducted a strategic assessment of the educational system for the Moldovan Ministry of Internal Affairs, which provides a roadmap for further reforms. As a member of the **EU support hub for Internal Security and Border Management in Moldova**, the project put special effort into facilitating the creation of sustainable professional networks in the region and exchanging best practices, sharing knowledge, ensuring synergies and reinforcing EU and Moldova operational and strategic expertise and cooperation. Within the framework of the Hub, the project continued the support in the topics of THB and SoM, financial dimensions of organized crime and terrorism. These changes did not have an impact on the original project budget.

As an implementing partner, Europol continued to support the EaP countries in developing the **regional threat assessment** by organising a study visit (1), joint simulation exercise (1) and ANASPOC workshops (3).

Western Balkans project against Crime and Terrorism (CEPOL WB PaCT)

The project targets six partners (Albania, Bosnia and Herzegovina, Kosovo²⁹, Montenegro, North-Macedonia, Serbia) in the Western Balkans (WB) region. Funded by DG NEAR – IPAll financial instrument with a value of EUR 3 Mil, it has a duration of 36 months (19 October 2020 – 18 October 2023).

The project organised Strategic Cooperation Forum and Network Capacity Building workshop as part of the regional **networks enhancement** component. The activities enabled exchanging information and good practices and identifying the strategic needs for innovative solutions. As an outcome of the activities, the EMPACT Support Network (ESN) and Counter Terrorism Support Network (CTSN) were established to bridge the EU and WB expertise to counter organised crime and terrorism. The kick-off of the ESN was followed by a workshop on border management related to combating organised crime and terrorism. Further, a joint training exercise was organised together with Europol to strengthen cooperation and analytical capacity to combat terrorist activities.

The project organised workshops (13) to validate and finalise the **OTNA** process and to establish training portfolios. As a result of the OTNA, the following strategic priorities were identified: drug trafficking, fraud, economic and financial crimes, high-risk criminal networks, migrant smuggling, cyber-attacks, counter-terrorism (anticipate) and specific cross-cutting requests as regional priorities. The OTNA was endorsed and approved by the beneficiaries.

To answer the most urgent, relevant training requests of the beneficiaries, an **Emerging Needs Trainings** portfolio was compiled around the identified 3 key training areas, notably counter-terrorism and violent extremism, EMPACT priorities and criminal analysis. Within this portfolio, onsite regional training courses (4), national training courses (4) and online webinars (5) were delivered on the following high-priority areas: EMPACT awareness, international joint law enforcement and prosecution investigations, child sexual exploitation, international and inter-agency cooperation, lessons learned for first responders in terrorism-related active shooter incidents, crime and operational intelligence analysis, counter-terrorism, OSINT and dark web. Each activity facilitated networking and contributed to international and regional cooperation. In order to avoid overlapping, the project cooperates and coordinates with the relevant international organisations and initiatives

²⁹ *This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence

present in the region and offers and receives assistance from the partner organisation during the implementation phase.

In 2022, altogether **3 899** law enforcement officials outside EU took part in **155** CEPOL training and exchange activities on the field of organised crime and counter terrorism, under the umbrella of external cooperation projects.

Activity 2.11 Prepare, design, implement and follow-up capacity building projects in Third Countries				
Objectives 2022	Results outcomes) (exp.	Outp.	Indicators	Target vs status
2.11.1 Implementation of the Enhancing Information Exchange and Criminal Justice Responses to Terrorism in the Middle East and North Africa (CEPOL CT INFLOW) project	As defined in the Contribution Agreement on the CEPOL CT INFLOW project with the Directorate-General for International Cooperation and Development (DG DEVCO)	As defined in the Contribution Agreement [...]	<ul style="list-style-type: none"> ➤ Number of activities (implemented vs. planned, number and %) ➤ Number of participants (actual vs. planned, number and %) ➤ Satisfaction with CEPOL training (%) 	<u>Planned</u> <ul style="list-style-type: none"> ➤ 49 activities ➤ 695 participants ➤ 90 % satisfaction <u>Implemented</u> <ul style="list-style-type: none"> ➤ 51 activities ➤ 1373 participants ➤ 97% satisfaction
2.11.2 Implementation of the Enhancing operational capacities of the South Partner Countries to fight serious and organised crime and strengthening strategic cooperation (CEPOL EUROMED Police) project	As defined in the Contribution Agreement on the CEPOL EUROMED Police project with the Directorate-General of Neighbourhood and Enlargement Negotiations (DG NEAR)	As defined in the Contribution Agreement [...]	<ul style="list-style-type: none"> ➤ Number of activities (implemented vs. planned, number and %) ➤ Number of participants (actual vs. planned, number and %) ➤ Satisfaction with CEPOL training (%) 	<u>Planned</u> <ul style="list-style-type: none"> ➤ 30 activities ➤ 473 participants ➤ 90% satisfaction <u>Implemented</u> <ul style="list-style-type: none"> ➤ 41 activities ➤ 809 participants ➤ 96% satisfaction
2.11.3 Implementation of the Training and Operational Partnership against Organised Crime (CEPOL TOPCOP) project	As defined in the Contribution Agreement on the CEPOL TOPCOP project with the Directorate-General of Neighbourhood and Enlargement Negotiations (DG NEAR)	As defined in the Contribution Agreement [...]	<ul style="list-style-type: none"> ➤ Number of activities (implemented vs. planned, number and %) ➤ Number of participants (actual vs. planned, number and %) ➤ Satisfaction with CEPOL training (%) 	<u>Planned</u> <ul style="list-style-type: none"> ➤ 30 activities ➤ 576 participants ➤ 90% satisfaction <u>Implemented</u> <ul style="list-style-type: none"> ➤ 31 activities ➤ 1052 participants ➤ 98% satisfaction
2.11.4 Implementation of the Western Balkans Project against Crime and Terrorism (WB PaCT) project	As defined in the Contribution Agreement on the CEPOL WB PaCT project with the Directorate-General of Neighbourhood and Enlargement Negotiations (DG NEAR)	As defined in the Contribution Agreement [...]	<ul style="list-style-type: none"> ➤ Number of activities (implemented vs. planned, number and %) ➤ Number of participants (actual vs. planned, number and %) ➤ Satisfaction with CEPOL training (%) 	<u>Planned</u> <ul style="list-style-type: none"> ➤ 31 activities ➤ 653 participants ➤ 90% satisfaction <u>Implemented</u> <ul style="list-style-type: none"> ➤ 32 activities ➤ 665 participants ➤ 99% satisfaction

Part II. (a) Management

Goal 3: CEPOL will be an efficient organisation promoting continuous improvement in order to meet stakeholders' satisfaction and regulatory requirements

Key Performance Indicators

Timely submission of the draft Single Programming Document and the Work Programme (target: Yes status 2022:Yes)

source of data: completion provided by the Planning Officer

% of completion of the activities of the Work Programme (target: 90% status 2022: 100%)

source of data: internal reporting on completed Work Programme activities (SPD 2022 reporting tool); 417 planned vs 418 implemented training activities

% of audit recommendations closed in accordance with the agreed action plan (target: 90% status 2022:30%)

source of data: internal/external audit follow-up reports and desk reviews; in progress, deadline by end 2023

Quality Management System certified to be line with ISO 9001:2015 (target: Yes status 2022:Yes)

source of data: quality audit report

Number of critical/very important audit recommendations addressed on time (target: 80% status 2022:N/A, no critical/very important audit recommendations)

source of data: internal/external audit follow-up reports and desk reviews

Budget (N-1) payments (target: 95% status:95%)

source of data: report of completion provided by the Finance Sector (End of year Budget Implementation Report)

Staff engagement (target: 60% status based on latest survey run in 2021:67%)

source of data: staff engagement survey

Strategic objectives and areas

5.1 Governance, Administration and Stakeholder Relations

Performance Indicators:

- Budget implementation (target: 99% for commitment, and 95% of payment – over 2 years); status 2021 budget final implementation rate: 95%; status 2022 budget: 100% for commitment, and 85% of payment, and 15% carried over to 2023)
- Average recruitment time³⁰ (target: <105 days; status 2022: 130.6 days, delays mainly related to missions/work related tasks of panel members)
- Implementation of the internal control plan; target: 100% status 2022:50% (internal control officer temporary re-allocated to planning due to vacancy)
- Use of digital workflow; target: 100%, status 2022: 100% (Use of electronic payment workflow –done; Use of electronic budgeting system – done)
- Communications Sub-Strategy and Action Plan successfully implemented; status 2022: Yes; updating the communication strategy is to be achieved in the longer term under the auspices of the new overall CEPOL strategy 2023-2027
- External Relations Sub-Strategy and Action Plan successfully implemented; status 2022: in progress (JHAAN Presidency implemented successfully, the rest is being implemented in the longer term as part of the new overall CEPOL strategy 2023-2027)

2.1 Management Board

The Management Board held its 8th Onsite MB meeting between 17 and 18 May in Lyon and its 9th Onsite MB meeting between 22 and 23 November in Prague. The MB has adopted eleven decisions, 6 via oral proceedings and 5 via written procedure within the French Presidency, and nine decisions during the Czech Presidency (5 via oral proceedings and 4 via written procedure).

The MB decisions are publicly available on CEPOL website <https://www.cepola.europa.eu/about/key-documents?document=18>

³⁰ Days between opening the vacancy in the System and the decision of the AA not more than 105 days.

The SPD 2022-2024 originally approved by MB decision 22/2021/MB on 23 November 2021 has been amended by 31/2021/MB on 21 December 2021 and by 03/2022/MB on 26 March 2022, to adjust the original plan and relevant targets to the dynamic developments. Please refer to Annex IX for more details on Amendments to the SPD 2022-2024 during the year of 2021.

In 2022, 46 Executive Director Decisions were taken. The majority of the decisions concerned operations of TRU, or followed up the changes in the Financial workflow, as well as various areas of Procurement and IT.

2.1.1 Other aspects

Stakeholder relations

CEPOL continued to work in close collaboration with the European Commission and, in particular, with its partner Directorate-General, the DG for Migration and Home Affairs (DG HOME), on all aspects of the agency's activities, be they administrative, financial or operational/policy oriented. Throughout the reporting period, active contacts have been kept with fellow agencies and other external stakeholders.

In 2022, CEPOL's external relations continued to be guided by the new External and Stakeholder Relations Sub-Strategy, adopted in 2021, as an Annex to the SPD. General policy lines of external action of the EU also keep determining CEPOL's external relations. The implementation of the Sub-Strategy is in progress, but this work now needs to be done in light of the relevant provisions of the overall new CEPOL Strategy of 2023-2027.

In 2022, CEPOL presided the JHA Agencies' Network (JHAAN) for the second time after 2013. The Presidency included altogether 26 different activities, as follows:

- 1 meeting of the Heads of JHA Agencies
- 2 JHAAN Trio meetings with incoming Council Presidencies in Brussels
- 3 regular and 2 ad hoc Contact Point meetings
- 8 meetings of different JHAAN working groups (i.e. Data Protection, Communications, External Relations, ICT & Cybersecurity, Training, Situational Awareness)
- 1 expert meeting of the Security Officers
- 8 thematic events (workshop, conference) linked to the priorities of the CEPOL Presidency
- 1 awareness raising webinar, targeting the staff of the JHA Agencies.

Obviously, this was a significant challenge for the Agency, due to limited resources. Throughout the year, particular attention was paid to run the Network with the first Trio involving CEPOL and the subsequent EUAA and eu-LISA Presidencies, in close cooperation. Main products of the Network were a joint statement of the JHAAN on Ukraine on 7 March 2022. This was followed by the compilation and the coordinated launch of a JHAAN joint paper on the contributions to the EU solidarity with Ukraine took place. The CEPOL Presidency updated the JHAAN joint paper on COVID-19 as well.

In order to create a solid framework for cooperation in line with its legal mandate, CEPOL continued to conclude Working Arrangements and update the existing ones with relevant partners (Third countries, EU bodies, international organisations, etc.). During the reporting period, 5 Working Arrangements have been signed: Switzerland-renewal on 27 January 2022, Georgia-renewal on 22 June 2022, Norway-renewal on 9 November 2022, Tunisia- new instrument on 25 March 2022; EMCDDA- new instrument on 28 November 2022.

Furthermore, according to the guidance received earlier, the process to revise all existing working arrangements (<https://www.cepola.europa.eu/who-we-are/partners-and-stakeholders/external-partners>) due to the new requirements of the data protection legislation of the EU, has continued. This process will continue in 2023 as well. CEPOL's role in supporting EU security via training has continuously been promoted among its stakeholders and the general public.

Liaison Office in Brussels

The Liaison Officer (LO) represented CEPOL at the LEWP and COSI support group meetings under the French and the Czech presidencies. In February, she prepared the visit of the Head of Operations to COSI, where one of the discussion points was the presentation by CEPOL of the priorities of the Justice and Home Affairs

Agencies Network for 2022. In September, the LO was invited to another COSI support group meeting to present, on behalf of the JHAAN, the joint paper issued on Ukraine. She had the opportunity to give good visibility to the Agencies actions in this difficult time and highlight that the Agencies are the implementers of EU policies and as such should have a bigger voice.

In March, the LO organised the 2022 JHA Counsellors' event at its premises in Brussels. Around thirty representatives from EU Permanent Representations, the European Commission, as well as partner agencies and organisations, participated in this event to learn about CEPOL's main achievements and future goals. The event offered a welcome opportunity to bring CEPOL's closest Brussels-based stakeholders together after a two-year break due to the COVID-19 restrictions.

The LO also participated at the Justice and Home Affairs Agencies' Network's (JHAAN) meetings and was a part of the taskforce implementing the presidency of CEPOL in 2022. In October, the LO organised the JHAAN network RELEX officers' event at the Brussels liaison office. This annual event brings together all the external relations officers of the sister agencies to share views and coordinate our external actions. This time particular focus was on Ukraine, Moldova, and the IPA III projects.

In addition, a stronger and regular cooperation was established between the European Parliament and CEPOL. Throughout the year, the LO helped prepare the Executive Director's appearances in the LIBE committee in the framework of a hearing on use of force and police ethics and presented the EU-STNA report at the LIBE plenary. In April, the LO also worked together with some assistants of the Members of the European Parliament on the Police Cooperation Package, to help them gather relevant information for when the negotiations start in the trilogue format.

The LO coordinated and participated in the EMPACT related activities at Europol, Council and Commission level and presented the CEPOL onsite activity "Drivers Workshop 'EMPACT 2022+'", at a COSI support group.

The LO kept bilateral relationships with Member States, international organizations, think-tanks, other JHA LOs and EU institutions based in Brussels. LO represented CEPOL at the European Crime Prevention Network (EUCPN) annual stakeholders' meeting; at the first Workshop on the implementation of the council recommendation on operational police cooperation organised by DG HOME and the Czech Presidency of the Council, as well as the CSDP mission civilian compact annual review and the EU Innovation Hub annual events.

The LO was a member of the Task Force creating CEPOL new strategy since the beginning and giving input which takes into account the political realities and upcoming legislation in Brussels. Throughout the spring, the LO was a part of the taskforce organising the CEPOL Research and Science conference. She was a part of the programme board, which read and approved all the project proposals and also moderated a few panels in Vilnius during the conference in June.

One of the major tasks for the LO in 2022 was to arrange for courtesy and substantial visits of the new ED to Brussels stakeholders. In May, the CEPOL Executive Director had high-level meetings with important partners of the agency in Brussels. Accompanied by the Liaison Officer, she met Chief of Cabinet of High Representative of the Union for Foreign Affairs and Security Policy/Vice-President of the European Commission, EEAS Deputy Secretary General, FPI Deputy Head of Unit and LIBE Chair. The LO prepared and accompanied the ED to several missions, for example the Berlin Police Congress, a tour de capital visit to the Ministry of Interior of Spain, and the annual Police Chiefs Convention in the Hague.

In June, the LO organised a meeting between the incoming Czech Presidency and the JHAAN Presidency Trio in Brussels and in December with the Swedish Coreper II ambassador. The aim of these meetings was to raise awareness around the JHA Agencies Network and its activities, identify synergies and explore how the JHAAN can better support the incoming Council Presidencies to achieve its priorities.

During the year, and in addition to the monthly "Brussels Corner" newsletter, the LO set up a dedicated space in LEED accessible for all users and designed to help the CNUs understand the LO's work better and get easy access to legislative files related to CEPOL as well as other documents.

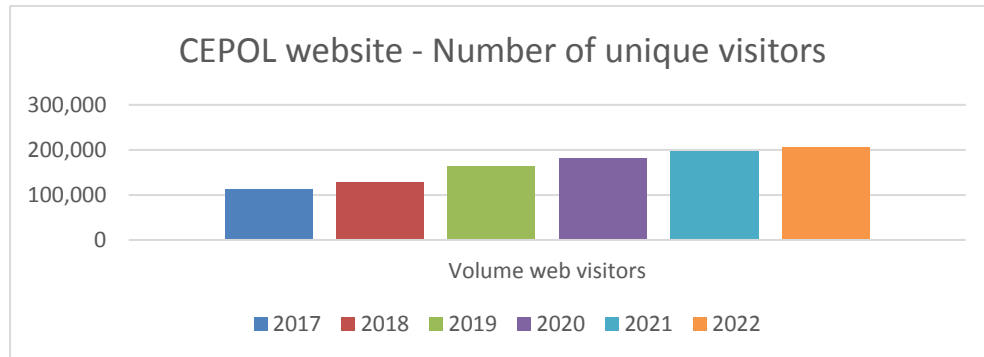
Communications

Last year saw several key achievements and developments in the field of communications.

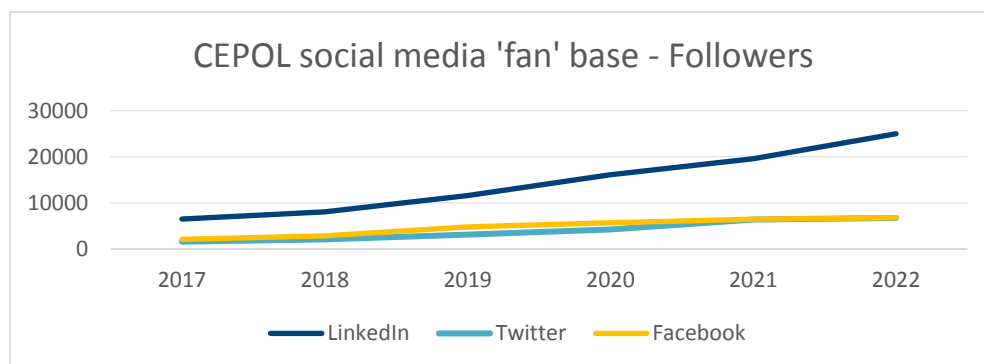
The first and most significant accomplishment was the **launch of CEPOL's new website**. Released according to plan in November, the new public portal incorporates key enhancements, such as responsive web design, clarity of presentation, improved appearance, and clear signposting to CEPOL's Law Enforcement Education

platform (LEEd). All these new developments were specifically designed to **improve the user navigation experience and increase the Agency's visibility, particularly in online search engines.**

'Going live' represented an important milestone. As the core of the *digital mix*, CEPOL's new website underpins the enhanced digital communications approach introduced in 2019 to reach out to CEPOL's audiences more effectively.



In 2022, the number of **web users continued growing**, with over 200 000 visits registered and an 82% increase in traffic compared to five years before. A similar upward trend can be observed with CEPOL's social media 'fan' base, with 38 500 followers across LinkedIn, Twitter and Facebook.



Last year, CEPOL's **social media activity was significant**, with 1 590 content uploads, which represents 54% more posts than in the previous year. CEPOL's content featured almost 1.5 million times in the screens of social media users, and registered 76 000 reactions from the recipients of that content, one third in search for further information about CEPOL's activities.

In our content strategy, focus was given to multi-layered **communication campaigns** and sustained efforts around the Agency's new Executive Director, the **CEPOL Presidency of the Justice and Home Affairs' Agencies Network**, the launch of the **EU Strategic Training Needs Assessment 2022-2025**, the release of four **operational training needs analyses** and the 2022 **CEPOL Research and Science Conference in Vilnius** (Lithuania). Additionally, the Communications Office made efforts to improve the **visibility of EMPACT** among CEPOL's audiences through the scaling up of digital communications and the consistent use of the appropriate branding across all CEPOL training activities related to this EU flagship initiative in the fight against serious and organised crime.

To reinforce CEPOL's visibility in Member States, the Communications Office produced, with the support of CNUs, **31 multilingual adaptations of the Agency's corporate video** in all official EU languages (except Danish). Each audiovisual production **includes the logos of the corresponding hosting institutions at national level** and can be used by National Units in their own promotion and outreach activities to promote CEPOL at local level. Likewise, and following a consultation on branded merchandise needs within the Member States, the Communications Office **distributed all requested promotional items among CNUs** with the expectation that this help them in their efforts to enhance CEPOL's visibility at local level.

The Communications Office continued to raise awareness about CEPOL's cooperation efforts with law enforcement partners **outside the European Union**. In this regard, **social media has proven to be an effective communication platform** to disseminate the results achieved through our international cooperation projects. In 2022, the promotional **content shared through social media achieved more than 240 000**

impressions, receiving more than 4 800 responses by audiences interested in CEPOL's capacity-building training activities in third countries.

When it comes to **promotion efforts in Hungary**, CEPOL's host country, it is worth highlighting the participation, **for the first time, at Europe Day Festival in Budapest**. To increase the Agency's visibility among the general public, leaflets were available in Hungarian, and more than 450 visitors actively engaged in the planned awareness-raising activities about CEPOL.

2.2 Major developments

CEPOL New Strategy 2023-2027

The newly appointed Executive Director of CEPOL has initiated the elaboration of a new CEPOL strategy setting the direction for the period 2023-2027 with detailed activities and objectives organised around four goals:

- Become the EU hub for law enforcement training
- Foster a common EU law enforcement culture via training
- Promote accreditation of law enforcement vocational training
- Excel at governance as a modern and efficient EU Agency trusted by its stakeholders

The new strategy builds on the five-year evaluation report of the European Commission, observations as well as recommendations from the MB to that report and the findings from the Expert Group on the Enhancement of Cooperation between CEPOL and the MS.

The strategy organises the actions within the five years' timeframe, in line with their urgency and feasibility. The work towards some of the objectives can be achieved or at least initiated within the existing EU legal framework. Refocusing the work of CEPOL within this legal framework, and the expected gains will bring efficiency and deliverables for law enforcement training in the Member States and provide the best arguments to consider a subsequent strengthening of CEPOL's legal framework in future.

Law Enforcement Education (LEEd) platform and further digitalisation

Following the launch of [Learning platform, LEEd](#), on 30th April 2020, the system is constantly being updated and adapted to cover the requirements and expectations of the law enforcement community.

In 2021 new enhancements and features were added to LEEd to facilitate users and enhance the user experience. In 2022, CEPOL continued working on the second package of enhancements together with the national LEEd managers. A number of built-in customisation capabilities were developed, an advanced search engine has been developed, mobile application of LEEd was updated, Exchange plugin was finalised, Multifactor Authentication for further security was implemented for a subset of accounts, preparations for the future event management plug-in and connection of CEPOL site with LEEd were work in progress.

Furthermore, CEPOL worked on the establishment of national LEEd sub-platforms (tenancies) for the independent use of the MS and other stakeholders if requested. At the first month of 2022, following the ICU projects tenancy, Slovakia launched the first National LEEd Platform (NLP) in the native language covering the national needs.

