European Union Agency for Law Enforcement Training

Final Single Programming Document Years 2024-2026

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Foreword of the Executive Director

The Single Programming Document (SPD) spans a three-year period, from 2024 to 2026. The document has been finalised in accordance with the revised guidelines for the programming document issued by the Commission in 2019 and is compliant with the provisions of the new framework financial regulation[1].

The 5 years independent 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 and put forward some recommendations for improvement.

In 2022, a major strategy update has been carried out with a view to create a CEPOL's new strategy 2023-2027. The 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 EU Member States.

The new strategy drives the identification of priority activities and setting targets for the period 2023-2027. CEPOL has redefined its multiannual strategic goals around four overarching pillars: (1) become the EU hub for LE training, (2) foster a common law enforcement culture via training, (3) promote accreditation of law enforcement vocational training, (4) excel at governance as a modern EU Agency trusted by its stakeholders.

The new strategy 2023-2027 that was adopted by the MB in November 2022, will set a new impetus for the Agency with ambitious goals for next five years aiming to increase the outreach, impact and relevance of the training activities for the LE community.

The SPD 2024 includes also a detailed description of the resources that need to be allocated for each area in order for CEPOL to fulfil its programme of work. In this respect, the Agency continues to pursue the resources it deems necessary to achieve its objectives as they stem from the provisions of its legal mandate[2], and from its effort to respond effectively to emerging challenges in the Justice and Home Affairs policy area - with an obvious emphasis on those policies, which influence European law enforcement training.

The area of freedom, security and justice has been going through a significant transformation. Cybercrime and cyber-enabled crimes are increasing rapidly, and terrorism persist as threats to internal security. The digital transformation of the justice and home affairs domain will continue in the

[1] The Framework Financial Regulation entered into force on the day following that of its publication in the Official Journal of the European Union. It shall apply from 1 January 2019, Articles 32 and 48 shall apply from 1 January 2020

[2] 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

coming years with the application of new large-scale IT systems and implementation of the interoperability framework.

CEPOL needs to take these aspects into account, and the agency must refocus its activities in the context of law enforcement training on the most important internal security priorities of the European Union in order to reach the maximum potential impact of CEPOL's efforts.

While training of law enforcement officers is a shared responsibility of the EU Member States and the Union institutions, CEPOL strives to provide Law Enforcement Officials from the EU and Third countries with the necessary skills, knowledge and competencies to successfully tackle the European security threats.

With the EU Strategic Training Needs Assessment (EU-STNA) CEPOL is supporting the decision-making process in the law enforcement training at Union level, while the Operational Training Needs Analysis (OTNA) seeks to assist the realisation of strategic goals through the implementation of specific training activities.

CEPOL's legal basis also entrusts the Agency, as part of its core business, with an enhanced external action portfolio to ensure consistency of the EU internal and external action in the sphere of law enforcement training. This area represents a key element of support, by the Agency, to the political priorities of the European Union with regard to the Union's external policies. This will continue to be crucial as of 2024 onwards as European security is more interdependent than ever from regional and global developments.

The whole package of measures supporting the enhanced use of large-scale IT systems (including training on the Entry/Exit and Travel Information Systems) – as well as an update of the currently available ones – require additional efforts from the side of the Agency to ensure law enforcement officials are aware and able to use those instruments enabling them to better tackle the challenges of terrorism, organised crime, and irregular migration.

Key priorities for CEPOL corporate and support services will be the implementation of digitalisation initiatives (such as the LEEd Learning Management System; the Ares Document Management System; new SYSPER module(s) – the HR system of the European Commission; and MS Office 365), making arrangements for a new headquarters building and continued compliance with the legal framework (FR, SR, GDPR, archiving, requests for information, etc.).

Maria Montserrat Marin Lopez
Executive Director of CEPOL

List of Acronyms and Abbreviations

AEPC	Association of European Police Colleges
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
CHSG	Common Horizontal Strategic Goal
CKC	CEPOL Knowledge Centres
CNU	CEPOL National Units
CSDP	Common Security and Defence Policy
CT	Counter-terrorism
DG	Directorate General of the European Commission
EUAA	European Union Agency for Asylum
EC	European Commission
EC3	European Cybercrime Centre
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
EMISA	EU-MENA Information Sharing and Analysis Network
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
FR	Fundamental Rights
FRA	European Union Agency for Fundamental Rights
Frontex	European Border and Coast Guard Agency
GDPR	General Data Protection Regulation
ICF	Internal Control Framework
ICT	Information and Communication Technology
INT	Law Enforcement Cooperation, Information Exchange and Interoperability

Interpol	International Criminal Police Organization
IOM	International Organization for Migration
JHA	Justice and Home Affairs
JIT	Joint Investigation Team
KPI	Key Performance Indicator
LE	Law Enforcement
LECIEI	Law enforcement cooperation, information exchange and interoperability
LEEd	Law Enforcement Education platform (CEPOL's new e-learning platform & LMS)
LETS	European Law Enforcement Training Scheme
LMS	Learning Management System
LTR	Lecturers, Trainers and Researchers
MB	Management Board
MS	Member States
MTIC	Missing Trader Intra-Community (Fraud)
NCP	National Contact Points
NOK ITC	International Training Centre of Hungary
OAP	Operational Action Plan
OPC	Organised Property Crime
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
SIS	Schengen Information System
SPD	Single Programming Document
SR	Staff Regulation
STNA	Strategic Training Needs Analysis
SYSPER	HR module of the European Commission
THB	Trafficking of Human Beings
TQI	Training Quality Index
TQAA	Training Quality Assessment Area
UNODC	United Nations Office on Drugs and Crime
VIS	Visa Information System

WHO ARE WE?

We are an EU training agency, working with, and trusted by a wide range of law enforcement organisations since 2000.

CEPOL'S VISION

In service to the EU law enforcement community, 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.

CEPOL'S MISSION

CEPOL facilitates the prevention and the fight against serious and organised crime, terrorism and emerging security threats by facilitating and enhancing cross-border cooperation through the support for vocational training. CEPOL supports, develops, implements and coordinates standardised and specialised training in line with EU law enforcement training priorities.

Mandate

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 EMPACT.

Law enforcement officials[3] means staff of police, customs and other relevant services, as defined by individual Member States, that are responsible for, and staff of Union bodies that have tasks relating to, the following:

(a) The prevention of and fight against serious crime affecting two or more Member States, terrorism and forms of crime that affect a common interest covered by a Union policy; or

(b) Crisis management and public order, in particular international policing of major events.

Objectives[4]

1) CEPOL shall support, develop, implement and coordinate training for law enforcement officials, while putting particular emphasis on the protection of human rights and fundamental freedoms in the context of law enforcement, in particular in the areas of prevention of and fight against serious crime affecting two or more Member States and terrorism, maintenance of public order, in particular international policing of major events, and planning and command of Union missions, which may also include training on law enforcement leadership and language skills. More specifically, CEPOL shall:

   a) support Member States in providing training in order to raise awareness and knowledge of:

      i) the implementation and use of international and Union instruments on law enforcement cooperation;

      ii) Union bodies, in particular Europol, Eurojust and Frontex, their functioning and role;

      iii) police and judicial aspects of law enforcement cooperation and practical knowledge about access to information exchange channels;

   b) support Member States, at their request, in the development of regional and bilateral cooperation through law enforcement training between Member States, Union bodies and third countries;

   c) develop, implement and coordinate training addressing specific criminal or policing thematic areas;

   d) develop, implement and coordinate training which aims to support Member States and Union bodies in training law enforcement officials for participation in Union missions and law enforcement capacity-building activities in third countries;

   e) train trainers and assist in improving and exchanging best learning practices.

2) CEPOL shall develop and upgrade learning tools and methodologies and shall apply them in a lifelong learning perspective to strengthen the skills of law enforcement officials. It shall evaluate the results of such actions with a view to enhancing the quality, coherence and effectiveness of future actions at Union level.

[3] Regulation (EU) 2015/2219 of the EP and of the Council on the European Union Agency for Law Enforcement Training (CEPOL) […], Art. 2.
[4] Regulation (EU) 2015/2219 of the EP and of the Council on the European Union Agency for Law Enforcement Training (CEPOL) […], Art. 3.

3) CEPOL shall bring together a network of Member State training institutes for law enforcement officials and shall liaise with a single national unit in each Member State functioning within the network.

4) The learning activities referred to in paragraph 1 shall be carried out by CEPOL in cooperation with the network of Member State training institutes in accordance with the financial rules applicable to CEPOL

Tasks[5]

1) CEPOL shall prepare multi-annual strategic training needs analyses and multi-annual learning programmes.

2) CEPOL shall support, develop, implement and coordinate training activities and learning products, which include:

   a) courses, seminars, conferences, as well as web-based, e-learning and other innovative and advanced training activities;

   b) common curricula for law enforcement training on specific subjects with a Union dimension;

   c) training modules graduated according to progressive stages or levels of complexity of skills needed by the relevant target group, and focussed either on a specific geographical region, a specific thematic area of criminal activity or on a specific set of professional skills;

   d) exchange and secondment programmes as well as study visits in the context of law enforcement training.

3) CEPOL's training activities and learning products may be supported, enhanced and completed by the operation of an electronic network.

4) CEPOL shall support Union missions and capacity-building in third countries by one or more of the following:

   a) assessing, in coordination with other relevant Union bodies, the impact of existing Union-related law enforcement training policies and initiatives;

   b) developing and providing training to prepare law enforcement officials for participation in Union missions, including to enable them to acquire relevant language skills, in coordination with the European Security and Defence College and existing initiatives in the Member States;

   c) developing and providing training for law enforcement officials from third countries, in particular from countries that are candidates for accession to the Union and the countries under the European Neighbourhood Policy;

   d) managing dedicated Union External Assistance funds to assist third countries in building their capacity in relevant law enforcement policy areas, in line with the established priorities of the Union.

5) CEPOL shall promote the mutual recognition of law enforcement training in Member States and the recognition by Member States of training provided at Union level with due regard to the principle of subsidiarity.

6) CEPOL may engage in communication activities on its own initiative in the fields within its mandate. Such communication activities shall not be detrimental to the tasks referred to in

[5] Regulation (EU) 2015/2219 of the EP and of the Council on the European Union Agency for Law Enforcement Training (CEPOL) […], Art. 4.

paragraph 1 and shall be carried out in accordance with relevant communication and dissemination plans adopted by the Management Board.

Research relevant for training[6]

1) CEPOL shall contribute to and encourage the development of research relevant for training activities within the scope of its objectives as set out in Article 3(1) and shall disseminate research findings. For that purpose, CEPOL may carry out relevant surveys and may develop repositories of available research as well as law enforcement training needs

2) CEPOL shall promote and establish a partnership with Union bodies as well as with public and private academic institutions and may encourage the creation of stronger partnerships between universities and law enforcement training institutes in Member States.

[6] Regulation (EU) 2015/2219 of the EP and of the Council on the European Union Agency for Law Enforcement Training (CEPOL) […], Art. 5.

Section I – General Context

Eight years after the entry into force of its new legal mandate[7] and nineteen years since the inception of CEPOL as an EU Agency, CEPOL will be entering 2024 as a matured organisation and a recognised world-class partner in the development and provision of training for the law enforcement community.

Regarding its governance, CEPOL is headed by the Executive Director, who is accountable to a Management Board. The Management Board is made up of representatives from 26 EU Member States[8] and the EU Commission, and meets at least two times per year. The chair of the Management Board is a representative of one of the three Member States that have jointly prepared the Council of the European Union's 18-month programme. CEPOL has dedicated National Units (CNUs) in every Member State to provide information and assistance to law enforcement officials who wish to participate in CEPOL's activities, and CNUs also support CEPOL's operations.

CEPOL will need, to the extent possible, broaden the outreach of training to other law enforcement domains outside of police with the help of the CNUs.

CEPOL serves 26 EU Member States, and – in accordance with the legal mandate[9] – engages in capacity building projects with Third Countries covered by EU neighbourhood policies.

CEPOL continues to strive to offer its target audience relevant training opportunities with the use of state-of-the-art tools, incorporating in its training & learning portfolio the latest methodologies and practices.

When designing and delivering its training portfolio CEPOL also collaborates with various external parties where relevant to bring the required expertise on the modus operandi, new technological developments, best practices, cooperation with the private entities, e.g. financial and telecommunication operators, third country expertise etc. In 2024, CEPOL will further explore the cooperation opportunities with external partners.

In line with the resource forecast for CEPOL, the Agency is aiming in the next years to operate in a "hybrid business model" that will be based on three pillars:

- Activities to be implemented by Framework Partner via Grants;
- Specific Areas to be covered by selected CKCs (design by CKC, implementation by CEPOL and hosting MS institutions);
- Activities implemented by CEPOL (the CEPOL Cybercrime Academy, online activities, exchange programme and research and analysis).

Additionally, CEPOL will pilot training design and implementation through procurement as a new approach.

Policy context

When designing its SPD, CEPOL took into account its wider policy area's most important EU strategies, policies, instruments and key documents identifying the training needs & gaps related to the law enforcement community.

[7] Regulation (EU) 2015/2219 of the EP and of the Council on the European Union Agency for Law Enforcement Training (CEPOL)
[8] Denmark is not considered a 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.
[9] Art. 3(1), 4(3), 4(4), 34

The EU policy relevance of the training portfolio, presented in the Annual Work Programme, is reinforced by the fact that these training activities correlate with findings of the EU Strategic Training Needs Assessment (EU STNA). The findings of the EU STNA are on the basis of respective EU policies, which were in place during the desk research phase.

Policy documents covered by the EU STNA 2022-2025
Directive (EU) 2016/680 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data by competent authorities for the purposes of the prevention, investigation, detection or prosecution of criminal offences or the execution of criminal penalties, and on the free movement of such data, and repealing Council Framework Decision 2008/977/JHA[10]
EU Security Union Strategy[11]
European Parliament resolution of 17 December 2020 on the EU Security Union Strategy[12]
EU Strategy to tackle Organised Crime 2021-2025[13]
EU Global Strategy for the Common Foreign and Security Policy 2016[14]
European Union Serious and Organised Crime Threat Assessment (SOCTA) 2021[15]
A Counter-Terrorism Agenda for the EU: Anticipate, Prevent, Protect, Respond[16]
The EU's Cybersecurity Strategy for the Digital Decade[17]
EU Agenda and Action Plan on Drugs 2021-2025[18]
EU strategy for a more effective fight against child sexual abuse[19]
EU Strategy on Combatting Trafficking in Human Beings[20]
A Union of equality : EU anti-racism action plan 2020-2025[21]
2020-2025 EU action plan on firearms trafficking[22]
Regulation (EU) 2019/818 of the European Parliament and of the Council of 20 May 2019 on establishing a framework for interoperability between EU information systems in the field of police and judicial cooperation, asylum and migration and amending Regulations (EU) 2018/1726, (EU) 2018/1862 and (EU) 2019/816[23]
Policy documents adopted after the finalisation of the EU STNA 2022-2025
Council Conclusions on the permanent continuation of the EU Policy Cycle for organised and serious international crime: EMPACT 2022 + [24]
COUNCIL CONCLUSIONS ON SETTING THE EU'S PRIORITIES FOR THE FIGHT AGAINST SERIOUS AND ORGANISED CRIME FOR EMPACT 2022-2025[25]
A Strategic Compass for Security and Defence (2022)[26]
Council Regulation (EU) 2022/922 of 9 June 2022 on the establishment and operation of an evaluation and monitoring mechanism to verify the application of the Schengen acquis, and repealing Regulation (EU) No 1053/2013[27]
Council Recommendation (EU) 2022/915 on operational law enforcement cooperation[28]

[10] https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A32016L0680
[11] Communication COM(2020) 605 final of 24.7.2020 on the EU Security Union Strategy
[12] https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:52020IP0378
[13] https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52021DC0170&qid=1632306192409
[14] Shared Vision, Common Action: A Stronger Europe - A Global Strategy for the EU's Foreign And Security Policy, June 2016
[15] https://www.europol.europa.eu/cms/sites/default/files/documents/socta2021_1.pdf
[16] https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52020DC0795
[17] https://eur-lex.europa.eu/legal-content/EN/ALL/?uri=CELEX%3A52020JC0018
[18] Communication COM(2020) 606 final of 24.07.2020 on the EU Agenda and Action Plan on Drugs 2021-2025
[19] Communication COM(2020) 607 final of 24.7.2020 on EU strategy for a more effective fight against child sexual abuse
[20] Strategy on Combatting Trafficking in Human Beings (2021-2025) of 14.04.2021
[21] Communication COM(2020) 565 final of 18.9.2020 on A Union of equality : EU anti-racism action plan 2020-2025
[22] https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52020DC0608
[23] https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:32019R0818
[24] Council document 6481/21
[25] https://data.consilium.europa.eu/doc/document/ST-7101-2023-INIT/en/pdf
[26] https://www.eeas.europa.eu/eeas/strategic-compass-security-and-defence-0_en
[27] https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A32022R0922
[28] https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32022H0915

Regulation (EU) 2022/991 of the European Parliament and of the Council of 8 June 2022 amending Regulation (EU) 2016/794, as regards Europol's cooperation with private parties, the processing of personal data by Europol in support of criminal investigations, and Europol's role in research and innovation[29]
Council Conclusions on the Action Plan for the European Forensic Science Area 2.0 of 8 March 2023[30]
Council Resolution on customs cooperation in the area of law enforcement and its contribution to the internal security of the EU[31]
Strategy for customs cooperation in the area of law enforcement and its contribution to the internal security of the EU[32]
Policy documents not adopted yet
Proposal for a Regulation of the European Parliament and of the Council on automated data exchange for police cooperation ("Prüm II"), amending Council Decisions 2008/615/JHA and 2008/616/JHA and Regulations (EU) 2018/1726, 2019/817 and 2019/818 of the European Parliament and of the Council[33]
Proposal for a Regulation of the European Parliament and of the Council laying down rules to prevent and combat child sexual abuse[34]

In order to ensure a systematic and transparent process regarding the way the changes in the policy context affect the multi-annual programme and CEPOL training activities, a process description has been initiated to be completed in 2024. Additionally, CEPOL will be following all other developments in the JHA policy area, such as law enforcement and judicial cooperation with the aim to coordinate activities with other agencies, develop and implement new training activities.

CEPOL has stepped up its efforts in combating racism and discrimination and will continue doing so in line with the EP resolution of 17 December 2020 on the EU Security Union Strategy (2020/2791(RSP)).

CEPOL will further explore the opportunities for cooperation with academia and universities and will seek for partnerships in the development of training activities, e.g. diploma courses in specific thematic domains pertaining to law enforcement.

In a broader perspective, considering law enforcement as a special kind of profession yet being part of the society as a whole, CEPOL's ambition resonates with the relevant policy initiatives, such as the 2030 Digital Compass and EU approach towards life-long learning. Following the 2023 being the European Year of Skills, CEPOL will further strive towards a framework for accreditation in the particular law enforcement environment.

[29] https://eur-lex.europa.eu/legal-content/EN/TXT/?toc=OJ%3AL%3A2022%3A169%3ATOC&uri=uriserv%3AOJ.L_.2022.169.01.0001.01.ENG
[30] Council document 6745/23
[31] https://data.consilium.europa.eu/doc/document/ST-10247-2023-INIT/en/pdf
[32] https://data.consilium.europa.eu/doc/document/ST-10248-2023-INIT/en/pdf
[33] https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=COM%3A2021%3A784%3AFIN
[34] https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=COM%3A2022%3A209%3AFIN

Cooperation with JHA Agencies and international organisations

CEPOL also plays an important role in the family of JHA and other EU agencies and among international organisations, as demonstrated by its comprehensive external partnerships in place **(Annex XII: Strategy for cooperation with third countries and/or international organisations (CEPOL External and Stakeholder Relations Sub-strategy).**

EU agencies	*Type of cooperation*
EUAA	Cooperation through EU Agencies Network (esp. administrative matters)[35] and JHA Agencies Network, Working Arrangement under preparation
EIGE	Cooperation through EU Agencies Network (esp. administrative matters) and JHA Agencies Network
EUDA	Cooperation through EU Agencies Network (esp. administrative matters) and JHA Agencies Network, Working Arrangement in place
eu-LISA	Working arrangement in place (direct operational cooperation)[36], cooperation through JHA Agencies Network
Eurojust	Working arrangement in place, Cooperation through EU Agencies Network (esp. administrative matters)[37] and JHA Agencies Network

[35] Particular areas of cooperation: (i) training need assessment and coordination, (ii) further development and ensuring of high quality training services, (iii) training activities in the area of fundamental rights and crime prevention
[36] Particular areas of cooperation: (i) development and delivery of the relevant joint train-the-trainers initiatives, (ii), IT based information exchange instruments, (iii) training of SIRENE Officers
[37] Particular areas of cooperation: (i) contribution to EMPACT 2022+ activities, (ii) support for courses on joint investigation teams and Counter-terrorism, (iii) support for training activities in the Western Balkans and MENA

EU agencies	Type of cooperation
Europol	Cooperation agreement (joint activities and direct operational cooperation)[38], cooperation through JHA Agencies Network
FRA	Working arrangement in place, Cooperation through EU Agencies Network (esp. administrative matters) and JHA Agencies Network
Frontex / EBCGA	Working agreement in place (joint activities and direct operational cooperation), cooperation through JHA Agencies Network
EUIPO	Memorandum of understanding in force
EPPO	Working arrangement in place (cooperation on training activities)

Other entities	Type of cooperation
AEPC	Memorandum of understanding in force
EJTN	Working arrangement in place
ENFSI	Working arrangement in place
ESDC	Working arrangement in place
EUCPN	Working arrangement in place
Interpol	Cooperation agreement in force
OSCE	Working arrangement in place
PCC-SEE	Informal cooperation
UNODC	Working arrangement in place

The level of cooperation with the JHA agencies and other international organisations active in the policy area is expected to deepen even further, which will also imply an increasing number of joint activities, support to the EU-STNA and future development of the Sectoral Qualifications Framework (SQF). In addition, CEPOL is committed to follow the wider work done at EU level in JHA policy area

[38] Formalised CEPOL-Europol Agreement in force; particular areas of cooperation: (i) joint on-site and online training activities, (ii) Europol input to CEPOL training activities, (iii) support for capacity building activities in third countries where applicable

and disseminate information about these activities, especially in specialised law enforcement networks.[39]

It is anticipated that one of the key themes of the CEPOL regulation – notably, CEPOL's role in assessing strategic and operational training needs and translating them into concrete training activities reflecting Europe's strategic security priorities and law enforcement's operational needs – will have paved the way to a more qualitative delivery based on evidence and a thorough participative and consultative process that maintains the Member States front and centre of CEPOL's supportive mandate.

Section II Multiannual Programming 2024-2026[40]

1. Multiannual work programme

This part of the Single Programming Document describes the medium-term strategic objectives of the Agency and explains how the progress in their achievement is monitored.

CEPOL's multiannual programming sets strategic goals and objectives for 2024-2026 and it aims to serve as a blueprint for the development of the Agency's annual work programmes. It is complemented by corresponding Key Performance Indicators 2024-2026 – which also corresponds to the Work Programme 2024 Activities. Work programme goals and activities are fully aligned and matched with the multiannual objectives.

The structure and terminology have been aligned with the revised SPD guidelines developed by the European Commission[41], which, in turn, also reflects Article 32 of the CEPOL Financial Regulation[42] that sets out programming requirements for the Agency.

Conclusions of the five-year evaluation

In December 2021, the Commission completed the evaluation of CEPOL, in accordance with the founding regulation. The final report including possible recommendations has been submitted to the MB which provided its observations on 28 February 2022.

In April 2022, The European Commission has published the report positively evaluating the work of the European Union Agency for Law Enforcement Training (CEPOL), with the following conclusion:

'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. Based on these, the evaluation issued the

[39] Such as the ATLAS network of European special intervention units, ENLETS (European Network for Law Enforcement Technology Services) and Radicalisation Awareness Network (RAN)

[40] *Attribution note: icons used in Section II* Multiannual Programming 2024-202*5 and Section III* – Work Programme 202 *were made by Freepik (objectives), Pixel perfect (results), Smartline (outputs), Freepik (indicators), Pixel perfect (targets), geotatah (on-site) activities, prettycons (online activities), Eucalyp (exchange programme), and retrieved from Flaticon.comA*

[41] Communication C(2020) 2297 final of 20.4.2020 on the strengthening of the governance of Union Bodies under Article 70 of the Financial Regulation 2018/1046 and on the guidelines for the SPD and the CAAR

[42] Management Board Decision 13/2019/MB on the CEPOL Financial Regulation and repealing decision 01/2014/GB of 22 May 2019

recommendations […] which do not require changes affecting either the budgetary resources or the legal framework, and are therefore relatively easy to implement.

As envisaged in Article 32 of the CEPOL Regulation, the next five-year evaluation will assess how these recommendations have been addressed.

Looking at the medium to long term, key questions will have to be raised, as to the very future of training of EU law enforcement and the role of the Agency, in a rapidly evolving security environment and in a digital age.