Higher Education

A brainstorming workshop was held 17-18 March with 21 experts from 21 Member States. This was preceded by a survey on the existence of national MA programmes for LE officials and the need for an EU-level Master Programme for that target group. The results were presented in the workshop. EIT presented their way of managing MA Programmes and the Hungarian National University for Public Service presented an EU MA Programme concept. In Working Groups, the participants discussed the possibilities for a CEPOL MA Programme as well as the possibility for CEPOL to become an EU Higher Education Hub. They recommended to set up an Expert Group on Higher Education.

This Expert Group, consisting of 15 members from 12 MS, met once onsite in the CEPOL HQ on 30 November-01 December 2022 and involved an initial brainstorming and discussion of the possibilities, feasibility and usefulness of a Master Programme. In addition to the selected experts, three invited guests from Greece, France and Norway attended. The Expert Group started the discussions on a CEPOL higher education product

(including accreditation options and micro-credentials) and recommended for CEPOL to consider becoming an EU Higher Education Hub.

Enhancement of Cooperation between CEPOL and the MS

The Expert Group originally mandated to work on the new business model in 2019 and renamed Expert Group on the Enhancement of Cooperation between CEPOL and the MS (EG EC) in 2021, had its last two meetings before ending its work with seven members from the MS and one representative of the European Commission. The group was co-chaired by the CEPOL Executive Director and the Portuguese Chair of the Management Board.

This Expert Group met online on 10 March and onsite on 27-28 June 2022. The experts made some amendments in the Recommendations Paper and performed a feasibility analysis of their recommendations. In addition, they looked at the draft New Strategy and made some recommendations. With this, the Expert Group concluded its work.

Strategy for Fundamental Rights Training

In 2021, an Expert Group on Fundamental Rights (EG) was established (10/2021/DIR) on the basis of the SPD 2020-2022 (33/2020/MB) with the mandate to assess CEPOL's training offer on Fundamental Rights and to propose a training strategy as well as to support the OTNA in this area.

The group consisted of experts from nine MS (AT, EL, ES, IE, IT, LV, PL, PT, SI) and four from the European Commission, EIGE, Europol and FRA. Before the end of the year, the Italian expert had resigned; he was not replaced due to the short duration of the mandate of this group. The EG was co-chaired by CEPOL and the Austrian expert.

The EG met three times online on 26 March, 29 June and 17 November and worked in sub-groups with the following tasks: 1) To draft overview of existing and new relevant international and EU strategic documents and instruments on FR and FR training; 2) to analyse the status of fundamental rights training in CEPOL and identify gaps and shortcomings; and 3) to draft an overview of current partnerships, including those outside of law enforcement, and identify enhancement opportunities for cooperation.

A Strategy Paper – with five Guiding Principles to consider when embedding fundamental rights in the entire CEPOL Annual Training Programme and a list of fundamental rights topic that should be covered on a regular basis by training activities and/or online products for self-learning – was finalised at the beginning of 2022 and presented to the Management Board in May. In addition, some tools and instruments to support activity managers and Experts/Trainers so they can easily identify opportunities for integrating fundamental rights as a horizontal topic including a list of EU and international documents on the different sub-topics and a list of partners who can provide input for training on fundamental rights issues.

CEPOL Knowledge Centre on Counter-terrorism (CKC CT)

The CKC CT had two online meetings on 24 February and 07 November 2022 and two onsite meetings on 27-28 April and 20-21 September 2022 at the CEPOL HQ. The CKC consisted originally of seven members and was enhanced to 10 members from the MS (CZ, EE, ES [2x], IE, IT, MT, NL, PL, PT) and representatives from the European Commission, the Council of the EU, Europol and Frontex. Eurojust withdrew from their participation in the CKC. At the end of the year, the experts from IE, MT and IT had to resign for work reasons, to be replaced in 2023. The group continued to be co-chaired by CEPOL and the Dutch expert.

The CKC members drafted the portfolios for 2023-2025 as well as the curricula based on the outcomes of the EU-STNA, and they also attended the training activities held in 2022 for quality assurance purposes.

On the level of cooperation, representative of UN CT (United Nations Office of Counter-Terrorism) was invited to the onsite meeting in April and of ICCT (International Centre for Counter-Terrorism) to the one in September (in an online manner) to explore potential synergies; in addition, staff members of the ICU (International Cooperation Unit) were invited and attended the CKC meetings.

CEPOL Knowledge Centre on International Law Enforcement Cooperation, Information Exchange and Interoperability (CKC INT)

The CKC INT consists of eight experts from the MS (CY, DE, EL, ES, LT, LV, NL, RO) and five from the European Commission, eu-LISA, Europol, FRA and Frontex. At the end of the year three more members were recruited from HR (specialisation SIS – SIRENE) and from IT (2x) (Specialisations Interoperability and LE Cooperation). The group is co-chaired by CEPOL and the Latvian expert.

The CKC had two online meetings on 25 March and 15-16 November as well as one onsite meeting on 05-06 May 2022. The CKC members drafted the portfolios for 2023-2025 as well as the curricula based on the

outcomes of the EU-STNA, and they also attended the training activities held in 2022 for quality assurance purposes.

New CEPOL Building

The Headquarters Agreement between CEPOL and the Hungarian Government stipulates that the Hungarian Government puts at the disposal of CEPOL the current location of the Agency, 27 Ó utca, Budapest for 10 years, free of charge. According to the Headquarters Agreement, the Hungarian Government and CEPOL may enter into negotiations as to the conditions governing the further utilization of the premises, not later than 8 years after the Agreement enters into force. It entails the perspective to open such a negotiation at the latest in 2022.

In the meantime, CEPOL has gone through significant development insofar as the new legal frame was adopted in 2015 entailing increase of tasks of the agency, consequently the staff population has been growing since. CEPOL moved to Budapest with 37 personnel. By now, the staff population had become above 100 personnel (actual staff members, unfilled positions not counted; TA, CA, SNE, Interim, not including HU staff managing the HQ building) and it may further grow, mostly due to the inception and subsequent intensification of the new capacity building projects.

As the business has been growing, the premises of CEPOL has become limited in terms of all angles of the agency day-to-day operation, be it office space and operational rooms. The (then) Project Management Unit already moved out to a rented office in the vicinity of CEPOL in 2018, financed by the available resources of the currently implemented two externally funded capacity building projects. In addition, CEPOL has established in Budapest its Cybercrime Academy in the premises of the Hungarian International Training Centre in 2019. While we are grateful for the excellent cooperation on this, for operational reasons the preferred long term option is that this should be established within the CEPOL headquarter.

A new rental contract of bigger office space in another office building near the HQ (Aradi utca) was concluded in the spring of 2020, necessary due to the launch of new capacity building projects. In the 2nd half of 2020 the office has been prepared for use by ICU. The office surface is cca. 1000 sqm, 41 project staff are envisaged to work in the premises. The rental contract covers the period from 1 June 2020 to 31 May 2023 and is renewable for one more year. Fitting out of premises was done from August to early November 2020, staff moved into the office mid-December. In parallel, the contract of the previous satellite office was early terminated by 31 December 2020, staff moved out mid-December, the contract was finalised and closed and the deposit paid back.

The management of CEPOL took the necessary steps to address the situation since 2018. The Executive Director of CEPOL repeatedly contacted the Hungarian Government to explore options on providing sufficient space for the whole agency. By official information received from the host country included in letters sent by the Deputy State Secretary for EU and International Relations of the MoI, received on 18 March 2021 and by the Deputy State Secretary for Migration Challenges and North American Issues of the Ministry of Foreign Affairs and Trade, received on 15 April 2021, we learned that the Hungarian Government tasked the Ministry of Foreign Affairs and Trade (MFAT) to collect the needs of international organisations based in Budapest, in order to develop a Center for International Organizations. From that moment, the MFAT was the main player in the Hungarian government dealing with the file of CEPOL's new premises.

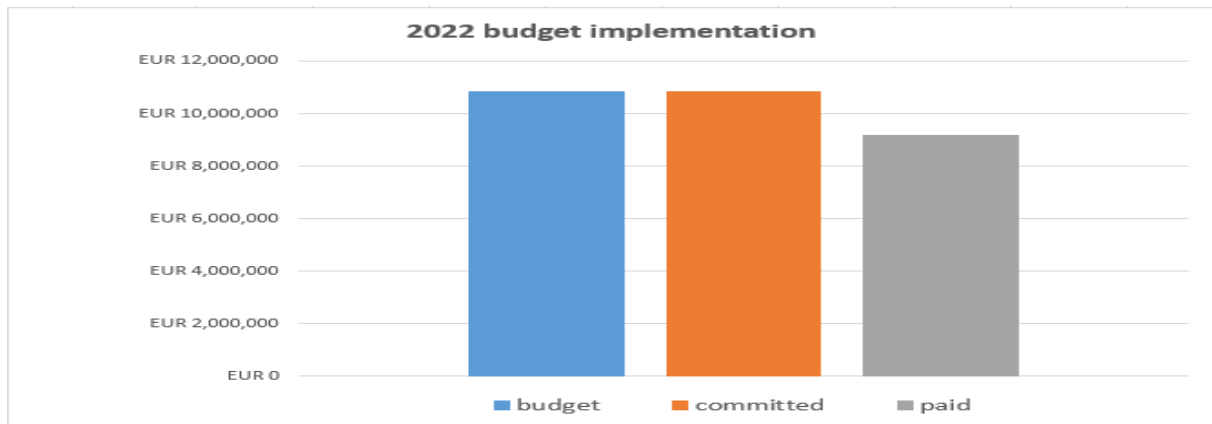
Until the autumn of 2021, there were regular contacts with the MFAT on the project. Nevertheless, in May 2022, the representative of the Hungarian Ministry of Foreign Affairs and Trade informed CEPOL that the project was cancelled by the Hungarian Government. This information has been confirmed at various occasions ever since, although not in written form.

Consequently, the new Executive Director referred the case back to the Minister of Interior of Hungary at their first in-person meeting on 12 July 2022. While the Minister committed himself to look into this matter, he asked for some additional explanations, in light of the development of the new Strategy. Accordingly, the previously established building requirements are being revised against the requirements created by CEPOL's new Strategy and will be presented to the Minister in the near future. In addition, on 20 September 2022, the Executive Director officially addressed the Minister of Interior in a letter, initiating the start of the revision of the current Headquarters Agreement, in line with its provisions. A proposal from the host country is thus expected to bring this process forward.

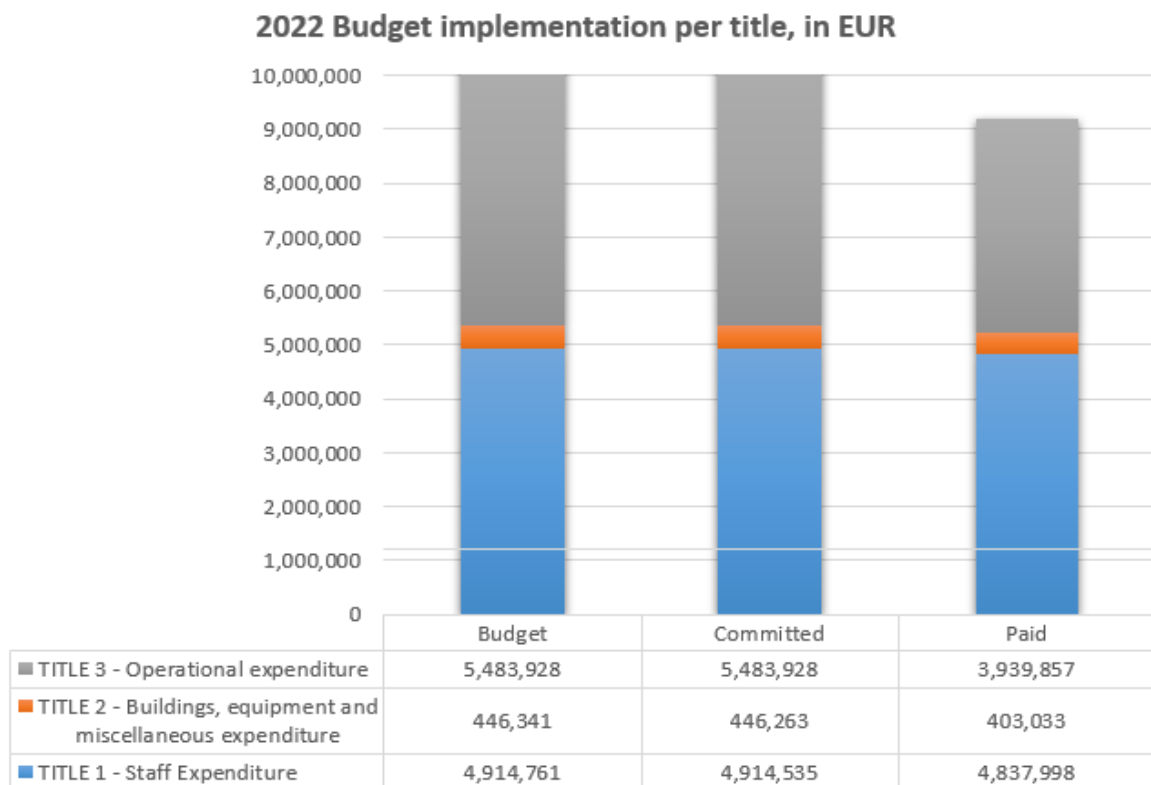
The Management Board has been regularly informed on the situation around the headquarters. The partners from European Commission (DG Migration and Home Affairs) have been updated on a regular basis.

2.3 Budgetary and Financial Management

2.3.1 Budget 2022 execution



Budget 2022 – Implementation at 31.12.22 (per Titles)



CEPOL's total voted budget for 2022 amounted to € 10 845 030.

By the end of December 2022, 99,99% of the regular (C1) budget has been committed, out of which 84,66% has been paid:

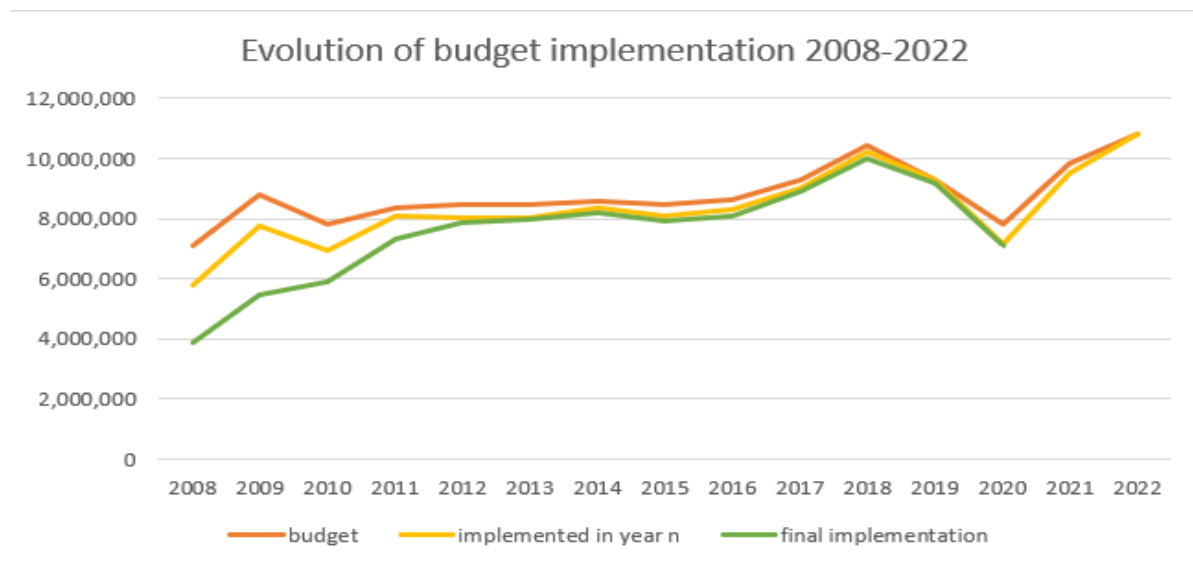
- For Title 1; 99% of the C1 credits available has been committed and 98% has been paid;
- For Title 2; 99% of the C1 credits has been committed and 90% has been paid;
- For Title 3; 100% of the available C1 funds have been committed and 72% has been paid.

The 2022 budget implementation in 2022 reached the level of 99,99%. A total of € 1 663 837 has been carried over to 2023, amounting to 15% of the overall 2022 budget.

The final implementation taking into account the execution of those commitments will be known at the end of 2024.

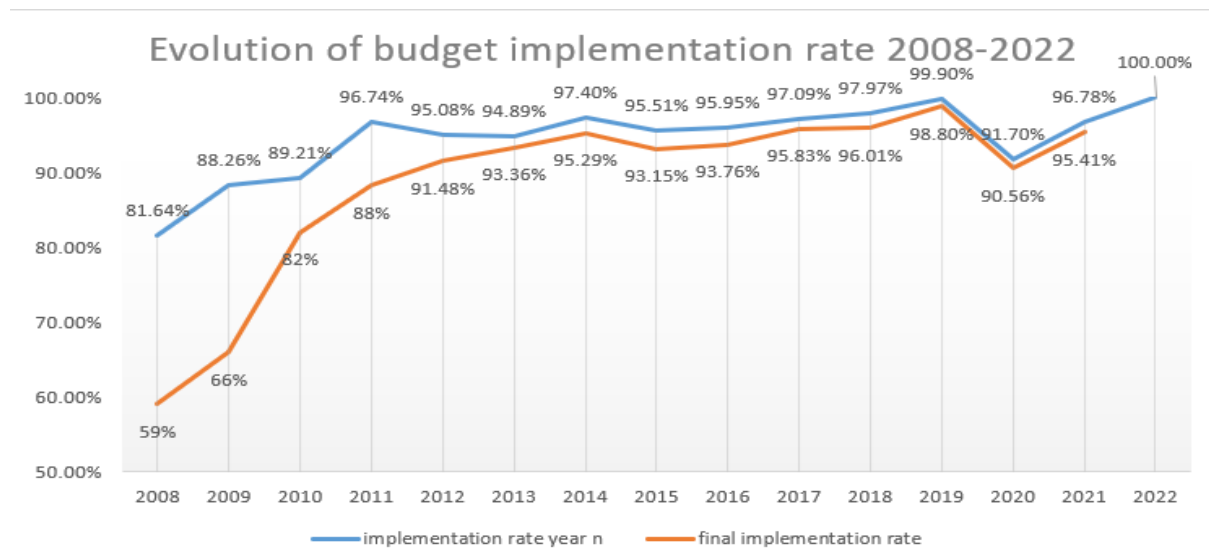
Overview on Budget 2022 execution, status as of 31 December 2022 is provided in Annex II Table 2.2

Budget implementation 2008 – 2022 (amounts in EUR)*



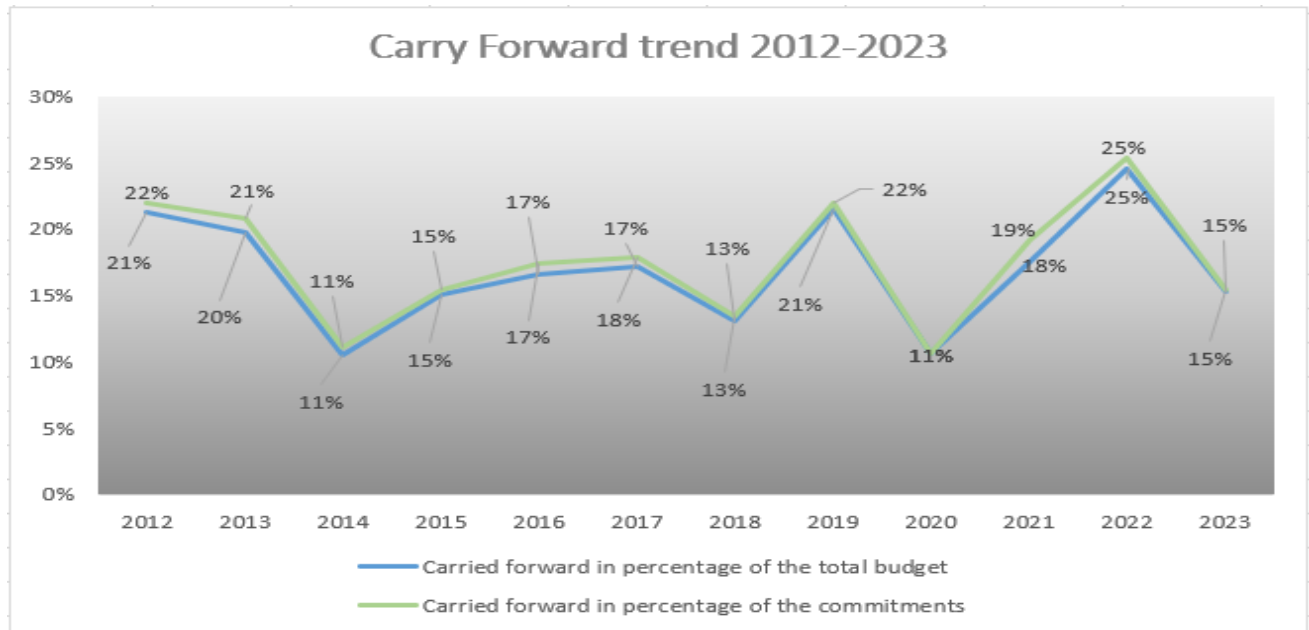
*In 2018 CEPOL requested an additional 1.2M€ for specific IT developments in the Agency, which has been granted and the budget has been added to the subsidy in December 2018.

Budget execution (in % of available budget)



*the 2022 final budget execution will be known only at the end of 2023.

Carry-over of funds 2012-2023



2.3.2 Budget 2022 Implementation per Titles

Title 1: Expenditure relating to persons working with CEPOL - C1: Regular budget 2022

Budget Implementation/ Execution Regular budget 2022 (C1)		Voted Budget	Final Budget	Committed	Budget implementation %	Paid	Budget execution %	Carry forward for payments in 2023
		A	B	C	C/B	D	D/B	C-D
1	TITLE 1							
11	Staff in active employment	4,010,000.00	4,136,518.56	4,136,518.56	100%	4,136,518.56	100%	0.00
12	Allowances and expenses on entering and leaving the service and on transfer, excluding Seconded National Experts and other experts	9,000.00	14,326.30	14,099.44	98%	6,259.14	44%	7,840.30
13	Missions and duty travel	30,000.00	15,000.00	15,000.00	100%	13,074.57	87%	1,925.43
14	Socio-medical infrastructure	430,000.00	486,696.99	486,696.99	100%	461,150.99	95%	25,546.00
15	Further training, language courses, retraining for staff	50,000.00	24,754.00	24,754.00	100%	17,536.00	71%	7,218.00
16	External services	221,000.00	229,268.54	229,268.54	100%	195,262.01	85%	34,006.53
17	Receptions and events	3,000.00	1,043.47	1,043.47	100%	1,043.47	100%	0.00
18	Social welfare	7,500.00	7,153.60	7,153.60	100%	7,153.60	100%	0.00
1	TITLE 1 Staff expenditure	4,760,500.00	4,914,761.46	4,914,534.60	100%	4,837,998.34	98%	76,536.26

By the end of December 100% of the final budget for Title 1 has been committed and 98% paid. The correction coefficient applied in Hungary for salaries has decreased in November with retroactive effect as from July.