Notably, consideration should be given to how the Agency should best play its role given its mandate and resources.'

The recommendations will be implemented starting in 2022 and followed up in the next five-year evaluation. Details concerning the planned implementation of the Commission's recommendations are included in Annex IX Evaluations. Recommendations from this evaluation have an impact on the Work Programme 2024 and subsequent programming documents.

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".

CEPOL Strategy 2023-2027

The CEPOL Executive Director 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 improvement actions resulting from the 5 years evaluation report have been factored in the new strategy as a key element for the further development of the Agency.

The Single Programming Document 2024-2026 was developed based on the new strategy adopted by the MB in November 2022.

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.

New headquarter building

The current headquarters building that was made available to the agency by the Hungarian authorities in 2014 does no longer fit the needs of the organisation. The seat agreement with the Hungarian authorities indicates that at least 2 years before the end of the 10-year rent-free period (30 September 2024) negotiations are to start on future cooperation. In accordance with the seat agreement, the

negotiation formally initiated by a letter of the Executive Director to the Minister of Interior of the host country, dated 20 September 2022. Due to the following developments in the last years, the current building is no longer fit for purpose:

- CEPOL Cybercrime Academy needed to be opened at the premises of the International Training Centre of the Hungarian police (NOK/ITC)
- There are significant extra budgetary resources made available for capacity building projects in non-EU countries through delegation or grant agreements, that requires office space for the project staff

CEPOL is in need of a building with more, flexible functional rooms as well as office space. Discussion with the Hungarian authorities have started, but up to now have not lead to an identified new building (project) where CEPOL would be able to have all its activities in one building. As an interim solution, CEPOL management decided in mid-2020 to rent new office space to host its grown capacity building project staff in an office building in Aradi utca (close to CEPOL HQ).

As an update versus the status described at the time of adoption of the original SPD, the new building has been identified and CEPOL in cooperation with Hungarian authorities, is preparing and coordinating the relocation to the new HQ at the end of 2024.

The budget impact of additional office space is presented in Annex VII Building policy.

Operational considerations

While in 2020-2021 the extraordinary situation created by the pandemic highly influenced CEPOL's delivery of its core activities, and the war in Ukraine initiated by Russia in 2022 also affected CEPOL operations, with the Multiannual Programming 2024-2026 the Agency seek a long-term sustainability of the Agency's operations:

- Limit the thematic scope to the strategic priorities and enhance the availability of EU level training. Training on serious and organised crime (including cybercrime), counter-terrorism needs to be further sustained. Needs increase substantially, driven by globalisation of crime and the more and more numerous transnationally active organised crime groups. Serious corruption trainings must be fully embedded in the framework of EMPACT and conducted in close cooperation with Member States, EU and International organisations. Training offer shall be further expanded to satisfy the demand of law enforcement officials other than police and can be estimated at 1.5M officials in the EU. It is the aim to train up to 15,000 officials per year on SOC priorities (except cyber) including through the mode of cascaded activities.
- In 2024 the objective of training of 15,000 officials is not achievable given that CEPOL onsite and online activities will not be delivered in Q3/ Q4 due to LEEd unavailability, following the cyberattack. The direct consequence of LEEd unavailability is that neither webinars nor online courses can be implemented in the second half of the year.
- Unavailability of LEEd has also an impact on the activities that will be implemented by Member States, due to "blended learning" options being limited. Impact on the Member States side is extended to the nonavailability of the LEEd materials in their own education system, that the law enforcement officials in their higher education studies have planned to use like LEEd's e-journals as a source for their thesis paper.

- CEPOL must respond to the developments in the EMPACT mechanism by focusing its efforts on providing EMPACT training and playing the central role of EMPACT coordinator for capacity building. It is important to note that **EMPACT is recognised as a permanent instrument** against serious organised crime threats through which the Member States, agencies and other partners should work closely together. Though the mechanism is more than 10 years old, EMPACT is on a brink of significant changes now. First **coordinators are appointed in the various Common**

Horizontal Strategic Goals (CHSG) to facilitate the efficient accomplishment of strategic objectives, secondly the action cycles become biennial providing a longer perspective than the annual plans.

- CEPOL will further strengthen its role and lead the coordination of the CSHG 6 in the EMPACT closely liaising with MS and other actors actively involved in the OAPs. Crucial element is the coordination, harmonisation of EU training response in serious and organised crimes, finding synergies with initiatives and projects of national, EU and international stakeholders. Third country training – via the spreading of EU standards – would contribute to EU security. In the context of coordination, the development of innovative approaches plays a key role.
- Cybercrime, cyber related crime, electronic evidence and digital investigation and forensics competence: Cyberattacks OTNA clearly demonstrates that existing cybercrime training within the EU is not sufficient to meet the ever-growing training needs in the field. The Cyberattacks OTNA demonstrates that MS's training on cyber is seriously lacking behind. Rotation of staff, lack of access to the expertise and trainers as well as high cost of cyber training is one of the reasons. Cyber, being a distinctly cross-border crime where in one case over 20 jurisdictions can be involved, requires training at EU level and beyond. In the area of digital forensics common training standards are necessary to facilitate the path to evidence admissibility in EU MS. The maintenance, development and improvement of the EU law enforcement cyber-training facility - CEPOL Cybercrime Academy for law enforcement is necessary - it shall operate in close cooperation with Europol / EC3, ENISA, ECTEG, EDA, private sector etc.
- CEPOL will further strengthen its cyber portfolio by seeking closer cooperation with the Universities, offering more train-the-trainers type of activities, as well OSINT courses.
- CEPOL training activities will have strong focus on fundamental rights implications, data protection, including on data minimisation and anonymization. Furthermore, dedicated fundamental rights training will assist to achieve objectives of all respective EU policy priority areas in this domain.
- CEPOL will pilot a new simulation exercise – the European Law Enforcement Challenge - complex realistic simulation exercise containing combined elements from current crime threat and topics of interest stemming from serious and organised crime.
- CEPOL will continue to build complex learning programmes combining online and onsite learning activities with reinforced blended learning approach, practical, hands-on, simulation based trainings. Linkage with operational activities, integration of innovative solutions, holistic perspective, public-private cooperation and multidisciplinary are essential elements. The agency will implement emerging trainings for the first time responding to the newly identified cross-border training needs and will further observe the possibilities in regional training provision.
- Training on information exchange and special law enforcement techniques, with the updated SIS, travel intelligence, Prüm, operational agencies - tools designed to support cross border cooperation calls for significant increase in raising knowledge on these tools and supporting specialist networks. Here CEPOL needs to be prepared for the training of the Interoperability package in close cooperation with the EU Commission and relevant agencies. Besides CEPOL is committed to continue its training delivery for Schengen evaluators.
- Training needs assessment and training coordination at EU level. Identification of needs for skills development (EU-STNA, OTNA, thematic micro-TNAs). These analytical products that are developed on the basis of threats, technological and societal developments provide the necessary evidence where EU level training will add value. Future oriented needs assessments are imperative in all areas, but even more crucial and resource-consuming in those driven by technology such as cyber.
- Development of EU training standards, CEPOL aims to establish an SQF framework and roll-it out to the MS. As the next step, further development of the accreditation can be envisaged for training activities corresponding with the EU Law Enforcement Training Priorities.

- Research in the area of Law Enforcement training / education to be further strengthened by enhancing ties with Academia and research institutes via joint activities, diploma courses and/or accredited programmes.
- Strengthen portfolio-based planning and training approach by combining various forms of training into a blended package, offering more complex activities. Many blended learning programmes had been prepared in the first half of 2024, however the unavailability of LEEd due to the cyberattack impedes the implementation of the new initiatives at full scale.
- Enhance individual (post course/life-long) learning through offering various online learning resources, including research material and alumni platform. This objective has a set-back due to LEEd unavailability in the second half of 2024 as a result of the cyberattack.
- Foster specialised and targeted exchange of experiences and best practices through an upgraded exchange programme, addressing also regional training needs.
- Facilitate the national cascade mechanism by exchanging cascading practices in dedicated sessions of onsite training activities.
- Build a strong community of CEPOL trainers, by supporting them in training delivery, offering them CEPOL standards, training material and platform to exchange experience.
- External aspects of Internal security, particularly capacity building in ENP countries: 1) provide custom made training activities for ENP countries, 2) providing subsidised learning opportunities organised by CEPOL - joint ENP-EU activities.
- Sustainability of training initiatives funded by EU, aiming to ensure continuity to training initiatives developed using EU funds - take over the project outcomes, ensure their further maintenance, implementation and the development.
- Further development of training environment, e.g. technologies, methodologies: enforcing the technological solutions for education and learning such as LEEd platform, capacity to build interactive online learning solutions, investing in the accessibility of online publications (e-journals, e-books). Innovation in law enforcement training, including technological aspects, should become an integral part of CEPOL's delivery. Online learning is the most suitable tool to ensure access to education to wider audiences, it works really well where high number of officials needs to raise awareness, but also it offers alternatives for specialist learning such as creating learning opportunities - simulations of hostile environments, simulations of crisis situations. The unavailability of LEEd since 18 June 2024 caused a temporary set-back in 2024 however the long-term objective is unchanged.
- Development of a new evaluation methodology for the training activities. The revised evaluation methodology will analyse the impact of CEPOL training from three perspectives: 1. performance/carrier prospects of trainee 2. MS training needs on national level 3 EC policy objectives in the respective area. At this point, a first amendment will be made by introducing a new KPI called Training Quality Index (TQI). This TQI will be an average of the measured values for all Training Quality Assessment Areas (TQAAs)[43]. The threshold for this will be 80%. It needs to be noted that this is lower than CEPOL used to have in the past, however, this does not signify that the results are declining. The lower threshold is in line with international standards.

These actions however also require certain additional commitment from the MS in order to identify more precisely the training needs in various domains of law enforcement (not limited to the police only), to design appropriate training in cooperation with various partner organisations (including universities), to deliver it to the broader community of law enforcement (including through the cascade effect), to monitor the progress and to update the planning/design accordingly.

However, it has to be noted that during the transition period to the new mode of operation, fully in line with the new strategy, number of trained participants might decrease because instead of the

[43] 1. Learning Outcomes; 2. Content and Methods; 3. Trainers and Experts; 4. Students and Networking; 5. Learning Environment; 6. General Satisfaction.

standalone activities more complex activities would be offered. To mitigate these phenomena, CEPOL will support MS in order to strengthen the cascade mechanism and provide train the trainers' courses that would ensure wider dissemination of knowledge to a broader LE community.

Goal 1: CEPOL will be the EU hub for law enforcement training

Key Performance Indicators	Target
Number of operational training needs analyses/assessments completed *source of data: completion provided by the Analyst*	2 per year
The EU-STNA is perceived as an useful tool (starting 2025) *source of data: EU-STNA evaluation report*	50%
Number of MS and JHAA participating in the EU-STNA *source of data: EU-STNA evaluation report*	50%
Number of inter-agency training programmes developed and implemented *source of data: completion provided by TRU*	5 per year
Draft concept for LE training map *source of data: completion provided by the Analyst*	Yes
Draft concept for Alumni platform in place (starting 2025) *source of data: completion provided by TRU*	Yes
Number of active capacity building projects *source of data: completion provided by ICU on the number of signed & active agreements*	4 per year
CEPOL trainings contribute to develop LE capabilities in non-EU countries *source of data: internal reporting on completed training activities as reported by ICU (surveys)*	80%
Level of overall satisfaction with training activities per training type (non-EU countries) *source of data: internal reporting on completed training activities (SPD reporting tool) as reported ICU*	80%
Research and Science activities contribute to disseminate research findings among LE community *source of data: completion provided by the Research & Knowledge Management Officer (surveys)*	80%
Number of published articles in the European Law Enforcement Research Bulletin *source of data: completion provided by the Research & Knowledge Management Officer*	15 per year

Strategic objectives and areas

1.1 Provide a **strategic basis** for identifying and determining **EU Law Enforcement Training Priorities**

1.2 Strengthen **coordination** among **national training institutions** and **EU actors** in law enforcement training to maximise synergies and efficiency gains

1.3 Provide the Member States, for their law enforcement training, with the **latest innovation and research developments** building on outcomes of national and EU-level security research programmes when applicable

1.4 Strengthen the **operational capacities** of **partner non-EU countries** to prevent and fight organised crime and terrorism via dedicated capacity building actions and institutionalised cooperation

Goal 2: CEPOL will foster a common EU law enforcement culture via training

Key Performance Indicators	Target
The CEPOL Training Quality Index of training activities relevant for EU policies[44] (starting 2025) *source of data: internal reporting on completed training activities (SPD reporting tool) as reported by TRU*	*80%*
Training activities contribute to the implementation of the Union policies *source of data: course curricula*	*60%*
New training solutions effectively respond to LE needs for hands-on practical training *source of data: internal reporting on completed training activities as reported by TRU (surveys)*	*70%*
The cascading scheme is gradually rolling out by 10% more training activities each year *source of data: internal reporting on completed training activities as reported by TRU*	*10% increase per year*

Strategic objectives and areas

2.1 Provide high quality training with **flagship products** that addresses core capability gaps in the EU Law Enforcement Training Priorities in the areas:

- 2.1.1.EMPACT
- 2.1.2 Counter-terrorism
- 2.1.3 Cybercrime
- 2.1.4 Law Enforcement cooperation, Information Exchange and Interoperability
- 2.1.5 Fundamental Rights

2.2 Developing new, innovative, specialised and multi-layered **learning solutions**

2.3 Extending the outreach of law enforcement training through a cascading effect

Goal 3: CEPOL will promote accreditation of law enforcement vocational training

Key Performance Indicators	Target
Develop a roadmap and pilot concept for Sectoral Qualifications Framework (starting 2025) *source of data: internal reporting by TRU*	Yes
Further develop the evaluation methodology to measure impact of training activities (starting 2025) *source of data: internal reporting by TRU*	Yes
Develop pilot concept for training programme in cooperation with accredited university in MS (starting 2025) *source of data: internal reporting by TRU*	Yes

Strategic objectives and areas

3.1 Develop a framework for **accreditation** of training activities corresponding with the EU Law Enforcement Training Priorities

[44] CEPOL Training Quality Index will be applied as of 2025 onwards with incorporating testing. A new baseline will be set in 2025. In the meantime CEPOL will continue to measure satisfaction with training activities as per current methodology (performance indicators defined under work programme section)

Goal 4: CEPOL will excel at governance as a modern and efficient EU Agency trusted by its stakeholders

Key Performance Indicators	Target
Quality Management System certified to be line with ISO 9001:2015 *source of data: quality audit report*	Yes
CEPOL training activities certified to be line with ISO 29993:2017 *source of data: quality audit report*	Yes
Number of critical/very important audit recommendations addressed on time *source of data: internal/external audit follow-up reports and desk reviews*	80%
CEPOL provides internal and external trainings to the agency staff to ensure the highest level of professionalism *source of data: staff training plan*	80%
Budget (N-1) payments *source of data: End of year Budget Implementation Report*	95%
Staff engagement *source of data: staff engagement survey*	70%

Strategic objectives and areas

4.1 **Optimise** CEPOL processes, workflows and management of resources

4.2 Provide the agency with **an appropriate infrastructure** that is suitable to ensure the achievement of CEPOL's strategic training goals

4.3 Manage CEPOL stakeholders, **external relations,** internal and external **communications** to reinforce awareness and visibility of the agency

2. Human and financial resources – outlook for 2024-2026

2.1. Overview of the past and current situation

2.1.1. Staff population overview

CEPOL's establishment plan for 2022 contains 33 Temporary Agents (TA), 19 Contract Agents (CA) (plus 1 Interoperability CA post planned for 2021-2022 only) and 4 SNE positions.

For 2023 CEPOL has asked for an upgrade of 3 essential posts (Procurement Officer, HR Officer and ICT Officers) from AST 5 to AD 8, having in view the tasks and responsibilities belong to an administrator's function. The upgrade has been granted (at AD5) in the amended budget 2023. The posts shall be published respecting the rules on the selection of temporary agents as laid down in the model decision on the in the model decision on the engagement of temporary agents.

Four new projects started in 2020 (see under Activity 2.11 of Section III – Work Programme 2024), therefore staff was hired for the duration of the projects on the basis of and financed from the respective contribution agreements: 12 FTEs for CT INFLOW, 13 FTEs for EUROMED Police, 10 FTEs for TOPCOP and 6 FTEs for WB PaCT (total of 41). These projects will reach the end of their lifecycle during 2024 but they will continue with follow-up projects . Starting 2023, 6 more FTEs are allocated in relation to new project EU4Security Moldova.

For detailed data on different staff categories, please refer to Annex IV: Human resources quantitative (Table 1 – Staff population and its evolution; Overview of all categories of staff).

Other information concerning recruitment policy, appraisal of performance and reclassification/promotions, mobility policy, gender and geographical balance and schooling is provided in Annex V: Human resources qualitative.

2.1.2. Expenditure overview

CEPOL is financed from the General Budget of the European Union in the form of a subsidy. The budget in 2022 amounted to € 11 049 030[45]. 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 2022, 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 amounts to € 10 750 917.

Title	Heading	Expenditure 2022 executed	Expenditure 2023	Draft Expenditure 2024	Draft Expenditure 2025	Expenditure 2026
1	CEPOL staff expenditure	4 914 275	5 379 040	6 297 389	5 396 306	5 504 232
2	Buildings & equipment and miscellaneous expenditure	443 015	620 214	1 726 419	574 732	586 227
3	Operational expenditure	5 393 627[46]	5 212 273	4 565 629	5 693 171	5 807 034
Total Expenditure		10 750 917	11 211 273	12 589 437	11 664 209	11 897 493

[45] Including carried over internal assigned revenue C5 for an amount of EUR 204 000
[46] Not including carried over internal assigned revenue C5 for an amount of EUR 204 000

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 signed agreements for 4 multi-annual projects with a combined budget of EUR 23.5 million, which will end in the course of 2024. Starting 2023, the new project EU4Security Moldova has been initiated with a budget of 5,5 MEUR. The outlook of the project portfolio beyond 2024, will include the follow up phases of the projects started in 2020 (WB PaCT – 6 MEUR, CT INFLOW – 6 MEUR, TOPCOP – 5,2 MEUR and Euromed Police – 6 MEUR). Whilst WB PaCT, CT INFLOW and TOPCOP were already signed during 2024, Euromed Police is in the last stage pending the signature of contracting authority.

Complete tables are provided in Annex III Financial Resources 2024-2026.

2.2. Outlook for 2024-2026

A) Adjusting activities to new trends

The area of freedom, security and justice has been going through a significant transformation. Serious organised crimes continue to pose fundamental threat to the European society. High risk criminal networks operate all around Europe and the world infiltrating into and distorting the legal economy, corrupting the state and using more violence to reach their goals. The war in Ukraine, the conflicts in the Sahel region and the instability in the Middle East put the fight against migrant smuggling crime groups in the focus while the growing number of vulnerable persons require stronger efforts against THB. The growing use of cryptocurrencies, the complexity of underground banking and the general need of more efficient asset recovery requires stronger capacities of financial investigation and anti-money laundering. The tightened environmental rules require effective enforcement as well stepping up the fight against crime groups involved in waste trafficking, pollution, illegal timber trade, sale of protected animals and plants etc. Cybercrime and cyber-enabled crimes are increasing rapidly, and terrorism persist as threats to internal security. The digital transformation of the justice and home affairs domain will continue in the coming years with the application of new large-scale IT systems and implementation of the interoperability framework.

The 5 year evaluation highlights the importance for CEPOL to streamline its activities to focus on key priorities within the European Multidisciplinary Platform Against Criminal Threats, the Security Union Strategy and recent internal security strategies. CEPOL should increase its cooperation with other Agencies in general, and with Europol in particular, in order to maximise synergies as widely as possible. In this context, CEPOL has accepted to take the lead in the coordination of the common horizontal strategic goal on “capacity building through training, networking and innovation” during the upcoming cycle 2022-2025 of the European Multidisciplinary Platform Against Criminal Threats.

Linked to this, it is paramount for CEPOL to play a central role in coordinating law enforcement training among all different stakeholders, and notably the other JHA agencies.

CEPOL training shall provide up-to-date, efficient and relevant education to law enforcement officials using a structured, innovative and engaging training portfolio, fully aligned with the EMPACT Cycles.

Among others, the CEPOL’s Cybercrime Academy is perceived to be an important step taken by the Agency to address emerging needs but should be further improved, especially with regards to the training offers addressing specific technical skills, such as cryptocurrency, access to (big) data and encrypted data, which can hardly be covered by single Member States alone.

To achieve this, CEPOL should be enabled with necessary resources to further invest into its serious crime and cybercrime training offer, to cover for relevant topics to be better addressed at the European level. CEPOL will seek further synergies with ENISA regarding the Cybersecurity Skills Academy to ensure that the expected increase in number of skilled cybersecurity professionals is achieved in an appropriately coordinated manner.

The regulation of the European Parliament and of the Council on establishing a framework for interoperability between EU information systems (borders and visa as well as police and judicial cooperation) aims to ensure that centrally coordinated EU level training improves coherent implementation of training courses at national level and as a consequence ensures correct and successful implementation and use of interoperability components will take place. CEPOL – as the EU Agency for Law Enforcement Training – is well-positioned to deliver central EU level training. CEPOL shall coordinate, manage, organise and update the courses and the cost for delivering a number of training sessions per year and prepare the online course(s). The training effort is concentrated on the periods immediately preceding go-live. A continuous effort remains necessary beyond the go-live as the interoperable components are maintained and regarding the trainers CEPOL would like to ensure sufficient rotation, based on the experience of delivering existing training on Schengen information system.

In line with the revised Schengen Evaluation and Monitoring Mechanism Regulation[47], CEPOL has been providing the training activities for Schengen evaluators. These training activities will remain an integral part of the training portfolio.

The long-term effects of the COVID-19 pandemic will continue to impact the European law enforcement capacity, and the impact of the war in Ukraine has made some threats more visible and has affected the implementation of planned activities, in particular activities organised within the scope of CEPOL's externally funded projects.

CEPOL needs to take these aspects into account, and the agency must refocus its activities in the context of law enforcement training on the most important internal security priorities of the European Union, given the challenges it faces with regard to human and financial resource it faces. Without such a refocus, it will not be possible to reach the maximum potential impact of CEPOL's efforts.

CEPOL is committed to improve the outreach and effectiveness of CEPOL training programmes by gradually addressing the recommendation of the 5 years report and implementing its new strategy 2023-2027.

B) Growth of existing tasks

The legal basis (new mandate) that came into force on 1 July 2016[48] mandated CEPOL to fulfil a significantly wider range of tasks, which cannot be duly implemented with the current staffing and composition of CEPOL National Units.

The Regulation on establishing a framework for interoperability between EU information systems[49] tasked CEPOL to organise training at Union level to enhance cooperation and the exchange of best practices between the staff of Member States authorities and Union agencies who are authorised to process data using the interoperability component, with particular attention to the process of multiple-identity detection, including the manual verification of different identities and the accompanying need to maintain appropriate safeguards of fundamental rights.

The legal mandate tasks CEPOL to "support Union missions and capacity-building in third countries by" […] "managing dedicated Union External Assistance funds" (Art. 4(4)(d)). It also stipulates that

[47] Council Regulation (EU) 2022/922 on the establishment and operation of an evaluation and monitoring mechanism to verify the application of the Schengen acquis, and repealing Regulation (EU) No 1053/2013

[48] Regulation (EU) 2015/2219 of the EP and of the Council on the European Union Agency for Law Enforcement Training (CEPOL) […]

[49] Regulation (EU) 2019/817 establishing a framework for interoperability between EU information systems (borders and visa) Regulation (EU) 2019/818 establishing a framework for interoperability between EU information systems (police and judicial cooperation, asylum and migration)

"CEPOL may benefit from Union funding in the form of delegation agreements or ad-hoc grants" (Art 17(4)).

In 2024 CEPOL will continue to implement five ongoing capacity building projects in the neighbouring countries. The detailed description of the projects can be found under Activity 1.4.

The new strategy for 2023-2027 building on the recommendations of the 5 years evaluation report, sets a new impetus for the Agency with ambitious goals for next five years aiming to increase the outreach, impact and relevance of the training activities for the LE community.

It has to be also duly noted that moving towards more complex, blended learning solutions, combining various type of products into one portfolio, the number of directly trained participants might decrease, because the same participant will have to follow a complex advanced training portfolio, rather than offering a number of stand-alone training activities. We however expect to further increase the number of trained end-users by the introduction of cascading mechanism for Train the Trainers programmes. The administration of this new mechanism will create significant extra workload for the current staff and CEPOL National Units.

c) Cyberattack impact on CEPOL IT systems and annual work program

CEPOL was informed on 30 May 2024 by TESTA service provider (secure connection to EU applications) about a suspicious activity in the IT system. CEPOL reported it to CERT EU immediately and the preliminary results – received on 3 June - pointed towards malicious activity by an unknown threat actor. Given the scale of the attack, CEPOL has been following CERT EU advise on the security of the ICT infrastructure. At the same time, CEPOL received outstanding support from DG HOME, DG DIGIT and other bodies. A criminal investigation was launched by the Hungarian authorities. The investigation is supported by CERT EU and Europol.

CEPOL implemented all training activities stipulated in the work programme which had been prepared before the cyber incident came to light on 30 May. The agency did not start organizing any new activities in the compromised environment, to avoid processing new data in an insecure environment until the secure IT architecture was built in the beginning of July.

During the crisis between beginning of June and beginning of July, the agency completed 22 activities for 965 participants from EU MS and 13 activities for 203 participants from third countries. All in all, 35 activities were implemented for 1168 participants (online, onsite and exchange are included).

The cyber incident impacted all business areas and the 2024 work programme of the agency.

On IT infrastructure the impact of the incident is severe. The new IT environment is functional, but to be fully operational, new equipment has to be purchased, whilst maintaining the services in place (licenses) and this process entails additional resource needs for 2024 and subsequent years.

On 18 June, CEPOL was informed that LEEd was breached as well. CEPOL instantly implemented mitigation measures with taking LEEd offline and necessary steps to inform users affected. CEPOL has started the work of LEEd rebuilt in collaboration and consultation with CERT-EU and DG DIGIT on the principle of maximum data security and imperative safeguarding of end users' personal data. CEPOL will ensure that during LEEd rebuild, security measures will be implemented in line with result of CERT-EU and DG DIGIT consultation. The current estimation is that rebuilding requires approximately 6 months.

The business impact and needs assessment has been developed and presented to MB during its extraordinary meeting on 26 July.

Elements of the business impact and needs assessment:

- Cyber incident impacts on SPD 2024 activities, objectives as well as corporate service process (HR, finance, procurement).
- Conclusion of activities to be postponed, cancelled.
- Draft IT governance based on business needs.
- Conclusion of resource needs with justification.

Priority interventions

CEPOL is continuing the priority interventions as follows:

- Rebuilding of the IT infrastructure.
- Rebuilding of LEEd.
- Coordination and communication in relations to GDPR requirements for notification of the data breach, especially prioritising to keep Member States and affected users informed
- Cooperation with European Data Protection Supervisor
- Communication with stakeholders, and if need be press and media
- Coordinating and cooperating with criminal investigation (CERT-EU and HU LEA).
- Preparing, assisting, and coordinating budget request for 2024 and 2025 due to the incident and the relocation to new HQ.
- Preparing business impact and needs analysis in the context of the cyber incident and the relocation to the new HQ to identify baseline for 2025 budget request.
- Preparing and coordinating the relocation to the new HQ by January 2025.
- Ensuring business continuity from the operational perspective.

Adjustment of the List of Training Activities 2024

Based on the consultation with the Management Board and the European Commission, the following list of training activities was proposed for cancellation:

I. 10 onsite activities cancelled (2 were originally planned as online courses due to budgetary limits):

Onsite courses cancelled due to cyberattack:
- Migrant Smuggling - Digital Investigations
- Child Trafficking - Forced Criminality and Forced Begging
- Document Fraud Investigations
- Child Sexual Exploitation - Investigation in Darknet
- Decryption
- Darkweb and Cryptocurrencies (originally planned as online)
- Cyber-Intelligence
- Digital Forensic Investigator Training
- Train the Trainer on Criminal Analysis
- Heads of Law Enforcement Training Institutes

Postpone to 2025:
- ❖ Research and Science Conference

II. 7 online courses, 1 online module, 65 webinars, 3 webinar series to be cancelled

Online courses cancelled due to cyberattack:
- Open Source Intelligence (OSINT)
- Fake news and disinformation leading to extremism
- Foreign Terrorist Fighters and High Risk Individuals
- International Inter-Agency Law Enforcement Cooperation and Information Exchange

- Facial Image Comparison and Facial Recognition Systems
- Basic Money laundering
- English for law enforcement officials II

Online module cancelled due to cyberattack:

- CBRN and Protection of Critical Infrastructure/Resilience of Critical Entities

65 webinars and 3 webinar series cancelled due to cyberattack:

- 32 programmed and 33 ad-hoc webinars
- 3 webinar series

III. Other impact of LEEd unavailability:

The unavailability of LEEd for the second half of 2024 will have impact on the participation and use of all self-paced training activities (online modules and e-lessons). The targets of the exchange programme remain unchanged, however the online elements of exchanges in LEEd (e.g. post exchange webinars, pre-assignments) cannot be implemented.

All in all, it is a very positive, that 63 out of the planned 73 onsite activities is expected to be implemented despite the cyber-attack. In terms of topics, priority was given to implement high-risk criminal networks, drugs trafficking, anti-corruption, fundamental rights and special law enforcement techniques related activities. The agency will fully implement the emerging training activities, the majority of courses connected to EMPACT, Schengen Evaluation and SIRENE activities.

The impact of the cyber-attack on the external dimension (projects implemented in third countries) remains limited, notably because of the nature of the activities, the multi-annual perspective and contractual dimension. However, online activities and products planned for 2024 will be postponed for the next year, whilst the onsite activities will suffer slight delays, which will be mitigated in the upcoming period.

2.3. Resource programming for 2024-2026

2.3.1. Financial Resources

The budgets for the years 2024-2026 have been planned in alignment with the MFF 2021-2027, but unfortunately the planning principles from the MFF are not realistic in the light of actual inflation in Europe and especially in Hungary. This makes it very challenging to draft a balanced budget without moving the balance between administrative and operational costs more and more towards administrative costs. After all, many of the administrative costs are obligatory to be paid. In addition, CEPOL had to take in consideration the cost related to the recovery of the cyber-attack (referred above in part 2.2. under point c). Outcome of this analysis was that, without support from the Commission and without rigorous internal measures, CEPOL would face a budget shortfall of approximately EUR 1.7M. This estimation is based on latest calculation of the salary and allowance, the need to re-build the full ICT infrastructure after the cyber-attack and the necessary preparation for the relocation from the current three locations in Budapest to the new Headquarters.

Based on the analysis, CEPOL requested an additional amount of EUR 1 064K from the Commission due to cyber-attack to cover:

- the estimated costs of the immediate re-build of our ICT infrastructure,
- the necessary additional investments to ensure a continued safe ICT environment, and
- the necessary ICT investments for the preparations of the new Headquarters.

The Commission has informed us that the request for EUR 1 064K has been granted, based on the clear justification and the measures CEPOL will take itself as well. This amount covers the costs related to rebuilding the ICT infrastructure, and the continuation of security measures set up during the re-building of the ICT infrastructure. It also covers some costs related to the ICT infrastructure in the new building.

CEPOL takes strict austerity measures in order to find sufficient room in our budget to cover the significantly increased salaries & allowances as well as other costs related to (the preparation) for our new headquarters. These austerity measures evolve around fewer missions for CEPOL staff but especially around the new building that CEPOL will move into at the end of the year. Originally it was expected that CEPOL would need to finance technical equipment (e.g. Audio-video conference systems) in order to finance other wishes of CEPOL. However, it has been possible to reduce infrastructure costs in such a way that the budget made available by the Hungarian authorities can also cover the AVC systems. For some other things, CEPOL management reached a decision that - although nice to have - there was no urgency to have everything in place from day 1.

In the amended programming document, CEPOL revised its budget to incorporate additional resources needed for the recovery from the cyberattack (referred above in part 2.2. under point c). Due to a number of internal measures, it has been possible to cover - significantly - higher than budgeted expenditure for (especially) staff costs. Also, it has been able to cover for other costs that are rising much more than the 2% foreseen by DG BUDG in its budget instructions.

The overview of budget amendment is presented below.

Title	Heading	Budget 2024 (original)	Budget 2024 (amended)	Variation (+/-)
1	CEPOL staff expenditure	5 290 496	6 297 389	+ 1 006 893
2	Buildings & equipment and miscellaneous expenditure	563 463	1 726 419	+ 1 162 956
3	Operational expenditure	5 581 540	4 565 629	-1 015 911
Total Expenditure		11 435 499	12 589 437	+ 1 153 938

The detailed budget analysis per each title and budget line has been presented to the Management Board during the extraordinary meeting on 12 September.

Detailed financial resources data is provided in Tables in Annex III.

2.3.2. Human resources

Detailed human resources data is provided in Annex IV: Human resources quantitative.

At the time of writing the draft SPD 2024-2026, CEPOL requested 6 additional posts for 2024, connected to the new Headquarters Agreement (HQA). However, in its opinion, the Commission noted that CEPOL's request for additional posts in 2024 connected to the new Headquarters Agreement is premature, as discussion between CEPOL and the Hungarian authorities are still ongoing concerning the Headquarters Agreement for the agency and a request for additional resources should be made once the position of the Hungarian authorities is known. CEPOL will keep the budgetary authorities informed of any development concerning the ongoing negotiations with the Hungarian authorities, and will not make any commitments, until these are cleared by the budgetary authorities.

Also, at the time of writing the draft SPD 2024-2026, CEPOL asked for 35 additional posts related to the further implementation of the CEPOL strategy 2023 – 2027, namely: 20 TA-AD posts, 5 TA-AST and 10 TA-AST/SC posts.

CEPOL is in need of additional posts to fulfil its mandate and the ambitious goals of the Strategy 2023-2027 adopted by the Management Board. Nevertheless, as per COM opinion, *the draft Single Programming Document cannot be considered as a basis to increase the EU Contribution or the agency's staffing levels. An increase in agency resources must always be part of a legal initiative to extend the Agency's mandate or to delegate additional tasks to the Agency, including a legislative financial statement adopted by the budget authority and the co-legislators.*

Therefore, the budgets requested for the years 2024-2026 have been aligned in the Final SPD 2024-2026 with the MFF 2021-2027 and the staffing level to the currently authorised number of TA and CA posts, as requested by the Commission.

Nevertheless, exceptionally for 2024, CEPOL will request 1 additional SNE post above the 4 authorised. The additional SNE post originally requested was needed to improve the e-learning training delivery of CEPOL, however it did not materialise as the procurement of new e-learning product development was launched end of Q1 and the process was extended due to the cyber incident. In the meantime, the prove of concept of SQF is to commence in 2024 and delivered in 2025, which will require dedicated staff to manage the process.

2.4. Strategy for achieving 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, as of 2020, 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 (refer to Annex VI: Environment management for details):
    - e-Procurement submission system for open procedures and e-Tendering,
    - e-Recruitment,
    - e-HR management (SYSPER was rolled-out in CEPOL in 2019),
    - e-Invoicing,
    - electronic travel booking,
    - Speedwell: web-based electronic workflow for payments (interface with ABAC),
    - Bluebell: budgetary planning and monitoring tool & electronic workflow (interface with ABAC).

- 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. schooling, training), joint procurements, joint recruitments, mutual usage of recruitment reserve lists, 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, other corporate and administrative matters
    - JHA Agencies Network (EUAA, EIGE, EUDA, eu-LISA, Eurojust, Europol, FRA, Frontex & CEPOL): ensuring cooperation on EU security, justice, fundamental rights,

migration and asylum and gender equality matters, joint strategy on the role of JHA agencies, annual work programme consultation,
    - EU Agencies Network (EUAN): coordination, shared services (incl. joint procurements),
    - EU Commission (DG DIGIT, DG BUDGET): implementation of digital EU tools and software, outsourcing of support services (e.g. accounting);
- While COVID-19 had a serious impact on its on-site, classroom-based activities in 2020, CEPOL has further responded duly and reallocated resources to ensure a high-level response to address the covid related implications via eLearning
- Online learning solutions also proved to be important in response to the geopolitical situation related to the war in Ukraine.

In 2024-2026, CEPOL will seek to further achieve efficiency gains and budget savings in the following areas:

- Tasks considered for downsizing / discontinuation: as explained under heading 2.5;
- Reprioritisation of actions, redeployment of resources: as explained under heading 2.5. In addition –similarly to COVID-19 response – flexible staff reallocation if there is a need to cover understaffing of an operational (training) or administrative (corporate services) task or duty;
- Tools, resources, provisions and processes that aim to facilitate the efficiency and the productivity of staff: CEPOL will further digitalise the Agency through the substitution of paper-based processes with electronic workflows and implementation of tools & software (as described in Annex VI: Environment management):
    - Ares: document management and archiving system,
    - New SYSPER module(s): Digital personnel file, MiPs (mission management) and Reporting tool,
    - Microsoft Office 365;
- Sharing services and IT development projects among agencies operating in the same Member States or policy areas and between the agencies and the Commission:
    - CEPOL will continue, and – if possible – extend the areas of cooperation with Budapest-based EU bodies (EIT, EC & EP representation) as mentioned above,
    - CEPOL will continue, and – if possible – further extend joint IT projects and shared services with JHA Agencies Network, EU Agencies Network (EUAN) and EU Commission,
- Increasing the automation/streamlining of work processes, moving to e-administration and e-training: CEPOL will revise, automatise & digitalise its work processes and move into e-administration (as explained also under bullet point 3), while e-training tools are already in place due to the nature of the Agency's core business;
- On the principle of sound financial management:
    - CEPOL will continue negotiations with the host Member State authorities with the aim of obtaining a new building that could host all CEPOL staff (incl. staff working on externally financed capacity building projects) and render the rent of additional office unnecessary.

In line with its Strategy 2023-2027 CEPOL has initiated organisational changes aiming to streamline its structure and increase efficiency in terms of how the Agency operates within its limited resources. The new arrangements and reporting lines are meant to achieve a more balanced and unified practice in the management of operational and support processes.

2.5. Negative priorities/decrease of existing tasks

The significant changes in the EU internal security landscape generate an increased demand for law enforcement training where the priorities are shifting towards serious organised crimes in particular

high-risk criminal networks, money laundering and criminal finances, migrant smuggling, firearms trafficking, environmental crimes and cybercrimes. Counter-terrorism transnational police cooperation and information exchange as well as fundamental rights remain in focus as well together with emerging topics such as artificial intelligence and other innovations.

In 2023 CEPOL conducted a consultation process with its main stakeholders to refocus the agency`s training priorities on the most important areas. The Task Force on Portfolio where Member States, the Commission and many JHA agencies had been represented decided that serious crimes, counterterrorism, fundamental rights shall remain priorities in trainings while other fields such CSDP missions, public order, law enforcement techniques shall be deprioritized.

In multi-annual perspective, the outreach of CEPOL became more than double: number of participants has grown from ca. 18,000 in 2016 to more than 40,000 in 2022 which reflects exploding demand and necessity for the training activities that the Agency delivers.

Seven years after the entry into force of its new legal mandate[50] on 1 July 2016 and seventeen years since the inception of CEPOL as an EU Agency, CEPOL operates with 33 Temporary Agents in its establishment plan.

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. Due to insufficient resources, the increased demand for training could be only followed by increasing the online learning component, which did not entirely satisfy the increasing need of the stakeholders.

The present mandate brought about new coordination and analytical tasks for CEPOL, together with implementing capacity-building projects in third countries by managing dedicated Union External Assistance funds, however this was not accompanied with any additional training agents post.

CEPOL will continue its efficient use of resources and rely on the relevant EU authorities to support the effort with appropriate legal mandate and resources.

In its observations to the Five-Year Evaluation Report, the Management Board is of the opinion that genuinely addressing most deficiencies identified by the evaluation report, would require amendment of CEPOL's legal mandate and the related Legal and Financial Statement, to provide the agency with additional resources, justified by evidence-based, clear business needs.

Accordingly, MB recommended for the consideration of the European Commission to table a legislative proposal on amending CEPOL's current legal mandate and the related Legal and Financial Statement, in order to increase the Agency's impact and address the recommendations of the report.

Section III – Work Programme 2024

Executive summary

This section outlines the specific objectives that aim to contribute to the realisation of CEPOL's strategic objectives. These are formalised under activities and they include outputs, results (expected outcomes) and indicators.

The main tenets of CEPOL's multiannual programming are that the Agency must be able to respond to the training needs of the European law enforcement community and that CEPOL training activities should stem from a structured process built upon an EU Strategic Training Needs Assessment and

[501] Regulation (EU) 2015/2219 of the EP and of the Council on the European Union Agency for Law Enforcement Training (CEPOL)

specific Operational Training Needs Analyses, taking into due account the requirements deriving from EU policy documents.

Since 2022, CEPOL has been the coordinator of the Common Horizontal Strategic Goal 6, “Capacity building through training, networking and innovation” in all EMPACT areas as suggested by the Council. CEPOL portfolio holders of criminal priority fields will monitor and advise training and capacity building actions undertaken by Member States and other EU bodies in the EMPACT framework. The objective of this exercise to ensure the close linkage of knowledge building initiatives and achieve a harmonised approach through the range of activities. It is expected that via the closer coordination synergies of actions will be further explored and overlaps avoided.

The 5 years evaluation report recommends that CEPOL should aim to become “the EU hub” for law enforcement training. The report states that while the Agency is not in a position to cater for all training needs itself, it has a unique role in mapping and monitoring the catalogue of existing law enforcement training offers provided by all JHA agencies and other stakeholders and to act as a portal for law enforcement practitioners looking for suitable training opportunities at the EU level.

CEPOL new strategy 2023-2027 caters to the goal of becoming “the EU hub” via specific objective and actions towards better coordination of the training activities at EU level.

CEPOL training needs assessment

Identification of needs for training development to address capability gaps of law enforcement officials will continue to be the leading principle for our planning activities. Taking into the relevant EU policy documents and the priorities of the current EMPACT Cycle on serious and organised crime 2022-2025 and following the EU Strategic Training Needs Assessment 2022-2025 and the outcomes of its mid-term review, CEPOL will prioritise the key thematic areas and, through the Operational Training Needs Analysis, will give a clear identification of the different target groups and their volume for the training activities. In 2024 CEPOL will pay particular attention to the specific training needs of the different target groups within the Law Enforcement Community and will reach out to them – in cooperation with relevant JHA Agencies - with tailor-made training services.

The different tools for the training needs analysis will be further developed to provide a clear picture on the different levels of qualifications required and the volume of officials to be trained on European level. The Operational Training Needs Analyses will focus on the priorities stemming from the mid-term review of the EU-STNA 2022-2025, incorporating EMPACT priorities, in line with the updated OTNA multiannual planning.

In 2024 CEPOL will commission an evaluation of the EU-STNA methodology and based on its outcomes, work on the updated methodology to be implemented for the next EU-STNA cycle 2026-2029.

CEPOL will assess ad hoc training requests targeting emerging needs, using an internally established mechanism, to ensure that the emerging training needs are gathered, assessed and addressed taking into consideration the emerging nature, thematic specialisation and resources available.

CEPOL will pilot a new process to assess emerging training needs is 2024. In the beginning of the year, a Call for Emerging Trainings will be advertised and – subject to the quality of the received proposals – CEPOL will assess adequate training response to those needs. At this moment, three onsite training activities on emerging crime threats are indicatively planned, but the assessment will identify the adequate training delivery method.

CEPOL training services

CEPOL continues to offer training solutions onsite, online and the form of peer-to-peer exchanges. In accordance with its new strategy, the agency has been stepping up to blend the different delivery formats and will continue to do so. Furthermore, an emphasis has been already given to increase the outreach with cascading means and it will feature activities in 2024. The 2024 training portfolio of CEPOL will be implemented in various modalities, notably via grants, procurement as a pilot, CKCs and by the agency itself.

In line with the CEPOL new strategy, the agency needs to refocus its training efforts to the area of serious and organised crime, counter-terrorism, law enforcement cooperation, information exchange, interoperability and fundamental rights. Given the limited human and financial resources and understanding the trade-off between quality and quantity of training activities, CEPOL reinforces its commitment to providing high quality, globally recognised and valued learning actions, even if that requires the reduction of the offered number of activities. As a result, the CEPOL portfolio will focus on the EMPACT areas that are cross-border by nature: financial crimes, money laundering and asset recovery, mafia type criminality, migrant smuggling, trafficking in human beings, environmental crimes, cyber-attacks, child sexual exploitation, online fraud schemes, including cybercrime cross-cutting priorities areas, drug trafficking, firearms smuggling, cigarette and oil fraud, VAT/MTIC fraud, intellectual property enforcement. Counter-terrorism remains in focus as well courses targeting anti-radicalisation, counter-terrorism techniques, terrorism financing.

The agency will continue to conceptualise complex learning programmes combining online and onsite learning activities in order to provide deeper and more advanced learning opportunities to senior investigators and key operative officers in transnational law enforcement cooperation.The THB sexual exploitation learning programme had been already completed fully until June 2024. , The current unavailability of LEEd due to the cyberattack impeded the implementation of the online elements of the other prepared learning programmes in the area of Intellectual Property Crimes and Cybercrimes and Drug Trafficking.

CEPOL has developed a new concept of an annually ran simulation exercise for EU law enforcement, the EU Law Enforcement Challenge which will be piloted in 2024.

The strong engagement in the EMPACT mechanism and the ongoing commitment and further improvement of CEPOL Knowledge Centre on Counter Terrorism are crucial elements of success. The onsite training portfolio will be designed based on threats and needs identified by EMPACT as well as by the EU Strategic Training Needs Assessment and sectoral Operational Training Needs Analyses. CEPOL will step up its efforts to provide complex learning programmes linking onsite and online learning products, simulation and exercise-oriented activities.

CEPOL plans to reinforce its proposed services from 2023 onwards on Artificial Intelligence (AI), big data analysis and decryption technologies.

Recognising the importance of the influence of fast technological developments on the law enforcement and also following the stepped-up efforts by the European Commission in this area, CEPOL shall also address how AI tools and big data analysis can be used by law enforcement officials to rapidly acquire, process and analyse massive crime-related data. CEPOL is part of the European Commission Expert Group on Artificial Intelligence in the domain of the Home Affairs and shall follow the Expert Group's recommendations and defined priorities areas and initiatives from the training and research perspective. Therefore, the Cybercrime Academy (CCA) would address the influence of the modern technology on the law enforcement, creating specialised activities focused on the AI, big data analysis, e-evidence, and other emerging training needs resulting from the modern

technology's impact on the law enforcement. In this context, CEPOL's Cybercrime Academy can become a key partner, by providing training on how to use the knowledge and the appropriate tools. Similarly, CEPOL is part of the Council of the EU, High Level Expert Group on Access to data for law enforcement purposes, and will closely follow the developments, ready to support with dedicated training for LEA on this topic.

CEPOL is part of the EU Innovation Hub and is planning to support in the future training activities of projects included in the hub (an informal agreement with AIDA Project was already established).

To support operational effectiveness of law enforcement, CEPOL is committed to provide high-level tailored training activities on the use of the current and future up-coming large scale IT systems as well as for the interoperability framework in the area of Justice and Home Affairs in cooperation with the European Commission and relevant Agencies. This will be done via the CEPOL Knowledge Centre on International Law Enforcement Cooperation, Information Exchange and Interoperability (CKC INT) established in 2021.

Following the adoption of the CEPOL Digitalisation strategy, CEPOL has already introduced, and will further develop, a number of new e-Learning products and upgrades of the available self-paced trainings; at the same time, will continue working on advancing and increasing the security of the Learning Management System, LEEd, through new developments, enhancements and integration with new tools (for example, for monitoring or user authentication).

The aim is not only to provide new learning opportunities to law enforcement officials, but also dedicated learning spaces (tenancies) for law enforcement training providers for independent learning product development and delivery for our stakeholders. While the unavailability of LEEd caused a significant but temporary set-back in 2024, the long-term objective remains unchanged.

CEPOL plans to introduce new training formats in its training portfolio. For instance, training resources on priority topics such as fundamental rights and financial investigations, through cooperation with recognised and accredited/certified training providers (e.g. Universities). Training activities should differentiate between more operational, strategic or basic knowledge. CEPOL will increase its efforts to channel research findings into training activities to cater law enforcement with latest innovations. The CEPOL Research and Science Conference on High-Risk Criminal Networks is the key event that contributes to promote latest research outcomes. The Conference, originally scheduled for 2024 is postponed to early 2025 due to the cyber incident.

External aspects including Capacity Building projects

It is reasonable to foresee that the internal and external security of the European Union will continue to be ever more interdependent and interconnected. In line with its mandate, CEPOL will continue to support EU policy by cooperating with third countries, and will pursue the goal of contributing to law enforcement capacity building efforts via training and seeking to create sustainable training partnerships. CEPOL have established itself as a key partner in law enforcement cooperation and training across all the geographical areas covered by the Enlargement and Neighbourhood policies of the Union. In the long-term perspective, the cooperation with the non EU countries needs to be further strengthen and is highly important to ensure the continuity of the current projects portfolio, beyond its end date, to ensure the sustainability of the current actions.

Training Quality Management

CEPOL will continue to invest more in the enhanced quality of training portfolio even at the expense of quantity in order to guarantee its position as an EU hub for law enforcement training. The evaluation methodology will be further developed in order to strengthen the measurement of relevance, impact and cascading of activities. This includes a new KPI for onsite and online training, the Training quality

Index, which will be calculated from the results of the 6 Training Quality Assessment Areas (TQAAs) and which will have a minimum threshold of 80%.

The agency will consider the expansion of ISO 29993 certificate for further training products. CEPOL is committed to maintain and further expand the ISO certification of its services, where relevant, depending on the budget availability and human resources. In particular, 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.