C8: Amounts carried over from 2021 for payment in 2022

Budget Execution of commitments carried forward from 2021 to 2022 (C8)		Final budget 2021	Committed in 2021	Paid in 2021	Total paid (2021 and 2022)	Budget execution %	De-committed (excess carry forward)	Cancellation rate
		A	B	D	F(E+D)	F/C	H	H/A
1	TITLE 1							
11	Staff in active employment	3,968,535.58	3,968,535.58	3,968,080.75	3,968,278.54	100%	0.00	0.00%
12	Allowances and expenses on entering and leaving the service and on transfer, excluding Seconded National Experts and other experts	61,000.00	54,049.94	20,224.45	47,855.10	78%	6,229.31	10.21%
13	Missions and duty travel	2,500.00	842.36	842.36	842.36	34%	0.00	0.00%
14	Socio-medical infrastructure	395,356.56	389,054.91	388,464.91	389,054.91	98%	0.00	0.00%
15	Further training, language courses, retraining for staff	70,723.60	48,018.41	35,128.41	47,447.91	67%	570.50	0.81%
16	External services	175,646.18	175,646.18	150,037.79	175,304.75	100%	341.43	0.19%
17	Receptions and events	1,840.00	1,371.40	1,371.40	1,371.40	75%	0.00	0.00%
18	Social welfare	5,023.91	2,028.35	2,028.35	2,028.35	40%	0.00	0.00%
1	TITLE 1 Staff expenditure	4,680,625.83	4,639,547.13	4,566,178.42	4,632,183.32	99%	7,141.24	0.15%

The cancellation rate of carried over payment credits (C8) in Title 1 was 0,15%. These minor amounts relate mainly to the forecasted expenditure, where the real cost were slightly lower than the planned cost.

C4: Internally assigned revenue

Internally assigned revenue is generated where CEPOL recovers overpaid amounts. By the end of December 2022, 4 323 EUR C4 credits were collected and used.

Title 2: Buildings & equipment and miscellaneous expenditure - C1: Regular budget 2022

Budget Implementation/ Execution Regular budget 2022 (C1)		Voted Budget	Final Budget	Committed	Budget implementation %	Paid	Budget execution %	Carry forward for payments in 2023
		A	B	C	C/B	D	D/B	C-D
2	TITLE 2							
20	Investments in immovable property and rental	44,000.00	27,599.46	27,599.46	100%	26,396.83	293%	1,202.63
21	Information and communication technology	392,000.00	380,989.99	380,989.99	100%	349,065.39	92%	31,924.60
22	Movable property and associated costs	16,000.00	5,966.71	5,889.52	99%	4,843.25	81%	1,046.27
23	Current administrative expenditure	37,500.00	27,839.97	27,839.97	100%	19,989.67	72%	7,850.30
24	Postal charges	6,000.00	3,944.48	3,944.48	100%	2,737.90	69%	1,206.58
2	TITLE 2 Buildings, equipment and miscellaneous expenditure	495,500.00	446,340.61	446,263.42	100%	403,033.04	90%	43,230.38

By the end of December 100% of the available budget has been committed and 90% of payment credits have been used.

C8: Amounts carried over from 2021 for payment in 2022

Budget Execution of commitments carried forward from 2021 to 2022 (C8)		Final budget 2021	Committed in 2021	Paid in 2021	Total paid (2021 and 2022)	Budget execution %	De-committed (excess carry forward)	Cancellation rate
		A	B	D	F(E+D)	F/C	H	H/A
2	TITLE 2							
20	Investments in immovable property and	88,109.34	83,843.17	69,974.29	83,038.99	94%	804.18	0.91%
21	Information and communication technology	566,500.00	564,555.27	387,218.41	564,435.99	100%	119.28	0.02%
22	Movable property and associated costs	38,400.00	27,338.64	16,226.11	26,902.34	70%	436.30	1.14%
23	Current administrative expenditure	43,500.00	39,570.90	10,371.03	39,097.29	90%	473.61	1.09%
24	Postal charges	5,000.00	3,700.00	2,852.79	2,949.57	59%	750.43	15.01%
2	TITLE 2 Buildings, equipment and miscellaneous expenditure	741,509.34	719,007.98	486,642.63	716,424.18	97%	2,583.80	0.35%

The main reason for cancellations was the uncertainty on VAT. Refundable VAT has been committed in certain cases.

Title 3 – Operational expenditure - C1: Regular budget 2022

Budget Implementation/ Execution Regular budget 2022 (C1)		Voted Budget	Final Budget	Committed	Budget implementation %	Paid	Budget execution %	Carry forward for payments in 2023
		A	B	C	C/B	D	D/B	C-D
3	TITLE 3							
30	Strategy, stakeholder relations, governance	417,000.00	346,026.56	346,026.56	100%	252,852.83	73%	93,173.73
31	Training, research and analysis	4,460,500.00	3,978,734.66	3,978,734.66	100%	2,995,908.16	75%	982,826.50
32	Operational Support	711,530.00	1,159,166.71	1,159,166.71	100%	691,096.44	60%	468,070.27
3	TITLE 3	5,589,030.00	5,483,927.93	5,483,927.93	100%	3,939,857.43	72%	1,544,070.50

By the end of December 100% of the available budget has been committed. Payments represents 72% of the available payment credits.

C8: Amounts carried over from 2021 for payment in 2022

Budget Execution of commitments carried forward from 2021 to 2022 (C8)		Final budget 2021	Committed in 2021	Paid in 2021	Total paid (2021 and 2022)	Budget execution %	De-committed (excess carry forward)	Cancellation rate
		A	B	D	F(E+D)	F/C	H	H/A
3	TITLE 3							
30	Strategy, stakeholder relations, governance	302,000.00	211,331.34	33,453.89	210,200.62	70%	1,130.72	0.37%
31	Training, research and analysis	3,331,811.05	3,188,965.08	1,661,599.86	3,078,939.86	92%	210,654.84	6.32%
32	Operational Support	776,435.78	757,230.11	357,116.15	743,376.22	96%	13,853.89	1.78%
3	TITLE 3	4,410,246.83	4,157,526.53	2,052,169.90	4,032,516.70	91%	225,639.45	5.12%

Cancellation of funds for operational activities were mainly justified by the business model (use of grants where information on real expenditure can hardly be controlled by CEPOL in time), the underperformance of service providers and delayed invoicing of the Publication Office. These factors are beyond CEPOL's control.

C4: Internally assigned revenue

Internal assigned revenues under Title 3 amounted to EUR 310 783 in 2022. 59% of this amount has been committed, the remaining EUR 128 727 were carried over to 2023.

Final implementation rate of 2021 budget

The final implementation of 2021 budget taking into account the C8 payments in 2022 was 95.41%.

Budget Execution of commitments carried forward from 2021 to 2022 (C8)		Final budget 2021	Committed in 2021	Paid in 2021	Total paid (2021 and 2022)	Budget execution %	De-committed (excess carry forward)	Cancellation rate
		A	B	D	F(E+D)	F/C	H	H/A
1	TITLE 1 Staff expenditure	4,680,625.83	4,639,547.13	4,566,178.42	4,632,183.32	99%	7,141.24	0.15%
2	TITLE 2 Buildings, equipment and miscellaneous expenditure	741,509.34	719,007.98	486,642.63	716,424.18	97%	2,583.80	0.35%
3	TITLE 3	4,410,246.83	4,157,526.53	2,052,169.90	4,032,516.70	91%	225,639.45	5.12%
	GRAND TOTAL	9,832,382.00	9,516,081.64	7,104,990.95	9,381,124.20	95%	235,364.49	2.39%

Internally assigned revenue (C4) summary

In 2022 overpaid credits for a total amount of 315 106 EUR has been re-covered. These credits representing the C4 internal assigned revenues of CEPOL were partly used during the implementation year 2022 (186 378.55 EUR committed out of which 184 749.75 EUR were paid). The not committed amount of 128 727.45 EUR were carried over to 2023 as C5 credits.

Relevant part of these credits resulted from the closure of the OLAF case with CEPOL's previous travel agent. EUR 256 120 has been recovered from this company via amicable settlement.

Budget Implementation / Execution 2022 C4		Recovery cashed in 2022	Committed in 2022	C5 in 2023 (Not committed in 2022)	Paid	Carry forward for payments in 2023
		A	B	A-B	C	B-C
1430	Schooling and nursery	4,322.57	4,322.57	0.00	4,322.57	0.00
1	TITLE 1 Staff expenditure	4,322.57	4,322.57	0.00	4,322.57	0.00
2	TITLE 2 Buildings, equipment and miscellaneous expenditure	0.00	0.00	0.00	0.00	0.00
3100	On-site activities	131,559.63	63,108.52	68,451.11	61,479.72	1,628.80
3101	Travel for on-site activities	172,223.80	112,286.27	59,937.53	112,286.27	0.00
3106	Exchanges	7,000.00	6,661.19	338.81	6,661.19	0.00
3	TITLE 3	310 783.43	182 055.98	128,727.45	180,427.18	1,628.80
	GRAND TOTAL	315,106.00	186,378.55	128,727.45	184,749.75	1,628.80

2.3.3 Other financial and budgetary topics

Budget transfers

In 2022, 6 internal transfers of the regular budget (C1 commitment and payment appropriations) were done in line with articles 27§1a, 27§1b, 27§3 and 28§1 of the CEPOL Financial Regulation. These transfers aimed to align the initial budget distribution to the real budget needs. None of these transfers required approval of the Management Board.

On top of the internal budget transfers there was also 1 budget amendment in the beginning of 2022.

More detailed information on this is provided in Annex II Table 2.3.

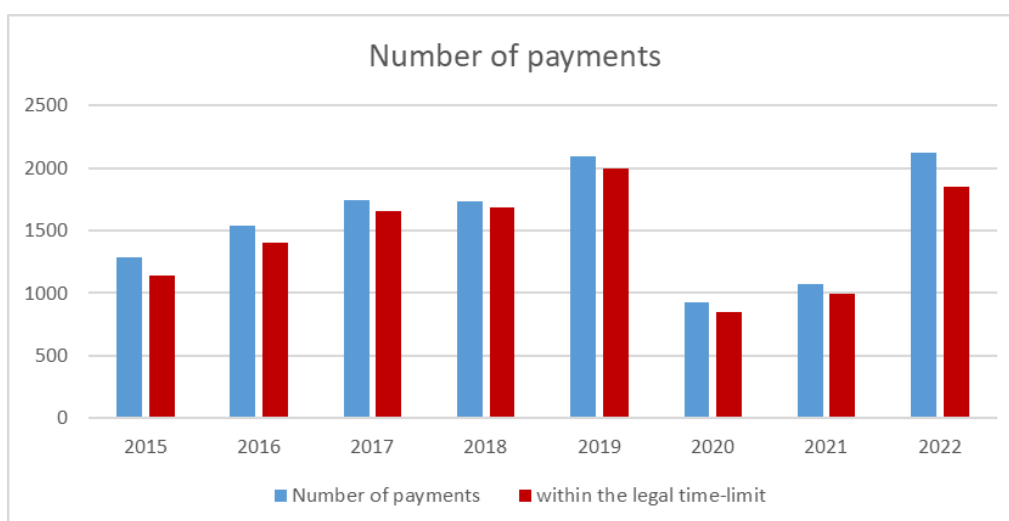
Recovery orders

At the end of December 2022, there were 2 recovery orders (€ 2 274) not cashed, where the due date is January, 2023.

Payment statistics

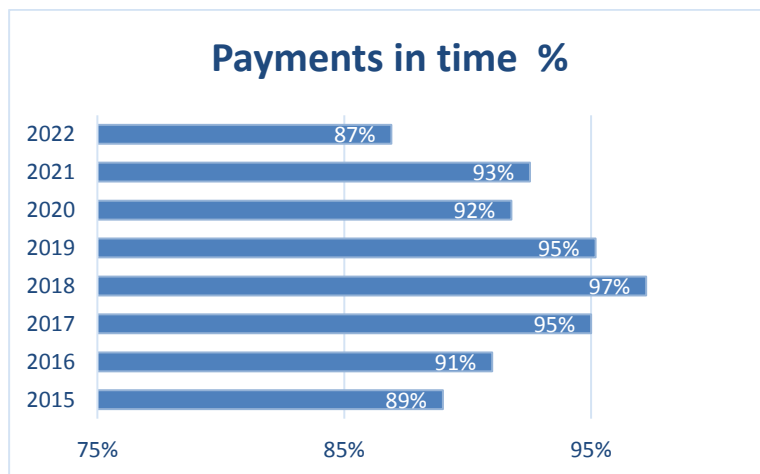
In 2022, CEPOL made a total of 2 124 payments of which 1 846 were within the legal time-limit. There was one interest paid (€ 303.9) on late payments.

More details on payment statistics is provided in Annex II Table 2.4-2.5.



Year	Number of payments	within the legal time-limit	payments in time %
2015	1284	1143	89%
2016	1544	1405	91%
2017	1739	1652	95%
2018	1735	1687	97%
2019	2095	1994	95%
2020	923	847	92%
2021	1071	991	93%
2022	2124	1846	87%

* In 2020 and 2021 there was a significant drop in the number of payments realised, compared to years before pandemic, which is due to the impact of the COVID-19 related measures in place throughout 2020 and 2021.



Procurement

In 2022, a total of **443 contracts** were signed, comprising of:

- 15 framework contracts
- 3 direct contract + 1 amendment of a direct contract
- 5 purchase orders
- 282 order forms under existing framework contracts (CEPOL and inter-institutional)
- 9 specific contracts under existing framework contracts (CEPOL and inter-institutional)
- 128 contracts for short-term experts under calls for expression of interest

Number of contracts signed based on the type of procedure	2021 Total (CEPOL & CEPOL Projects)	2021 CEPOL Projects only	2022 Total (CEPOL & CEPOL Projects)	2022 CEPOL Projects only
Open procurement procedure	2	0	6	1
Negotiated procurement procedure with at least five candidates	3	2	6	0
Negotiated procurement procedure with at least three candidates	1	0	0	0
Negotiated procurement procedure with a single tender	13	5	12	0
Negotiated procedure without publication of a contract notice under Point 11.1.e Annex 1 FR (increase of ceiling of FWC for services)	(1)	0	0	0
Negotiated procedures without prior publication of a contract notice (point 11.1 (a) Annex 1 FR)	1	1	0	0
Negotiated procedures without prior publication of a contract notice (point 11.1 (h) Annex 1 FR)	1	0	0	0
Order Form / Specific contract in execution of framework contracts	219	53	282+9	85
Procedure following a call for expression of interest	107	52	128	73
Total number of contracts signed	347 (1)	108	443	160
Total value of contracts (direct contracts, framework contracts and specific contracts implementing framework contracts)	€8,476,292.70	€ 2,312,560.58	€29,819,586.08 HUF 147,131,020	€1,174,343.64 HUF 6,603,876

Exceptional negotiated procedures under point 11.1 (a) to (f) of Annex 1 FR

N/A

2.3.4 Information on grant, contribution and service level agreements (Annex VI)

External assigned revenue - Title 5

COUNTER-TERRORISM INFLOW

The Contribution Agreement IFS/2019/410-531 was signed between CEPOL and DG DEVCO (International Cooperation and Development) on 17 December 2019. The purpose of this agreement is to provide financial contribution to finance the implementation of the Action "CT INFLOW- Enhancing Information Exchange and Criminal Justice Response to Terrorism in the Middle East and North Africa". The CEPOL CT INFLOW has a maximum budget of EUR 7 500 000 and a duration of 48 months and is financed under the Instrument contributing to Stability and Peace (IcSP). The first instalment of the pre-financing amounting to EUR 3 750 000 was received in December 2019. The second instalment of EUR 2 960 480 has been received in 2022.

Overall Budget Implementation/Execution of the CTInflow	Total Budget of the project (full lifecycle)	Carried Over to 2022	Budget appropriations received in 2022 (second instalment)	Commitments carried forward to 2022	Total budget in 2022	Commitments in 2022	still not committed	paid in 2022	Total paid	Budget execution % (vs. Budget Received)	Budget execution % (vs. Total Contractual Budget)
Budget Line 5300	A	E	F	G	H (E+F+G)	I	J	K	L		
	7 497 203	2 026 246	2 960 480	414 383	5 401 108	2 632 123	2 768 985	1 531 266	2 838 957	42%	38%
headings											
CTI-2021-1 STAFF COST	3 359 808	770 531	1 204 019	6 660	1 981 210	799 935	1 181 275	732 023	1 635 363	57%	49%
CTI-2021-2.1 - TECHNICAL ACTIVITIES_ Component 1	211 855	58 669	145 269	28 256	232 194	404 661	- 172 467	90 797	109 871	44%	52%
CTI-2021-2.2 - TECHNICAL ACTIVITIES_ Component 2	894 440	122 164	367 426	181 616	671 205	627 971	43 234	431 610	575 050	71%	64%
CTI-2021-2.3 - TECHNICAL ACTIVITIES_ Component 3	1 401 095	549 653	501 845	148 502	1 200 000	331 641	868 359	168 095	170 940	14%	12%
CTI-2021-2.4 - TECHNICAL ACTIVITIES_ Component 4	437 045	214 046	185 954	0	400 000	273 310	126 690	115	4 615	1%	1%
CTI-2020-3.1 - PROCUREMENT (Equipment, local Office)	585 360	21 622	252 685	36 677	310 984	181 316	129 668	95 338	329 828	60%	56%
CTI-2020-3.2 - PROCUREMENT (Technical Supply)	550 000	275 103	274 897	0	550 000	0	550 000	0	0	0%	0%
CTI-2020-4 COMMUNICATION	57 600	14 457	28 385	12 673	55 515	13 289	42 225	13 289	13 289	23%	23%

EUROMED POLICE

The Contribution Agreement ENI/2020/414-940 was signed between CEPOL and DG NEAR (Neighbourhood Policy and Enlargement Negotiations) on 24 April 2020. The purpose of this agreement is to provide financial contribution to finance the implementation of the Action "EUROMED Police". The CEPOL EUROMED Police has a maximum budget of EUR 6 960 542 and a duration of 48 months and is financed under the European Neighbourhood Instrument. The pre-financing amounting to 100% of the budget was received in May 2020.

Overall Budget Implementation/Execution of the European Police	Total Budget of the project (full lifecycle)	Carried Over to 2022	Commitments carried forward to 2022	Total budget in 2022	Commitments in 2022	still not committed	paid in 2022	Total paid	Budget execution %	Budget execution (use of commitment appropriations) %	Budget execution (use of payment appropriations) %
Budget Line 5400	A										
	6 960 542	5 014 364	250 466	5 264 830	2 039 179	3 225 651	1 515 065	3 210 777	46%	54%	46%
headings											
EP-2022-1- STAFF COST	3 639 792	2 481 456	3 620	2 485 076	754 290	1 730 786	748 751	1 914 656	53%	52%	53%
EP-2022-2 - TECHNICAL ACTIVITIES	2 455 290	2 039 164	157 468	2 196 633	1 046 438	1 150 195	646 935	894 402	36%	53%	36%
EP-2022-3 - PROCUREMENT (Supplies, equipment, local office)	799 860	440 283	87 380	527 663	195 626	332 037	108 272	380 469	48%	58%	48%
EP-2022-4 - COMMUNICATION	65 600	53 461	1 998	55 459	42 826	12 633	11 108	21 249	32%	81%	32%
EP-2022-5 - INDIRECT COST	0	0	0	0	0	0	0	0			

TOPCOP

The Contribution Agreement ENI/2020/415-941 was signed between CEPOL and DG NEAR (Neighbourhood Policy and Enlargement Negotiations) in 2020. The purpose of this agreement is to provide financial contribution to finance the implementation of the Action "CEPOL training and operational partnership against organised crime

project - TOPCOP". The CEPOL TOPCOP has a maximum budget of EUR 6 000 000 and a duration of 48 months and is financed under the European Neighbourhood Instrument. The pre-financing amounting to 100% of the budget was received in July 2020.

Overall Budget Implementation/Execution of the TopCOP	Total Budget of the project (full lifecycle)	Carried Over to 2022	Budget appropriations received in 2022	Commitments carried forward to 2022	Total budget in 2022	Commitments in 2022	still not committed	paid in 2022	Total paid	Budget execution %	Budget implementation (use of commitment appropriations) %	Budget execution (use of payment appropriations) %
Budget Line 5500	A											
	6 000 000	4 210 308	0	376 574	4 586 883	1 905 127	2 681 755	1 500 874	2 913 991	49%	55%	49%
headings												
TOPCOP-2020-1 - STAFF COST	2 799 840	1 795 225		3 060	1 798 285	571 488	1 226 797	565 801	1 567 356	56%	56%	56%
TOPCOP-2020-2 - TECHNICAL ACTIVITIES	2 736 360	2 229 688		298 429	2 528 117	1 168 605	1 359 512	842 626	1 050 869	38%	50%	38%
TOPCOP-2020-3 - PROCUREMENT (Supplies, equipment, local office)	409 800	145 606		62 556	208 162	152 426	55 736	79 837	281 475	69%	86%	69%
TOPCOP-2020-4 - COMMUNICATION	54 000	39 790		12 529	52 319	12 609	39 710	12 609	14 290	26%	26%	26%
TOPCOP-2020-5 - INDIRECT COST	0	0		0	0	0	0	0	0			

WB PaCT

The Contribution Agreement 2019/413-822 was signed between CEPOL and DG NEAR (Neighbourhood Policy and Enlargement Negotiations) on 19 October 2020. The purpose of this agreement is to provide financial contribution to finance the implementation of the Action "Partnership against Crime and Terrorism – CEPOL WB PaCT". The CEPOL WB PaCT has a maximum budget of EUR 3 000 000 and a duration of 36 months and is financed under the Instrument for Pre-Accession Assistance (IPA). The pre-financing amounting to 100% of the budget was received in November 2020.

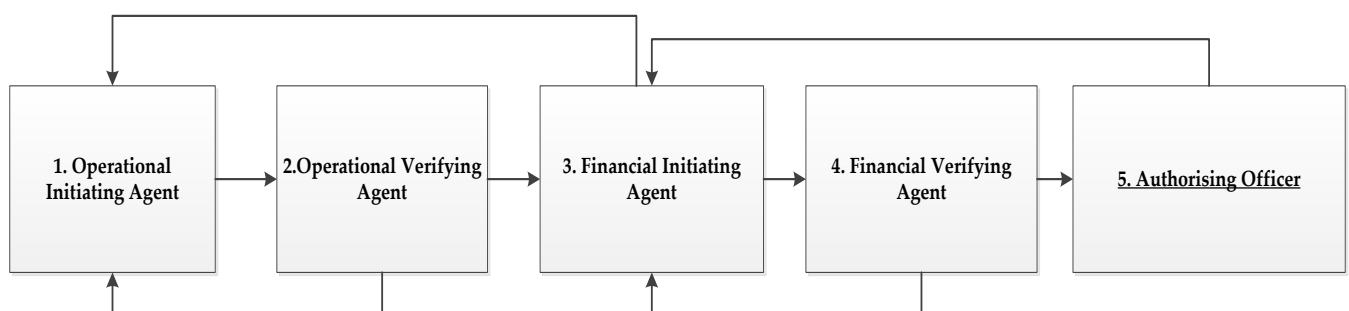
Overall Budget Implementation/Execution of the WBPACT	Total Budget of the project (full lifecycle)	Carried Over to 2022	Budget appropriations received in 2022	Commitments carried forward to 2022	Total budget in 2022	Commitments in 2022	still not committed	paid in 2022	Total paid	Budget execution %	Budget execution (use of commitment appropriations) %	Budget execution (use of payment appropriations) %
Budget Line B05210	A											
	3 000 000	1 909 921	0	287 591	2 197 511	1 552 989	644 522	1 002 406	1 804 895	60%	79%	60%
headings												
WBPACT-2020-1 - STAFF COST	1 259 984	623 289		2 500	625 789	406 128	219 661	382 213	1 016 408	81%	83%	81%
WBPACT-2020-2 - TECHNICAL ACTIVITIES	1 519 096	1 198 040		233 481	1 431 521	1 060 610	370 912	563 694	651 268	43%	76%	43%
WBPACT-2020-3 - PROCUREMENT (Supplies, equipment, local office)	184 920	60 864		45 019	105 883	79 304	26 579	49 551	128 588	70%	86%	70%
WBPACT-2020-4 - COMMUNICATION	36 000	27 728		6 590	34 319	6 949	27 370	6 949	8 630	24%	24%	24%
WBPACT-2020-5 - INDIRECT COST	0	0		0	0	0	0	0	0			

2.3.5 Control results

Financial workflow and ex ante controls

The financial workflow implemented in CEPOL is a partially decentralised model and follows the four eyes principle. Each financial transaction needs to be verified after initiation before it is authorised, as provided in the below financial workflow chart.