Digitalization of administrative services

CEPOL is aiming to continue optimizing the processes and internal workflows of the Agency through implementing digital requirements (e.g. Ares: document management and archiving system, New SYSPER module(s): Digital personnel file, MiPs+ (mission management) and Reporting tool, Microsoft Office 365).

Overview of Activities and Objectives 2024

Goal 1: CEPOL will be the EU hub for law enforcement training	
Work Programme Activity 2024[51]	**Objectives 2024**
1.1 Provide a strategic basis for identifying and determining **EU Law Enforcement Training Priorities**	1.1.1 CEPOL shall initiate the fine-tuning of the EU-STNA methodology to serve the objective of providing policy guidance for setting EU Law Enforcement Training Priorities
	1.1.2 The scope of the Operational Training Needs Analysis[52] will be applied to thematic areas
1.2 Strengthen **coordination** among **national training institutions** and **EU actors** in law enforcement training to maximise synergies and efficiency gains	1.2.1 CEPOL shall design and implement EU inter-agency, multidisciplinary training programmes in specialised domains with mobilising and closely work with JHAAN community
	1.2.2 CEPOL shall map and coordinate existing law enforcement training and expertise at European level to take advantage and increase the efficiency of CEPOL's working agreements with relevant partners and stakeholders (e.g. EUROPOL, Frontex, AIRPOL, ENISA, eu-LISA, FRA etc.)
	1.2.3 CEPOL shall set-up an alumni community (Communities of Practice) and manage it on LEEd for trainers/experts/trainees
	1.2.4 CEPOL shall be coordinator of EMPACT capacity building through training
	1.2.5 CEPOL shall intensify cooperation and exchange of good practices between CEPOL and its partners in view of personnel development and maximised synergies
1.3 Provide the Member States, for their law enforcement training, with the **latest innovation and research developments** building on outcomes of national and EU-level security research programmes when applicable	1.3.1 Increase partnerships and cooperation with research institutes, universities and private industry (especially in the area of cybercrime training activities conducted by the Cybercrime Academy)
	1.3.2 CEPOL will implement training events in the area of Research and Science for Law Enforcement Officials of the EU, and, if applicable, of Third countries
	1.3.3 CEPOL shall contribute to disseminate relevant research findings among LE community via specific products and training activities
1.4 Strengthen the **operational capacities** of partner **non-EU countries** to prevent and fight organised crime and terrorism via dedicated capacity building actions and institutionalised cooperation	1.4.1 Implementation of the Enhancing Information Exchange and Criminal Justice Responses to Terrorism in the Middle East and North Africa (**CEPOL CT INFLOW**) **project (until 30 June 2024)**
	1.4.2 Implementation of the Enhancing Information Exchange and Criminal Justice Responses to Terrorism in the Middle East and North Africa (**CEPOL CT INFLOW**) **project follow up phase (1 July 2024 – 30 June 2028)**
	1.4.3 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 (until 30 September 2024)**
	1.4.4 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 follow up phase (1 October 2024 – 30 September 2028)**
	1.4.5 Implementation of the Training and Operational Partnership against Organised Crime (**CEPOL TOPCOP**) **project (until 30 June 2024)**
	1.4.6 Implementation of the Training and Operational Partnership against Organised Crime (**CEPOL TOPCOP**) **project follow up phase (1 July 2024 – 30 June 2028)**
	1.4.7 Implementation of the Western Balkans Project against Crime and Terrorism (**WB PaCT**) **project (until 31 April 2024)**
	1.4.8 Implementation of the WB PaCT **follow up phase (1 April 2024 – 30 March 2028)**
	1.4.9 Implementation of the EU4Security Moldova
	1.4.10 Promote CEPOL as a centre of excellence for training in the regions

	1.4.11 Promote the EMPACT and enhance the participation of the partner countries in the OAPs
	1.4.12 Develop further the networks and build communities of professionals around EMISA and EMPACT)

[51] Resources (HR and Financial) per activity are indicated in Annex II: Resource allocation per Activity 2024-2026
[52] As per MB Decision 32/2017/MB of 15 November 2017

Goal 2: CEPOL will foster a common EU law enforcement culture via training		
Work Programme Activity 2024[34]	**Objectives 2024**	**Union policies to be contributed via CEPOL training activities**
2.1 Provide high quality training with **flagship products** that addresses core capability gaps in the EU Law Enforcement Training Priorities	2.1.1 CEPOL will implement training activities in the area of **EMPACT** for Law Enforcement Officials of the EU, and, if applicable, of Third countries. ○ **High Risk Criminal Networks** ○ **THB** ○ **Migrant smuggling** ○ **Cannabis Cocaine Heroin** ○ **Synthetic drugs/NPS** ○ **Excise fraud** ○ **MTIC fraud** ○ **Intellectual property rights crime, counterfeiting of goods and currencies** ○ **Criminal Finance, Money Laundering and Asset Recover** ○ **Organised Property Crime** ○ **Environmental crime** ○ **Firearms**	○ Council Conclusions on the permanent continuation of the EU Policy Cycle for organised and serious international crime: EMPACT 2022 + ○ Council Conclusions on setting the EU's priorities for the fight against serious and organised crime for EMPACT 2022-2025 ○ European Union Serious and Organised Crime Threat Assessment (SOCTA) 2021 ○ EU Strategy to tackle Organised Crime 2021-2025 ○ EU Strategy on Combatting Trafficking in Human Beings ○ A renewed EU action plan against migrant smuggling (2021-2025) ○ EU roadmap to fight drug trafficking and organised crime ○ EU Agenda and Action Plan on Drugs (2021-2025) ○ Council Conclusions on enhancing financial investigations to fight serious and organised crime ○ 2020-2025 EU action plan on firearms trafficking)
	2.1.2 CEPOL will implement training activities in the area of **Counter-terrorism** for Law Enforcement Officials of the EU, and, if applicable, of Third countries. ○ **Radicalisation and Extremism** ○ **Darkweb and basics of encryption in CT** ○ **Foreign Terrorist Fighters** ○ **Open-Source Intelligence in Counter-terrorism** ○ **Security and Protection of Public Spaces, Cybersecurity and Critical Entities** ○ **Financing Terrorism** ○ **Other Counter-terrorism related issues**	○ A Counter-Terrorism Agenda for the EU: Anticipate, Prevent, Protect, Respond ○ Council Conclusions on the Protection of Public Spaces
	2.1.3 CEPOL will implement training activities in the area of **Cyber-related Crime (via CEPOL Cybercrime Academy)** for Law Enforcement Officials of the EU, and, if applicable, of Third countries. ○ **Child Sexual Abuse and Sexual Exploitation** ○ **Cyber-Attacks**) ○ **Online Fraud Schemes** ○ **Cybercrime cross-cutting priorities areas including Digital forensics, Big Data and Artificial Intelligence**	○ Council Conclusions on the permanent continuation of the EU Policy Cycle for organised and serious international crime: EMPACT 2022 + ○ Council Conclusions on setting the EU's priorities for the fight against serious and organised crime for EMPACT 2022-2025 ○ European Union Serious and Organised Crime Threat Assessment (SOCTA) 2021 ○ EU strategy for a more effective fight against child sexual abuse, Proposal for a Regulation of the European Parliament and of the Council laying down rules to prevent and combat child sexual abuse, Council Conclusions on combatting the sexual abuse of children ○ The EU's Cybersecurity Strategy for the Digital Decade

Goal 2: CEPOL will foster a common EU law enforcement culture via training		
Work Programme Activity 2024[51]	**Objectives 2024**	**Union policies to be contributed via CEPOL training activities**
2.1 Provide high quality training with **flagship products** that addresses core capability gaps in the EU Law Enforcement Training Priorities	2.1.4 CEPOL will implement training activities in the area of **Law Enforcement Cooperation and Interoperability** for Law Enforcement Officials of the EU, and, if applicable, of Third countries. ○ **Schengen Information System (SIS)[1]** ○ **Interoperability components and tools** ○ ○ **Intelligence Analysis** ○ **EU cooperation tools and mechanisms** ○ **Joint Investigation Teams (JITs)** ○ **Customs cooperation** ○ **Other Law enforcement cooperation, information exchange and Interoperability Regulation**	○ Regulation (EU) 2019/818 of the European Parliament and of the Council of 20 May 2019 on establishing a framework for interoperability between EU information systems in the field of police and judicial cooperation, asylum and migration and amending Regulations (EU) 2018/1726, (EU) 2018/1862 and (EU) 2019/816 ○ Council Recommendation (EU) 2022/915 on operational law enforcement cooperation ○ Regulation (EU) 2022/991 of the European Parliament and of the Council of 8 June 2022 amending Regulation (EU) 2016/794, as regards Europol's cooperation with private parties, the processing of personal data by Europol in support of criminal investigations, and Europol's role in research and innovation, Proposal for a Regulation of the European Parliament and of the Council on automated data exchange for police cooperation ("Prüm II"), amending Council Decisions 2008/615/JHA and 2008/616/JHA and Regulations (EU) 2018/1726, 2019/817 and 2019/818 of the European Parliament and of the Council ○ Specific, EU relevant policy document: Council Recommendation (EU) 2022/915 on operational law enforcement cooperation ○ Council Resolution on customs cooperation in the area of law enforcement and its contribution to the internal security of the EU, Strategy for customs cooperation in the area of law enforcement and its contribution to the internal security of the EU
	2.1.5 CEPOL shall promote safeguarding of **Fundamental Rights** by means of a cross-cutting and specific module of CEPOL training activities ○ **Fundamental Rights** ○ **Law Enforcement Ethics and Management of Diversity** ○ **Victim Protection and Victims' Rights** ○ **Hate Crime, Racism and Discrimination** ○ **Anti-Semitism** ○ **Gender Issues** ○ **Data Protection** ○ **Other fundamental rights-related Issues (i. e. freedom of assembly and use of force to ensure public safety and security and fundamental rights).**	○ A Union of equality: EU anti-racism action plan 2020-2025, Council Conclusions on combating racism and ○ Antisemitism, Commission Communication EU Strategy on Combating Anti-Semitism and Fostering Jewish Life (2021-2030), Communication from the Commission- Union of Equality: LGBTIQ Equality Strategy 2020-2025, Council declaration on the fight against antisemitism and the development of a common security approach to better protect Jewish communities and institutions in Europe ○ Directive (EU) 2016/680 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data by competent authorities for the purposes of the prevention, investigation, detection or prosecution of criminal offences or the execution of criminal penalties, and on the free movement of such data, and repealing Council Framework Decision 2008/977/JHA
	2.1.6 Other topics ○ **Leadership, Training and other Skills** ○ **Higher Education and Research**	○ Council Conclusions on the Action Plan for the European Forensic Science Area 2.0 ○ EU Global Strategy for the Common Foreign and Security Policy 2016 ○ A Strategic Compass for Security and Defence (2022)

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

Goal 2: CEPOL will foster a common EU law enforcement culture via training		
Work Programme Activity 2024[51]	**Objectives 2024**	**Union policies to be contributed via CEPOL training activities**
	○ **Public Order and Prevention** ○ **Law Enforcement Techniques, Forensics and Specific Areas** ○ **Union Missions (CSDP)**	○ Implementing Guidelines for the EU Policy on Training for CSDP ○ Conclusions of the Council and of the Representatives of the Governments of the Member States, meeting within the Council, on the establishment of a Civilian CSDP Compact

Goal 2: CEPOL will foster a common EU law enforcement culture via training	
Work Programme Activity 2024[51]	**Objectives 2024**
2.2 **Developing** new, innovative, specialised and multi-layered **learning solutions**	2.2.1 Restructure training packages and create **Blended Learning Training** packages by: ➢ merging **Study visits and Exchanges** with training activities ➢ developing and implementing a mentoring programme ➢ Enhance CEPOL's online offer by **improving the balance** with other on-site training activities
	2.2.2 Engage with the **EMPACT mechanism** for further development of training programmes (capitalise on the inputs of EMPACT, organise training for EMPACT coordinators and drivers)
	2.2.3 Increase effectiveness of the **selection of participants** to fit the target group
	2.2.4 Maintain and gradually extend the **CEPOL Knowledge Centre** model
	2.2.5 Develop tailor made training programmes to **assist careers** and foster capacity of Law Enforcement officials to engage and be active in international operations and cooperation
	2.2.6 Design and implement a new learning environment and new methodologies focusing on **operational, hands-on, interactive approaches, simulations, exercises, and student-centred learning**
	2.2.7 Design **new training products**: ➢ EU Law Enfoncement Challenge – simulation exercice.
	2.2.8 Design and implement joint training products for **mixed EU and non-EU Law Enforcement audiences** in priority areas
	2.2.9 Develop **evidence-based** thematic dimensions relevant for the EU Security Union Strategy (e.g. Law Enforcement cooperation EMPACT and Counter-terrorism) in training provided for third countries
	2.2.10Pilot and implementation of the mechanism to address **emerging threats**
	2.2.11 Ensure availability of information on emerging needs and threats (CEPOL is enabled to monitor the emerging needs and threats close to the policy making level by taking part in EU relevant forums)

Goal 2: CEPOL will foster a common EU law enforcement culture via training	
Work Programme Activity 2024[51]	**Objectives 2024**
2.3 Extending the **outreach** of law enforcement training through a cascading effect	2.3.1 Increase the number of Train-the-Trainers programmes delivered per year on specific topics (not only on training methodology), e.g. SOC; CT; INT; Cyber, with a special focus on Law Enforcement Trainers
	2.3.2 Support the implementation of a national cascading system, which involves engaging participants to draft a cascade plan during training activities
	2.3.3 Provide LEEd support for national training
	2.3.4 Offer career relevant certification for law enforcement officials in the EU Member States and its partner countries on all Moodle platforms available around EU

Goal 3: CEPOL will promote accreditation of law enforcement vocational training	
Work Programme Activity 2024[51]	**Objectives 2024**
3.1 Develop a framework for **accreditation** of training activities corresponding with the EU Law Enforcement Training Priorities	3.1.1 Establish a **framework for accreditation of law enforcement training** programmes developed on the basis of the EU Law Enforcement Training Priorities: - Support peer-to-peer review among Member States training institutions - Consult with Member States and EU actors on accreditation experience in vocational training - Development of the working methodology - Gradually certify and accredit CEPOL training products where applicable
	3.1.2 Improve the **evaluation system** of CEPOL by involving: ➢ the Kirkpatrick model[53] or exploring other up-to-date methodologies; ➢ competency-based assessment practice, entry/exit tests for complex learning programmes, impact assessment, evaluation of a return of investment); ➢ the revision of KPI/PI; ➢ the measurement of the impact/return of investment
	3.1.3 Explore ways to identify a unique product to be offered by CEPOL in **cooperation with accredited universities in the MS** (i.e. vocational training through projects with universities, Inter-Agency Master Programme, CEPOL Stamped Catalogue for Higher Education)
	3.1.4 Revise the required key accountabilities for TRU staff (e.g. mandatory TtT at least at national level) **for specific positions** focused on training design, delivery and evaluation

[53] https://www.kirkpatrickpartners.com/the-kirkpatrick-model/ The Kirkpatrick evaluation model has been used partially by CEPOL for training evaluation. Applying the full Kirkpatrick model or choosing an alternative solution may significantly improve impact oriented evaluation.

Goal 4: CEPOL will excel at governance as a modern and efficient EU Agency trusted by its stakeholders	
Work Programme Activity 2024[51]	**Objectives 2024**
4.1: **Optimise CEPOL processes, workflows and management of resources**	4.1.1 Reorganise the **TRU sectors** in accordance with major **thematic areas/clusters** following the future revised training programme
	4.1.2 S**implification of existing procedures** and elimination of redundant or unnecessary quality documents (e.g. update the IGN)
	4.1.3 Further **implement digital transformation and information management** (e.g. document management system, intranet) (2023-2027)
	4.1.4 C**ontinue to monitor budget implementation, revise and redirect operational and administrative costs**
	4.1.5 Enhancing **inter-sectorial coordination** within CEPOL and information workflow.
	4.1.6 Re-prioritise and re-think the volume and **implementation mode** of assistance activities of core business (e.g. too many financial and human resources are devoted to managing travel arrangements)
	4.1.7 Propose project-based financing scheme of capacity building actions be **combined with annual subsidy**-based financing and supported with TAs positions
	4.1.8 Maintain ISO 9001:2015 quality management system and gradually extend **ISO 29993:2017** standards/certification for all CEPOL's training activities (onsite and online) and to those implemented by CEPOL FWPs
	4.1.9 Implement CEPOL training activity on the ISO 29993:2017 standards for the Framework Partners. Explore options for the FWPs to be ISO certified
	4.1.10 Maintain good governance and efficient management of HR and budget resources in compliance with applicable rules and regulations
4.2 : Provide the agency with an **appropriate infrastructure** that is suitable to ensure the achievement of CEPOL's strategic training goals	4.2.1 Further liaise with host country on CEPOL infrastructure and take the necessary actions to ensure the **training and meeting facilities are fit for current hybrid format** (short-term) and that the future CEPOL premises are aligned to the needs of a **fully-fledged training centre** (including the EMPACT multipurpose laboratory e.g.)
	4.2.2 The negotiation for the new building shall consider the **environmental aspects** in line with the European Green Deal policy (e.g. EMAS certified building, use of green electricity, solar panels, use of rainwater, state of art cooling/heating etc in order to reduce CO2 footprint of the agency)
4.3: Manage CEPOL stakeholders, external relations, internal and external communications to **reinforce awareness and visibility of the agency**	4.3.1 Implementation and revision of the existing **external relations sub-strategy. .** Revision is postponed to the 1st quarter of 2025.
	4.3.2 Creating a **stakeholder matrix** and management system to utilise it for raising awareness and visibility of CEPOL, mapping the training institutes and their capabilities.
	4.3.3 Broaden the scope of the mandate of CEPOL **liaison officer (**to foster external relationships and stakeholder management
	4.3.4 Implement the new **Communications Strategy** (with provisions on quality control of any external communication by staff). Revision is postponed to the 1st quarter of 2025.

Types of learning

CEPOL offers different ways to learn under its training activities (Goal 2)	
Blended learning	CEPOL offers complex training programmes where various forms of training are combined, e.g. onsite activity is preceded by an online course and followed by a study visit, including number of pre-and post-course assignments at various levels.
Onsite activities	**Onsite activities** take form of **courses, conferences, workshops and seminars** and typically last a week and are held in a training institute in one of the Member States or at CEPOL HQ. **Onsite activities** provide an opportunity to gain a deeper understanding of a subject. Teaching often features case studies and participants are encouraged to share best practices.
Online learning (Online activities)	**Online learning** is a way of computer based distanced learning via self-paced and instructor-led learning activities. Onsite activities might also contain online elements before, during or after the formal training event. **Online learning** can take place in form of **webinars** (short interactive presentations**), online modules** (self-paced learning material), **online courses** (expert moderated real-time activity) and other activities (e.g. Cyber-bites, E-workshops, E-lessons, access to high quality publications).
CEPOL Exchange Programme (CEP)	The CEP is an Erasmus-style exchange programme that allows law enforcement officials to spend one week with a counterpart in their country, exchanging knowledge and good practices, initiating cooperation projects and fostering deep and long-lasting learning and networking opportunities. In addition, study visits and secondments can be organised to allow participants to familiarise themselves in more detail with the work of other MS law enforcement services/JHA agencies. in 2024 CEPOL will continue with the enhanced Exchange Programme concept piloted in 2023 by including additional elements as far as possible in view of LEEd unavailability e.g., to support the knowledge acquisition and sharing on national and international level. In addition, CEPOL will pilot a mentoring programme for EU law enforcement community following the successful implementation with non-EU partners.

Goal 1: CEPOL will be the EU hub for law enforcement training

Relying on its network, CEPOL will be the centre of information and coordination on law enforcement training and identify, facilitate, monitor and evaluate EU Law Enforcement Training Priorities in the service of the EU Member States.

The integration of research outcomes into innovative training will be part of CEPOL's efforts to directly increase its impact and efficiency.

In addition to its cooperation with the Member States, Associated and Candidate countries, the agency aims at reinforcing its operating environment for more consistency and furthering the institutionalisation of its cooperation with non-EU countries and other external partners (e.g. international organisations).

Activity 1.1: Provide a strategic basis for identifying and determining EU Law Enforcement Training Priorities

Overview

The assessment of CEPOL's effectiveness was positive as the 5 years evaluation found that CEPOL's key programming documents consider and reflect the objectives of its legal basis and the priorities as set out in the 2015 EU Agenda on Security. Moreover, the introduction of the EU-Strategic Training Needs Assessment methodology, developed to identify gaps in knowledge, skills and competencies and training needs, has strongly improved the prioritisation of training needs.

The EU-STNA was found a useful look up tool by training providers on European level, however, its implementation should be strengthened by more political back-up from COSI and by enhanced training coordination on EU level.

In view of the new Strategy CEPOL aims to strengthen its role in the identification of training needs and its cooperation with the partner organisations in MS and on EU level. Towards this end CEPOL will conduct EU-STNA evaluation and will involve the relevant stakeholders into the process and impact assessment of the EU-STNA. Following the evaluation, an updated methodology will be drafted.

New developments

The European Union Strategic Training Needs Assessment (EU STNA) and the outcomes of its mid-term review will remain a vital instrument for identifying training priorities. The methodology of the EU-STNA will be fine-tuned to serve the objective of providing policy guidance for setting EU Law Enforcement Training Priorities, monitor its implementation, and moreover, to be more precise concerning core competency identification and forecasting trends and needs for upskilling.

The EU-STNA evaluation will take place in 2024 and its outcomes will be incorporated in the update of the methodology. Furthermore, the improvement of the EU-STNA methodology will be oriented towards identifying the core competency gaps and the introduction of the EU Law Enforcement Training Priorities will support national training organisations and EU actors to align their training products with the most recent trends and needs.

The reinforced coordination will enable the training institutions of the Member States and EU actors to find expertise and access research results as well as technological development relevant to their training activities, and it will, moreover, ensure synergies in training delivery. CEPOL will also continue its efforts to assist non-EU countries in their capacity building.

These steps will lead the agency to be an EU Hub for Law Enforcement training and provide a concerted, systematic EU training response to address critical competency gaps as detected in the workforce dealing with cross-border crimes and law enforcement cooperation.

In the future, CEPOL aims to raise more visibility and authority of the EU-STNA, by bringing it to adoption at COSI for the next EMPACT 2026-2029 cycle. Close coordination with the future Council Presidencies is required.

Objectives 2024

Activity 1.1 Provide a strategic basis for identifying and determining EU Law Enforcement Training Priorities				
Objectives 2024	**Results (expected outcomes)**	**Outputs**	**Indicators**	**Target for 2024[54]**
1.1.1 CEPOL shall initiate the fine-tuning of the EU-STNA methodology to serve the objective of providing policy guidance for setting EU Law Enforcement Training Priorities	The impact and process of the EU-STNA 2022-2025 will be assessed by an external provider. The methodology of the EU-STNA will be fine-tuned in order to: ➢ increase **outreach of the EU-STNA** among EU Member States, framework partners, European Council, Commission and Parliament and JHA actors as a **reference document**	➢ EU-STNA assessment ➢ the EU STNA process re-designed and consulted with key stakeholders	➢ *EU-STNA evaluation report* ➢ *new methodology in place*	➢ *Yes* ➢ *Yes*
1.1.2 The scope of the **Operational Training Needs Analysis[55]** will be applied to thematic areas	OTNA will provide reliable data of the performance gaps where CEPOL training is necessary, particularly: ➢ 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.	➢ The annual Operational Training Needs Analysis reports outlining the tactical level training requirements including regional needs	➢ *number thematic areas assessed through the OTNA*	➢ *2 OTNA reports*

[54] Targets will be defined at a later stage
[55] As per MB Decision 32/2017/MB of 15 November 2017

Activity 1.1 Provide a strategic basis for identifying and determining EU Law Enforcement Training Priorities				
Objectives 2024	**Results (expected outcomes)**	**Outputs**	**Indicators**	**Target for 2024[54]**
	➢ OTNA methodology, adopted by CEPOL Management Board in 2020 will be applied.			

Activity 1.2: Strengthen coordination among national training institutions and EU actors in law enforcement training to maximise synergies and efficiency gains

Overview

The 5 years evaluation concluded that CEPOL's remit and activities appear to be coherent with and complementary to other relevant actors at the EU level. Yet, the extent of coordination is ad hoc, varies by Agency and by CEPOL's level of engagement with JHA agencies and EU institutions. This means that there is some room for improvement.

The evaluation highlights the importance for CEPOL to streamline its activities to focus on key priorities within the European Multidisciplinary Platform Against Criminal Threats, the Security Union Strategy and recent internal security strategies, while remaining open to assessing and catering for the specific training requests of Member States within this framework. In that regard, CEPOL should increase its cooperation with other Agencies in general, and with Europol in particular, in order to maximise synergies as widely as possible. In this context, CEPOL has accepted to take the lead in the coordination of the Common Horizontal Strategic Goal (CHSG) on "Capacity building through training, networking and innovation" during the cycle 2022-2025 of the European Multidisciplinary Platform Against Criminal Threats. Likewise, it is recommended CEPOL should increase its coordinating role, also when contributing to implement all the internal security strategies, including the Counter Terrorism Agenda, adopted in December 2020, and both EU Strategies on Organised Crime and on Trafficking, adopted in early 2021.