Financial Workflow



The member of CEPOL staff responsible for verification of an operation ("verifier"), exercises ex-ante control of each transaction by checking its legal correctness and conformity with the principle of sound financial management.

The operational functions of the verification include: verification of its justifications, necessity, and conformity with the project documents, contracts, agreements and other relevant documents. The financial functions of the verification include: the verification of procedural and financial aspects of the transactions, their legal correctness and consistency.

CEPOL implements delegation of authority via Executive Director's decision on financial workflow, which is amended on continual basis, whenever changes occur in the staff having a role in the financial circuit.

In 2014 CEPOL outsourced its accounting services to the European Commission, therefore the EC Accounting Officer provides all services required by Articles 36 and 50 of the Framework Financial Regulation applicable to Agencies, as follows: Treasury; Accounting; Central budgetary framework; Recovery actions; Validation of local systems.

Following outsourcing, CEPOL nominated a Finance & Accounting Correspondent, responsible for: control of the reliability of the accounting information of each financial operation (e.g. use of the adequate GL account) and ensuring the completeness of the accounting operations (e.g. reconciliation of G/L accounts with operational information); prepare annual closure file.

The outsourcing arrangement produced positive outcomes since established, resulting in continuously favourable opinions on reliability of accounts from the external auditor.

In 2022 DG Budget has carried out the evaluation of the local financial systems set up in CEPOL as provided in Article 50 (e) of the Financial Rules of CEPOL. The evaluation has not identified any weaknesses on the internal control systems which would have a material impact on the accuracy, completeness and timeliness of the information required to draft the annual accounts and produce reliable reporting. On the basis of the available evidence, the report concluded that the internal control systems are working as intended. The accounting systems implemented in CEPOL were therefore validated.

Management review of the exceptions' register for 2022

In line with principle # 10 'Processes and procedures' CEPOL implements a process for registration and authorisation of exceptions. Every year, the exceptions registered are analysed to identify specific areas of concern and relevant improvement actions. In addition, they enable the management team to handle exceptional circumstances with a reasonable degree of flexibility and in a transparent and justified way.

The 2022 report on exceptions confirms that CEPOL's internal control system is well functioning, non-compliance events are detected and mitigated with corrective and preventive actions.

In 2022 a total of 46 exceptions were raised (vs 27 exceptions in 2021) in value of €51,697 (vs €257,825 in 2021). There are 12 exceptions with no financial impact. In case of 21 exceptions, the financial impact is less than €1,000. In case of 13 exceptions, the financial impact is above €1,000. In this category, the lowest financial impact is € 1,053 and the highest is €12,240.

The highest value exception (12,240 €) refers to an ex post commitment raised in connection to amended order forms for the e-learning educational editorial services that were originally underestimated in terms of work to be provided and prices.

The second highest value exception (7,425 €) refer to Webex licences purchased in absence of data protection impact assessment until further instruction is available from EDPS.

The most frequently occurring deviation from the rules in 2022 was the ex post commitment (18 cases), due to various administrative mistakes: funds de-committed by error before arrival of (late) invoices; miscalculations in the original commitment; commitment omitted to be created on time; individual instead of provisional commitment raised.

None of the non-compliance or justified deviation events involved any significant financial loss or systematic weakness within the existing controls.

Ex post controls

CEPOL implements ex post controls in accordance with Article 45 of the CEPOL Financial Regulation, stating that the Authorising Officer may put in place ex post controls to verify operations already authorised. Such controls are organised on a sample basis according to risk.

In 2022 CEPOL implemented ex post controls on internal control standards, ABAC access rights and one internal quality audit on ISO 9001:2015 standards. The ex post controls did not identify any critical weaknesses.

Cost and benefits of controls

The implementation of *ex-ante* controls (verifications in the financial circuits, exceptions recording) covering 100% of the Agency's budget, remains the primary means of ensuring sound financial management and legality and regularity of transactions.

Both ex ante and ex post controls as described above are implemented via desk reviews by staff members having multiple roles in the Agency, therefore not exclusively dedicated to control activities.

2.4 Delegation and sub-delegation

The Executive Director of CEPOL is the Authorising Officer. The Authorising Officers by Delegation (AOD) have been appointed via Executive Director's decision on financial workflow, defining the budget line, maximum amount, source of funds and transaction type for each of the delegate. The decision is valid until circumstances requires an amendment to be adopted by the Authorising Officer. The controlling requirements are defined in the checklist embedded in the IT platform (Speedwell), while reporting requirements are established via internal practice taking the form of regular reports on budget implementation.

Weaknesses identified are resolved before authorisation of transactions or formalised as non-compliances or justified deviations from the rules via exception register, which is regularly reviewed by the Authorising Officer.

In their capacity as Authorising Officers by Delegation, each Head of Department provides a Declaration of Assurance on the appropriate allocation of resources and their use for their intended purpose and in accordance with the principles of sound financial management, as well as on the adequacy of the control procedures in place; this declaration covers both the state of internal control in the department and the completeness and reliability of management reporting. These declarations serve to ground the Executive Director's Declaration of Assurance (see Part V Declaration of Assurance).

2.5 Human Resources (HR) Management

Overall situation

In line with the budget as adopted by the Budgetary Authority, CEPOL's establishment plan 2022 contains 33 Temporary Agents (TA). In addition to the establishment plan, the Management Board approved 20 Contract Agents (CA) and 4 Seconded National Expert (SNE) positions (excluding capacity building projects). In order to implement training activities on political priorities for which CEPOL did not receive applications in its annual call for grants, it was necessary to increase the number of SNEs with 2 additional posts. This has been approved by MB decision 31-2021 and 32-2021.

By the end of 2022, the agency had in post 26 TAs (three post as vacancy in recruitment procedure, three in preparation, 1 under consideration (ICT-AST3)) and 59 CAs, of which 20 CAs for regular activities and 39 CAs for externally financed capacity building projects. In addition 7 SNEs were in post (6 financed from CEPOL budget and 1 CT INFLOW project). There was 1 trainee in the post.

Staff fluctuation in 2022 was high and did have a significant impact on the organisation. There were 4 resignations in 2022 due to new job opportunities in CEPOL and outside CEPOL. In addition there were 3 departures due to retirement and on 31 December, 4 staff members were on unpaid leave, for various reasons.

Interim staff have been contracted to fill in for staff absences and to cope with peak periods. The areas covered by the interim staff are mainly those related to core business but also a few in other Units and departments, such as ICT, legal, procurement, external relations and management support.

For expert level positions dealing with specialised training in different operational areas, CEPOL uses SNEs to ensure business continuity and successful implementation of projects.

Regarding gender balance, the ratio between man and women employed by CEPOL (excluding interims) is 49F and 44M, the agency is well gender balanced. The CEPOL management team (Executive Director, Heads of Departments and Heads of Units) on 31 December 2022 consists of 3 women and 3 men (1 ad interim post due to vacancy).

More details are presented in Annex IV. Establishment Plan and additional information on HR Management.

Recruitment

In 2022 CEPOL published **10 new recruitment procedures** including 1 call for SNE. 5 recruitment procedures were done based on previously established reserve list and 6 were published externally including 1 call for SNEs. CEPOL published vacancies attracted around 200 applications. There were no applications for one SNE post.

The recruitment procedure for a new Executive Director was finalised on 16 December 2021. Following that, the Management Board appointed new Executive Director with the office term starting on 16 February 2022.

Host Member State nationals are still overrepresented in total number of staff. At the end of 2022, there were 36 Hungarian citizens (39%) working for the agency, from a total of 93 staff (TA, CA & SNE - CEPOL establishment plan and project related staff). There are 16 other nationalities present in CEPOL, which are relatively equally distributed. As of 31 December 2022, CEPOL only does not employ staff from Cyprus, Czech, Denmark, France, Ireland, Luxembourg, Malta, Slovenia and Germany.

Implementing Rules on the Staff Regulations

CEPOL adopted via MB decisions the Commission decisions: C(2019)4231 laying down general implementing provisions on the conduct of administrative inquiries and disciplinary proceedings, C(2021)8179 laying down general implementing provisions regarding the payment of education allowance and C(2022)1788 on working time and hybrid working.

Benchmarking exercise

Outcome of the benchmarking exercise 2022 shows that only 10% of the CEPOL's staff are involved in administrative support, all other staff members are linked to operational (73%), neutral (10%) and coordination (8%) activities.

Details of the establishment plan 2022 and the results of the screening exercise compared to last year are available in Annex IV (Table 4.2-4.3).

Human Resources allocation

An overview of the actual against the planned allocation of human resources (expressed in Full Time Equivalent (FTE)) and budget, for the activities included in the Work Programme 2022 is provided in Annex V.

The FTE and budget usage slightly differs from what has been originally planned.

There were 4 resignations in 2022 due to new job opportunities in CEPOL and outside CEPOL. In addition there were 3 departures due retirement and 4 staff members going on unpaid leave, for various reasons. More interims were hired to compensate for vacant posts and to support the organisation of training courses with various administrative tasks.

With regards to budget consumption versus planned, a total of € 1 663 837 has been carried over to 2023, amounting to 15% of the overall 2022 budget, with majority of funds belonging under Title 3.

Staff Training

The ED adopted the training plan, drafted by HR on the basis of horizontal, corporate needs and individual training needs stemming from the annual appraisal exercise. All units were consulted before adoption.

CEPOL has organised the following horizontal trainings as per the 2022 Training plan:

- Wellbeing and Mindfulness
- Ethics and Integrity
- Expenditure lifecycle
- M365 teams in 2 occasions
- Protocol and clear writing

Other trainings offered as per the Training plan 2022, to name a few:

- E-procurement webinar (for procurement Sector)
- E-submission (for procurement sector)
- Intellectual property in procurement
- Lead your team
- ABAC- various trainings
- Sysper related trainings (for Human Resources sector)
- Sustainable team management
- Essentials of management
- BASE/SAFE – on-line learning provided by EEAS on safety during missions.
- Online language training – throughout the year, 2 subscription periods in 2022.

Data Protection

CEPOL is committed to process personal data in a responsible way by complying with the applicable data protection regulations.

In 2022, the DPO prepared the first DPO Annual Report at CEPOL (for 2021), which was provided for CEPOL management and EDPS, and presented at November Management Board meeting. This report includes a historical overview of DPO activities at CEPOL.

CEPOL places contracts with vendors of Software as a Service (SaaS), which requires scrutiny on processing of personal data and specifically transfers to third countries. This comprises negotiations of license agreements, Data Protection Addendum and standard contractual clauses as well as scenarios related to transfer of data to a third country including international transfers. For the latter, the DPO is following further developments at the Commission and other EU agencies in addition to guidance from EDPS.

CEPOL prepared and updated privacy statements to reflect the new data processing activities or updated activities. CEPOL adopted three new privacy statements, updated two existing ones and two are under preparation with the Controller. The Register of processing activities was updated in June 2022.

The DPO also reviews ED decisions and other instructions including procurement documentation from a data protection point of view. The Legal team has deregulated the ED decisions on COVID measures with only a few necessary protocols remaining to accommodate the status of the pandemic.

The DPO provided the first comprehensive training to CEPOL staff on data protection.

The DPO acted as chairperson of the JHA DPO working group for 2022. With the support of the Presidency team, we chaired three meetings in 2022 and prepared respective reports. In addition, the DPO participated in three EUI DPO network meetings.

2.6 Strategy for efficiency gains

CEPOL is committed to continuously improve its functioning, streamline its processes, optimise the engagement of its staff, allow for the reallocation of resources to the most efficient and economic actions for the set objectives. To this end, various efficiency measures have already been implemented, some of the most noteworthy being:

- CEPOL has advanced relatively well with its digitalisation initiatives and has already achieved a relatively high level of digitalisation through many of its processes having been converted to paperless/electronic – often in close cooperation with DG DIGIT:
 - e-Procurement submission system for open procedures and e-Tendering,
 - e-Recruitment,
 - e-HR management (SYSPER),
 - e-Invoicing,
 - electronic travel booking;
- CEPOL has regular, substantial and close cooperation with national authorities, networks and agencies relevant to increasing efficiency:
 - Host Member State authorities (NOK-ITC): building & facility management,

- Budapest-based EU bodies (EIT, EC & EP representation): staff matters (e.g. training), mutual usage of functional rooms with, best practice exchange on IT system implementation (e.g. Speedwell), planning towards a mutual establishment of IT backup solution with EIT, planning towards a full scale disaster recovery solution with EIT, joint social events, other corporate and administrative matters
- JHA Agencies Network (EASO, EIGE, EMCDDA, eu-LISA, Eurojust, Europol, FRA, Frontex & CEPOL): ensuring cooperation on EU security, justice, fundamental rights and gender equality matters, joint strategy on the role of JHA agencies, annual work programme consultation,
- EU Agencies Network (EUAN): coordination, joint procurements, joint recruitments, mutual usage of recruitment reserve lists.
- EU Commission (DG DIGIT, DG BUDGET, DG HR&Security, CERT-EU): implementation of digital EU tools and software, outsourcing of support services (e.g. accounting);
- While COVID-19 still had a certain impact on its on-site activities in 2022, CEPOL has duly carried out its tasks ensuring the implementation of the portfolio in the most efficient way, moreover certain adjustments had to be done due to the war in Ukraine:
 - provided support to training institutions in EU Member States via CEPOL electronic tools, upon their request.
 - LEEd – e-learning training portfolio was extended, the personal business skill portfolio was available for a self-paced learning until October; new series of eLessons on Drugs were introduced enriching the online portfolio.
 - Continued to carry out the Moodle sessions to CEPOL and MS activity managers upskilling them in the area of development of online learning products; as well initiated the Moodle Educators Certification programme development.
 - Took over – activities formerly planned to be implemented by framework partners via grants were no grant application was received.
 - Supported the emerging change of the training landscape due to the geopolitical developments, TRU delivered a series of webinars responding to the war in Ukraine, a dedicated ad-hoc training needs analysis; supported the Ukrainian General Prosecutor's office in the development of the OSINT training, as well offered extra seats to the UA participants in the training activities were possible.

In multi-annual perspective, the outreach of CEPOL became more than double: number of participants has grown from ca. 18,000 in 2016 to ca. 43,000 in 2022 which represents a significant increase in the last 6 years and reflects exploding demand and necessity for the training activities that the Agency delivers.

Due to insufficient resources, this demand could be only followed by increasing the online learning component, which does not entirely satisfy the need of the stakeholders. The number of tasks assigned to the Agency and its stakeholder expectations continue to grow, which CEPOL cannot satisfy due to the lack of available financial and human resources.

2.7 Assessment of audit and ex-post evaluation results during the reporting year

2.7.1 Internal Audit Service (IAS)

In October 2021, the IAS implemented the audit concerning 'Human resources management and ethics in CEPOL'. In the final report received in March 2022, the Internal Audit Service concluded that overall, the internal controls put in place by CEPOL for its human resource management processes are adequately designed and effectively and efficiently implemented, ensuring compliance with the regulatory framework for selection and recruitment procedures.

Notwithstanding the overall positive conclusion, the IAS identified areas for improvement regarding the recruitment, appraisal and reclassification procedures which resulted in 3 important recommendations. The action plan for implementing the recommendations is in progress with deadline until end 2023.

2.7.2 European Court of Auditors (ECA)

At the time of drafting the annual report, the European Court of Auditor's opinion on legality and regularity of transactions, as well as on reliability of annual accounts for the financial year 2022 is only available in draft format and the findings are under the contradictory procedure. Having in view the ECA report is confidential at this stage, details will be provided in the next annual activity report.

2.7.3 External quality audits

CEPOL does not have an Internal Audit Capability, therefore this section shall cover external quality audits conducted in the context of ISO certification.

ISO 9001:2015 quality audit, ISO 29993:2017 certification audit

In January 2022 CEPOL has passed the last surveillance audit from the second 9001:2015 certification cycle with a duration of 3 years.

For the next certification cycle, CEPOL made preparations to integrate the specialised ISO 29993:2017 and the ISO 9001:2015 general management system certification under the same contract, starting in January 2023.

The framework contract for quality audit services has been signed at the end of 2022 and will cover for the next 3 years certification cycle.

2.8a Follow up of recommendations and action plans for audits and evaluations

Internal Audit Service

The action plan for implementing the 3 important recommendations in the audit report on HR management and ethics is in progress.

IAS AUDIT RECOMMENDATION	Status of corrective action
AUDIT RECOMMENDATION NO 1: SELECTION AND RECRUITMENT PROCEDURE The agency should: <ul style="list-style-type: none"> - update its recruitment guidance and improve the conflict of interest declaration template. In particular, guidance should be developed regarding the identification of essential and advantageous selection criteria and scoring. All criteria (e.g. knowledge or competency) tested during the selection procedure should be listed in the vacancy notice. Also, all criteria listed in the vacancy notice should be tested and scored during the selection procedure. - Ensure consistent internal publication of posts in line with the provisions of its recruitment procedures. - Ensure that the underlying data supporting its KPIs are properly documented. 	Complete, ready for review. CEPOL has strengthened its current process related documentation and practices as following: <ul style="list-style-type: none"> - new template on conflict of interest declaration - key accountabilities in the vacancy notice linked to the selection criteria, written tests and interviews questions - CEPOL applies only open recruitments in accordance with existing regulatory framework; for this reason internal publication of posts is not a practice. - the KPI applicable to recruitment process has been complemented with calculation method to enable consistent and traceable measurement of average recruitment time.
AUDIT RECOMMENDATION NO 2: APPRAISAL EXERCISE AND STAFF DEVELOPMENT The agency should: <ul style="list-style-type: none"> - implement the appraisal exercise in a timely manner - stress the importance of carrying out each step (e.g. self-assessment and dialogue) of the appraisal exercise by all staff members and managers - continue its assessment of options for developing a competency framework for its posts taking advantage of suggestions like the EUAN competency framework regarding administrative posts and initiatives of the 	Partially complete. CEPOL will strengthen its current process related documentation and practices as following: <ul style="list-style-type: none"> - emphasise to staff the importance of implementing the appraisal exercise in a timely manner and risk connected if failing this. Emphasize to staff the importance of carrying out each step (e.g. self-assessment and dialogue) of the appraisal exercise by all staff members and managers – action complete - continue its assessment of options for developing a competency framework for its posts, primarily taking advantage of initiatives of the Commission in the frame of the roll out of the Commission's HR application "SYSPER for agencies" – action in progress

IAS AUDIT RECOMMENDATION	Status of corrective action
Commission in the frame of the roll out of the Commission's HR application "SYSPER for agencies".	
AUDIT RECOMMENDATION NO 3: RECLASSIFICATION EXERCISE <ul style="list-style-type: none"> - The Agency should improve the documentation of the reclassification process, in particular regarding the comparison of merits among staff members along the three applicable criteria and ensure the correctness of underlying data. Also, after analysing the advantages and disadvantages of scoring systems the Agency should communicate the applicable scoring procedure to staff and ensure that staff members are informed about their scores. - The Joint Reclassification Committee should have access to all relevant documentation and make its conclusions based on a comparative assessment of eligible staff in the grade. - The Agency should appoint a Joint Committee to examine the reclassification procedure and make recommendations to improve it. In the interim it should mitigate the risk connected to the absence of the Joint Committee. - The Agency should calculate and include in the SPD the required statistics regarding reclassifications over a period of five years to ensure compliance with the rules. These data also provide a base for eventual fine-tuning and updating of its method considering the annual budget needs and the budget finally adopted by the budgetary authorities for reclassifications. 	Partially complete. CEPOL will strengthen its current process related documentation and practices as following: <ul style="list-style-type: none"> - complement the administrative notice on reclassification exercise to be launched in 2022 in particular with provisions regarding the comparison of merits among staff members along the three applicable criteria (performance appraisals, level of responsibility and languages) and communicate the applicable scoring procedure to staff and ensure that staff members are informed about their scores – action complete - complement the administrative notice on reclassification exercise to be launched in 2022 with provisions that the Joint Reclassification Committee should have access to all relevant documentation (to be listed) and make its conclusions based on a comparative assessment of eligible staff in the grade – action complete - set up a Joint Committee (JC) to start operate for the appraisal exercise 2022 to be launched in 2023 – the JC in place, first report to be issued in 2023 - set up a calculation method and include in the SPD the required statistics regarding reclassifications over a period of five years, to be adjusted based on the final budget adopted by the budgetary authorities – action complete.

European Court of Auditors (ECA)

Update on ECA follow-up of previous years' observations:

Year	Court's observations	Status of corrective action
2021	CEPOL had a valid framework contract on travel arrangement services until March 2022, the scope of which did not include certain countries outside EU. Travel services for these non-EU countries were covered by other contracts until the end of 2020. Due to the COVID-19 pandemic, it was uncertain whether actual on-site events could be organised. In summer 2021, it became probable that CEPOL, despite the still very unpredictable travel situation related to COVID-19, might need to organise on-site activities in non-EU countries. After assessing the situation and the various available options, CEPOL opted to use the existing framework contract to cover the events on these countries, although they did not fall within the scope of the contract. This contravened the Article 172 of the Financial Regulation. CEPOL noted this decision in its registry of exceptions. The related payments, amounting to €76 590 in 2021, are irregular.	The Agency has taken note of the Court's findings. Under the 2018 framework contract, CEPOL introduced a disclaimer to exclude booking of local transportation, accommodation, restaurants and meeting venues booked in specific countries in the context of CEPOL projects. This is a significant clarification, since all tenderers that submitted a tender in the original procedure were still supposed to be able to provide those services in those countries for activities that were not related to CEPOL projects. To ensure transparency, we have formalised an exception note with proposals to reduce to the minimum the usage of the 2018 framework contract in project activities in non-EU countries, thus covering exclusively for urgent business needs. We therefore consider this is a justified exception to the rules in order to ensure business continuity and sound financial management until the finalisation of an open procedure that resulted in the signing of a new all-inclusive framework contract with no limitations in January 2022.
2021	In August 2021, CEPOL launched a procurement procedure for a framework contract with a single operator for the provision of educational editorial services, for a value of €1 080 000. We found that in one award criterion CEPOL evaluated higher the winning bidder which used its subcontractor's prior CEPOL experience, to include in its offer more CEPOL-related content. The other two bidders provided offers with more generic content and were scored lower. However, the tender specifications for	The Agency has taken note of the Court's findings; CEPOL established award criteria and weightings with the aim to award the contract to the tender offering the best value for money. The scoring method, emphasising how CEPOL would provide higher scores for tenders providing "added value" was also published under the award criteria section. The effort put by tenderers to make specific reference to CEPOL educational context as described under the award criteria section was recognised and where the offer contained solutions that went beyond the required solution, "added value" was recognised and awarded

	that award criterion did not require such CEPOL-related content. According to the principles of awarding contracts set out in Article 167 of the Financial Regulation, the experience of the staff, which in this case favoured the winning bidder, can only be assessed at the selection phase and not in the award phase. Nevertheless, we found no evidence that the result of the procurement would have been different, had the criterion in question been assessed differently.	through points. However, tenderers that did not make a specific reference were not deemed non-compliant under this criterion.
2021	In another procurement procedure, we noticed an overlap between selection criteria and award criteria. A lack of clear separation between the two constitutes a procedural weakness, compromises the principle of transparency and exposes CEPOL to reputational and legal risks.	The Agency has taken note of the Court's findings. CEPOL as a complement to the award criteria, indicated information to be provided with the technical offer, not with the aim to assess the capacity of tenderers, but to support the elaboration of how the works would be executed in full compliance with the relevant standards.
2021	For a training event that took place in December 2019, CEPOL failed to monitor outstanding payments and closed the budgetary commitment in December 2020. Immediately afterwards, it received three invoices amounting to €28 032 related to this event. To pay them, CEPOL had to open a new budgetary commitment in February 2021. This internal control failure exposed CEPOL to the risk of not meeting its financial obligations towards third parties in case of budget restrictions.	The Agency acknowledges and accepts the Court's findings. CEPOL has regular contract management training for project managers and other relevant staff and will repeat them in 2022 to increase awareness and reduce occurrence of such cases.
2020	CEPOL paid a cancellation fee of €5 335 for a hotel booking in Budapest which was cancelled due to COVID-19 restrictions imposed by the Hungarian government. It did not invoke the "force majeure" clause in the framework contract, which could have allowed to cancel the reservation without cost.	Closed. The Agency has taken note of the Court's findings; however, we do not agree that the payment is irregular. The payment was done in line with the contract provisions, after CEPOL applied the regular cancellation clause and successfully negotiated the suppression of half-board, resulting in paying only 65% of the originally contracted service. As the total amount was not high, it would have been economically unjustified to risk entering into a legal dispute with an uncertain result. In this case, we considered a negotiated solution was more appropriate than a dispute on force majeure.
2020	We observed weaknesses in CEPOL's internal control environment, in relation to the management of budgetary commitments; (a) CEPOL signed three legal commitments before the respective budgetary commitments had been approved; (b) two different specific contracts (legal commitments) were linked with the same individual budgetary commitment.	Ongoing In order to increase awareness and reduce occurrence of such administrative errors, Finance Unit organises regular induction trainings, workshops on financial tools, regular bilateral meetings with project officers and carry forward trainings. Head of CSD also in all induction training with new staff stresses the point that a (possible) legal commitment needs to be preceded by a financial commitment.
2016	Staff turnover is high, which may impact business continuity and CEPOL's ability to implement the activities provided for in its work programme. There was only a limited number of employment applications from other Member States.	Closed. This aspect is beyond CEPOL's control, having in view the main trigger is the low country correction coefficient and the relatively low graded positions for key support functions in the Agency. In 2022 the staff turnover continued to be relatively high, therefore CEPOL continued to implement staff retention and business continuity measures. The Agency used a number of interim staff and SNEs to fill in for staff absence, until recruitment of statutory staff was completed and continued reclassification of staff and functions, maintaining the social arrangement (e.g. schooling for staff's children), teleworking and flexitime arrangements. Regarding geographical balance, CEPOL continues to receive a significant number of applications from Hungarian citizens. This however does not impact on the quality of applications received and the Agency's ability to recruit suitable candidates. At the end of 2022, there were 36 Hungarian citizens (39%) working for the agency, from a total of 93 staff (TA, CA & SNEs - CEPOL establishment plan and project related staff, including one trainee). There are 16 other nationalities present in CEPOL, which are relatively equally distributed. As of 31 December 2021 CEPOL only does not employ staff from Cyprus, Czech, Denmark, France, Ireland, Luxembourg, Malta, Slovenia and Germany.

2.8b Follow up of recommendations issued following investigations by OLAF³¹

No OLAF investigation took place in 2022 concerning Agency's activity.

In 2017 CEPOL on its own initiative, asked for support from OLAF with regards to one case of external fraud suspicion; the investigation was concluded in 2020 and the final report became available in early 2021. The OLAF recommendation was implemented 2021 - 2022. CEPOL prepared to launch a litigation case, however the company concerned agreed to an amicable settlement, which it paid in August 2022.

CEPOL has provided OLAF the required reports concerning the implementation of the OLAF recommendation.

2.9 Follow up of observations from the Discharge Authority

CEPOL received the EP Discharge Decision for Financial Year 2020³². Status and detailed information on the measures taken by CEPOL in the light of observations and comments made by the European Parliament in decision of 04 May 2022 on discharge in respect of the implementation of the budget of the European Union Agency for Law Enforcement Training (CEPOL) for the financial year 2020 (2021/2120(DEC)) is provided below.

OBSERVATION OF THE DISCHARGE AUTHORITY	RESPONSE AND MEASURES TAKEN BY CEPOL	STATUS
Budget and financial management 2. Notes with concern that, according to the Court's report, the Agency paid a cancellation fee for a hotel booking for a training event in Budapest due to the COVID-19 restrictions; highlights the Court's finding that if the Agency had invoked the "force majeure" clause in the framework contract instead, it could have cancelled the reservation without cost; notes in addition that the event had been planned on 29 June 2020, when the situation in Hungary was already uncertain; regrets that the Agency did not take the necessary steps to protect the financial interests of the Union and that the related payment is therefore deemed irregular by the Court;	The Agency has taken note of the Court's findings; the payment was done in line with the contract provisions, after CEPOL applied the regular cancellation clause and successfully negotiated the suppression of half-board, resulting in paying only 65% of the originally contracted service. As the total amount is not high, it would be economically unjustified to risk entering into a legal dispute with an uncertain result. In this case, we considered a negotiated solution was more appropriate than a dispute on force majeure.	Closed
Performance 7. Calls on the Agency to ensure, in all its activities, including those with third countries, full transparency and full respect of fundamental rights ; notes that the two-step residential activity on Fundamental Rights, Police Ethics and Management of Diversity was cancelled due to the COVID-19 pandemic; calls on the Agency to increase the number of training activities in this field;	Under the leadership of the new Executive Director, CEPOL is working on its new strategy 2023-2027 planning to re-focus its training portfolio and increase the training offer on fundamental rights in the context of law enforcement cooperation.	In progress
Performance 11. Welcomes the fact that the Agency continues to explore the possibilities of sharing resources on overlapping tasks (such as IT and other services) with other bodies, offices and agencies such as the European Institute of Innovation and Technology; welcomes the fact that the Agency intends to contact the European Union Agency for Fundamental Rights and the European Labour Authority to jointly analyse options to create synergies; notes that the joint exchange programme with the European Border and Coast Guard Agency related to borders and coast guard activities was enhanced and that the programme with the European Judicial Training Network was further extended;	CEPOL continues to closely cooperate with the Justice and Home Affairs agencies' network, and the agencies which comprise it, including in particular the Europol and the European Border and Coast Guard Agency, by sharing training activities and organising courses together. CEPOL chaired the JHA Agencies Network in 2022 that provided an extra opportunity to further deepen cooperation with fellow agencies. Next to the JHA Agencies already covered with Working Arrangements (Europol, Eurojust, eu-LISA, FRA, Frontex), CEPOL will soon sign a WA with EMCDDA, while the draft with EUAA is under elaboration. Once all this is concluded, EIGE would be the only JHA Agency not covered by a WA, nevertheless, cooperation is ongoing with EIGE, too. On administrative matters, CEPOL continues to explore the possibilities of sharing of resources on overlapping tasks (such as IT and other services) with other Agencies, especially with European Institute of Innovation and Technology (EIT), which is also located in Budapest.	In progress

³¹ Article 11 Regulation (EU/Euratom) 883/2013 of the European Parliament and of the Council concerning investigations conducted by the European Anti-Fraud Office (OLAF)

³² P9_TA(2022)0170 Discharge 2020: European Union Agency for Law Enforcement Training (CEPOL)

OBSERVATION OF THE DISCHARGE AUTHORITY	RESPONSE AND MEASURES TAKEN BY CEPOL	STATUS
Staff policy 14. Observes that there were 16 resignations in 2020 (versus 6 in 2019) due to the closure of the Western Balkans project or to new job opportunities in and outside the Agency; reiterates its concern that the Agency continues to suffer from a high staff turnover and a limited number of applications from Member States other than the host Member State; notes that the higher staff fluctuation had a significant impact on the organisation, in addition to the COVID-19 pandemic, and that interim staff and seconded national experts have been contracted to cover for staff absences and to cope with an increased workload in peak periods; calls on the Commission to engage in an active dialogue with the Agency in order to address those issues;	<p>In 2021 the staff turnover continued to be relatively high, therefore CEPOL continued to implement staff retention and business continuity measures.</p> <p>The Agency used a number of interim staff and SNEs to fill in for staff absence, until recruitment of statutory staff was completed and continued reclassification of staff and functions, maintaining the social arrangement (e.g. schooling for staff's children), teleworking and flexitime arrangements.</p> <p>Regarding geographical balance, CEPOL continues to receive a significant number of applications from Hungarian citizens. This however does not impact on the quality of applications received and the Agency's ability to recruit suitable candidates.</p> <p>At the end of 2022, there were 36 Hungarian citizens (39%) working for the agency, from a total of 93 staff (TA, CA & SNEs - CEPOL establishment plan and project related staff, including one trainee). There are 16 other nationalities present in CEPOL, which are relatively equally distributed. As of 31 December 2021 CEPOL only does not employ staff from Cyprus, Czech, Denmark, France, Ireland, Luxembourg, Malta, Slovenia and Germany.</p>	In progress
Staff policy 16. Observes that the Agency is considering to follow the suggestion of the Court from 2019 to publish vacancy notices in all the official languages of the Union , with a link to the full text in English language only, on the website of the European Personnel Selection Office in order to increase publicity;	This action has been addressed and was confirmed as closed by the Court.	Closed
Internal control 20. Notes the Agency's assessment of its internal control system and its conclusion that it is effective, present and functioning well, and that only minor improvements are needed; calls on the Agency to explicitly incorporate the observations of the Court and the related recommendations in its assessment.	<p>The observations of the Court have been considered in the assessment of the component 'monitoring activities', principle 17 'assess and communicate deficiencies' of the internal control framework.</p> <p>CEPOL shall explicitly reference the Court's observations in the conclusions for the next assessment to be conducted in 2023.</p>	In progress
Internal control 21. Notes that, according to the Court's report, there are several weaknesses in the Agency's internal control system, notably in relation to the management of budgetary commitments; notes that the Agency signed three legal commitments before the respective budgetary commitments had been approved, in doing so violating Article 73 of Regulation (EU) 2019/7151;	The Agency has taken note and accepts the Court's findings, which were caused due to administrative error. The error is not systemic and did not cause any financial loss. Refresh financial trainings are regularly implemented to increase awareness and compliance with financial rules.	In progress
Internal control 22. Notes that, according to the Court's report, on one occasion, the Agency signed two different specific contracts that were linked to the same individual budgetary commitment , violating Article 112(1), first subparagraph, point (a), of the Financial Regulation; notes the Court's conclusion that that type of violation reduces the transparency of the monitoring of the respective contracts in ABAC, the financial management system;	The Agency has taken note and accepts the Court's findings, which were caused due to administrative error. The error is not systemic and did not cause any financial loss. Refresh financial trainings are regularly implemented to increase awareness and compliance with financial rules.	In progress
Internal control 23. Welcomes the fact that the Agency has performed a staff engagement survey in 2019 with the aim to measure soft controls (integrity, leadership, competencies, openness and motivation); notes that the results were analysed by the management with the assistance of a task force in 2020, indicating room for improvement in leadership, staff motivation and morale; acknowledges that the next staff engagement survey was launched in 2021 and will be used for the next self-assessment of the relevant internal control indicators; calls on the Agency to inform the discharge authority on the results of the staff engagement survey and how the Agency has addressed the identified areas for improvement;	<p>The new Staff Engagement Survey (SES) organised in June 2021 recorded an overall total favourable of 67% replies, a significant improvement versus 2019 when this was 55%. This increase was visible in all 12 analytical dimensions of the SES.</p> <p>Efforts - some due to the COVID-19 pandemic - made since the SES 2019 in areas as Communication, Cooperation and Diversity & Respect, clearly paid off with increases of around 15pp each.</p> <p>Under the leadership of the new Executive Director, CEPOL has launched preparation of its new strategy 2023-2027 where one of the highlights is to strengthen CEPOL's corporate culture and team coherence. One step was taken by ensuring staff participation in formulating the new mission, vision and strategy of the Agency – to increase commitment, common understanding, mutual knowledge and coordination, which results in CEPOL becoming an organisation that learns from itself.</p>	In progress
Internal control 24. Notes from internal audit findings that the Agency does not have enough office space and room for operational activities and that the Cyber Training Academy was relocated to Hungarian premises and additional space for external projects was rented in the close proximity; acknowledges that	The new CEPOL Executive Director has had her first meeting (on 12 July 2022) with the Hungarian authorities; one of the topics discussed was the office situation of the Agency. Earlier in 2022, we were informally informed that the foreseen plan for a common complex for international organisations has been shelved. Discussion with the Hungarian authorities is continuous.	In progress

OBSERVATION OF THE DISCHARGE AUTHORITY	RESPONSE AND MEASURES TAKEN BY CEPOL	STATUS
discussions with the Hungarian government are taking place in order to find sufficient office space that will allow the Agency to operate from a single location and thus facilitate a simplified document workflow and business continuity with a long-term perspective; calls on the Agency to keep the discharge authority informed about the developments as regards its premises and progress made in the discussions with the host Member State.		
Other comments 27. Regrets that the Agency does not have a policy regarding cyber security and the protection of the digital records ; notes with concern that the Agency was subject to a cyberattack that led to a temporary shutdown of online training activities for approximately 3 weeks; calls on the Agency to inform the discharge authority regarding its efforts in the area of cyber security.	CEPOL is continuously working to strengthen its ICT infrastructure. The Agency works closely together with CERT-EU and other parties to identify and remedy weaknesses and to ensure that all relevant protection levels are implemented for both our in-house ICT infrastructure and the outsourced e-Learning platform.	In progress

2.10 Environment Management

CEPOL does not have an environmental plan in place. The CEPOL headquarters is owned and maintained by the Hungarian authorities.

In 2020, an Environment Committee has been appointed by the Executive Director, composed of staff member volunteering to contribute to improving the environmental sustainability of the Agency.

The Committee has deliberated on realistic goals on environment management, taking in consideration the responsibilities of the Agency as a public administration versus its limited human and financial resources. The results of this exercise have been formalised in the Single Programming Document and Work Programme 2021, under the title: 'Environment management initiatives and planned actions for 2021-2023'.

The following initiatives are implemented or under implementation:

- Green public procurement
- Carbon footprint management of travel
- Further reduction of paper consumption
- Waste sorting and recycling
- Reduction of consumption of resources (utilities)
- Reduction of carbon footprint related to staff commuting.

In 2022 to further support the environmental initiatives and reduce the paper consumption, the package for the training participants was included electronically to all course pages in LEED.

2.11 Assessment by Management

CEPOL has in place measures to ensure legality and regularity of the Agency's underlying transactions, including comprehensive ex-ante verification, targeted ex-post controls and specific measures to prevent and detect fraud and conflict of interest.

At the management level, the Agency relies on a set of mechanisms that allow to monitor the Agency's performance and compliance to established procedures and plans.

CEPOL adopted and implements the following documentation and practices to continuously monitor the performance of the internal control system and achievement of objectives: regular reports (e.g. Core Business/Corporate Services Monthly Reports, Agency's Progress Reports including reporting on performance indicators and audit recommendations, weekly/monthly budget implementation reports, individual activity reports, risk register, regular review meetings (e.g. Management Coordination Meetings, Management Board meetings), exception notes and exception register report, ex ante controls on financial transactions as well as targeted ex post controls.

Besides the internal control framework, CEPOL is following the Quality Management System Standard ISO 9001:2015, since February 2017, when the certification has been obtained. The continuous improvement of processes and procedures is embedded in CEPOL's Quality Management System, which is regularly scrutinised

via surveillance audits by an independent auditor. The annual surveillance audits implemented by the external auditor resulted in a continuous positive opinion, with no non-conformities identified.

In accordance with ISO 9001:2015 requirements, a Management Review meeting takes place once per year to review the organisation's quality management system, to ensure its continuing suitability, adequacy, effectiveness and alignment with the strategic direction of the organisation.

Considering the results indicated by the self-assessment on implementation of internal control framework, register of exceptions, ex post controls, risk assessment and audit findings (IAS, ECA), the management has reasonable assurance that, overall, suitable controls are in place and working effectively; risks are being appropriately monitored and mitigated; and necessary improvements and reinforcements are being implemented.

By undergoing regular audits, CEPOL ensures ongoing improvement and is transparent to its stakeholders and end users. The Agency has systematically examined the observations and recommendations issued by internal auditors, the European Court of Auditors and the European Parliament. On this basis, it took actions as appropriate.

At the Management Board meetings, the Executive Director regularly reports about the Agency's achievements and the progress on the activities and planned outputs, results of the evaluations, outcome of the internal and external audits carried out at the Agency and the implementation of the Agency's anti-fraud strategy.

During 2022, OLAF did not initiate any cases that concern the Agency's activity.

Part II. (b) External Evaluations

In December 2021, the CEPOL's 5-year evaluation – as laid down in the founding regulation – has been completed. This evaluation has been performed by the Commission via external contractor.

The evaluation recognised the overall positive contribution of the Agency to the policy needs, objectives and values of the Security Union and their valuable activity in third countries. In all five criteria evaluated, CEPOL was globally found to score well, being effective in carrying out relevant activities contributing to a European law enforcement culture, providing added value compared to the national level, utilising resources efficiently and in a coherent manner within the EU security architecture.

While acknowledging CEPOL's contribution to enhancing security through training of and building a common culture among law enforcement actors, the evaluation identified some issues deserving attention. Those concern the internal functioning of the Agency, its corporate image and culture, and the relationship with the Management Board.

The main areas of improvement concern increasing the outreach and effectiveness of CEPOL training programmes by:

- expanding the train-the-trainer programme
- supporting CNUs to set-up national cascading system
- further invest in cybercrime training offer to cover for relevant topics to be better addressed at the European level
- strengthening the coordination capacity for CEPOL to become "the EU hub for law enforcement training".

Recommendations from this evaluation have an impact on the Work Programme 2023 and subsequent programming documents. A dedicated action plan has been included in the programming document for 2023.

A detailed status of implementation will be provided with the next consolidated annual activity report.

Part III. Assessment of the effectiveness of the internal control systems

3.1 Effectiveness of internal control systems

In November 2018, Management Board adopted Decision 26/2018/MB on the revised CEPOL's Internal Control Framework (ICF), which is largely based on the European Commission's ICF, with limited adjustments to CEPOL context.

In 2019 CEPOL defined the indicators to be used for assessing the implementation of the new ICF, based on the indicative list provided by the Commission. Targets are numerical (single value) or logical (e.g. "Yes/No" for compliance indicators).

As described in the EC guidelines, some of the principles relate mainly to soft controls (intangible controls like morale, integrity, leadership, competencies, openness and motivation). Therefore, they can only be assessed by means of tools such as surveys (e.g. Staff Survey) and interviews. In order to measure the soft controls, CEPOL defined indicators based on the staff engagement survey which was run in 2017, which registered the highest rate of favourable replies.

The latest Staff Engagement Survey (SES) organised in June 2021 recorded an overall total favourable of 67% replies, a significant improvement versus 2019 when this was 55%. This increase was visible in all 12 analytical dimensions of the SES. Efforts - some due to the COVID-19 pandemic - made since the SES 2019 in areas as Communication, Cooperation and Diversity & Respect, clearly paid off with increases of around 15pp each.

In overall, the results of the SES 2021 indicate room for improvement of soft controls such as leadership and staff motivation and morale; among positive areas, the main aspects that staff appreciate are the strong sense of belonging and passion for the work carried out, multicultural context and the skilled and supportive colleagues. The results have been analysed by the Management with the assistance of a Task Force mandated to make recommendations for improvement. The next staff engagement survey will be launched in 2023 and will be used for the next self-assessment of the relevant internal control indicators.

Out of five internal control components, three of them were assessed as *Category 1. The component is present and functioning well, only minor improvements needed* (Control environment, Risk Assessment and Monitoring Activities) while two as *Category 2. The component is present and functioning but some improvements are needed* (Control Activities and Information and Communication).

The internal control deficiencies for the two components assessed as category 2 are mainly related to lack of formalising controls over technology (ICT Backup Policy and disaster recovery plan from ICT perspective, Information System Security Policy) and procedural framework for document management.

Continuous difficulties are encountered in documenting the ICT processes due to already insufficient staff to run the daily activities. The workload situation in ICT office continued to be challenging in 2022 due to resignation of IT Officer, with only one statutory staff left in post.

Developments connected to documents management, filing and archiving are hampered by lack of a dedicated position for document management and archiving in the establishment plan. Temporary solutions like re-allocating staff or using trainee have been tried out however these do not enable sustainable progress, therefore no further steps towards implementation of ARES were made in 2022.

With regards to ethics and integrity, CEPOL adopted and implements the following key documentation: Code of Administrative Behaviour (Decision of the Director 26/2019), CEPOL's Anti-Fraud Sub-Strategy (Decision 28/2020/MB), Policy on Management of Conflict of Interest (Decision 19/2020/MB) and guidelines on whistleblowing (Decision 03/2019/MB).

The objective of CEPOL's Anti-fraud Sub-Strategy which was latest updated in 2020, is to 'Maintain a high level of ethics and fraud awareness within the Agency'. The implementation of the strategy is monitored via dedicated action plan. In this context, CEPOL schedules regular refresher training session on ethics and integrity for all staff.

In line with the policy on conflict of interest, MB members, staff members, SNEs, interims, have all signed a declaration of conflict of interest which is renewed on regular basis.

3.2 Conclusions of assessment of internal control systems

Following detailed assessment of each principle, characteristic and component of the ICF, the conclusion is that the overall internal control system is effective, falling under *Category 1. The internal control system is present and functioning well, only minor improvements needed.*

The observations of the Court and related recommendations for the previous years, have been considered in the overall assessment. Detailed information regarding actions taken to address audit recommendations is included under section 2.8. At the time of drafting the annual report, the Court's opinion for the financial year 2022, is only available in draft format and the findings are under the contradictory procedure. Having in view the report is confidential at this stage, details will be provided in the next annual activity report.

3.3 Statement of the Manager in charge of risk management and internal control

CEPOL does not have a dedicated position as Manager in charge of risk management and internal control. This is a shared management responsibility, where the Executive Director is supported by both Heads of Departments (Operations and Corporate Services). At officer level, the process is assisted by the internal control and quality management function. Within the Annual Activity Report preparation process, each function shall produce a statement serving to ground the Executive Director's Declaration of Assurance (see Part V Declaration of assurance).

CEPOL implements risk assessment as part of the annual programming cycle. For each of the risks identified, mitigating action(s), action owners and deadlines for these actions are agreed and recorded on the risk register. Risks considered 'critical' from an overall CEPOL's perspective are followed-up in the Consolidated Annual Activity Report.