Linked to this, it is recommended that CEPOL plays a central role in coordinating law enforcement training among all different stakeholders, and notably the other JHA agencies. Rather than being in competition with other EU training stakeholders, CEPOL should aim to become "the" EU hub for law enforcement training. While the Agency is not in a position to cater for all training needs itself, it has a unique role in mapping and monitoring the catalogue of existing law enforcement training offers provided by all JHA agencies and other stakeholders and to act as a portal for law enforcement practitioners looking for suitable training opportunities at the EU level. This role of the agency is reinforced being the permanent chair of the Training Group of JHA agencies.

CEPOL will work closely with its partners on national and EU level to strengthen coordination and ensure complementarity of training. Closer cooperation is envisaged on both operational and strategic level. CEPOL, on a longer run, aims to map the training institutes and their capabilities in order to not only have a better understanding of the law enforcement training infrastructure, but also provide it with more visibility among other stakeholders.

CEPOL will further coordinate the capacity building through networking, training and innovation in EMPACT (CHSG 6), as well negotiate closely with the stakeholders possible joint activities brining operational expertise to training.

CEPOL will seek for increased partnerships and cooperation with research institutes, universities and private industry for training development and delivery.

New developments

CEPOL shall use its solid network foundation and further improve the coordination and cooperation with Member States training institutions, EU actors and other relevant stakeholders to become the EU Law Enforcement Training Hub. The effectiveness of law enforcement training is expected to increase by means

of a well-structured coordination mechanism between CEPOL and the relevant stakeholders, including other JHA agencies without prejudice to their respective mandates in terms of training.

CEPOL is a well-recognised and trusted partner in the EMPACT mechanism. The agency`s serious organised crime training portfolio including cybercrime activities shall be fully incorporated in the EMPACT instrument ensuring a harmonised and coordinated approach. Taking up the coordination task of the Common Horizontal Strategic Goals 6 - Capacity building through training, networking and innovation since 2022, shall ensure a more synchronised training response at EU level.

Objectives 2024

Activity 1.2 Strengthen coordination among national training institutions and EU actors in law enforcement training to maximise synergies and efficiency gains				
Objectives 2024	**Results (exp. outcomes)**	**Outputs**	**Indicators**	**Target 2024**
1.2.1 CEPOL shall design and implement EU inter-agency, multidisciplinary training programmes in specialised domains with mobilising and closely work with JHAAN community	➢ Increased synergy and efficiency gains within JHAAN	➢ Training programmes developed in cooperation with key partners	➢ *Number of training programmes developed and implemented*	➢ *5*
1.2.2 CEPOL shall map and coordinate existing law enforcement training and expertise at European level to take advantage and increase the efficiency of CEPOL's working agreements with relevant partners and stakeholders (e.g. Europol, Frontex, AIRPOL, ENISA, eu-LISA, FRA etc.)		➢ Mapping process designed and consulted with key stakeholders	➢ *Concept for training map in place (to go live in 2025)*	➢ *Yes*
1.2.3 CEPOL shall initiate set-up of an alumni community (Communities of Practice) and manage it on LEEd for trainers/experts/trainees	➢ Increased networking and cooperation opportunities for the graduates and tutors	➢ Alumni platform designed and consulted with key stakeholders	➢ *Concept for alumni in place (to go live in 2025)*	➢ *Yes*
1.2.4 CEPOL shall be coordinator of EMPACT capacity building through training	➢ CEPOL coordinates Common Horizontal Strategic Goal 6 " Capacity building through training, networking and innovation"	➢ Coordinated training activities	➢ *Coordinator`s report accepted*	➢ Yes

Activity 1.2 Strengthen coordination among national training institutions and EU actors in law enforcement training to maximise synergies and efficiency gains				
Objectives 2024	**Results (exp. outcomes)**	**Outputs**	**Indicators**	**Target 2024**
	➢ Assist the Commission services in the external dimension of the EMPACT via dedicated EU funded capacity building projects			
1.2.5 CEPOL shall Intensify cooperation and exchange of good practices between CEPOL and its partners in view of personnel development and maximised synergies.	➢ conduct working visits and exchange of experience at training centres, the centres of excellence and operational centres, to manage knowledge, improve the learning culture, confidence and offer conferences and lectures, as well as train the trainers ➢ promote short term secondment at CEPOL to deliver specific tasks (SNE, both law enforcement and academics)	➢ Cooperation activities conducted with key stakeholders	➢ *Number of working visits conducted*	➢ *5*

Activity 1.3: Provide the Member States, for their law enforcement training, with the latest innovation and research developments building on outcomes of national and EU-level security research programmes when applicable

Overview

The agency will step up the efforts to offer practical, up-to date and highly specialised knowledge through its law enforcement learning programmes by channelling the latest research results and innovative solutions into its training portfolio. The Research and Science Conference (expected implementation in early 2025) will remain the cornerstone of the related activities together with the offer of Law Enforcement Research Bulletin, scientific e-journals, e- books and e-Library.

New developments

Despite the postponement of the Research and Science Conference 2024, due to external factors, CEPOL continues to showcase its central role in innovation within the JHA Agencies through the introduction of a dedicated Research Week, among other innovative actions (such as the Higher Education proposals involving JHA Agencies). Through its membership in the EU Innovation Hub for Internal Security, CEPOL will monitor and coordinate research and innovation developments, ensuring they are directly correlated with law enforcement training.

By leveraging its membership in EU innovation hub for Internal Security, CEPOL will monitor and coordinate research and innovation developments and structurally ensure a direct correlation between these and law enforcement training. CEPOL will maintain the coordination of the network of CEPOL Research & Science Correspondents from Member States. CEPOL aims at functioning as a repository of law enforcement training curricula developed in the framework of EU security research.

CEPOL has a Research Strategy under development and is working towards increasing the accessibility, visibility and outreach of the Research and Science material (already in place on LEEd).

Objectives 2024

Activity 1.3 Provide the Member States, for their law enforcement training, with the latest innovation and research developments building on outcomes of national and EU-level security research programmes when applicable				
Objectives 2024	**Results (exp. outcomes)**	**Outputs**	**Indicators**	**Target 2024**
1.3.1 Increase partnerships and cooperation with research institutes, universities and private industry (especially in the area of cybercrime training activities conducted by the Cybercrime Academy)	➢ innovative products and ideas for research and training activities	➢ cooperation with research institutes, universities and private industry	➢ *Number of partnerships and cooperation activities in the area of research and training*	➢ *1 partnership /cooperation activity*
1.3.2 CEPOL will implement training events in the area of Research and Science for Law Enforcement Officials of the EU, and, if applicable, of Third countries.	➢ Increase the visibility and outreach of the Research and Science Conference. ➢ Facilitating the exchange and networking opportunities for research scientists, law	➢ On-site/Online conference *(in early 2025)* ➢ Preparation for annual innovation research and technology conference (to go live in 2025)	➢ *Number of activities (implemented vs. planned, number and %)* ➢ *Number of participants (actual vs. planned, number and %)*	➢ *1 event* ➢ *100*

Activity 1.3 Provide the Member States, for their law enforcement training, with the latest innovation and research developments building on outcomes of national and EU-level security research programmes when applicable				
Objectives 2024	**Results (exp. outcomes)**	**Outputs**	**Indicators**	**Target 2024**
	enforcement and educational professionals ➢ Holding a Research week to engage with the Research community (including JHA scientific community)	➢ Preparatory meeting of the Research & Science Conference for Feb-March 2025.		➢
1.3.3 CEPOL shall contribute to disseminate relevant research findings among LE community via specific products and training activities	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.	➢ Services supporting research dissemination are provided: access to scientific journals and e-books ➢ create synergies with European projects (e.g. new technology, cybersecurity etc.) and utilise their outcomes ➢ Offer the LEEd as a knowledge repository multi-tenancy forum for Law Enforcement training ➢ Connect research findings to the specific topic in order to enhance the usefulness of CEPOL training products for LE officials ➢ Promote research under specific criminal phenomena within the Law Enforcement community (e.g. Surveys, best practices etc.).	➢ *Measurable amount of downloads of online sources made available by CEPOL* ➢ *Number of projects supported via training activities* ➢ *Number of multi-tenancy offers* ➢ *number of journals/books made available* ➢ *Number of promotional events organised*	➢ *300* ➢ *Min. one project per year* ➢ *one multi-tenancy per year* ➢ ➢ *50* ➢ *Yes* ➢ *2*

Activity 1.4 Strengthen the operational capacities of partner non-EU countries to prevent and fight organised crime and terrorism via dedicated capacity building actions and institutionalised cooperation

Overview

The 5 years report concluded that CEPOL capacity building projects in third countries effectively contribute towards improving the stability in the EU neighbourhood and in building trust with neighbouring countries. Although training in third countries is a crowded market, CEPOL is praised for its commitment to provide training responding to the needs of partner third countries. As per mandate, CEPOL manages dedicated Union External Assistance funds to fulfil its objectives in third countries.

The report confirms that activities carried out by CEPOL in third countries should continue, where possible, and in line with the EU's external policy. However, considering the resources available to the Agency, it is recommended they should not deflect attention from the core priorities referred to above, while ensuring that they meet concrete needs and have a real added value.

Complying with the relevant policies[56] of the European Union, CEPOL will continue to pursue the goal of contributing to law enforcement capacity building efforts in partner countries by enhancing regional networks and enabling a robust training portfolio in the area of counter terrorism and fighting organized crime. It shall serve to share EU know-how in the partner countries and bring back first-hand experience in return, support building networks of law enforcement specialist and foster development of training partnerships. In respect to the already targeted regions, such as the Western Balkan, the Middle East and North Africa and Eastern Partnership, CEPOL shall support sustainability of previous achievement and deepen partnership moving towards institutionalised cooperation where it applicable. In coordination with the contracting authorities, CEPOL may further address other priority regions, based on the EU external action priorities.

CEPOL will pursue its efforts in partner countries of particular EU policy importance with the continuous support of other JHA agencies, such as Europol and Eurojust[57], Frontex, EUDA, EUAA. In the implementation of the projects activities, CEPOL shall continue the close cooperation with the EU Delegations and the CSPD missions.

During the past years CEPOL has been engaged in dialogues with respective Commission Services concerning the implementation of projects in the European Southern and Eastern Neighbourhood Policy areas, the Western Balkans and the Eastern Partnership.

As a result of this, CEPOL implements the following projects:

[56] Currently: European Agenda on Security, European Global Strategy, EaP policy beyond 2020, A new Agenda for the Mediterranean, CT Agenda,

[57] Eurojust express willingness to contribute to CEPOL capacity building projects' training activities in specific crime areas (migrant smuggling, criminal finances, cyber-related crime and counterterrorism) in geographical areas of concern (Western Balkans, MENA). CEPOL shall communicate the details of these courses in advance to Eurojust, and such contribution is preceded by a case-by-case assessment, and is contingent upon available resources.

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

The first CT INFLOW project, with a budget of EUR 7,500,000 and a duration of 51 months, started as of 1 April 2020 and was concluded by 30 June 2024. The specific objective was to support partner countries in Africa and the Middle East (and Türkiye and international organisations, such as AFRIPOL, League of Arab States) in line with the EU political dialogues to improve the best practices for the exchange of information, cross-border investigations and prosecutions, in particular of foreign terrorist fighters and individuals suspected of planning or carrying out terrorist offences. The project was funded by the European Union under the Foreign Policy Instrument.

Following the conclusion of CT INFLOW, the new CT INFLOW II project will be implemented building up on the success of the initial activities. This new phase of the project (CT INFLOW) kicked-off by 01 July 2024 with a duration of 48 month and the budget of EUR 6,000,000. It will continue to support the EMISA network and the cooperation with the judiciary sector by organising regional trainings/conferences for the members of networks. The specific objective is to support partner countries in line with the EU political dialogues, to improve international cooperation and sharing of best practices on the exchange of information, criminal analysis, cross-border investigations and prosecutions, in particular about foreign terrorist fighters and individuals suspected of planning or carrying out terrorist offences. The project will increase the capacity of partner countries to fight against financing terrorism by increased cooperation among various law enforcement and judiciary services. The project will work closely with FPI as a global facility that should be expanded to the Sahel region and other regions if needed, based on the EU priorities. The working packages are focusing on regional networks (EMISA network, Strategic cooperation forum, confidence building workshops), training and capacity building (OTNA, onsite and online activities and mobility programmes) and demand driven package (fusion centres, workshops, joint simulation and equipment).

EUROMED Police

EUROMED Police V project with a budget of EUR 7,000,000 and a duration of 54 months, is implemented as of 1 April 2020, in partnership with Europol. The specific objectives are: a) to enhance the operational capacities of the South Partner Countries (SPC) to fight serious and organized crime, b) to strengthen strategic cooperation between national law enforcement authorities in SPC, as well as between SPC and EU MS and EU Agencies. The project is funded by European Union under the European Neighbourhood Instrument (ENI). For the remaining period of the current project cycle, EUROMED Police will enable the release of two main outputs: EUROMED Police Strategy and Threat Assessment in close coordination with the partners. In addition, the project aims to conclude the 2024 OTNA report to set the baseline for the upcoming phase. The project closure date is 30 September 2024.

The EUROMED Police VI is waiting for the last signature with an implementation period (1 October 2024 – 30 September 2028). The planned budget of the new project is EUR 6,000,000. The specific objective will be to contribute to enhancing institutional capacity to protect EU neighbours' citizens against transnational serious and organized crime. The working packages will be focusing on regional networks (EMPACT Thematic Network, ANASPOC Network, Strategic cooperation forum), training (OTNA, onsite and online activities and mobility programmes) and emerging threats and analysis.

Training and Operational Partnership against Organised Crime (TOPCOP)

The TOPCOP project, with a budget of EUR 6,000,000 covered the five jurisdictions of the Eastern Partnership (Armenia, Azerbaijan, Georgia, Moldova and Ukraine), was implemented by the Agency as of 1 July 2020 with a duration of 48 months, in partnership with Europol. This project was funded by the European Neighbourhood Instrument and managed by DG NEAR, and aimed at assisting partner countries meet their European partnership objectives in the relevant sector. In the framework of the regional network, the project consolidated the EMPACT Support Network and analysis network, while assisting the partner countries in enabling the cascading sessions of the regional curricula. In the training component, the project delivered the regional curricula in the key priorities along with the implementation of the training courses for the partner countries. Furthermore, Europol delivered the threat assessment report in the third component.

Considering the success of its first edition, the TOPCOP II project will build on the aims and objectives of the initial project. This new phase kicked-off 01 July 2024 with a duration of 48 month and the budget of EUR 5,200,000. The specific objective is to strengthen the strategic and operational cooperation between law enforcement authorities in the partner countries, EU Member States and EU agencies. The working packages are focusing on regional networks (EMPACT Support Network, ANASPOC Network, Strategic cooperation forum), training (OTNA, onsite and online activities and mobility programmes) and emerging threats and analysis.

Partnership against Crime and Terrorism project in the Western Balkans (WB PaCT)

The WB PaCT project, funded by the Instrument of Pre-Accession II managed by DG NEAR, covered six jurisdictions of the Western Balkans region: Albania, Bosnia and Hercegovina, Kosovo*, Montenegro, North Macedonia and Serbia. The implementation period was 45.5 months, as of 16 October 2020, a budget of EUR 3,000,000 and in partnership with Europol. The project aimed to enhance the capacities of authorities in the Western Balkans to fight organised crime and terrorism including preventing and countering violent extremism by enhancing cooperation within the region and with the EU.

The WB PaCT II kicked-off by 01 April 2024 with a duration of 48 month and a budget of EUR 6,000,000. The specific objective is to enhance the operational and strategic capacities of authorities in the Western Balkans to fight organised crime and terrorism. The working packages are focusing on regional networks (EMPACT Support Network, CT Support Network, Strategic cooperation forum), training (OTNA, onsite and online activities and mobility programmes) and emerging threats and analysis.

EU4Security Moldova

A new project EU4Security Moldova, budget EUR 5,500,000 , funded by the European Commission and managed by DG NEAR, covering the national authorities of Moldova. The implementation period is 36 months, as of 1 November 2023[58],. Objective: Contribute to national stability and territory integrity in a deteriorating regional security environment through reinforcement of national human, institutional, operational and societal capacities.

Alignment with EMPACT priorities

While developing the training needs of the partners in the Neighbourhood region, CEPOL aligned the needs with the EMPACT priorities and Counter Terrorism Agenda. As an outcome of the OTNA's the projects cover a wide range of capacity building activities in the area of counter terrorism, cyber-attacks, trafficking of human beings, Smuggling of migrants, drug trafficking, fraud, economic and financial crimes, organized property crimes, firearms trafficking, high risk criminal networks, document fraud and irregular migration.

Following the coordination with DG NEAR and DG HOME, CEPOL proposed concrete actions in the EMPACT OAPs 2023 and will continue these actions in 2024 under the strategic, goal no.8 – external dimension. Given the two years perspective, CEPOL proposed an increased number of priorities (from 5 to 8) to address the needs of the partners and the commission services. Nevertheless, in 2024, the activities under the respective OAs will be in a reduced volume, given the end of the current projects lifecycle and the transition towards new projects phases.

External cooperation

While enabling the activities in regions, CEPOL is having a very strong link with the network of CT liaison officers based at the EU Delegation, as well as with the CSDP missions (EUBAM Libya, EUAM Ukraine, EULEX, EUPOL COPPS, EUBAM Rafah, EUPM Moldova, EUMA Armenia).

These projects are implemented with the support from and contribution of the Commission services, but also of other JHA agencies, in particular that of Europol:

- EUROMED Police: development of a regional threat assessment and ad hoc assistance under component 2, focusing on the fine-tuning of the EUROMED Threat Assessment with the National Coordinators – with existing Europol staff and 1 additional staff member at Europol financed from CEPOL project budget;
- TOPCOP: development of analytical products to enhance the capacities of the authorities of partner countries to fight SOC (esp. building up law enforcement and threat analysis capacities) and 2 strengthen the strategic and operational cooperation between national and EU authorities/agencies (with a dedicated fund for financial support) and direct support provide with 1 additional staff member at Europol financed from CEPOL project budget
- WB PaCT: direct support with 1 additional staff member at Europol financed from CEPOL project budget.

[58] Starting date is estimated as per ongoing negotiations.

Activity 1.4 Strengthen the operational capacities of partner non-EU countries to fight organized crime and terrorism via dedicated capacity building actions and institutionalized cooperation				
Objectives 2024	**Results (exp. outcomes)**	**Outp.**	**Indicators**	**Target 2024[59]**
1.4.1 Implementation of the Enhancing Information Exchange and Criminal Justice Responses to Terrorism in the Middle East and North Africa (**CT INFLOW**) **project**	Specific Outcome 1: The institutional capacity on information exchange of selected countries is reinforced enabling the swift and user-friendly exchange of terrorism-related information whilst maintaining a high standard of data protection. Specific Outcome 2: The institutional capacity to develop criminal justice systems that can cooperate regionally and internationally to fight terrorism is reinforced.	➢ Residential Courses ➢ MENA TE-SAT support activities	➢ *Number of activities* ➢ *Number of participants* ➢ *Satisfaction with CEPOL training (%)*	*21* *381* *80%*
1.4.2 Implementation of the Enhancing Information Exchange and Criminal Justice Responses to Terrorism in the Middle East and North Africa (**CT INFLOW**) **project (Phase II)**	Specific Outcome 1: Improved international cooperation and sharing of best practices on the exchange of information, criminal analysis, cross border investigations and prosecutions, in particular about foreign terrorist fighters and individuals suspected of planning or carrying out terrorist offences.	➢ The institutional capacity on information exchange of selected countries is improved ➢ The institutional capacity to develop strategic and operational criminal analysis at regional and international level is improved ➢ Availability of IT equipment for capability development.	➢ *Number of activities* ➢ *Number of participants* ➢ *Satisfaction with CEPOL training (%)*	*9* *68* *80%*

[59] in 2024, the actions will be in a reduced volume, given the end of the projects lifecycle

Activity 1.4 Strengthen the operational capacities of partner non-EU countries to fight organized crime and terrorism via dedicated capacity building actions and institutionalized cooperation				
Objectives 2024	**Results (exp. outcomes)**	**Outp.**	**Indicators**	**Target 2024[59]**
1.4.3 Implementation of the Enhancing operational capacities of the South Partner Countries to fight serious and organised crime and strengthening strategic cooperation (**EUROMED Police**) **project**	Specific Outcome 1: To strengthen strategic cooperation between national law enforcement authorities in SPCs, as well as between SPCs and EU agencies Specific Outcome 2: To enhance the operational capacities of the Southern Partnership Countries to fight serious and organised crime	➢ Enhanced cooperation in SPC countries and between SPC and EU ➢ Enhanced evidence-based identification of priority crime areas in the Southern Neighbourhood region ➢ Training needs based on a joint permanent platform for SCP countries and EU MS Law Enforcement	➢ *Number of activities* ➢ *Number of participants* ➢ *Satisfaction with CEPOL training (%)*	*35* *394* *90%*
1.4.4 Implementation of the Enhancing operational capacities of the South Partner Countries to fight serious and organised crime and strengthening strategic cooperation (**EUROMED Police**) **project (follow up phase)**		➢ *n/a (the contract is under signature)*	➢ n/a	*n/a*
1.4.5 Implementation of the Training and Operational Partnership against Organised Crime (**TOPCOP**) **project**	Specific Outcome 1: To strengthen strategic and operational cooperation between law enforcement authorities in the EaP countries, EU MS and EU agencies. Specific Outcome 2: To build the capacity of relevant law enforcement services of the partner countries to fight	➢ Enhanced operational and strategic cooperation with the EU Member States and Agencies including through EMPACT; ➢ Enhanced capacities of law enforcement authorities in Eastern Partner countries to fight against organised and serious	➢ *Number of activities* ➢ *Number of participants* ➢ *Satisfaction with CEPOL training (%)*	*24* *1032* *95%*

Activity 1.4 Strengthen the operational capacities of partner non-EU countries to fight organized crime and terrorism via dedicated capacity building actions and institutionalized cooperation				
Objectives 2024	**Results (exp. outcomes)**	**Outp.**	**Indicators**	**Target 2024[59]**
	against organised and serious international crime	international crime on the basis of the needs analysis conducted ➢ Enhanced intelligence-based operational planning in the countries of the Eastern Neighbourhood region.		
1.4.6 Implementation of the Training and Operational Partnership against Organised Crime (**TOPCOP**) **project (phase II)**	*Specific Outcome 1: Increased effectiveness of joint response mechanisms between EaP and EU law enforcement authorities in investigating and combating organised crime and criminal threats*	➢ Improved strategic and support networks facilitating inter-agency cooperation and exchange of knowledge, information and good practices across regions ➢ *Increased knowledge and operational capacities of law enforcement officials/ stakeholders* ➢ *Increased strategic and analytical dialogue on serious and organised crime threats*	➢ Number of activities ➢ *Number of participants* ➢ *Satisfaction with CEPOL training (%)*	➢ *5* ➢ *80* ➢ *80%*
1.4.7 **Implementation of the** Western Balkans Project against	*Specific Outcome 1: Enhanced knowledge of Western Balkans authorities of concrete law enforcement performance gaps that limit cooperation*	➢ *Regional assessment of law enforcement training needs conducted*	➢ *Number of activities* ➢ *Number of participants* ➢ *Satisfaction with CEPOL training (%)*	➢ *2* ➢ *42* ➢ *85%*

Activity 1.4 Strengthen the operational capacities of partner non-EU countries to fight organized crime and terrorism via dedicated capacity building actions and institutionalized cooperation				
Objectives 2024	**Results (exp. outcomes)**	**Outp.**	**Indicators**	**Target 2024[59]**
Crime and Terrorism (**WB PaCT**) **project**[60]	*within the region and with the EU* *Specific Outcome 2: Improved capability and response by Western Balkans authorities to performance gaps*	➢ *Recommendations to beneficiary-level training systems provided* ➢ *Course curricula for beneficiary-level training developed* ➢ *Specific training delivered in agreement with Contracting Authority.* ➢ Increased knowledge of EU Policy Cycle and EMPACT priorities		
1.4.8 Implementation of the WB PaCT II	Overall objective of strengthening the rule of law through reinforced security and the fight against organised crime and terrorism. SO1: to strengthen the operational cooperation within the Western Balkans and between the region and the EU on organized crime and terrorism using the expertise of the JHA Agencies SO2: to enhance the Western Balkans strategic cooperation and use of coherent	➢ To improve knowledge, skills and expertise of LEAs via training portfolio ➢ To enhance capacity to perform strategic and operational analysis ➢ To enhance capacity of LEAs to participate in EMPACT ➢ To identify new emerging trends	➢ *Number of activities* ➢ *Number of participants* ➢ *Satisfaction with CEPOL training (%)*	➢ *13* ➢ *120* ➢ *80%*

[60] Indicators as per updated log frame

Activity 1.4 Strengthen the operational capacities of partner non-EU countries to fight organized crime and terrorism via dedicated capacity building actions and institutionalized cooperation				
Objectives 2024	**Results (exp. outcomes)**	**Outp.**	**Indicators**	**Target 2024[59]**
	approaches in addressing challenges related to organised crime and terrorism			
1.4.9 Implementation of the EU4Security Moldova	The specific objective aims to improve human capital and operational capacities for the delivery of professional security/migration service for the benefit of all residents in Moldova to the highest EU standards.	➢ Enhanced training capacities (initial and continuous learning programmes, OTNA methodologies, online learning platform, quality assurance, ToT, Specialized training programme, training portfolio) ➢ Enhanced capacities to fight cybercrime, by setup of the cyber lab ➢ Enhanced capacity to fight illegal firearms, by supporting the National Firearms Focal Point ➢ Strengthen strategic expertise stemming from the Chapter 24 of enlargement report	➢ *Number of activities* ➢ *Number of participants* ➢ *Satisfaction with CEPOL training*	➢ *16* ➢ *158* ➢ *80%*
1.4.10 Promote CEPOL as a **centre of excellence (CoE) for training** in the regions	Institutional capacity of the partner countries to manage knowledge, improve the learning culture, and ensure modern training delivery is established by creating	➢ CEPOL launch the coordination platform for trainings in the neighbourhood region.	➢ *Number of existing coordination platform* ➢ *Number of conducted coordination meetings* ➢ *Number of joint activities*	*3[61]* *4* *0*

[61], the figures indicated in this column are valid only if Contribution Agreements for the 2nd phase of EUROMED Police, projects is signed and implementation of the project started.

Activity 1.4 Strengthen the operational capacities of partner non-EU countries to fight organized crime and terrorism via dedicated capacity building actions and institutionalized cooperation				
Objectives 2024	**Results (exp. outcomes)**	**Outp.**	**Indicators**	**Target 2024[59]**
	leading-edge knowledge and competency in the selected area.			
1.4.11 Promote the EMPACT and **enhance the participation of the partner countries** in the OAPs	➢ Institutional capacity of the partner countries to use a clear and integrated methodology for setting, implementing and evaluating priorities in the fight against organised and serious crime is established. ➢ International cooperation in the fight against identified threats by participating in OAPs is institutionalized.	➢ Enhanced cooperation among the partner countries, and between partner countries and the EU MS.	➢ *Number of EMPACT related training delivered* ➢ *Number of participants from partner countries* ➢ *Satisfaction with the training (%).* ➢ *Number of OAPs with ICU participation*	*5[64]* *75* *75%* *8*
1.4.12 Develop further the networks and build communities of professionals around EMISA and EMPACT	➢ Cooperation of EU and MENA specialists from the respective national services and authorities, acting in counterterrorism and violent extremism in order to exchange expertise and first-hand experiences on relevant subjects, is institutionalised. ➢ Improved Information sharing among different partners results increased capacity in the fight against crime priorities.	➢ EMISA/EMPACT Working Groups, EMPACT Support Network Meetings ➢ EMISA/EMPACT Workshops / Seminars and/or Conferences ➢ Recommendations, Best Practises and Proposals from Working Groups	➢ *Number of networks and community of professionals* ➢ *Number of activities (implemented vs. planned, number and %)* ➢ *Number of participants (actual vs. planned, number and %)* ➢ *Number of conference organised* ➢ *Number of recommendations/best practises/proposals*	*2 EMISA WG[64]* *2 EMPACT WG* *5* *75* *1* *2*

Activity 1.4 Strengthen the operational capacities of partner non-EU countries to fight organized crime and terrorism via dedicated capacity building actions and institutionalized cooperation				
Objectives 2024	**Results (exp. outcomes)**	**Outp.**	**Indicators**	**Target 2024[59]**
	➢ Regional EMPACT communities are built and facilitates joint actions on the field of fighting organised and serious crime.			

Goal 2: CEPOL will foster a common EU law enforcement culture via training

Achieving a common law enforcement culture within (and beyond) the law enforcement authorities of the EU, is essential for effective cooperation to combat transnational criminality. It assumes that cooperating officials across the continent are equipped with the same competencies, knowledge, skills and attitude, hence they speak the same professional language. CEPOL training will facilitate this progress with its multiannual, multi-disciplinary and multi-layered, hands-on, and interactive portfolio focusing on EU Law Enforcement Training Priorities and qualifications.

Activity 2.1 Provide high quality training with flagship products that addresses core capability gaps in the EU Law Enforcement Training Priorities

Overview

The Five-years Evaluation Report concluded that, regarding the EU added value, all consulted stakeholder groups were of the view that CEPOL indeed provides added value with regard to training on specific crime areas compared to what is offered at the national level. In terms of efficiency, the evaluation found that the benefits stemming from participating in CEPOL's activities outweighed the costs for Member States, and that CEPOL's resources were managed well.

EC recommended in its opinion on draft SPD 2023 that CEPOL should focus on flagship products such as those on leaders, cyber, and EMPACT priorities, while discontinuing most of the traditional training (residential) courses.

New developments

CEPOL shall **refocus its training activities to LE community, to address core capability gaps in the most important internal security priorities** of the European Union, given the human and financial resource challenges it faces.

The new training portfolio shall primarily evolve around the following thematic areas:

- **EMPACT**
- **Counter-terrorism**
- **Cybercrime**[62]
- **Law Enforcement Cooperation and Interoperability**
- **Fundamental Rights.**

2.1.1 Training activities in the area of EMPACT

Overview

In line with the CEPOL strategy adopted in 2022, the activities on serious and organised crime will constitute the most significant part of CEPOL training and learning portfolio. The agency`s strong engagement with the EMPACT mechanism as well as the effective CKC model will safeguard the full integration of CEPOL training actions into the European Union comprehensive operational response to the prioritised serious organised crime threats. Activities will discuss traditional and emerging criminal modus operandi, focus on intelligence, analysis and investigative methods by exchanging up to date knowledge on operational and international cooperation matters.

The multidisciplinary and multi-agency approach shall be strongly reflected in the structured portfolio, as that should provide valuable opportunities for building networks between all relevant stakeholders to create mutual understanding and to enhance cooperation to efficiently respond to serious and organised crime challenges.

New developments

Serious and organised crime will enjoy the highest priority in the CEPOL training and learning portfolio. Over half of the learning and training actions concentrate directly on the established criminal priorities of the European Union (EMPACT). The growing focus on EMPACT is the result of consultation process with European Commission, Member States and EU Agencies (Task Force on Training Portfolio) reinforcing the key conclusions of the 5-year evaluation, and the EU Strategic Training Needs Assessment. Training activities will allow the exchange of good intelligence, investigation and operational cooperation practices concerning of the established EMPACT priority areas such as: high-risk criminal networks, trafficking in human beings, migrant smuggling, environmental crime, excise fraud, cannabis cocaine and heroin trafficking, synthetics drug production, missing-trader intra-community fraud, firearms trafficking, organised property crime, money laundering criminal finance and asset recovery..

Criminal finance related activities will concentrate on challenges of underground banking, the functioning of cash collection networks, trade-based money laundering and cryptocurrency investigation tools. Modern financial analysis tools, risk assessment techniques, cooperation with the banking and the fintech

[62] addressed as a separate priority in the programming document, although part of EMPACT

sector will also receive attention in specialised activities while effective asset recovery will be targeted throughout the whole serious crimes portfolio being a cross-cutting aspect in the fight against organised crime. In perspective of the increasing migratory pressure, migrant smuggling related activities will discuss the control of illegal migration routes, the structure of crime groups facilitating illegal migration and new technological solutions such as behaviour analysis techniques. Methods of sexual or labour exploitation, recruitment processes, handling and protection schemes of victims and the overwhelming need of hard evidence will be addressed in Trafficking in Human Beings courses. Firearms trafficking course will focus on the new threats deriving from the war in Ukraine, drugs trafficking activities will debate contraband routes of cocaine heroin and other drugs, manufacturing of new psychoactive substances, safe crime scene management techniques and the detection of illegal drug labs.

Illegal trafficking and dumping of hazardous wastes, F-gas fraud, illicit abstraction of waters, pollution of sea, air and soil and the illegal trade of plants together with other forms of environmental offences will receive particular attention in view of green deal policy objectives. The rising trend of illegal cigarette manufacturing within the EU, the criminal exploitation of excise trade regimes, identification of counterfeit cigarettes and the moves of pre-cursors together with new types of designer fuels will be targeted by excise fraud trainings.

Piracy, protection of trademarks and industrial rights, pharmaceutical crime and the customs control of counterfeit goods will be targeted from the perspective of intellectual property rights. More traditional crime threats such as large-scale carousel and MTIC fraud, or organised theft and burglaries will also be covered by onsite and online EMPACT training actions.

Throughout the training portfolio particular attention will be paid on fundamental rights aspects of policing, the opportunities and dangers of new technologies, the complementarity of administrative and criminal processes, cooperation with the industry and NGO sector.

It is important to note that the remaining part of training portfolio has close links with serious crime investigation and enforcement trainings. Criminal analysis, forensics, open sources intelligence, informant handling or undercover operations oriented activities directly contribute to the success of serious organised crime investigations and the realization of EMPACT objectives.

The overwhelming majority (90 %) of the experts in onsite and online training are active law enforcement officers from EU Member States.Typically trainers/speakers are middle managers/senior investigators who work on the operative level and can share experience, knowledge on operational reality. This is the competitive advantage of CEPOL compared to other training providers which shall be retained and strengthened**.**

While expertise will be mainly secured from Member States, the cooperation with Council, Commission, Europol, Eurojust, Frontex, EJTN, eu-LISA, FRA, EASO, EUCPN, Interpol and other relevant stakeholders will also be enhanced. CEPOL's full integration into the EMPACT mechanism guarantees that emerging crime threats are responded with updated training actions in agile, flexible manner.

The annual joint CEPOL-EUDA training on 'Drug markets and crime: a Strategic Analysis' is a typical example of JHA training cooperation, coordination and harmonisation. This course has been growing as a flagship residential training course for both agencies, with ISO-certification and well evaluated by participants.

This onsite course is not only an excellent example of cooperation between JHA agencies, but also becoming a permanent feature of law enforcement training in Europe and its reputation for excellence is growing year after year.

CEPOL as the Coordinator of EMPACT Common Horizontal Strategic Goal (CHSG) 6 on “Capacity building through training, networking and innovation” will facilitate the harmonisation of EU training response in serious crimes, finding synergies with initiatives and projects of national, EU and international stakeholders.

The CEPOL Research and Science Conference will focus on high-risk criminal networks linking researchers with key players of operational law enforcement cooperation supporting the exchange between the theatres of operational reality and academic/technical research. The conference is planned to take place in early 2025 as a part of work programme 2024.

Objectives 2024

Activity 2.1.1 Training activities in the area of EMPACT				
Objectives 2024	**Results (exp. outcomes)**	**Outputs**	**Indicators**	**Target 2024**
2.1.1 CEPOL will **implement** training activities in the area of **Serious Organised Crime** for Law Enforcement Officials of the EU, and, if applicable, of Third countries. ○ **High Risk Criminal Networks** ○ **THB** ○ **Migrant smuggling** ○ **Cannabis Cocaine Heroin** ○ **Synthetic drugs/NPS** ○ **Excise fraud** ○ **MTIC fraud** ○ **Intellectual property rights crime, counterfeiting of goods and currencies** ○ **Criminal Finance, Money Laundering and Asset Recovery** ○ **Organised Property Crime** ○ **Environmental crime** ○ **Firearms**	Having attended CEPOL learning and training activities, law enforcement officials will: ➢ possess improved knowledge on serious organised crime issues (crime patterns, intelligence and investigative solutions, cross border cooperation)	➢ On-site activities ➢ Online self-paced activities (such as online modules)[63] ➢ Online instructor-led activities (such as webinars/online courses) ➢ Exchanges ➢ Blended training curricula	➢ *Number of activities* ➢ *Number of participants* ➢ *Satisfaction with CEPOL training activities* ➢ *% of core capability gaps addressed* ➢ *Training activities contribute to the implementation of the Union policies*	➢ *63* ➢ *7795* ➢ *90%* ➢ *80%* ➢ *Yes*

[63] Including Cyberbites

2.1.2 Training activities in the area of Counter-terrorism

Overview

Prevention of radicalisation leading to violent extremism and terrorism, in particular online and in prison but also inside law enforcement; identification and handling of foreign terrorist fighters, protection of public spaces, countering financing of terrorism, enhancing the resilience of critical entities, are highly relevant topics in the area of counter-terrorism. The use of OSINT in the fight against terrorism and combating CBRN-E, the change in the threat landscape, the fragmentation of groups, ideologies and the misuse of online platforms, which is increasingly interconnected with the offline world. As we observe an important increase in the use of borderline content and tactics to evade detections by terrorists and violent extremists, more activities targeting these issues could be envisaged. Activities on online crisis response, with a focus on developing cooperation for the swift removal of terrorist content during and after a terrorist attack are all subjects that together with other terrorism related security threats will be targeted by the relevant CEPOL learning opportunities in 2024 with a reference to the Counter-Terrorism Agenda. Besides, activities will assist the EU response to the escalating conflict in the Middle East, especially to the evolving threat for the EU internal security posed by the Gaza conflict. The Counter-terrorism portfolio will be designed via the reformed CKC on Counter-terrorism and will be implemented by CEPOL in partnership with Framework Partners.

Objectives 2024

Activity 2.1.2 Training activities in the area of Counter-terrorism				
Objectives 2024	**Results (exp. outcomes)**	**Outputs**	**Indicators**	**Target 2024**
2.1.2 CEPOL will **implement** training activities in the area of **Counter-terrorism for** Law Enforcement Officials of the EU, and, if applicable, of Third countries. ○ **Radicalisation and Extremism** ○ **Darkweb and basics of encryption in CT** ○ **Foreign Terrorist Fighters** ○ **Open-Source Intelligence in Counter-terrorism** ○ **Security and Protection of Public Spaces, Cybersecurity and Critical Entities** ○ **Financing Terrorism** ○ **Other Counter-terrorism related issues**	Having attended CEPOL learning and training activities, law enforcement officials will be able to: ➢ Increase the understanding of root causes and trends of radicalisation leading to violent extremism and/or terrorism, , and exchange experience on combating, prevention and de-radicalisation methods while balancing the actions with the fundamental rights principles	➢ On-site activities ➢ Online self-paced activities (such as online modules)[65] ➢ Online instructor-led activities (such as webinars/online courses) ➢ Exchanges	➢ *Number of activities* ➢ *Number of participants* ➢ *Satisfaction with CEPOL training activities* ➢ *% of core capability gaps addressed*	➢ *11* ➢ *1449* ➢ *90 %* ➢ *80%*

[65] Including Cyberbites

	➢ 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, ➢ Utilise existing instruments available to support counter-terrorism actions, particularly those established at Europol[64]; ➢	➢ Blended training curricula	➢ *Training activities contribute to the implementation of the Union policies*	➢ *Yes*

2.1.3 Training activities in the area of Cybercrime (CEPOL Cybercrime Academy)

Overview

According to the 5 years evaluation, the CEPOL's Cybercrime Academy is perceived to be an important step taken by the Agency to address emerging needs but should be further improved, especially with regards to the training offers addressing specific technical skills, such as cryptocurrency, access to (big) data and encrypted data, which can hardly be covered by single Member States alone.

New developments

Training activities shall allow the exchange of good practices of intelligence and investigation concerning the established EMPACT priority areas such as: Child Sexual Abuse and Sexual Exploitation, Cyber attacks and Online Fraud Schemes, cybercrime cross-cutting priorities areas including Digital forensics, Big Data and Artificial Intelligence.

[64] European Counter Terrorism Centre, including the Counter Terrorism Programme Board

Activity 2.1.3 Training activities in the area of Cybercrime				
Objectives 2024	**Results (exp. outcomes)**	**Outputs**	**Indicators**	**Target 2024**
2.1.3 CEPOL will **implement** training activities in the area of **Cybercrime** for Law Enforcement Officials from the EU, and, if applicable, from Third countries. ○ **Child Sexual Abuse and Sexual Exploitation** ○ **Cyber-Attacks** ○ **Online Fraud Schemes** ○ **Cybercrime cross-cutting priorities areas including Digital forensics, Big Data and Artificial Intelligence**	Having attended CEPOL learning and training activities, law enforcement officials will: ➢ possess improved knowledge on cybercrime challenges and solutions (cross-border exchange of electronic evidence, inter-agency cooperation, encryption, anonymisation and use of big data and artificial intelligence related to cybercrime cases)	➢ On-site activities ➢ Online self-paced activities (such as online modules)[66] ➢ Online instructor-led activities (such as webinars/online courses) ➢ Exchanges ➢ Blended training curricula	➢ *Number of activities* ➢ *Number of participants* ➢ *Satisfaction with CEPOL training activities* ➢ *% of core capability gaps addressed* ➢ *Training activities contribute to the implementation of the Union policies*	➢ *28* ➢ *2198* ➢ *90%* ➢ *80%* ➢ *Yes*

[66] Including Cyberbites

2.1.4 Training activities in the area of Law Enforcement Cooperation and Interoperability

International law enforcement cooperation and EU information exchange will remain in the focus of the CEPOL training portfolio in order to strengthen the fight against cross-border crime. In cooperation with the European Commission and eu-LISA, specialised activities concerning SIS, SIRENE and Schengen Evaluation will be provided. CEPOL, in partnership with eu-LISA and Frontex, will deepen EU law enforcement personnel's knowledge on interoperability components and instruments via on-site and online learning solutions.

Moreover, on the level of Information Exchange, training for Single Point of Contacts (SPOCs) will be provided.

Further resources of the JHA policy area will also be used when delivering the training portfolio of this area.[67]

Other authorities, e.g. officials from other SIS user authorities, such as judiciary, security services, migration and customs as the recipients of Schengen Information System (SIS) and Supplementary Information Request at the National Entries (SIRENE) may also benefit from CEPOL training activities.

In addition, EU cooperation tools and mechanisms, like JITs, will be addressed, and Intelligence Analysis will be included as a horizontal topic in the mentioned activities. Here, in particular Europol will be an important partner.

Activity 2.1.4 Training activities in the area of Law Enforcement Cooperation and Interoperability				
Objectives 2024	**Results (exp. outcomes)**	**Outputs**	**Indicators**	**Target 2024**
2.1.4 CEPOL will implement training activities in the area of **Law Enforcement Cooperation and Interoperability** for Law Enforcement Officials from the EU, and, if applicable, from Third countries. ○ **Schengen Information System (SIS)[68]** ○ **Interoperability components and tools** ○ **eIntelligence Analysis** ○ **EU cooperation tools and mechanisms** ○ **Joint Investigation Teams (JITs)** ○ **Customs cooperation**	By attending CEPOL learning and training activities, law enforcement officials will be able to: ➢ Use the existing instruments and mechanisms, with a view to enhance their application and frequency of use. Specialist officials will be able to:	➢ On-site activities ➢ Online self-paced activities (such as online modules)[69] ➢ Online instructor-led activities (such as	➢ *Number of activities* ➢ *Number of participants* ➢ *Satisfaction with CEPOL training activities*	➢ *20* ➢ *1992* ➢ *90 %* ➢ *80%* ➢ *Yes*

[67] Such as FRA's expertise offered on fundamental rights implications of EU IT systems and interoperability (e.g. compilation of fundamental rights safeguards enshrined in the regulations, case studies, reports (Under watchful eyes – biometrics, EU IT-systems and fundamental rights) and legal opinions on reformed IT systems (ETIAS, Interoperability, Eurodac, VIS, etc.))
[68] training, which is related to the exchange of SIS supplementary information falls under the scope of training activities in the area of SIS
[69] Including Cyberbites

Activity 2.1.4 Training activities in the area of Law Enforcement Cooperation and Interoperability				
Objectives 2024	**Results (exp. outcomes)**	**Outputs**	**Indicators**	**Target 2024**
○ **Other Law enforcement cooperation, information exchange and Interoperability Regulation**	➢ 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; ➢ Apply new law enforcement investigation techniques with particular implications for Union level investigations; ➢ Strengthen professional networks; ➢ Explain the fundamental rights implications of EU information systems.	webinars/online courses) ➢ Exchanges ➢	➢ *% of core capability gaps addressed* ➢ *Training activities contribute to the implementation of the Union policies*	

2.1.5 Promote safeguarding of fundamental rights

Fundamental rights training will remain an overarching priority which is reflected in all CEPOL training activities. Specific areas such as hate crime and hate speech, racism and antisemitism, victims' rights and protection, anti-discrimination, police ethics and integrity, the context of freedom of assembly and use of force with the view of guaranteeing public safety and security, as well as management of diversity, data protection, effective prevention of domestic and gender violence will be addressed together with general fundamental rights issues.

In 2024 the agency will continue to provide online training solutions in cooperation with the Fundamental Rights Agency on various elements of the topic. These training actions will complement the growing portfolio available in the LEEd electronic learning platform on anti-discrimination, anti-racism, protection of vulnerable groups, ethical profiling practice.

The agency will make steps towards a new diploma course "EU Fundamental Rights and Law Enforcement" offering a comprehensive training package in a modern blended learning programme that can serve as reference point for fundamental rights related law enforcement training. This programme is planned on being designed with online and onsite components including collection of leading practices in the area anti-racism, furthermore the onsite training component will build competencies towards specialisations, e.g. Hate Crime and Train-the-Trainers on Fundamental Rights. Moreover, CEPOL is committed to organise a workshop in line with the EU anti-racism action plan (2020-2025) as part of the process of diploma course development with a long term aim at drafting a train the trainer handbook in this specific policy priority area. CEPOL will address the effects of the Gaza conflict to the EU internal security from an anti-racism perspective with dedicated activity, including anti-Semitism and anti-Muslim hatred.

Activity 2.1.5 Promote safeguarding of fundamental rights				
Objectives 2024	**Results (exp. outcomes)**	**Outputs**	**Indicators**	**Target 2024**
2.1.5 CEPOL will **implement** training activities in the area of **fundamental rights** for Law Enforcement Officials of the EU, and, if applicable, of Third countries: ○ **Fundamental Rights** ○ **Law Enforcement Ethics and Management of Diversity** ○ **Victim Protection and Victims' Rights**	Having attended CEPOL learning and training activities, law enforcement officials will be able to: ➢ Explain the difference between the European Rights Convention and the EU	➢ On-site activities ➢ Online self-paced activities (such as online modules)[70]	➢ *Number of activities* ➢ *Number of participants*	➢ *8* ➢ *967* ➢ *90 %*

[70] Including Cyberbites

Activity 2.1.5 Promote safeguarding of fundamental rights				
Objectives 2024	**Results (exp. outcomes)**	**Outputs**	**Indicators**	**Target 2024**
○ **Hate Crime, Racism and Discrimination** ○ **Anti-Semitism** ○ **Gender Issues** ○ **Data Protection** ○ **Other fundamental rights-related Issues (i. e. freedom of assembly and use of force to ensure public safety and security and fundamental rights).**	Charter on Fundamental Rights ➢ Explain the relation between integrity, ethics and fundamental 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; ➢ Apply gender equality principles in their daily work.	➢ Online instructor-led activities (such as webinars/online courses) ➢ Blended training curricula	➢ *Satisfaction with CEPOL training activities* ➢ *% of core capability gaps addressed* ➢ *Training activities contribute to the implementation of the Union policies*	➢ *60 %* ➢ *Yes*

2.1.6 Other topics

Activity 2.1.6 Other topics				
Objectives 2024	**Results (exp. outcomes)**	**Outputs**	**Indicators**	**Target 2024**
, Training and other Skills	Having attended CEPOL training and learning activities in this area, the participants will be able to: ➢ 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.	➢ On-site activities ➢ Online self-paced activities (such as online modules) ➢ Online instructor-led activities (such as webinars/online courses) ➢ Exchanges	➢ *Number of activities* ➢ *Number of participants* ➢ *Satisfaction with CEPOL training activities* ➢ *% of core capability gaps addressed* ➢ *Training activities contribute to the implementation of the Union policies*	➢ 36 ➢ 3381 ➢ 90 % ➢ 80 % ➢ Yes
Higher Education and Research	Having attended CEPOL training and learning activities in this area, the participants will be able to: ➢ Have an overview on the diversity of research programmes and their impact within the law enforcement community ➢ Compare international good practices in how to support cadets and other officials participating in available mobility schemes ➢ Incorporate CEPOL's EU STNA results in the portfolios of law enforcement training institutes in order to add European dimension into law enforcement trainings ➢ Support and raise awareness on the various training opportunities for law enforcement officials within the EU ➢ Outline cooperation possibilities in Higher Education on EU level for law enforcement officials			
Public Order and Prevention	By attending CEPOL learning and training activities, law enforcement officials will be able to: ➢ 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;			

Activity 2.1.6 Other topics				
Objectives 2024	**Results (exp. outcomes)**	**Outputs**	**Indicators**	**Target 2024**
	➢ Strengthen their professional networks			
Law Enforcement Techniques, Forensics and Specific Areas Exchange knowledge and practices on law enforcement procedures and instruments.	Having attended CEPOL training and learning activities the participants will be able to: ➢ apply current forensic practices and share experiences; ➢ select relevant forensic service providers; explain the possibilities ➢ Apply different law enforcement techniques;			
Union Missions (CSDP)	Having attended CEPOL training and learning activities the participants will be able to: ➢ 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).			