In the beginning of 2022, the following main risks were considered as having a high likelihood of occurrence and significant impact on the agency's activities:

- *increased need and current unavailability of sufficient **conference and office space**, uncertainty around a potential new HQ may negatively impact on the business continuity for the Agency in the long term*

CEPOL does not have enough office space and area for operational activities. The Cyber Training Academy was outplaced to Hungarian premises; additional place for external projects was rented in the close proximity, replaced in 2020 with a larger office space to accommodate additional staff working on increased number of projects in third countries, meaning that CEPOL operates activities from three different locations, bringing additional challenges especially from IT and document workflow perspective; In the longer term, discussions with the Hungarian government are taking place for finding sufficient office space for CEPOL. Moreover a Task Force was established to systematically deal with various aspects of CEPOL new HQ.

- *due to structural deficit in budget and human resources, **inability to perform all mandate duties and fulfil Member States' training needs***

On 25 November 2015 the new CEPOL Regulation has been adopted by the legislative authorities; as from 1 July 2016 it is applied. The new Regulation sets ambitious goals for the agency, including new tasks.

This risk has been identified since 2016 but it is considered still active, until the resources are aligned with the new mandate expectations. In the meantime, CEPOL applies prioritisation of tasks, management of stakeholder's expectations, providing for support staff (Contract Agents/interim staff) and requests additional resources from the Budgetary Authority.

- ***high staff fluctuation** may impact achievement of objectives; deficit of key skills and knowledge within the Agency due to inability to attract or maintain qualified staff due to low correction coefficient and other demotivating factors (e.g. overworked staff, lack of professional development opportunities)*

In 2022 the staff turnover continued to be relatively high. The Head of Finance, the Procurement Officer and the ICT Officer which are key support functions, are no longer in active employment with CEPOL following successful application for similar post in other EU Agencies.

CEPOL continued to implement staff retention and business continuity measures. The Agency used a number of interim staff and SNEs to cover for increased workloads or fill in for staff absence, until recruitment of statutory

staff was completed and continued reclassification of staff and functions, maintaining the social arrangement (e.g. schooling for staff's children), teleworking and flexitime arrangements.

It is noted that processes populated with one officer only (e.g. Legal and Data protection, Planning, Internal Control and Quality Management) or small teams populated with 2 members are particularly highly dependent and vulnerable to staff fluctuation (e.g. ICT, HR and Procurement sectors). Lack of human resources dedicated to conceptual work, which are not involved at the same time in running the daily operations, hamper further developments in particular areas such as ICT and document management.

- *Short-term changes in stakeholders priorities where there is an expectation and external pressure to perform and resource new tasks from within the existing budgetary envelope/**major changes** to existing processes/practices resulting from internal developments **run simultaneously** might hold the risk of overstretched staff and ultimately failure and non-compliance*

This risk is kept under control with mitigating measure such as transparent communication to staff about the changes, engaging them in debates/sharing common expectations, action plans, and prioritisation of actions. For instance, participation and inclusiveness were key in the development of CEPOL New Strategy 2023-2027, via applying a bottom-up approach, thus ensuring that staff members of CEPOL were actively involved in the overall process.

All the above-mentioned risks were kept under control via mitigating measures therefore none of them had a critical impact on the achievement of objectives.

Part IV. Management Assurance

4.1 Review of the elements supporting assurance

The information reported in Parts II and III stems from the results of management and auditor monitoring contained in the reports listed. These reports result from a systematic analysis of the evidence available. This approach provided sufficient guarantees of the completeness and reliability of the information reported and results in a complete coverage of the budget managed by the Agency.

In conclusion:

- there were no reservations listed in the previous years' annual activity reports
- all IAS recommendations are addressed via dedicated action plan and monitored in terms of implementation as per agreed deadlines
- at the time of drafting the annual report, the European Court of Auditor's opinion on legality and regularity of transactions, as well as on reliability of annual accounts for the financial year 2022 is only available in draft format and the findings are under the contradictory procedure. Having in view the report is confidential at this stage, details will be provided in the next annual activity report.
- observations from the European Parliament have been considered.

4.2 Reservations

Taking the above into consideration, no critical weaknesses were identified related to the financial management of appropriations inside the Agency which were not addressed, so no reservations are made in this context in the declaration below.

4.2.1 Materiality Criteria

Materiality criteria define the elements for determination of significant weaknesses that should be subject to a formal reservation in the assurance declaration of the Authorising Officer in the context of the Consolidated Annual Activity Report.

The decision whether weakness is significant, remains a matter of judgement of the Authorising Officer. In this judgement the overall impact of a weakness needs to be identified and an assessment needs to be made on whether the issue is material enough to have an influence on the decisions or conclusions of the users of the assurance declaration.

In consequence judgement needs to be based on a qualitative and a quantitative assessment. In addition, reputational events may be considered. The following provides a non-exhaustive list of possible types of weaknesses to be considered in this context.

Quantitative weaknesses: significant occurrence of errors in the underlying transactions (legality and regularity).

Qualitative weaknesses: significant control system weaknesses, insufficient audit coverage and/or inadequate information from internal control systems, critical issues reported by the European Court of Auditors, the IAS, or OLAF, significant reputational events.

Qualitative criteria are linked to failure in achieving CEPOL's short-term objectives, risks to CEPOL reputation, significant deficiencies in its control systems and repetitive errors. The qualitative assessment of a weakness (deficiency) should consider if the type of deficiency falls within the scope of the assurance declaration which refers to the use of resources, sound financial management, and legality and regularity of transactions.

In considering the significance of the materiality criteria, one should include the nature and scope of the weakness, the duration of the weakness, the existence of mitigating actions reducing the impact of the weakness and the existence of corrective actions (action plans and financial corrections) which have had measurable impact.

In quantitative terms, in order to make a judgement on the significance of a weakness, it is essential to quantify the potential financial impact ("monetary value of the identified problem"/"amount considered erroneous"/"the amount considered at risk") in monetary terms.

As regards legality and regularity, the proposed standard quantitative materiality threshold must not exceed 2%. Related to CEPOL's regular budget for 2019, the 2% threshold would define an amount of about € 186 000. Considering potential cases, this amount seems too high. Thus, the (standard) quantitative threshold is set at €25 000³³.

This threshold is in line with the level of materiality defined by CEPOL in case of exceptions requiring approval by the Authorising Officer, as per adopted 'Policy on Recording and Management of Exceptions' (PO.INCO.002).

Deviations from this materiality threshold must be fully justified in the Consolidated Annual Activity Report. It is however necessary to underline that some deficiencies below this threshold may be deemed significant on the basis of the qualitative assessment. In addition, it may be considered that specific reputational events on the basis of specific assessments may give rise to a reservation.

³³ A deficiency is considered material if the financial impact or risk of loss is equal to or more than €25 000.

Part V. Declaration of Assurance

I, the undersigned, Executive Director of the European Union Agency for Law Enforcement Training (CEPOL),

In my capacity as Authorising Officer,

Declare that the information contained in this report gives a true and fair view.

I state that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment, ex-post controls, the observations of the Internal Audit Service and the lessons learnt from the reports of the Court of Auditors for years prior to the year of this declaration.

At the time of drafting the annual report, the European Court of Auditor's opinion on legality and regularity of transactions, as well as on reliability of annual accounts for the financial year 2022 is only available in draft format and the findings are under the contradictory procedure. Having in view the report is confidential at this stage, details will be provided in the next annual activity report.

Done at Budapest, on 09/06/2023

<<signature on file>>

Montserrat Marin Lopez
CEPOL Executive Director
Authorising Officer

Statement of the Head of Operations

I, the undersigned,

Head of Operations within the European Union Agency for Law Enforcement Training (CEPOL),

In my capacity as Authorising Officer by Delegation for the operational budget,

I hereby certify that the information provided in Part 1 of the present Annual Activity Report and in its annexes is, to the best of my knowledge, accurate and complete.

State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

Declare that in accordance with CEPOL Internal Control Framework, I have reported my advice and recommendations on the overall state of internal control to the Executive Director.

Done at Budapest, on 09/06/2023

<<signature on file>>

Mailis Pukonen
Head of Operations
Authorising Officer by Delegation

Statement of the Head of Corporate Services

I, the undersigned,

Head of Corporate Services within the European Union Agency for Law Enforcement Training (CEPOL),

In my capacity as Authorising Officer by Delegation for the administrative budget,

I hereby certify that the information provided in Part 2 of the present Annual Activity Report and in its annexes is, to the best of my knowledge, accurate and complete.

State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

Declare that in accordance with CEPOL Internal Control Framework, I have reported my advice and recommendations on the overall state of internal control to the Executive Director.

Done at Budapest, on 08/06/2023

<<signature on file>>

Roeland Woldhuis
Head of Corporate Services
Authorising Officer by Delegation

Statement of the Internal Control and Quality Management Officer

I, the undersigned,

In my capacity as Internal Control and Quality Management Officer

Acting in line with the ICF, Principle # 2 'Oversight of the development and performance of internal control', I have reported my advice and recommendations to the Executive Director on the overall state of internal control system of CEPOL and that the best of my knowledge the information on management and internal control systems provided in the Consolidated Annual Activity Report 2022 is accurate and exhaustive.

Done at Budapest, on 09/06/2023

<<signature on file>>

Luminita Moldovan
Internal Control &
Quality Management Officer

ANNEXES

Annex I.a Performance statistics

The status of the Agency's Key Performance Indicators (KPIs) linked to the achievement of three Strategic Goals, is presented under section 'The Year in Brief', 'Key conclusions on training and learning activities, external relations (executive summary of Part I)' on page 15.

Detailed status of Performance Indicators (PIs) versus target in Work Programme 2022 is provided throughout the report under each activity.

Annex I.b Details on CEPOL Training tools

In 2022 CEPOL continued the establishment of its learning and training themes from the relevant EU policy instruments taking into account the Member States opinion on topic prioritisation and outcomes of the EU-STNA and OTNA results. All CEPOL activities are designed to facilitate the sharing of knowledge and best practices, and to help developing a common European law enforcement culture.

Thematic portfolios are applying varied training and learning tools, often in a blended manner:

- Onsite activities
- Online activities
- CEPOL Exchange Programme

Below is a short overview of the use of these tools:

The division of participants by law enforcement sector is presented below.

LE background/sector	Participants ³⁴
Police	28 638
Border/Coast/Maritime	3 274
Customs	1 748
Prosecutor/Judiciary	799
Tax authorities	358
Other	2 267
TOTAL	37 084

Education and training activities (Onsite)

In 2022 CEPOL delivered 94 onsite activities, out of which 9 carried out in an online format. Altogether 2 959 Law Enforcement officials were trained in these activities.

Status of the originally planned 94 onsite activities:

- fully implemented as onsite: 94 activities
- implemented in 2023: 1 onsite activity (*Anti-Corruption and Economic Crimes Workshop 105/2022/ONS* – added to WP at later stage
- Withdrawn: 9 activities by 31/2021/MB decision

³⁴ not equal to the total number participants in 2022, due to the fact that for modules, cyberbites and VTC break down of data is not available in LEED, only totals

Online training

Online training and learning solutions are ideal to cater for larger audiences and gives flexibility to progress at one's own pace. The online learning services were widely utilised also in 2022. LEEd welcomed 11.617 new users in 2022. Altogether there were 43.076 active users³⁵ registered on LEEd by the end of 2022.

Online training portfolio offers webinars, e-Workshops and online courses as well as various self-paced learning resources (i.e. modules, webinar series, eLessons and cyber bites, the Virtual Training Centre on Intellectual Property Rights). The new external portfolio further supporting the self-paced learning for Personal and Business Skills also provided online modules in the areas of leadership, communication, computer skills, diversity and inclusion and mental health till October.

The new training tools are also designed to reinforce learning, not only as standalone training resources, but specifically when blended with traditional training methods such as onsite courses.

Another novelty experienced in 2022 is that onsite activities are often delivered in a hybrid way, when one or more experts contribute to the content of the classroom with their remote presentations.

2022 CEPOL e-Learning overview*	N users
89 Webinars	17 718
40 Online modules	10 749
8 e-Lessons	2 060
10 Online Courses	439
7 e-Workshops	52
1 Virtual Training Centre on IPR	984
9 Webinar series and cyber bites	4 147
Personal Business Skills online activities	447
Total	36 596

*excluding activities carried forward from 2021

Satisfaction with CEPOL online training is high in average 95.44% of satisfaction for webinars, 94% for online courses and e-Workshops.

It has to be also noted that, in 2022, we received 5 159 views from 1 514 users who watched 233 webinars from our 2020, 2021 and 2022 webinar catalogues in our video repository:

- 1 299 views from 490 users who watched 91 Webinars from the 2020 Catalogue
- 2 206 views from 669 users who watched 75 Webinars from the 2021 Catalogue
- 1 654 views from 659 users who watched 67 Webinars from the 2022 Catalogue

CEPOL Exchange Programme

The main objective of the CEPOL Exchange Programme is to enhance law enforcement cooperation on combating cross-border crime. The importance of the Exchange Programme as a training element is acknowledged more and more on a European level. Every year the Exchange Programme is further defined to better reflect requirements deriving from the EU Policy Cycle priorities as well as the results emerging from the training needs analyses (EU Strategic Training Need Assessment and Operational Training Needs Analyses). Thematic areas of the programme were better synchronised with CEPOL's overall training portfolio, which enables the Exchange Programme to complement CEPOL's other training options, contributing to the agency's multi-layered approach to learning.

In 2022, the sanitary situation with regard to the COVID pandemic improved, thus the CEPOL Exchange Programme could be launched in January similar to earlier years with the stipulation of cancellation in case the pandemic situation and travel restrictions would not support the safe implementation of the exchanges. Due to

³⁵ Users are considered active, if they have logged in to our e-learning platform in the past 24 months to date. Those accounts that have no login activity in this period are considered abandoned and automatically suspended by the system. The process was introduced in June 2022.

the war in Ukraine, the CEP Team remained cautious, and monitored the situation closely. The situation also had an effect on the cost due to the subsequent economic crisis.

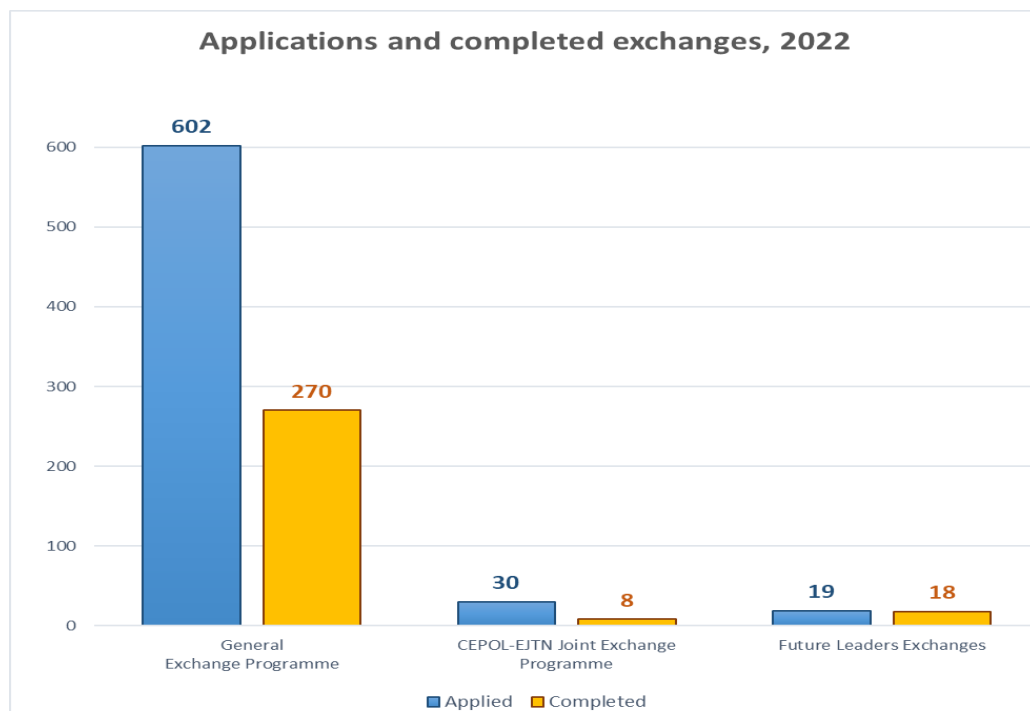
The cooperation with EJTN, the European Judicial Training Network, that encompassed exchange opportunities related to Judiciary Cooperation was further enhanced and received an increased interest in 2022. This cooperation is set to progress further in 2023.

Following the successful integration of the different Exchange Programmes offered by CEPOL International Cooperation Unit since 2019, the practice to initiate the various exchange programmes CEPOL offers in one call, further continued in 2022. This one call incorporated the General Exchange Programme, the CEPOL-EJTN Joint Programme and 3 ICU Exchange Programmes (CT INFLOW, EUROMED Police and TOPCOP Projects), offering a wide variety of topics and collaboration opportunities between EU Members States and various non EU / beneficiary countries.

The National Exchange Coordinators and Single Point of Contacts submitted a total of **935** nominations from various law enforcement organisations covering most thematic areas, out of which 602 belonged to the General Exchange Programme and 30 to the CEPOL-EJTN Joint Exchange Programme. The remaining 303 applications were in the remit of CEPOL ICU managing externally funded project activities.

According to the CEPOL Work Programme and in line with the previously expressed interest by the potential participants, we had in force target numbers for the General Exchange Programme thematic areas requiring us to reach a total of 300 exchanges, including the CEPOL-EJTN Joint Exchange Programme. However due to the financial limitation because of increasing prices, **99% of the planned exchanges (296)** of the originally adopted Work Programme could be achieved. Out of the 296 exchanges, 270 were completed within the General Exchange Programme, 8 within the CEPOL-EJTN Joint Exchange Programme, and 18 exchanges in the framework of the Future Leaders' course (75-76/2022) in Q4 2022. Furthermore, 17 participants implemented a study visit to Europol/Eurojust in Q1 2022 as part of the 85/2021 course under Counterterrorism.

Figure 1: Total applications and completed exchanges, 2022



The aspiration is to involve all countries and all thematic areas in the programme. The outcome to accommodate this need is shown in the below graphs (data applies to the General and CEPOL-EJTN Joint Exchange Programme participants only).

Figure 2: Applications and completed exchanges by EU Member States, 2022

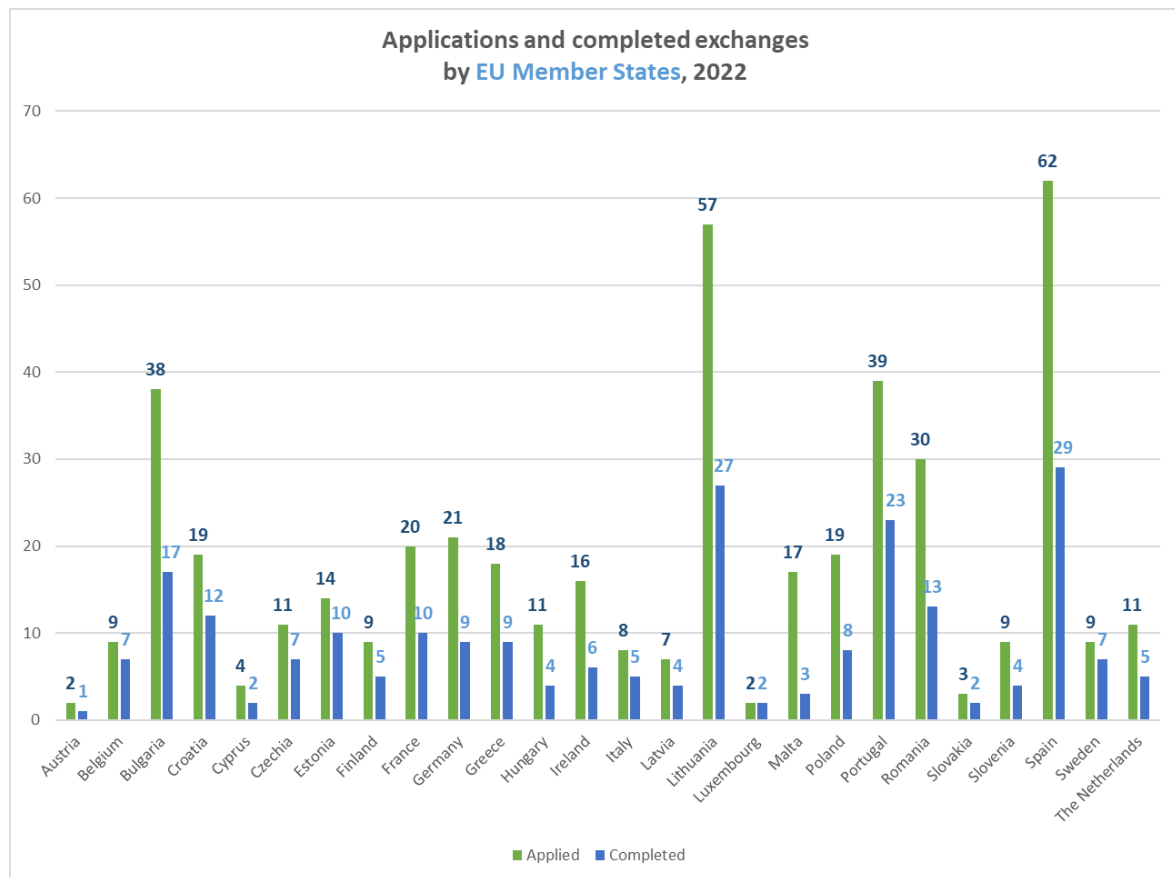
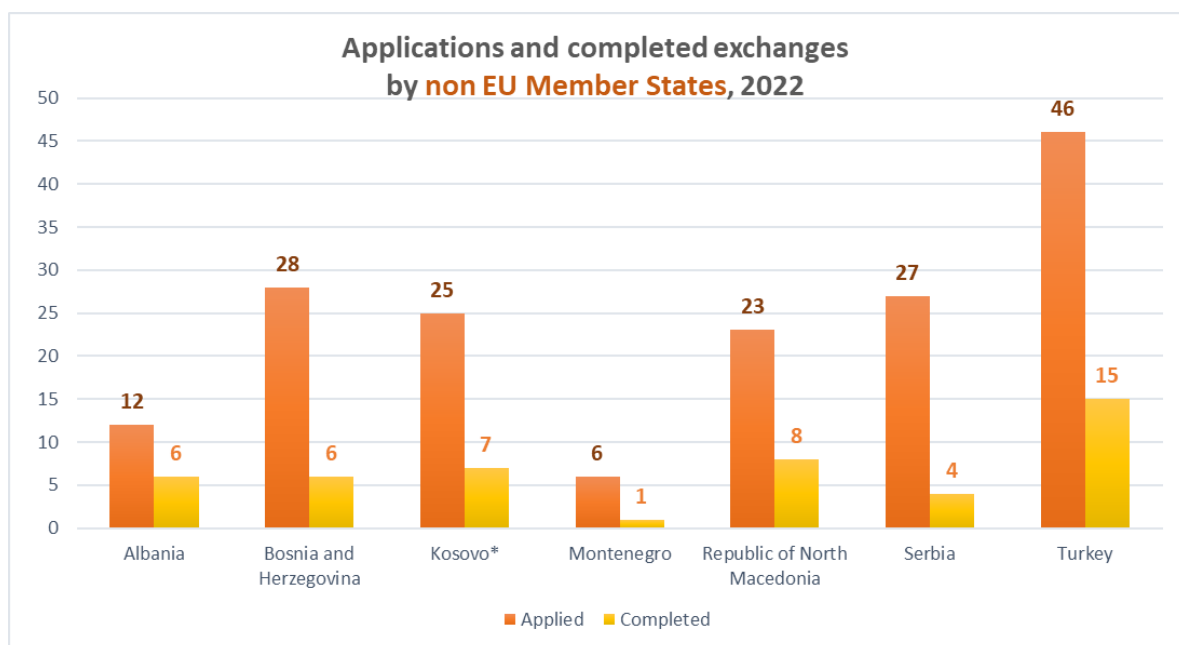
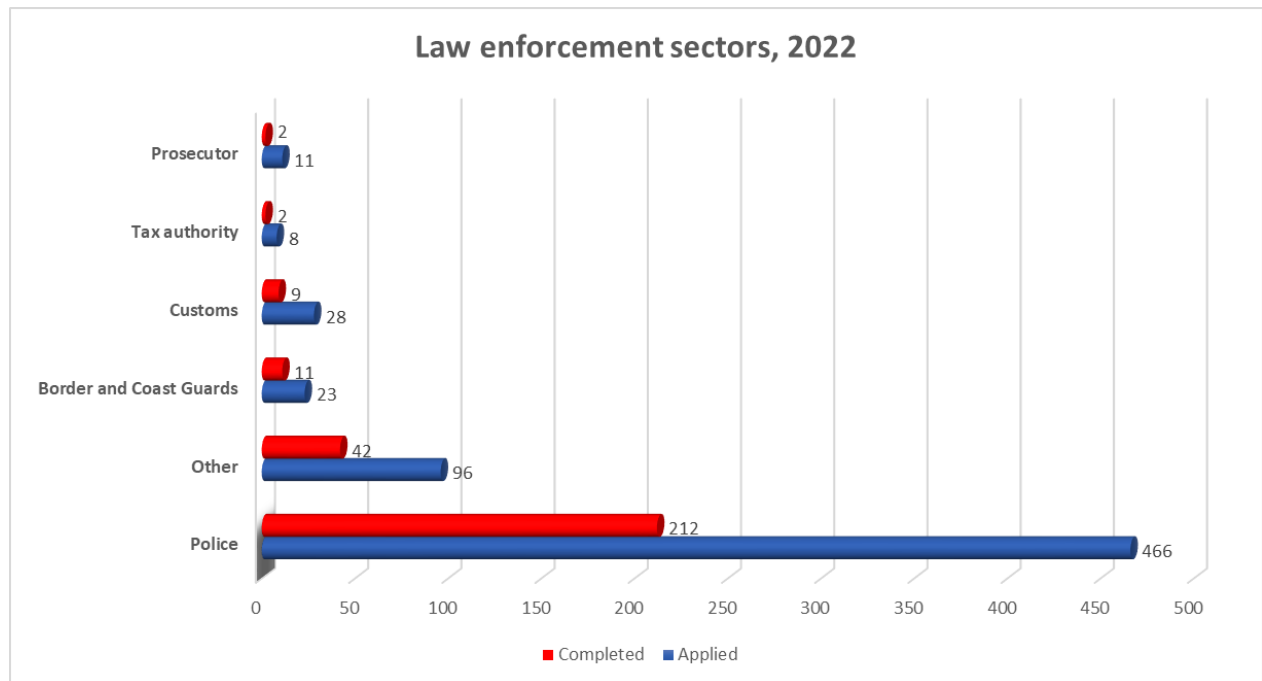