Activity 2.2 Developing new, innovative, specialised and multi-layered learning solutions

Overview

Innovative training solutions such as blended learning packages, training activities with global perspective, increased interactive delivery methods and simulations will be offered. Given the resource limitations the combination of learning products such as webinars, online learning packages (modules, e-lessons), online courses, with onsite courses and personal exchanges will be conceptualised. Despite of the full preparation, the implementation of the online elements of these learning programmes is not possible, due to the LEEd shutdown and unavailability in the second half of 2024 as a consequence of the cyberattack. Enhanced research and innovation element is envisaged in trainings and certification possibilities with universities shall be actively explored.

The increased engagement with EMPACT in general and the coordination role of the agency (Common Horizontal Strategic Goal 6) in particular will serve the execution of updated complex learning programmes that will address the criminal challenges identified within the mechanism.

In order to allow the further modernisation of training offer, CEPOL will strengthen the agencies law enforcement character by piloting a short term specialised secondment programme where necessary.

New developments

The high-speed changes in the learning environment require a high degree of agility from CEPOL to meet the expectations of trainees and stakeholders. CEPOL will develop **new learning solutions** facilitating **interactivity** and a **unique learning experience**. The agency will step up its efforts to integrate, where possible, the operational dimension of the training activities, by ensuring the participants' access on operational facilities and premises that enable a better transfer of knowledge, rather than the classical classroom approach.

CEPOL will ensure consistency and quality with implementing refocused multidisciplinary training programmes offering a coherent blended learning approach incorporating onsite and online training methodologies as well as exchanges per training priority including a pilot of mentoring following the successful implementation of this modality of mobility programme in EU funded third country capacity building projects. Training innovation will be explored and integrated by developing and implementing new, dynamic and hands-on training products. CEPOL will also respond, with its training offer, to unforeseen, emerging needs, and extend its collaboration with academia. CEPOL will pilot the EU Law Enforcement Challenge in relation to cybercrime providing a simulation environment with competitive element fostering active learning of the participants. The activity will be followed by an evaluation and decision on later roll-out.

Objectives 2024

Activity 2.2 Developing new, innovative, specialised and multi-layered learning solutions				
Objectives 2024	**Results (exp. outcomes)**	**Outp.**	**Indicators**	**Target 2024**
2.2.1 Restructure training packages and create **Blended Learning Training** packages by: ➢ merging **Study visits and Exchanges** with training activities ➢ developing and implementing a mentoring programme ➢ Enhance CEPOL's online offer by **improving the balance** with other on-site training activities	Online activities complementing onsite activities. Activities offering complementary learning material (either pre- or post-course) Training gaps addressed in complementary way.	Blended Online & On-site activities	➢ *pilot complex learning programme combining webinars, online course, onsite course and exchanges in the area of THB* ➢ *Implement a mentoring programme* ➢ *Organise internal TRU awareness session on the material available on LEED and its best administration*	➢ *1* ➢ *Yes* ➢ *1 session*
2.2.2 Engage with the **EMPACT mechanism** for further development of training programmes (capitalise on the inputs of EMPACT, organise training for EMPACT coordinators and drivers)	Increased engagement and coordination of training with EMPACT	Online & On-site activities	➢ *Organise Drivers workshop EMPACT 2022+* ➢ *Develop an eLesson on the EMPACT funding mechanism (e-lesson is planned to be released once LEEd is available)*	➢ *1 workshop* ➢ *1 eLesson*
2.2.3 Increase effectiveness of the **selection of participants** to fit the target group	Increased relevance of training	Selected participants fit the target group	*The Integrated Guidance Note (IGN) shall be improved where necessary to regulate the following aspects: definition of the target group, communication with the CNUs regarding the selection of the participants, organise brief interviews with the potential candidates where necessary, organise preselection based on the completion of the pre-course material (e.g. in cybercrime courses); to make the integration of*	➢ *Revised IGN*

Activity 2.2 Developing new, innovative, specialised and multi-layered learning solutions				
Objectives 2024	**Results (exp. outcomes)**	**Outp.**	**Indicators**	**Target 2024**
			Fundamental Rights mandatory; logistical arrangements.	
2.2.4 Maintain and gradually extend the **CEPOL Knowledge Centre** model	CKC concept is applied to ensure consistent and coherent training delivery	Training activities via CKC	➢ *Number of CKCs in place* ➢ *Review the mandate of the CKC with a view of potential development of standard operating procedures on EU level on law enforcement tactics and potential involvement in higher education programmes. Also, promote the accreditation of CKC training activities.*	➢ *2 + 1 new concept* ➢ *Yes*
2.2.5 Develop tailor made training programmes to **assist careers** and foster capacity of Law Enforcement officials to engage and be active in international operations and cooperation	Link training activities to operational actions Operation supported by training	Online & On-site activities	➢ *Develop tailor-made training programme to assist the career development, i.e. develop multi layered training activities based on the level of knowledge of the participant, e.g. Moodle basics, Moodle for professionals. Regular course vs course for TTT (OSINT)* ➢ *Implement the first fully virtual training course "Combating Drug Production Crimes through a Virtual Reality Application"* ➢ *Offer state of the art series of e-lessons in the area of synthetic drugs production, promote more actively this training resource*	➢ *4 TTT courses* ➢ *1 course* ➢ *1 eLesson*
2.2.6 Design and implement a new learning environment and new methodologies focusing on **operational, hands-on,**	Link training activities to operational actions	Online & On-site activities	➢ *Explore the possibility of conducting training sessions alongside the Joint Action Days or other operational activities, e.g. Cyber P2P initiative*	➢ *1 training session*

Activity 2.2 Developing new, innovative, specialised and multi-layered learning solutions				
Objectives 2024	**Results (exp. outcomes)**	**Outp.**	**Indicators**	**Target 2024**
interactive approaches, simulations, exercises, and student-centred learning	Operation supported by training			
2.2.7 Design **new training products**: ➢ EU Law Enforcement Challenge – simulation exercise (to host maximum 30 cyber-crime specialists)	New learning solutions facilitating interactivity and a unique learning experience Operation supported by training	Online & On-site activities	➢ *Activity implemented*	➢ *1 EU Law Enforcement Challenge*
2.2.8 Design and implement joint training products for **mixed EU and non-EU Law Enforcement audiences** in priority areas	Closer cooperation ensured between EU and non EU partners	Joint activities organised to accommodate both communities	➢ *Identify and deliver training activities for a mixed EU/non EU target groups, e.g. on firearms trafficking*	➢ *1 training activity*
2.2.9 Develop **evidence-based thematic** dimensions relevant for the EU Security Union Strategy (e.g. Law Enforcement cooperation EMPACT and Counter-terrorism) in training provided for third countries	Closer cooperation ensured between EU and non-EU partners	Training activity	➢ *Number of training products in place*	➢ *1*
2.2.10 Pilot and implementation of the mechanism to address emerging threats; reserve resources for training activities that address **emerging threats**	Emerging threats supported by training	Training proposals on emerging crime threats evaluated and channelled into portfolio where possible	➢ *Number of training products in place*	➢ *1*
2.2.11 Ensure availability of information on emerging needs and threats (CEPOL is enabled to monitor the emerging needs and	Emerging threats supported by training	Training proposals on emerging crime threats evaluated and	➢ *Monitoring mechanism in place in order to ensure new developments are captured*	➢ *Yes* ➢ *Yes*

Activity 2.2 Developing new, innovative, specialised and multi-layered learning solutions				
Objectives 2024	**Results (exp. outcomes)**	**Outp.**	**Indicators**	**Target 2024**
threats close to the policy making level by taking part in EU relevant forums)		channelled into portfolio where possible CEPOL represented in operational and political community	➢ *Relevant forums attended by CEPOL*	

Activity 2.3 Extending the outreach of law enforcement training through a cascading effect

Overview

The Five-years Evaluation recommends that CEPOL should aim to reinforce the outreach and impact of the Agency. This could be achieved, for instance, by integrating cascading (i.e. multiplying the outreach as a result from the training of trainers and peer-to-peer transfer of knowledge) more systematically into all activities, sharing good national practices of cascading, stepping up the train-the-trainers programme, with a special focus on law enforcement senior managers, and continuing to develop and strengthen its online offer. This would help CEPOL to better address its target audience, as broadened in the legal basis in force since 2016, now including prosecutors, customs officials, and other persons involved in law enforcement (e.g. forensic lab personnel).

New developments

CEPOL will fulfil its responsibility for the EU and its third partner countries in terms of developing means to provide the law enforcement community with an appropriate and suitable competency enhancement. One of the instruments to achieve this objective is the promotion of cascading consisting in Train-the-Trainers activities, e-learning solutions, preparation of handbooks, guidelines, and manuals.

While acknowledging that cascading remains a national responsibility, CEPOL will do the utmost in its capacity to further extend outreach of the target audience. CEPOL shall support CNUs to develop a national cascading system to be systematically integrated into the training activities and monitored in terms of outreach to the broaden target audience, with due regard to the specificities at national level.
In addition, CEPOL will enable the Member States to utilise its LEEd platform and immersive e-learning products.

Moreover CEPOL will further strengthen the exchange programme supporting the cascade of the gained knowledge.

Objectives 2024

Activity 2.3 Extending outreach of law enforcement training through a cascading effect				
Objectives 2024	**Results (exp. outcomes)**	**Outp.**	**Indicators**	**Target 2024**
2.3.1 Increase the number of Train-the-Trainers programmes delivered per year on specific topics (not only on training methodology), e.g. SOC; CT; INT; Cyber, with a special focus on Law Enforcement Trainers	Train-the-trainer activities ensure knowledge is brought to national level in the most appropriate manner and tailored to the national needs and specifies	Train-the-trainer activities supported by the MS	➢ *Number of TTT sessions delivered per year, e.g. new TTT sessions for specialized investigators of cybercrime, e.g. Live Data forensics, Windows Forensics, OSINT for TTT*	➢ *3*
2.3.2 Support the implementation of a national cascading system, which involves engaging participants to draft a cascade plan during training activities	Increased outreach of CEPOL trainings to MS Active engagement of participant/MS to further cascade the knowledge	Cascaded training activities	➢ *Support development of the cascading system concept:* ○ *allocate dedicated time into the training activities for the preparation of the cascade plan and material* ○ *Support and promote the use of MS multitenancy sites for the cascading*	➢ *Cascading measures in place*
2.3.3 Provide LEEd support for national training	Increased outreach of CEPOL trainings to MS	Available localised, customised training platforms	➢ *Deliver Moodle workshop for trainers* ➢ *Develop a Trainers Platform on LEEd with the support material for trainers, invite Universities to participate and share the material* ➢ *Develop a brief support material for the national trainers, e.g. trainer's starter pack*	➢ *1* ➢ *1* ➢ *1*

Goal 3: CEPOL will promote accreditation of law enforcement vocational training

Activity 3.1 Develop a framework for accreditation of training activities corresponding with the EU Law Enforcement Training Priorities

CEPOL plans to develop specific sectoral competency frameworks in line with the identified priorities enabling a suitable interpretation of law enforcement vocational training in the European Standard Qualification Framework (ESQF). CEPOL aims to pioneer the accreditation of law enforcement vocational training and is inspired to take a leading role in accreditation of training programmes relevant for the EU Law Enforcement training priorities.

The accreditation of vocational training means that the highest standards are applied, and trainees are qualified in certain domains with tested and certified competencies. CEPOL aims to create a sectoral framework for accreditation enabling the Agency to take an active role in accrediting training activities implemented in line with the EU Law Enforcement training priorities.

Objectives 2024

Activity 3.1 Develop a framework for accreditation of training activities corresponding with the EU Law Enforcement Training Priorities				
Objectives 2024	**Results (exp. outcomes)**	**Outp.**	**Indicators**	**Target 2024**
3.1.1 Establish a **framework for accreditation of law enforcement training** programmes developed on the basis of the EU Law Enforcement Training Priorities: - Support peer-to-peer review among Member States training institutions - Consult with Member States and EU actors on accreditation experience in vocational training - Development of the working methodology - Gradually certify and accredit CEPOL training products where applicable	The Framework for accreditation of law enforcement training programmes will ensure common standards across the MS for the LE training LE training is standardised and compatible across the MS	Sectoral qualification framework/accreditation methodology	➢ *Learn from other practices in the agencies, e.g. EUAA SQF and FRONTEX; consult the MS* ➢ *F* ➢ *Deliver the rollout plan for the Sectoral Qualifications Framework* ➢	➢ *Yes* ➢ *Yes* ➢ *Yes* ➢ *Yes*
3.1.2 Improve the **evaluation system** of CEPOL by involving	Ensure the CEPOL activities are evaluated, and the outcomes/improvements	Evaluation methodology	➢ *Improve the evaluation methodology* ➢ *Pilot and apply the new evaluation methodology* ➢ *Revised KPI/PI to measure impact of training*	➢ *Yes* ➢ *Yes* ➢ *Yes*

Activity 3.1 Develop a framework for accreditation of training activities corresponding with the EU Law Enforcement Training Priorities				
Objectives 2024	**Results (exp. outcomes)**	**Outp.**	**Indicators**	**Target 2024**
- the Kirkpatrick model[71] or exploring other up-to-date methodologies; - competency-based assessment practice, entry/exit tests for complex learning programmes, impact assessment, evaluation of a return of investment); - the revision of KPI/PI by introducing the TQI (Training Quality Index) - the measurement of the impact/return of investment	are included into the next design phase			
3.1.3 Explore ways to identify a unique product to be offered by CEPOL in **cooperation with accredited universities in the MS** (e.g. vocational training through projects with universities, Inter-Agency Master Programme, CEPOL Stamped Catalogue for Higher Education)	Close cooperation with the academic sector is reached and the effort are joined in order to offer a recognised diploma course	Academic knowledge is bought/combined with/to operations and offered to LE officials	➢ *Explore the available programmes via the Higher Education Expert group and dedicated research on Cybercrime. Pilot the Higher education product* ➢ *launch the procurement for the training delivery by the accredited programmes of the universities in the area of fundamental rights and financial investigations* ➢ *Explore the possibility to turn CKC training activities/packages into accredited activities.*	➢ *Yes* ➢ *Yes*
3.1.4 Revise the required **key accountabilities** for TRU staff (e.g. mandatory TtT at least at national level) for specific positions focused on training design, delivery and evaluation	Reinforce the LE background of training units to better support the activities	More staff with LE background in the training units	➢ *revised key accountabilities are applied for new recruitments, when necessary*	➢ *Yes*

[71] https://www.kirkpatrickpartners.com/the-kirkpatrick-model/ The Kirkpatrick evaluation model partially has been used by CEPOL for training evaluation. Applying the full Kirkpatrick model or choosing and alternative solution may significantly improve impact oriented evaluation.

Goal 4: CEPOL will excel at governance as a modern and efficient EU Agency trusted by its stakeholders

Besides upholding and improving its good practices and processes, the agency must advance on streamlining its workflows and improve its corporate culture. The capacity for operational training activities within the current CEPOL HQ is by far not sufficient and increased demand requires more and better functional rooms for training activities and meetings.

Activity 4.1: Optimise CEPOL processes, workflows and management of resources

CEPOL will ensure its operational efficiency and further improve it capitalising on its achievements. It entails optimising resources for efficiency gains, reducing bureaucracy and revising the processes of the agency. CEPOL will also provide an appropriate infrastructure for its operations both in terms of its premises and its digital environment. Beyond that, the stakeholder and external relations and the communication of the agency will be improved in order to appropriately address expectations and improve the visibility of the agency.

Opportunities lie ahead for optimising CEPOL's existing processes and workflows and gradually introduce new digital management systems with the aim of supporting the overall performance of the agency.

In February 2023 the CEPOL Executive Director has established a Task Force on performance indicators to address the EC long-standing criticism: the performance indicators need to be linked to the Agency's contribution to the implementation of Union policies instead of being solely focused on outputs and activities; we must better connect them to the EU policies and to measure the training impact.

In order to bring external view, staff from other JHA Agencies and DG Home were invited to participate along with CEPOL staff. The work has been completed and the proposed changes were reflected in the Final SPD 2024. Thus, under section 'Overview of Activities and Objectives 2024', Goal 2, the EU policies to be contributed by CEPOL training activities are listed per each thematic area and a new KPI has been added to measure how many training activities contribute to the implementation of the Union policies, using as a source of data the course curricula adjusted to this end.

Objectives 2024

Activity 4.1: Optimising CEPOL processes, workflows and management of resources				
Objectives 2024	**Results (expected outcomes)**	**Outputs**	**Indicators**	**Target 2024**
4.1.1 Reorganise the **TRU sectors** in accordance with major **thematic areas/clusters** following the future revised training programme	➢ More efficient allocation of tasks, overlapping avoided	➢ TRU sectors re-organised	➢ *New organigram in place*	➢ *Yes*
4.1.2 S**implification of existing procedures** and elimination of redundant or unnecessary quality documents (e.g. templates used for course implementation)	➢ Increase the administrative efficiency of the agency	➢ Procedures revised and consulted with relevant actors ➢ Ensure regular coordination among the OPS units: TRU and ICU ➢ review the IGN templates ➢ review the workflows and procedures ➢ establish a coordinated reporting tool for the Agencies KPIs ➢ Support MS for the management of the new admin tools of the agency, e.g. exchange plug-in, event management plug-in upon its development	➢ *Revised processes adopted by ED*	➢ *Yes*
4.1.3 Further **implement digital transformation and information management**: • Ares: document management and archiving system, intranet • New SYSPER module(s): HR & travel management system • Microsoft Office 365	➢ Facilitate the administrative efficiency of the agency by use of digital workflows	➢ IT tools for document management deployed	➢ *New IT tools are operational and staff trained to use them*	➢ *Yes*
4.1.4 C**ontinue to monitor budget implementation, revise and redirect operational and administrative costs**	➢ maximise consumption and identify efficiency gains	➢ regular progress report to ED on budget implementation	➢ *progress report on time*	➢ *Yes*
4.1.5 Enhancing **inter-sectorial coordination** within CEPOL and information workflow.	➢ Strengthening CEPOL's corporate and ownership culture and team coherence;	➢ Task force/working groups on specific topics shall involve participation of staff from both	➢ *all sectors are represented in relevant forums*	➢ *Yes*

Activity 4.1: Optimising CEPOL processes, workflows and management of resources				
Objectives 2024	**Results (expected outcomes)**	**Outputs**	**Indicators**	**Target 2024**
(e.g. one step was taken by ensuring staff participation in formulating the 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.		training units and support functions		
4.1.6 Re-prioritise and re-think the volume and **implementation mode** of assistance activities of core business (e.g. too many financial and human resources are devoted to managing travel arrangements)	➢ Increase the administrative efficiency of the agency	➢ Set-up of a Task force to make proposals towards new business model	➢ *New business model approved by ED*	➢ *Yes*
4.1.7 Propose project-based financing scheme of capacity building actions be **combined with annual subsidy**-based financing and supported with TAs positions	➢ Increase the administrative efficiency of the agency	➢ New planning and budgeting system	➢ *proposal initiated and discussed with parent DG and other relevant DGs*	➢ *Yes*
4.1.8 Maintain **ISO 9001:2015** quality management system and gradually extend **ISO 29993:2017** standards/certification for all CEPOL's training activities (onsite and online) and to those implemented by CEPOL FWPs	➢ 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. ➢ ISO certifications contribute to the good reputation of the agency as a service provider and trust by its stakeholders	➢ Quality Management System certified to be line with ISO 9001:2015 ➢ Training activities certified to be line with ISO 29993:2017	➢ *ISO certificates in place*	➢ *Yes*
4.1.9 Implement CEPOL training activity on the ISO 29993:2017 standards for the Framework Partners. Explore options for the FWPs to be ISO certified	➢ Increase awareness of partners on ISO standards ➢ Increase use of common standards in course organisation	➢ Offer support and training to the FWP on ISO 29993 in order for them to comply and be able to meet the standard requirements	➢ Training activity on ISO 29993:2017 standards	➢ *Yes*

Activity 4.1: Optimising CEPOL processes, workflows and management of resources				
Objectives 2024	**Results (expected outcomes)**	**Outputs**	**Indicators**	**Target 2024**
4.1.10 Maintain good governance and efficient management of HR and budget resources in compliance with applicable rules and regulations	**Governance:** ➢ By implementing effective and efficient Governance mechanisms, CEPOL will be able to fulfil its mission in support of European law enforcement training, and the agency will continue to fully comply with the legal, financial and administrative requirements set by the EU institutions.	**Governance:** ➢ Management Board's decision making is enabled and supported ➢ Audit recommendations are followed up with action plans	➢ *Draft MB decisions and Progress report delivered on time* ➢ *Number of critical/very important audit recommendations addressed on time*	➢ *Yes* ➢ *80%*
	Internal Control: ➢ Improved processes and internal control system of the Agency, to better achieve the business objectives in the respective area	**Internal Control:** ➢ Conduct ex post control activities in line with the annual internal control plan and draft reports proposing improvements to the internal processes, including review of compliance with the internal control framework	➢ *Implementation of internal control plan*	➢ *100%*
	Human Resources: ➢ Shorter period of open positions in the organisation. This will lead to a (slightly)	**Human Resources:** ➢ Timely start of relevant recruitment procedures in order to reduce the capacity gaps due	➢ *Average recruitment time*[72]	➢ *Yes*

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

Activity 4.1: Optimising CEPOL processes, workflows and management of resources				
Objectives 2024	**Results (expected outcomes)**	**Outputs**	**Indicators**	**Target 2024**
	lower workload for all staff members which will in turn give better chances for participation in training opportunities as well as a better work/life balance.	to staff (temporarily) leaving CEPOL.		
	Human Resources: ➢ Offer continuously specialised training to CEPOL staff to increase their efficiency ➢ Ensure a continued fit of staff competences and capabilities with the needs of the Agency	**Human Resources:** ➢ CEPOL Staff training plan for the following year and the implementation of the CEPOL Staff training plan for the current year	➢ *Staff training plan adopted and implemented on time*	➢ *Yes*
	Financial Resources: ➢ By better planning and monitoring of financial resources, budget implementation will become more efficient	**Financial Resources:** ➢ Smooth and efficient budget implementation	➢ *Budget implementation consumption rate (commitment, and payment)* ➢ *Timely processing of invoices*	➢ *≥99% use of commitment appropriations* ➢ *≥95% payment appropriations (over 2 years)* ➢ *a minimum of 95% of invoices processed within deadline*

Activity 4.1: Optimising CEPOL processes, workflows and management of resources				
Objectives 2024	**Results (expected outcomes)**	**Outputs**	**Indicators**	**Target 2024**
	ICT: ➢ The ICT steering committee and/or LEEd task force coordinates projects and IT initiatives ➢ Alignment of ICT services with core business goals ➢ Maintain the additional infrastructure in order to support the project office in the implementation of externally financed projects ➢ Reliable performance and availability of ICT environment ➢ Ensure that planned maintenance will not overrun its communicated timeslots ➢ Ensure that recovery time objectives are realistically set and kept.	**ICT:** ➢ Business and user requirements are defined and applied	➢ *Availability of IT services to CEPOL users* ➢ *IT service desk questions answered within established timeframe (timeliness of support)*	➢ *100%* ➢ *100%*

Activity 4.2 Provide the agency with an appropriate infrastructure that is suitable to ensure the achievement of CEPOL's strategic training goals

CEPOL will continue the negotiation with the host country towards obtaining premises fit for purpose and aligned to the environmental aspects emerging from the European Green Deal policy.

Activity 4.2 Provide the agency with adequate infrastructure being suitable to assist achieving CEPOL's strategic training goals				
Objectives 2024	**Results (exp. outcomes)**	**Outp.**	**Indicators**	**Target 2024**
4.2.1 Further liaise with host country on CEPOL infrastructure and take the necessary actions to ensure the **training and meeting facilities are fit for current hybrid format** (short-term) and that the future CEPOL premises are aligned to the needs of a **fully-fledged training centre**	➢ Increased administrative capacity and cost savings due to extended use of its own premises for training	Building requirements are defined and agreed Negotiations with host authorities Regular updates to parent DG	➢ *premises fit for purpose*	➢ *yes*
4.2.2 The negotiation for the new building shall consider the **environmental aspects** in line with the European Green Deal policy (e.g. EMAS certified building, use of green electricity, solar panels, use of rainwater, state of art cooling/heating etc in order to reduce CO2 footprint of the agency)	➢ reduced footprint, increased sustainability of CEPOL activities	Negotiations with host authorities	➢ *premises aligned to the environmental requirements (e.g. EMAS)*	➢ *yes*

Activity 4.3: Manage CEPOL stakeholders, external relations, internal and external communications to reinforce awareness and visibility of the agency

CEPOL will improve its stakeholder management by means of a more systematic approach.