Figure 3: Applications and completed exchanges by non EU Member States, 2022



*This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence

Figure 4: Applications and completed exchanges by law enforcement sectors, 2022 (excl. ICU exchanges)



Development, extensive testing and preparation of CEPOL's Exchange Plugin on LEEed was completed in 2022. It implies that all processes for the Exchange Programme in 2023 will happen through the Exchange Plugin, including the nominations, the document submission, travel arrangements, communication and implementation processes.

In December 2022, the Annual National Exchange Coordinator meeting took place onsite whereby amongst presenting the results of the year, the future of the Exchange Programme was also discussed, including the introduction of the pilot tutoring programme (in which programme a senior officer supports a less experienced officer and the pair is matched with another similar pair from another country), two workshops on how to develop the Programme further in specific areas and the training of the National Exchange coordinators on the use of the Exchange Plugin.

The CEPOL Exchange Programme continued to follow the international ISO 9001:2015 certification standards with the aim being to achieve consistency in the agency's management, improve internal processes and fulfil legal and regulatory obligations.

Annex II. Statistics on financial management

Table 2.1: Calculation budget outturn

Budget outturn	2020	2021	2022
Reserve from the previous years' surplus (+)			
Revenue actually received (+)	25 320 282	8 460 630	10 845 030
Payments made (-)	-9 205 146	-10 672 750.	-15 124 348
Carryover of appropriations (-)	-1 370 471	-2 411 091	-1 663 837
Cancellation of appropriations carried over (+)	105 099	88 792	235 364
Adjustment for carryover of assigned revenue appropriations from previous year (+)	-14 490 928	4 939 713	2 668 130
Exchange rate differences (+/-)	13 936	-96	47 183
Adjustment for negative balance from previous year (-)			
TOTAL	772 772	405 198	283 109

Descriptive information and justification on:

- **Budget outturn:** The budget outturn 2022, the amount to be paid back to the Commission as unused fund amounted to 283 109 EUR,,
- **Cancellation of payment appropriations for the year:** Cancellation rate was 0%. CEPOL uses non-differentiated appropriation, therefore the cancellation of payment and commitment appropriation is the same.
- **Cancellation of payment appropriations carried over:** Cancellation of the carried over payment appropriations (C8) were 9,37%. The carried over payment appropriation was 2 511 497.74 EUR equal to the Carry forward. CEPOL has executed 2 276 133.25EUR in 2022 out of the total C8 credits. The main reasons for cancellation were:
 - Activity cancelation due to COVID-19
 - Partial delivery of goods and services.

Table 2.2: Budget 2022 execution status as of 31 December 2022

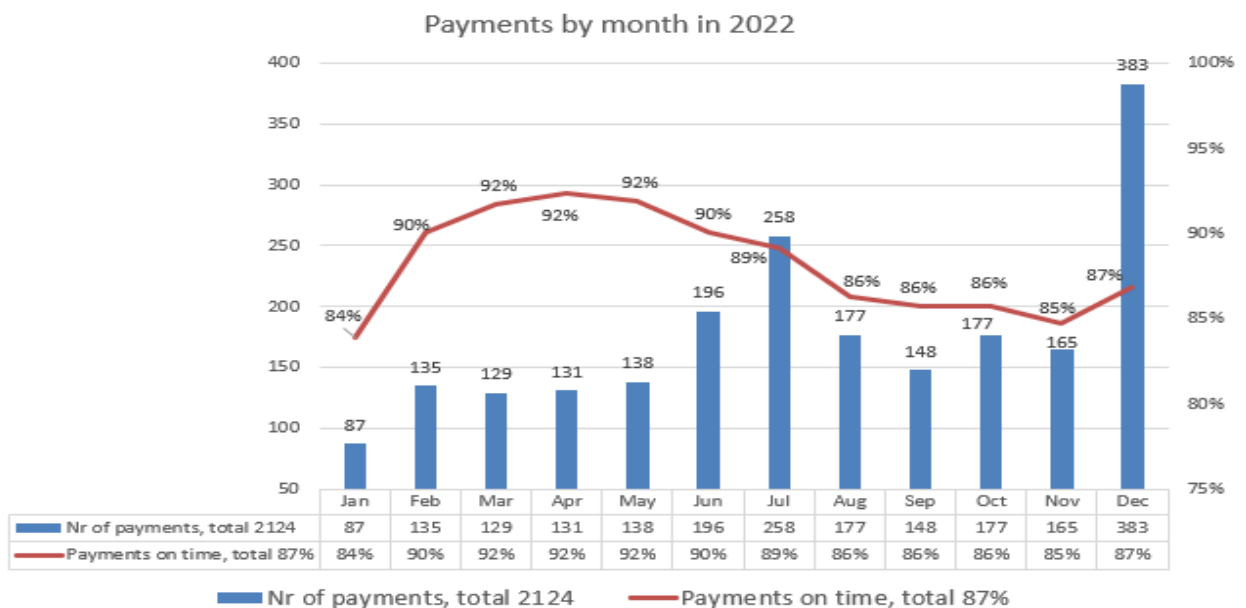
Budget Implementation/ Execution Regular budget 2022 (C1)		Voted Budget	Final Budget	Committed	Budget implementation %	Paid	Budget execution %	% (Compared to commitments)	Carry forward for payments in 2023
		A	B	C	C/B	D	D/B	D/C	C-D
1	TITLE 1								
11	Staff in active employment	4,010,000.00	4,136,518.56	4,136,518.56	100%	4,136,518.56	100%	100%	0.00
12	Allowances and expenses on entering and leaving the service and on transfer, excluding Seconded National Experts and other experts	9,000.00	14,326.30	14,099.44	98%	6,259.14	44%	44%	7,840.30
13	Missions and duty travel	30,000.00	15,000.00	15,000.00	100%	13,074.57	87%	87%	1,925.43
14	Socio-medical infrastructure	430,000.00	486,696.99	486,696.99	100%	461,150.99	95%	95%	25,546.00
15	Further training, language courses, retraining for staff	50,000.00	24,754.00	24,754.00	100%	17,536.00	71%	71%	7,218.00
16	External services	221,000.00	229,268.54	229,268.54	100%	195,262.01	85%	85%	34,006.53
17	Receptions and events	3,000.00	1,043.47	1,043.47	100%	1,043.47	100%	100%	0.00
18	Social welfare	7,500.00	7,153.60	7,153.60	100%	7,153.60	100%	100%	0.00
1	TITLE 1 Staff expenditure	4,760,500.00	4,914,761.46	4,914,534.60	100%	4,837,998.34	98%	98%	76,536.26
2	TITLE 2								
20	Investments in immovable property and	44,000.00	27,599.46	27,599.46	100%	26,396.83	293%	96%	1,202.63
21	Information and communication technology	392,000.00	380,989.99	380,989.99	100%	349,065.39	92%	92%	31,924.60
22	Movable property and associated costs	16,000.00	5,966.71	5,889.52	99%	4,843.25	81%	82%	1,046.27
23	Current administrative expenditure	37,500.00	27,839.97	27,839.97	100%	19,989.67	72%	72%	7,850.30
24	Postal charges	6,000.00	3,944.48	3,944.48	100%	2,737.90	69%	69%	1,206.58
2	TITLE 2 Buildings, equipment and miscellaneous expenditure	495,500.00	446,340.61	446,263.42	100%	403,033.04	90%	90%	43,230.38
3	TITLE 3								
30	Strategy, stakeholder relations, governance	417,000.00	346,026.56	346,026.56	100%	252,852.83	73%	73%	93,173.73
31	Training, research and analysis	4,460,500.00	3,978,734.66	3,978,734.66	100%	2,995,908.16	75%	75%	982,826.50
32	Operational Support	711,530.00	1,159,166.71	1,159,166.71	100%	691,096.44	60%	60%	468,070.27
3	TITLE 3	5,589,030.00	5,483,927.93	5,483,927.93	100%	3,939,857.43	72%	72%	1,544,070.50
	GRAND TOTAL	10,845,030.00	10,845,030.00	10,844,725.95	100.00%	9,180,888.81	85%	84.66%	1,663,837.14

Table 2.3: Budget Transfers

Budget Implementation/ Execution Regular budget 2022 (C1)		Voted Budget	Budget ammendment 1/2022	Budget transfer 2/2022	Budget transfer 3/2022	Budget transfer 4/2022	Budget transfer 5/2022	Budget transfer 6/2022	Budget transfer 7/2022	Final Budget
		A								B
1	TITLE 1									
11	Staff in active employment	4,010,000.00	115,000.00	20,163.51	-7,000.00	94,787.16	-94,737.71	-1,694.40		4,136,518.56
12	Allowances and expenses on entering and leaving the service and on transfer, excluding Seconded National Experts and other experts	9,000.00		-4,000.00		10,000.00			-673.70	14,326.30
13	Missions and duty travel	30,000.00		-14,000.00			-1,000.00			15,000.00
14	Socio-medical infrastructure	430,000.00		31,545.56	7,000.00	10,000.00	8,611.43	-460.00		486,696.99
15	Further training, language courses, retraining for staff	50,000.00			-10,000.00	-10,000.00	-5,244.80		-1.20	24,754.00
16	External services	221,000.00		-14,641.65		15,181.94	7,728.25			229,268.54
17	Receptions and events	3,000.00	5,000.00	-5,000.00			-1,500.00	-456.53		1,043.47
18	Social welfare	7,500.00							-346.40	7,153.60
1	TITLE 1 Staff expenditure	4,760,500.00	120,000.00	14,067.42	-10,000.00	119,969.10	-86,142.83	-2,610.93	-1,021.30	4,914,761.46
2	TITLE 2									
20	Investments in immovable property and	44,000.00		-9,458.00	-616.55	-2,000.00	-3,884.98		-441.01	27,599.46
21	Information and communication technology	392,000.00		40,668.72		-21,900.00	10,191.39	14,998.35	-54,968.47	380,989.99
22	Movable property and associated costs	16,000.00		-6,000.00		-2,302.64			-1,730.65	5,966.71
23	Current administrative expenditure	37,500.00		-820.00		-8,840.03				27,839.97
24	Postal charges	6,000.00		100.00		-999.70			-1,155.82	3,944.48
2	TITLE 2 Buildings, equipment and miscellaneous expenditure	495,500.00	0.00	24,490.72	-616.55	-36,042.37	6,306.41	14,998.35	-58,295.95	446,340.61
3	TITLE 3									
30	Strategy, stakeholder relations, governance	417,000.00		7,300.00	-10,000.00	-5,000.00	-56,514.89	-2,986.26	-3,772.29	346,026.56
31	Training, research and analysis	4,460,500.00	-277,000.00	-153,858.14	-27,281.35	-108,926.73	27,077.76	-4,866.42	63,089.54	3,978,734.66
32	Operational Support	711,530.00	157,000.00	108,000.00	47,897.90	30,000.00	109,273.55	-4,534.74		1,159,166.71
3	TITLE 3	5,589,030.00	-120,000.00	-38,558.14	10,616.55	-83,926.73	79,836.42	-12,387.42	59,317.25	5,483,927.93
	GRAND TOTAL	10,845,030.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10,845,030.00

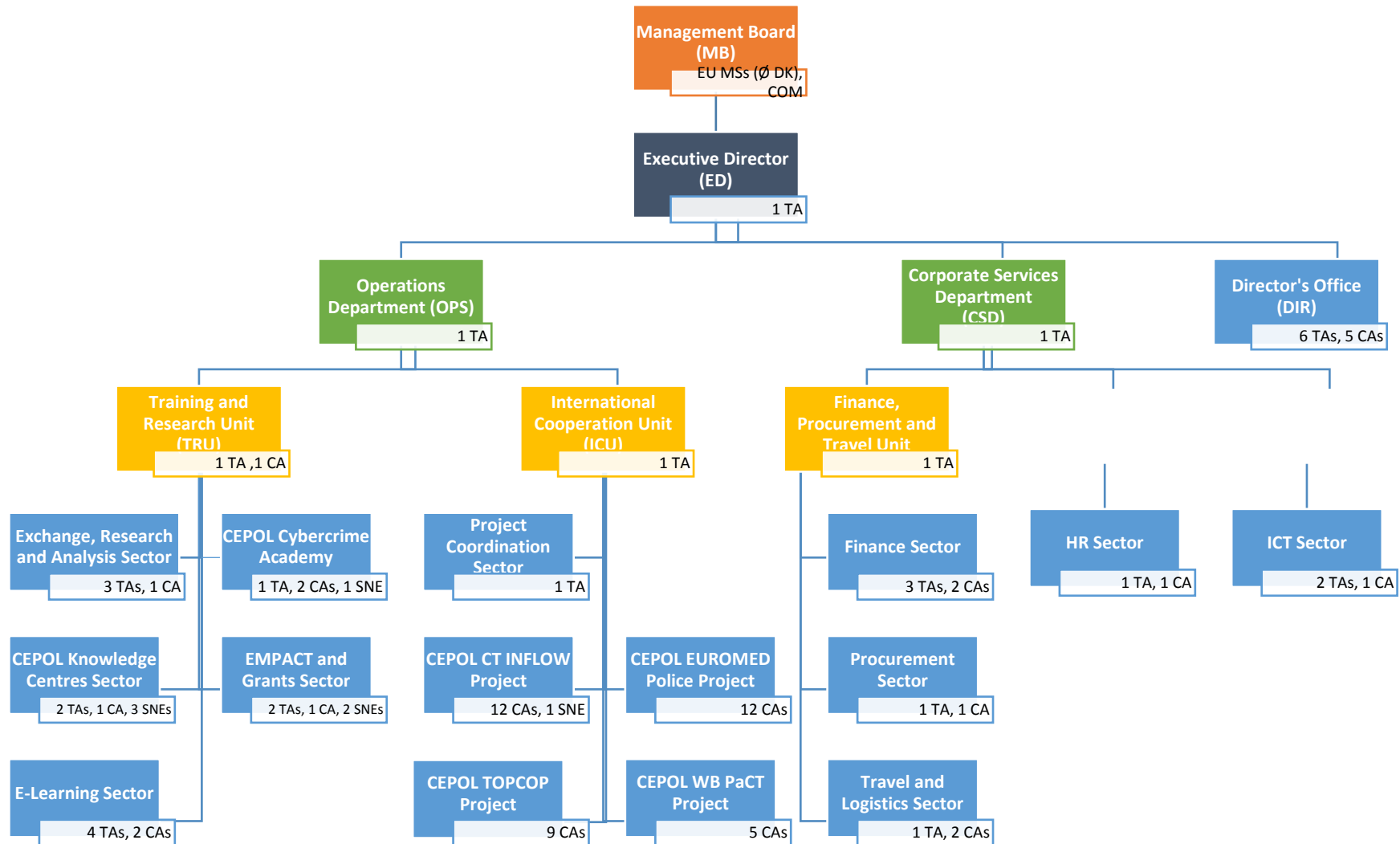
Table 2.4: Payment times per title and fund source

Payment time monitoring		Number of payments	Amount	Payments in time			
				Number	%	Amount	%
		A	B	C	C/A	D	D/B
	Title 1						
	C8	20	52 040	20	100%	52 040	100%
	C1	202	1 040 928	196	97%	1 033 674	99%
	C4/C5	0	0	0		0	
		222	1 092 967	216	97%	1 085 714	99%
	Title 2						
	C8	37	217 356	31	84%	181 801	84%
	C1	248	320 122	235	95%	315 821	99%
	C4/C5	0	0	0			
		285	537 478	266	93%	497 622	93%
	Title 3						
	C8	168	1 578 618	151	90%	1 444 875	92%
	C1	546	3 311 733	439	80%	3 246 679	98%
	C4/C5	23	238 367	22	87%	183 436	98%
	R0	0	0	0		0	
		737	5 128 718	612	83%	4 874 989	95%
	Title 5						
	R0	851	3 070 046	724	100%	2 687 595	100%
		851	3 070 046	724	85%	2 687 595	100%
	Non Budgetary payments	29	1 059 659	28	97%	1 059 493	100%
		2 124	10 888 868	1 846	87%	10 205 412	94%

Table 2.5: Number of payments per month in 2022


Annex III. Organisational chart

Last organisational chart valid by the end of the year.



Annex IV. Establishment Plan and additional information on HR Management

Table 4.1: Overview of staff at 31 December 2022

Staff population CEPOL regular budget	Staff population in EU budget 2022	Staff population on 31.12.2022 ³⁶
AD		
AST		
AST/SC		
AD	23	20
AST	10	6
AST/SC	-	-
Total	33	26
CA GF IV	8 ³⁷	8
CA GF III	12	12
CA GF II	-	
CA GF I	-	
Total CA	20	20
SNE	6	6
Structural service providers	-	-
GRAND TOTAL	59	52
External staff for occasional replacement		24 ³⁸

Staff for Projects

Staff Population, Projects	CT INFLOW	EUROMED	TOPCOP	WB PaCT	TOTAL ALL PROJECTS
Expected running time	2020-2024	2020-2024	2020-2024	2020-2023	
CA FG IV	6	5	4	3	18
CA FG III	6	7+1 ³⁹	5	2	20+1
CA FG II					
CA FG I					
SNE	1				1
TOTAL	13	12+1	9	5	39+1

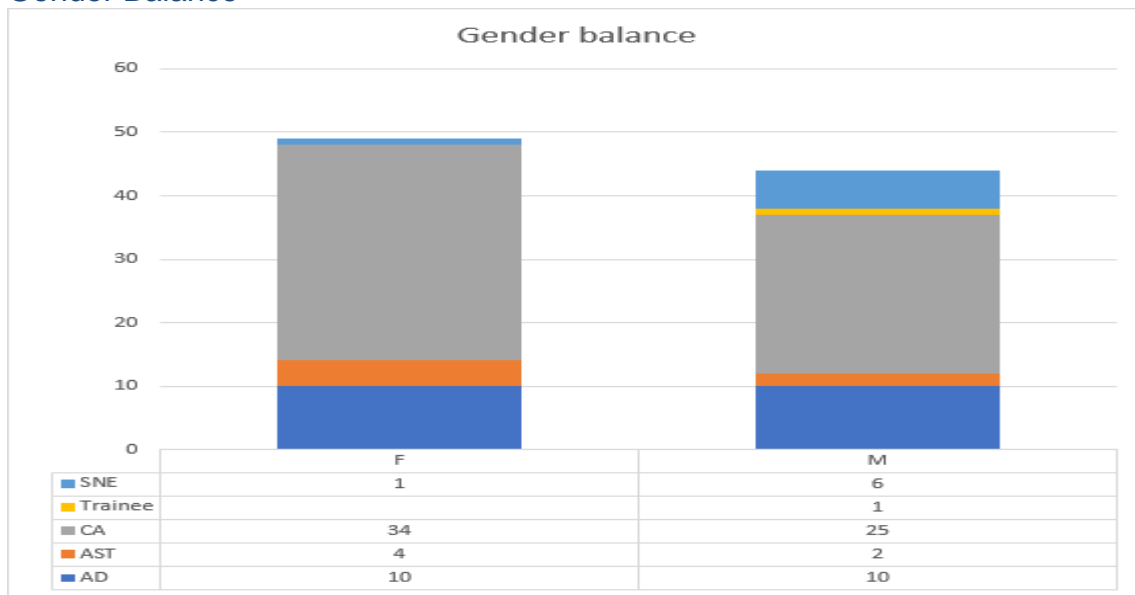
³⁶ Not including vacancies, unpaid leave, and staff for externally financed project activities

³⁷ +1 Interoperability CA

³⁸ In post at 31 December 2022, Including 1 for WB Pact

³⁹ +1 maternity replacement

Gender Balance



Geographical balance

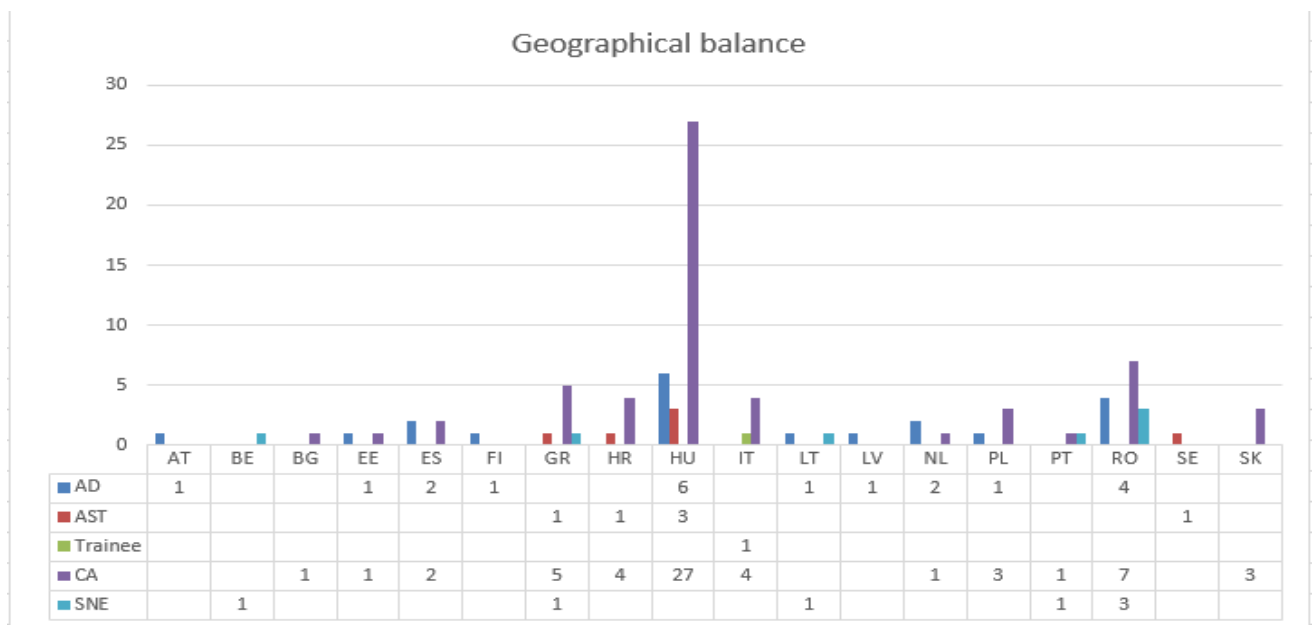


Table 4.2: Information on the entry level for each type of post and indication whether the function is dedicated to administrative support or operations

Type of post	Administrative Support	Operations	Grand Total
Administrative Assistant	1	3	4
AST3 - AST4		2	2
CA FGIII; 8-10	1	1	2
Administrative Assistant to the Executive Director		1	1
CA FGIII; 8-10		1	1
Analyst		2	2
AD5 - AD7		1	1
SNE		1	1
Budget & Finance Assistant	1		1
AST3 - AST4	1		1
Building & Facility Assistant	1		1
CA FGIII; 8-10	1		1
Communications Assistant		1	1
AST3 - AST4		1	1
Communications Officer		1	1
AD5 - AD7		1	1
Cybercrime Portfolio Manager		1	1
CA FGIV; 13, 14, 16		1	1
Cybercrime Training Officer		1	1
CA FGIV; 13, 14, 16		1	1
E-learning Assistant		1	1
CA FGIV; 13, 14, 16		1	1
E-learning Officer		2	2
CA FGIV; 13, 14, 16		2	2
E-Learning Project Officer		1	1
CA FGIII; 8-10		1	1
E-learning Senior Project Officer		3	3
CA FGIV; 13, 14, 16		3	3
Executive Director		1	1
AD14		1	1
Finance & Budget Officer/Deputy Head of Unit	1		1
AD7 - AD8	1		1
Finance and Accounting Correspondent	1		1
AD5 - AD7	1		1
Finance Assistant	3		3
CA FGIII; 8-10	3		3
Governance Support Assistant		1	1
CA FGIII; 8-10		1	1
Head of Department	1	1	2
AD12	1	1	2
Head of Unit	1	2	3
AD10	1	2	3
HR Assistant	1		1
CA FGIII; 8-10	1		1
HR Officer	1		1
AST3 - AST4	1		1
Human Resources Assistant	1		1
CA FGIII; 8-10	1		1
ICT assistant	2		2
AST3 - AST4	1		1

Type of post	Administrative Support	Operations	Grand Total
CA FGIII; 8-10	1		1
ICT Officer	1		1
AST3 - AST4	1		1
Internal Control and Quality Management Officer		1	1
AD5 - AD7		1	1
IT Systems Manager		1	1
CA FGIV; 13, 14, 16		1	1
Legal Officer / Data Protection Officer	1		1
AD6 - AD7	1		1
Liaison Officer		1	1
CA FGIV; 13, 14, 16		1	1
Planning Officer		1	1
AD5 - AD7		1	1
Policy Officer/ External Relations		1	1
CA FGIV; 13, 14, 16		1	1
Procurement Assistant	2		2
CA FGIII; 8-10	2		2
Procurement Officer		1	1
CA FGIII; 8-10		1	1
Procurement Support Officer	1		1
AST3 - AST4	1		1
Programme Officer		4	4
AD5 - AD7		4	4
Programme Officer/Deputy Head of Unit		1	1
AD5 - AD7		1	1
Project Officer		12	12
CA FGIII; 8-10		10	10
CA FGIV; 13, 14, 16		2	2
Research & Knowledge Management Officer		1	1
AD5 - AD7		1	1
Residential Events Assistant		2	2
CA FGIII; 8-10		2	2
Senior Analyst / Deputy Head of Training & Research Unit		1	1
AD7 - AD8		1	1
Senior Project Coordinator / Deputy Head of Unit		1	1
AD6 - AD7		1	1
Senior Project Officer		15	15
CA FGIII; 8-10		2	2
CA FGIV; 13, 14, 16		12	12
SNE		1	1
Senior Training Officer		1	1
AD6 - AD7		1	1
SNE Cybercrime Training Officer		1	1
SNE		1	1
SNE Training Officer		3	3
SNE		3	3
Training Assistant		1	1
AST3 - AST4		1	1
Training Assistant E-Learning		1	1
AST3 - AST4		1	1
Training Officer		2	2
CA FGIV; 13, 14, 16		1	1
SNE		1	1
Training Officer Cybercrime		1	1

Type of post	Administrative Support	Operations	Grand Total
AD5 - AD7		1	1
Travel & Mission Assistant	1	1	2
CA FGIII; 8-10	1	1	2
Web & Communications Assistant		1	1
CA FGIII; 8-10		1	1
Grand Total	21	77	98*

*breakdown of 98 allocated posts: 33 TA, 20 CA, 6 SNEs (financed from CEPOL regular budget) and 38 CA and 1 SNEs for external projects (financed from Contribution Agreements)

Table 4.3: Benchmarking against previous year results

	2021		2022	
	FTEs	Percentage	FTEs	Percentage
Operational	49	72%	53	73%
• Top operational coordination	2.9	4%	3.8	5%
• Programme management & Implementation	15.5	20%	16	22%
• Evaluation & Impact assessment	1.5	2%	1.2	2%
• General operational activities	29.1	43%	32	44%
Neutral	6.5	10%	7.2	10%
• Accounting, Finance, non-operational procurement	6.5	8%	7.2	10%
• Linguistics	0	0%	0	0%
Coordination	6.0	9%	5.6	8%
• Legal advice, including Data protection	1.6	2%	1.5	2%
• External communication	2.6	4%	2.6	4%
• General coordination	1.8	3%	1.5	2%
Administrative support	6.4	9%	7.4	10%
• Human resources management	2.0	3%	2.0	3%
• Information & Communication technology	1.6	2%	1.4	2%
• Internal audit	1	1%	1	1%
• Logistics, facilities management & security	0.8	1%	2	3%
• Resources Director/Head of Administration/Resources	1	1%	1	1%
• Document Management	0	0%	0	0%
TOTAL	67.9	100%	73.2	100%

Table 4.4: Information on interim staff employed by CEPOL in 2022*

	Position	Group	Grade	step	start date	end date	Number of days in 2022
1	Administrative Assistant/TRU	Group II	5	1	16/07/2022	06/11/2022	113
2	Legal/DPO Officer	Group IV	14	1	01/01/2022	14/10/2022	286
3	Administrative Assistant/TRU	Group II	5	1	01/01/2022	15/08/2022	226
4	Administrative Assistant/TRU	Group II	5	1	01/01/2022	31/03/2022	89
5	Administrative Assistant/Travel	Group II	5	1	01/01/2022	31/03/2022	89
6	Administrative Assistant/TRU	Group II	5	1	01/01/2022	31/12/2022	365
7	ICT Officer	Group IV	14	1	01/01/2022	31/12/2022	365
8	ICT CCA	Group III	9	1	01/01/2022	31/12/2022	365
9	Administrative Assistant/ICU/WB	Group II	5	1	16/09/2022	31/12/2022	106
10	Administrative Assistant/TRU/CKC	Group II	5	1	01/04/2022	31/12/2022	274
11	Procurement Officer	Group IV	14	1	16/10/2022	15/04/2023	76
12	Administrative Assistant/Travel	Group II	5	1	01/05/2022	31/12/2022	244
13	Administrative Assistant/PMU	Group II	5	1	01/01/2022	31/12/2022	365
14	Administrative Assistant / TRU/e-learning	Group II	5	1	16/08/2022	31/12/2022	137
15	Administrative Assistant	Group II	5	1	01/01/2022	31/12/2022	365
16	Management Support Assistant	Group II	5	1	01/01/2022	31/12/2022	365
17	Management Support Assistant	Group II	5	1	01/12/2022	31/12/2022	365
18	Administrative Assistant/Travel/CEP	Group II	5	1	01/05/2022	31/12/2022	244
19	e-learning/TRU	Group III	9	1	01/01/2022	31/12/2022	365
20	e-learning/TRU	Group III	8	1	01/01/2022	31/12/2022	365
21	e-learning/TRU	Group III	8	1	01/01/2022	31/12/2022	365
22	Administrative Assistant/Travel	Group II	5	1	01/01/2022	31/12/2022	365
23	Administrative Assistant/TRU/Cyber	Group II	5	1	16/04/2022	31/12/2022	259
24	Administrative Assistant/TRU/empact and grants	Group II	5	1	01/01/2022	31/12/2022	365
25	Administrative Assistant/TRU/onsite	Group II	5	1	01/01/2022	31/12/2022	365
26	Administrative Assistant/RELEX	Group II	4	1	01/01/2022	31/12/2022	365
27	Administrative Assistant/TRU/OTNA	Group II	5	1	16/06/2022	31/12/2022	198
28	Administrative Assistant/CEP	Group II	5	1	01/01/2022	31/12/2022	365
29	Administrative Assistant /TRU / Empact & Grants	Group II	5	1	16/04/2022	31/12/2022	259

*The table indicates interims throughout the year, while 24 interims were still in post at 31.12.2022

Table 4.5: Information on the number of leave days authorised to each grade under the flexitime

Grade	Flexi time (in days) taken
AD8	19
AD7	48
AD6	48
AD5	15
AST6	24
AST5	12
AST4	21
AST3	5
FG-IV	132
FG-III	109
FG-II	-
FG-I	-
SNE	16
Grand total	449

Annex V. Human and financial resources by activity

Planned

Resources 2022 per Goal/Activity - CEPOL Budget	FTE 2022*	FTE %	Title 1+2 Budget	Title 3 Budget	Total Budget	% Total Budget
Goal 1: CEPOL will plan and develop high quality training services focused on priority areas	10.2	14.8%	€ 786,085	€ 545,937	€ 1,332,023	12.3%
1.1 Training Needs Assessment and coordination	2.6	3.8%	€ 201,442	€102,515	€ 303,956	2.8%
1.2 Ensure high quality training services by further development and upgrading of learning tools and methodologies	4.7	6.8%	€ 363,135	€275,993	€ 639,128	5.9%
1.3 Integrate research results into education and training	2.9	4.2%	€ 221,509	€167,430	€ 388,938	3.6%
Goal 2: CEPOL will further develop, support and implement training activities to the Law Enforcement Officials of the EU and, where applicable, of Third countries with particular emphasis on fundamental rights and crime prevention	35.6+2 SNEs**	51.8%	€ 2,748,823	€ 4,590,145	€ 7,338,968	67.7%
2.1 Training activities in the area of Serious and Organised Crime	8.8	12.8%	€ 678,668	€ 1,278,931	€ 1,957,599	18.1%
2.2 Training activities in the area of Cyber-related Crime	7.4	10.7%	€ 570,478	€ 699,579	€ 1,270,058	11.7%
2.3 Training activities in the area of Counterterrorism	3.6	5.2%	€ 275,179	€ 333,768	€ 608,947	5.6%
2.4 Training activities in the area of the Fundamental Rights	2.3	3.3%	€177,449	€ 190,541	€ 367,991	3.4%
2.5 Training activities in the area of Law enforcement cooperation, information exchange and interoperability	5.1	7.4%	€391,331	€ 633,818	€ 1,025,149	9.5%
2.6 Training activities in the area of Leadership and other skills	1.6	2.3%	€120,390	€ 478,199	€ 598,589	5.5%
2.7 Training activities in the area of Higher Education and Research	0.4	0.6%	€34,475	€ 38,115	€ 72,589	0.7%
2.8 Training activities in the area of Public Order and Prevention	0.7	1.1%	€56,342	€ 226,013	€ 282,355	2.6%
2.9 Training activities in the area of Law Enforcement Technologies, Forensics and Other Specific Areas	1.8	2.6%	€136,921	€592,871	€ 729,793	6.7%
2.10 Training activities in the area of Union missions (CSDP)	1.1	1.6%	€83,765	€108,493	€ 192,258	1.8%
2.11 Prepare, design, implement and follow-up capacity building projects in Third Countries	2.9	4.2%	€223,824	€9,815	€ 233,639	2.2%
Goal 3: CEPOL will be an efficient organization promoting continuous improvement in order to meet stakeholders' satisfaction and regulatory requirements	23.0	33.4%	€ 1,773,612	€400,428	€ 2,174,040	20.0%
3.1 Governance, Administration and Stakeholder Relations	23.0	33.4%	€1,773,612	€400,428	€ 2,174,040	20.0%
TOTAL	68.8 +2 SNEs**	100.0%	€5,308,520	€5,536,510	€10,845,030 +204 000⁴⁰	100.0%

* Break down of 70.8 FTEs (68.8+2 SNEs): 32.8 TA, 26 CA and SNEs as well as 12 interims

** plus 2 additional SNEs requested in order to implement 8 EMPACT courses and the two-step Fundamental rights courses that are not covered by any grant applications.

⁴⁰ carried over internal assigned revenue C5 for an amount of EUR 204 000

Implemented

Resources 2021 per Goal/Activity - CEPOL Budget	FTE 2022*	FTE %	Title 1+2 Budget	Title 3 Budget	Total Budget	% Total Budget
Goal 1: CEPOL will plan and develop high quality training services focused on priority areas	7.7	10.5%	€ 552,121	€230,365	€ 782,486	8.5%
1.1 Training Needs Assessment and coordination	2.3	3.2%	€ 165,481	€76,788	€ 242,270	2.6%
1.2 Ensure high quality training services by further development and upgrading of learning tools and methodologies	2.8	3.9%	€202,242	€76,788	€ 279,030	3.0%
1.3 Integrate research results into education and training	2.6	3.5%	€184,398	€76,788	€ 261,187	2.8%
Goal 2: CEPOL will further develop, support and implement training activities to the Law Enforcement Officials of the EU and, where applicable, of Third countries with particular emphasis on fundamental rights and crime prevention	37.8	51.7%	€2,709,820	€3,226,273	€ 5,936,093	64.7%
2.1 Training activities in the area of Serious and Organised Crime	9.1	12.4%	€651,238	€865,164	€ 1,516,402	16.5%
2.2 Training activities in the area of Cyber-related Crime	6.8	9.3%	€486,099	€527,149	€ 1,013,248	11.0%
2.3 Training activities in the area of Counterterrorism	3.8	5.1%	€269,273	€214,586	€ 483,858	5.3%
2.4 Training activities in the area of the Fundamental Rights	1.9	2.6%	€136,146	€123,211	€ 259,357	2.8%
2.5 Training activities in the area of Law enforcement cooperation, information exchange and interoperability	5.5	7.5%	€393,963	€397,771	€ 791,734	8.6%
2.6 Training activities in the area of Leadership and other skills	1.7	2.3%	€118,337	€374,278	€ 492,615	5.4%
2.7 Training activities in the area of Higher Education and Research	0.9	1.2%	€64,623	€28,573	€ 93,196	1.0%
2.8 Training activities in the area of Public Order and Prevention	0.9	1.2%	€62,647	€172,743	€ 235,390	2.6%
2.9 Training activities in the area of Law Enforcement Technologies, Forensics and Other Specific Areas	1.7	2.4%	€124,581	€435,774	€ 560,355	6.1%
2.10 Training activities in the area of Union missions (CSDP)	0.9	1.2%	€62,581	€87,024	€ 149,605	1.6%
2.11 Prepare, design, implement and follow-up capacity building projects in Third Countries	4.8	6.5%	€340,331	€-	€ 340,331	3.7%
Goal 3: CEPOL will be an efficient organization promoting continuous improvement in order to meet stakeholders' satisfaction and regulatory requirements	27.6	37.8%	€1,979,090	€483,217	€ 2,462,308	26.8%
3.1 Governance, Administration and Stakeholder Relations	27.6	37.8%	€1,979,090	€483,217	€ 2,462,308	26.8%
TOTAL	73.2	100.0%	€ 5,241,031	€3,939,856	€ 9,180,887	100.0%

*Break down of 73.2 FTEs: 27.8 TA, 25.3 CA and SNEs as well as 20.1 interims

Annex VI. Contribution, grant and service level agreements

	General information					Financial and HR impacts		
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		2021	2022
Grant Agreements								
n/a						Amount		
						Nº of CAs		
						Nº of SNEs		
Contribution Agreements								
1. CT INFLOW (IFS/2019/410-531)	17 December 2019	€ 7,500,000	48 months, from 1 April 2020	European Commission FPI	Financial contribution to finance the implementation of CT INFLOW action (project)	Amount	-	2 960 480
						Nº of CAs	12	12
						Nº of SNEs	1	1
2. EUROMED Police (ENI/2020/414-940)	22 April 2020	€ 6,960,542	48 months, from 1 April 2020	European Commission DG NEAR R4	Financial contribution to finance the implementation of EUROMED Police action (project)	Amount	-	-
						Nº of CAs	12	12+1 ⁴¹
						Nº of SNEs	0	0
3. TOPCOP (ENI/2020/415-941)	23 June 2020	€ 6,000,000	48 months, from 1 July 2020	European Commission DG NEAR R4	Financial contribution to finance the implementation of TOPCOP action (project)	Amount	-	-
						Nº of CAs	9	9
						Nº of SNEs	0	0
4. WB PaCT (2019/413-822)	16 October 2020	€ 3,000,000	36 months, from 16 Oct 2020	European Commission DG NEAR D5	Financial contribution to finance the implementation of WB PaCT action (project)	Amount	-	-
						Nº of CAs	5	5
						Nº of SNEs	0	0
Total Contribution Agreements						Amount	0	2 960 480
						Nº of CAs	38	38+1
						Nº of SNEs	1	1
Service-Level Agreements								
n/a						Amount		
						Nº of CAs		
						Nº of SNEs		
Total Service-Level Agreements						Amount		

⁴¹ +1 maternity replacement

	General information					Financial and HR impacts		
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		2021	2022
						Nº of CAs		
						Nº of SNEs		
Delegation Agreements								
1. EU/MENA CT2 (ICSP/2017/394-210)	21 December 2017	€ 6 444 698	36 months, from 1 Jan 2018	European Commission FPI	Financial contribution provided to finance the implementation of EU/MENA CT2 action (project)	Amount	€ -1 511 763.34	-
						Nº of CAs	-	-
						Nº of SNEs	-	-
Total Delegation Agreements						Amount	€ 1 369 984	-
						Nº of CAs	-	-
						Nº of SNEs	-	-
Other Agreements								
2. CEPOL-Frontex Agreement based on Cooperation Agreement	13 December 2019	€ 130 000	12 months	European Border and Coast Guard Agency (Frontex)	Financial contribution provided to the implementation of the joint CEPOL/Frontex Exchange Programme	Amount	€ -86 604.38	-
						Nº of CAs	n/a	-
						Nº of SNEs	n/a	-
Total Other Agreements						Amount	€ -86 604.38	-
						Nº of CAs	n/a	-
						Nº of SNEs	n/a	-
TOTAL						Amount	€ -1 598 367.52	€ 2 960 480
						Nº of CAs	38	38+1
						Nº of SNEs	1	1

Annex VII. Environment management

Not applicable

BALANCE SHEET

	EUR '000	
	31.12.2022	31.12.2021
NON-CURRENT ASSETS		
<i>Property, plant and equipment</i>	305	446
<i>Pre-financing</i>	116	363
<i>Exchange receivables and non-exchange recoverable</i>	82	99
	502	908
CURRENT ASSETS		
<i>Pre-financing</i>	288	304
<i>Exchange receivables and non-exchange recoverable</i>	14 685	18 470
	14 973	18 775
TOTAL ASSETS	15 476	19 683
NON-CURRENT LIABILITIES		
<i>Payables</i>	(4 156)	(7 116)
CURRENT LIABILITIES		
<i>Payables</i>	(7 804)	(7 675)
<i>Accrued charges</i>	(1 038)	(1 020)
	(12 998)	(15 811)
TOTAL LIABILITIES	(12 998)	(15 811)
NET ASSETS	2 478	3 872
<i>Accumulated profit</i>	3 872	2 442
<i>Economic result of the year</i>	(1 394)	1 430
NET ASSETS	2 478	3 872

STATEMENT OF FINANCIAL PERFORMANCE

	2022	2021
REVENUE		
Revenue from non-exchange transactions		
<i>Subsidy from the Commission</i>	16 085	14 193
<i>Recovery of expenses</i>	3	13
	16 088	14 207
Revenue from exchange transactions		
<i>Other</i>	445	83
	445	83
	16 533	14 289
EXPENSES		
<i>Operating costs</i>	(12 090)	(7 467)
<i>Staff costs</i>	(4 538)	(4 351)
<i>Other expenses</i>	(1 299)	(1 041)
	(17 927)	(12 859)
ECONOMIC RESULT OF THE YEAR	(1 394)	1 430

Annex IX. Amendments to the SPD 2022-2024

The SPD 2022-2024 originally approved by MB decision 22/2021/MB on 23 November 2021 has been amended by 31/2021/MB on 21 December 2021 and by 03/2022/MB on 26 March 2022, to adjust the original plan and relevant targets to the dynamic developments.

Decision	Reason for amendment
31/2021/MB	<p>The SPD 2022-2024 has been adjusted with the draft budget envelope of 10.8 M and therefore the work programme has been brought in line with these resources.</p> <p>In addition to that, comments and recommendations received from the JHA Agencies as well as the European Commission have been taken into account while finalising the document.</p> <p>The opinion of the European Parliament on the Multiannual Programming has been received and shared with MB early November.</p>
03/2022/MB	<p>Due to business developments, it was necessary to amend the SPD 2022-2024 to ensure the completeness and successful implementation of Work Programme 2022.</p> <p>These developments were the following:</p> <ol style="list-style-type: none"> 1. Procurement envelope 2022 <p>The global budgetary envelope reserved for operational procurements for new procedures (including multi-annual procedures and horizontal framework contracts) to be launched in 2022 and the global budgetary envelope reserved for operational procurements to be implemented under the 2022 budget, became available and needs to be included in the Work Programme 2022.</p> <ol style="list-style-type: none"> 2. Other clarifications <p>Other editorial corrections were added where relevant, namely the title of Annex XI.a: was renamed as 'Global budgetary envelope reserved for operational procurements' instead of 'Plan for grant, contribution or service-level agreements', which was a repetition of Annex XI b.</p>