Activity 4.3 Manage CEPOL stakeholders, external relations, internal and external communications to reinforce awareness and visibility of the agency				
Objectives 2024	**Results (exp. outcomes)**	**Outp.**	**Indicators**	**Target 2024**
4.3.1 Implementation and revision of the existing **external relations sub-strategy** The timeline of the revision is proposed to be extended until the end of the 1st quarter of 2025.	Officials from the Candidate, potential candidate and ENP countries achieve good understanding of EU law enforcement cooperation instruments	➢ By better identification of stakeholder needs and increased engagement level, CEPOL will be able to improve relevance of its services to the law enforcement community ➢ Participation of Third Country partners to CEPOL activities, based on Working Arrangements	➢ *revision of the existing external relation sub-strategy in light of the new CEPOL Strategy 2023-2027 The revised external relations sub-strategy would cover the period 2026-2029.* ➢ *Timely implementation of the External relations Sub-Strategy and Action Plan*	➢ *The revised external relations sub-strategy would be proposed for adoption during the May 2025 Meeting of the Management Board.* ➢ *100%*
4.3.2 Creating a **stakeholder matrix** and management system to utilise it for raising awareness and visibility of CEPOL			➢ *outsource a project to develop proper methodology, mapping based on this methodology and creation of the stakeholder matrix* ➢ *procurement launched, contract signed, deliverables delivered, stakeholder matrix put into operation*	➢ *Yes* ➢ *Yes*
4.3.3 Broaden the scope of the mandate of CEPOL **liaison officer** (to foster external relationships and stakeholder management	➢ CEPOL has a clear vision on what EU partners are doing in the field of law enforcement training and how we can cooperate.	➢ An arrangement of visiting relevant JHA agencies on a regular basis has been set up and running, including budgetary implications	➢ *Set up regular visits to partner JHA agencies to ensure coordination and visibility* ➢ *LO to contact international organisations, academia and private sector in Brussels to ensure*	➢ *Visiting arrangements in place*

Activity 4.3 Manage CEPOL stakeholders, external relations, internal and external communications to reinforce awareness and visibility of the agency				
Objectives 2024	**Results (exp. outcomes)**	**Outp.**	**Indicators**	**Target 2024**
			effectiveness of the WAs and visibility of CEPOL	
4.3.4 Implement the updated **communications sub-strategy** (with provisions on quality control of any external communication by staff) The timeline of the revision is proposed to be extended until the end of the 1st quarter of 2025.	➢ Enhanced perception of CEPOL as a relevant source for knowledge, skill-building and peer connections across the EU and beyond. ➢ Stronger sense of belonging and connectedness to the network among partners. ➢ CEPOL's role in enhancing EU security through law enforcement training better known to its stakeholders.	➢ As main source of information for external audiences, CEPOL corporate website is maintained and kept relevant, current, safe and secure ➢ Key publications and reports produced and distributed to relevant stakeholders and institutional recipients ➢ Periodical newsletters distributed to relevant stakeholders and institutional recipients ➢ Active CEPOL presence in social media platforms ensured	➢ Nr of visits to CEPOL website ➢ *Percentage of return visitors* ➢ *Web hosting and maintenance service contract in place* ➢ *Time-to-upload content* ➢ *Nr of publications produced and distributed* ➢ *Conversion rate: nr of downloads* ➢ *Nr of publications produced in more than one linguistic version* ➢ *Nr of publications produced in digital format* ➢ *Nr of newsletters produced and distributed* ➢ *Nr of subscribers to CEPOL news* ➢ *Conversion rate: click-through-rate* ➢ *Nr of followers/fans/subscribers* ➢ *Nr of posts/impressions* ➢ *Social media policy and strategy in place* ➢ *Online monitoring service contract in place*	➢ *100 000/year* ➢ *20% visitors/year* ➢ *Yes* ➢ *48 hours* ➢ *As per annual action plan* ➢ *1 000 downloads* ➢ *As per annual action plan* ➢ *As per annual action plan* ➢ *As per annual action plan* ➢ *>20% (external)* ➢ *>3% (external)* ➢ *20% increase* ➢ *365 posts/1 million impressions* ➢ *Yes* ➢ *Yes*

Activity 4.3 Manage CEPOL stakeholders, external relations, internal and external communications to reinforce awareness and visibility of the agency				
Objectives 2024	**Results (exp. outcomes)**	**Outp.**	**Indicators**	**Target 2024**
		➢ Corporate branded merchandise distributed to the appropriate recipients	➢ *Nr of items produced and distributed*	➢ *As per annual action plan*
		➢ Communications support to key CEPOL events and meetings provided	➢ *Nr of events and meetings supported* ➢ *Number of participants*	➢ *As per annual action plan*
		➢ Requests for information from the public dealt with	➢ *Nr of requests received and dealt with* ➢ Response time	➢ *<48 hours and <2 weeks for follow up*
		➢ Enhanced presence in specialised media	➢ Nr articles in EU MS ➢ Media training to staff	➢ *As per annual action plan*

Overview of CEPOL regular training activities 2024

Activity #	Activity name (thematic area)	On-site activities		Online activities		CEPOL Exchange Programme (CEP)	Total planned	
		Number of activities	Number of participants	Number of activities	Number of participants	Number of participants	Number of activities	Number of participants
2.1	EMPACT	25	674	38	7,050	71	63	7,795
2.2	Counterterrorism	5	130	6	1,310	9	11	1,449
2.3	Cybercrime	10	264	18	1,925	9	28	2,198
2.4	Law Enforcement cooperation and interoperability	6	156	14	1,790	46	20	1,992
2.5	Fundamental Rights	2	52	6	915	0	8	967
2.6	Other topics	15	628	21	2,725	28	36	3,381
Total planned		63	1,904	103	15,715	163	166	17,782
Ad hoc activities				7	840	0	7	840
Total planned with ad hoc activities		63	1,904	110	16,555	163	173	18,622

Overview of CEPOL project activities 2024[73]

Project	*Time-scale*	*On-site activities (including courses, regional workshops, seminars, working group, project meetings)*		*Online activities (self-paced and instructor led, webinars, online courses/modules, workshops, seminars, working group, project meetings)*		*Study visits (including Mentoring Programme)*		*Exchanges*
Activity 1.4 Strengthen the operational capacities of partner non-EU countries to fight organized crime and terrorism via dedicated capacity building actions and institutionalized cooperation		*Number of activities*	*Number of participants*	*Number of activities*	*Number or participants*	*Number of activities*	*Number of participants*	*Number of exchanges*
1.4.1 CT INFLOW project	*2024*	6	161	12[74]	202[75]	3	16	2
	Full lifecycle 2020-24	55[76]	1187[77]	108	2365	11[78]	59[79]	47
1.4.2 CT INFLOW project Phase II	*2024*	1	18	8	50	0	0	0
	Full lifecycle 2024-28	63	650	66	430	14	52	20
1.4.2 EUROMED Police project	*2024*	18	320	11	45	6[80]	29	0
	Full lifecycle 2020-24	66[81]	998[82]	115	1412	26[83]	105[84]	44
1.4.3 EUROMED Police project Phase II	*2024*	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.
	Full lifecycle 2024-28	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.
1.4.3 TOPCOP project	*2024*	9	117	11	899	4	10	6
	Full lifecycle 2020-24	51[85]	883[86]	74	3928	14[87]	61[88]	121

[73] in 2024, the actions will be in a reduced volume, given the end of the projects lifecycle
[74] Including 3 outsourced activities under Component 4: Technical Supply
[75] Including 6 participants under Component 4: Technical Supply
[76] Including 6 outsourced activities under Component 4: MENA TE-SAT.
[77] Including 64 outsourced participants under outsourced Component 4: MENA TE-SAT
[78] Including 2 outsourced activities under Component 4: MENA TE-SAT.
[79] Including 14 outsourced participants under outsourced Component 4: MENA TE-SAT
80 Including 1 implemented by Europol
[81] Including 8 implemented by Europol
[82] Including 90 implemented by Europol
[83] Including 4 implemented by Europol
[84] Including 28 participants under Europol
85 Including 11 implemented by Europol
[86] Including 54 participants under Europol
[87] Including 3 implemented by Europol
[88] Including 14 implemented by Europol

1.4.4 TOPCOP project Phase II	*2024*	4[89]	45[90]	1	35	0	0	0
	Full lifecycle 2024-28	60[91]	850	40	1065	17[92]	55	40
1.4.4. WB PaCT project	*2024*	2	42	0	0	0	0	0
	Full lifecycle 2020-24	54	889	20	689	0	0	0
1.4.5. WB PaCT II project	*2024*	10[96]	72	3	48	0	0	0
	Full lifecycle 2024-28	52	700	48	508	29	67	0
1.4.6. EU4Security Moldova	*2024*	10	90	4	60	2	8	0
	Full lifecycle 2023-26	60	750	10	240	15	75	10
Total	***2024***	**60**	**865**	**50**	**1339**	**15**	**63**	**8**
	Full lifecycle 2020-28	**461**	**6907**	**481**	**10,637**	**126**	**474**	**282**

[89] Including 1 implemented by Europol
[90] Including 5 participants under Europol
[91] Including 6 implemented by Europol
[92] Including 3 study-visits implemented by Europol

Section IV.I – 2024: CEPOL onsite training activities

CEPOL Implemented Onsite Activities 2024

SERIOUS AND ORGANISED CRIME
EMPACT – GENERAL
1 onsite activity 1. Drivers workshop EMPACT 2022+
EMPACT – TRAFFICKING IN HUMAN BEINGS
21 onsite activity 1. Trafficking in Human Beings - Sexual Exploitation
EMPACT – CANNABIS, COCAINE, HEROIN TRAFFICKING
2 onsite activities 1. Drug Crime Markets – Strategy Analysis 2. Combating Drug Production Crimes
EMPACT – SYNTHETIC DRUGS AND NEW PSYCHOACTIVE SUBSTANCES
1 onsite activity 1. Illicit Laboratories Dismantling – Advanced
EMPACT – DOCUMENT FRAUD
1.
EMPACT – CRIMINAL FINANCES AND MONEY LAUNDERING
1 onsite activity 1. Financial Investigation – Protection of EU Funds
EMPACT – EXCISE FRAUD
1 onsite activity 1. Excise Fraud Investigations
EMPACT – MIGRANT SMUGGLING
1 onsite activity 1. Behaviour Analysis in the context of Migrant Smuggling
EMPACT – INTELLECTUAL PROPERTY CRIME
1 onsite activity 1. Intellectual Property Rights – Counterfeiting and Piracy

CYBERCRIME
EMPACT - COMBATING CHILD SEXUAL ABUSE AND SEXUAL EXPLOITATION

2 onsite activities

1. Child Sexual Exploitation – Undercover Operations
2. Child Sexual Exploitation – Victim Identification

EMPACT -C CYBER-ATTACKS

2 onsite activities:

3. Ransomware Investigations
4. EU Law Enforcement Challenge

EMPACT CROSS-CUTTING PRIORITY AREAS including DIGITAL EVIDENCE
5 onsite activities

5. Cross Border Exchange of Electronic Evidence
6. Mobile Forensics
7. Live Data Forensics - Train the Trainer
8. Mac Forensics
9. Workshop on Artificial Intelligence

COUNTER-TERRORISM

5 onsite activities

1. Radicalisation in Prison and Detention Centres
2. Train-the-Trainers in OSINT in Counter-Terrorism
3. Darkweb and Basics of Encryption in Counter-Terrorism – *onsite if budget available, otherwise online*
4. Insider Threat
5. Protection of Public Spaces, Critical Entities Resilience and Cybersecurity

LAW ENFORCEMENT COOPERATION, INFORMATION EXCHANGE AND INTEROPERABILITY (LECIEI)

4 onsite activities

1. Train-the-Trainers on EU Information Systems (Interoperability) – *planned originally as online – to be implemented as onsite as budget identified*
2. SIRENE II
3. Schengen Evaluation – Internal Security Measures
4. Law Enforcement Information Exchange for SPOCS

LEADERSHIP, TRAINING AND OTHER SKILLS

3 onsite activities

1. Train the Trainers – Step 1

2. Train the Trainers – Step 2
3. Workshop for Activity Managers

HIGHER EDUCATION AND RESEARCH

1 onsite activity

1. Research and Science Conference (postponed, to be implemented in early 2025)
2.

CRIMINAL ANALYSIS

2 onsite activities

1. Operational Intelligence Analysis – Advanced
2. Anti-Fraud Intelligence Analysis

EMERGING TRAININGS

3 onsite activities

1. Emerging training 1: Youth Criminality and Youth Gangs
2. Emerging training 2: Administrative Approach to Counter Organised Crime Groups
3. Emerging training 3: European Operational Team

36 activities implemented by CEPOL

BUDGET: 1,616,118 EUR

(Course costs - 1,146,968 EUR and travel costs - 469,650 EUR together

CEPOL Granted Activities 2024

SERIOUS AND ORGANISED CRIME

EMPACT – TRAFFICKING IN HUMAN BEINGS

1 onsite activity

1) Trafficking in Human Beings – Labour Exploitation

EMPACT – CANNABIS, COCAINE, HEROIN TRAFFICKING

1 onsite activity

1. Dismantling of Cannabis Production and Trafficking

EMPACT – SYNTHETIC DRUGS AND NEW PSYCHOACTIVE SUBSTANCES

2 onsite activities

1. Illicit Laboratories Dismantling - Follow Up
2. Drug Trafficking Methods: Mail and Postal Parcels

EMPACT – TRAFFICKING AND ILLICIT USE OF FIREARMS AND EXPLOSIVES

1 onsite activity

1. Firearms Crime

EMPACT – CRIMINAL FINANCES AND MONEY LAUNDERING

2 onsite activities

1. Money Laundering Typologies
2. International Asset Recovery

EMPACT – ORGANISED PROPERTY CRIME

1 onsite activity

1. Organised Property Crime

EMPACT – MISSING TRADER INTRA-COMMUNITY FRAUD

1 onsite activity

1. Missing Trader Intracommunity Fraud

EMPACT – ENVIRONMENTAL CRIME

2 onsite activities

1. Environmental Crime
2. Environmental Crime Investigations

EMPACT – HIGH RISK CRIMINAL NETWORKS

3 onsite activities

1. High Risk Criminal Networks
2. High Risk Criminal Networks - Outlaw Motorcycle Gangs

3. Investigating and Preventing Corruption

EMPACT – MIGRANT SMUGGLING

1 onsite activity

1. Interviewing Techniques in Migrant Smuggling Cases

CYBER-RELATED CRIME

1 onsite activity

1. Open-Source Intelligence (OSINT) and IT Solutions - Train the Trainer

FUNDAMENTAL RIGHTS

2 onsite activities

1. Hate Crime
2. Victim Protection

LAW ENFORCEMENT COOPERATION, INFORMATION EXCHANGE AND INTEROPERABILITY

2 onsite activities

1. Joint Investigation Team – Implementation
2. Joint Investigation Team – Leadership

PUBLIC ORDER AND PREVENTION

1 onsite activity

1. Pan-European Football Security

LAW ENFORCEMENT TECHNIQUES, FORENSICS AND SPECIFIC AREAS

6 onsite activities

1. Crime Scene Investigation
2. Forensics - Emerging Technologies
3. Radiological Crime Scene Management
4. Informant Handling – Advanced
5. Innovative Technologies in Law Enforcement
6. Undercover Operations

27 activities offered for Grants

BUDGET: 1,204,162.77 EUR

(Course costs – 800,462.77 EUR and travel costs – 403,700 EUR together)

Section IV.II – Grant Agreements

Grants for implementation of CEPOL activities in 2024

Status update on the Call for Grants 2024:

In the Call for Proposals for Grants 2024 CEPOL offered 35 onsite activities for grant applications mainly in the areas of EMPACT, law enforcement technologies, public order, fundamental rights, leadership, training and other skills.

Altogether **45 course applications had been received from 25 Framework Partners** until the set deadline 17 September 2023. Registration and eligibility control of applications took place until 22 September while the evaluation of applications had been carried out until 24 October.

The CEPOL Executive Director will adopt the awarding decision once the European Parliament approves the budget of the EU. The total amount to be awarded in grants is EUR 800,462.77 (eight hundred thousand four hundred sixty-two euros and seventy seven cents)

Out of the 35 activities offered for grant applications, **27 activities had been covered by valid grant applications** satisfying the content and financial criteria of the Call for Proposals while **8 activities offered for grants had not received any grant applications.**

Out of the 8 activities not covered by valid grant applications **CEPOL took over and implement 4 onsite activities as onsite courses:**

- 04/2024: “Migrant Smuggling - Digital Investigations” (EMPACT) – this is not to be implemented due to cyberattack
- 06/2024: “Behaviour Analysis in the context of Migrant Smuggling” (EMPACT)
- 11/2024: “Financial Investigation - Protection of EU Funds” (EMPACT)
- 23/2024: “Excise Fraud Investigations” (EMPACT)
- 37/2024: “Mobile Forensics” (EMPACT)

Out of the 8 activities not covered by valid grant applications, the following **2 activities are proposed to be implemented by CEPOL**:

- 57/2024: “Train the Trainers – Step 1”
- 58/2024: “Train the Trainers – Step 2”

Out of the 8 activities not covered by valid grant applications, the following **activity is to be withdrawn from the Work Programme 2024**:

- 59/2024: “Law Enforcement Leadership Practice”

CEPOL’s criteria on what to implement out of the remaining 8 activities not covered by grants:

CEPOL cannot take over all non-covered activities from grants due to:

- limited human resources,
- limited budget available,
- the fact that the agency will need to concentrate on the implementation of the new strategy.

Following the analysis of individual workload of staff members, it was concluded that CEPOL has the capacity and budget to take over five additional onsite activities remaining from grants, besides the

portfolio that is to be implemented by CEPOL staff directly (60 % of onsite courses, all webinars, all online courses, exchange programme).

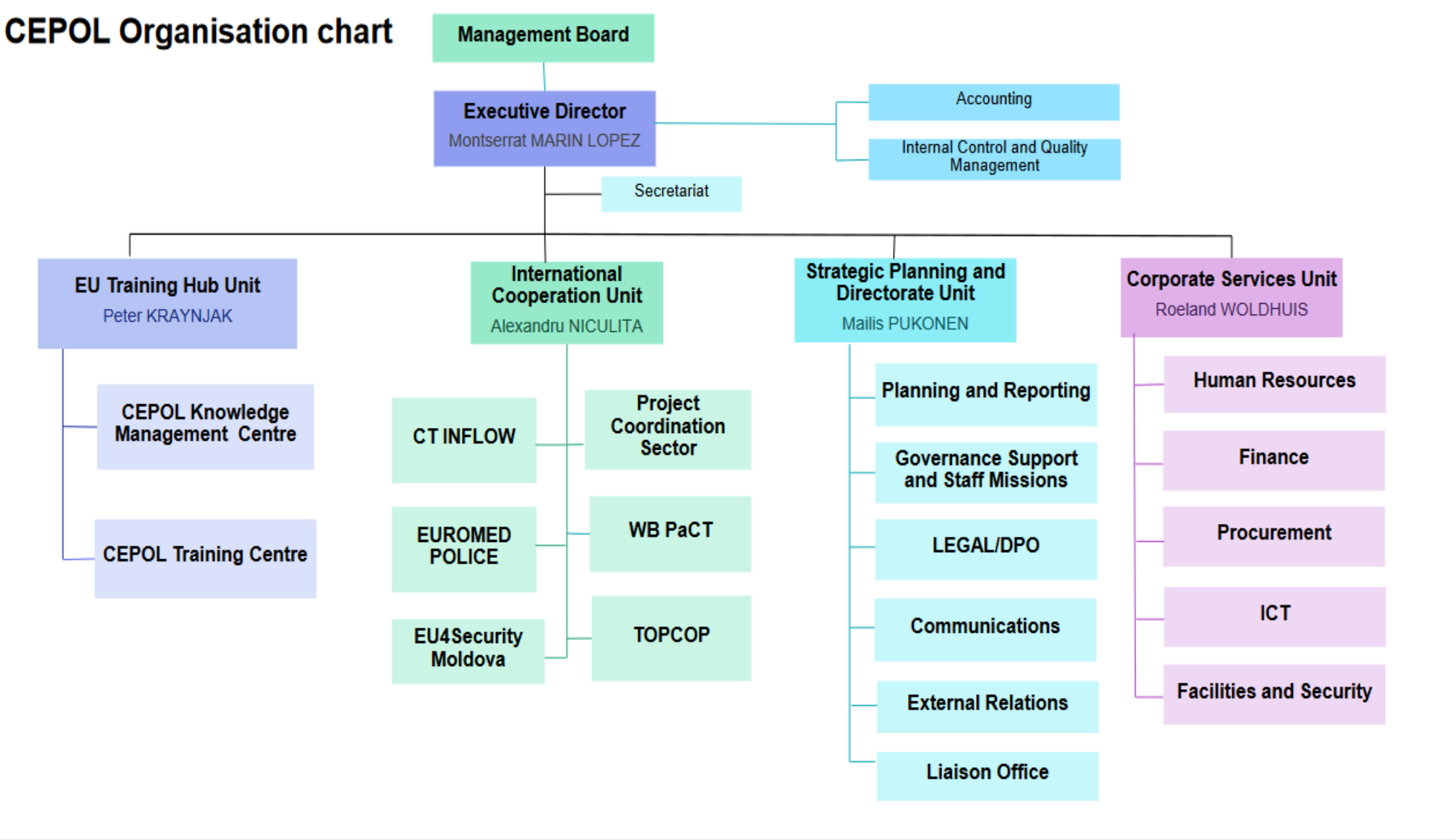
In the decision on what to implement as onsite courses, priority was given to the five EMPACT activities on migrant smuggling, financial investigation, excise fraud and cybercrime given that provision of serious crime training is the priority of the agency.

CEPOL will implement “Train the Trainers step1-2” activities. CEPOL also offers the “Workshop for Activity Managers” (onsite) as well as several online training solutions in law enforcement training methods.

The “Law Enforcement Leadership Practice” course will be withdrawn from the work programme due to lack of capacity.

Annexes

Annex I: Organisation chart of the Agency



Annex II: Resource allocation per Activity 2024-2026

Goal and Activity	2024[93]			2025			2026		
	TA	CA & SNE (FTE)	Budget Allocated	TA	CA & SNE (FTE)	Budget Allocated	TA	CA & SNE (FTE)	Budget Allocated
Goal 1: Be the EU Hub for Law Enforcement Training	**8.8**	**3.7**	**1,384,629**	**8.4**	**3.7**	**1,504,224**	**p.m.**	**p.m.**	**p.m.**
1.1 Provide a strategic basis for identifying and determining EU Law Enforcement Training Priorities	2.5	1.0	386,444	2.3	1.0	432,229			
1.2 Strengthen coordination among national training institutions and EU actors in law enforcement training to maximise synergies and efficiency gains	2.3	0.7	406,364	2.1	0.6	428,799			
1.3 Provide the Member States for their law enforcement training with the latest innovation and research developments building on outcomes of national and EU-level security re-search programmes when applicable	1.5	1.0	259,859	1.5	1.0	260,840			
1.4 Strengthen the operational capacity-ties of partner non-EU countries to pre-vent and fight organised crime and terrorism via dedicated capacity-building actions and institutionalised cooperation	2.5	1.1	331,962	2.5	1.2	382,356			
Goal 2: Foster a common EU law enforcement culture via training	**9.3**	**7.3**	**6,971,446**	**9.1**	**6.9**	**6,892,591**	**p.m.**	**p.m.**	**p.m.**
2.1 Provide high quality training with flagship products that addresses the EU Law Enforcement Training Priorities	3.7	3.3	5,866,207	3.7	3.5	5,832,189			
2.2 Develop new, innovative, specialised and multi-layered learning solutions	4.1	2.5	742,453	3.9	1.8	701,859			
2.3 Extend outreach of law enforcement training through a cascading effect	1.5	1.6	362,785	1.5	1.6	358,543			

[93] Year N is not included having in view starting 2024 the goals and activities have been changed according to the new CEPOL strategy

Goal and Activity	2024[93]			2025			2026		
	TA	CA & SNE (FTE)	Budget Allocated	TA	CA & SNE (FTE)	Budget Allocated	TA	CA & SNE (FTE)	Budget Allocated
Goal 3: Promote accreditation of law enforcement vocational training	**1.5**	**0.9**	**234,872**	**1.4**	**0.8**	**234,651**	**p.m.**	**p.m.**	**p.m.**
3.1 Develop a framework for accreditation of training activities corresponding with EU Law Enforcement Training Priorities	1.5	0.9	234,872	1.4	0.8	234,651			
Goal 4: CEPOL will be an efficient organization promoting continuous improvement in order to meet stakeholders' satisfaction and regulatory requirements	**13.6**	**12.1**	**2,844,552**	**13.2**	**11.7**	**3,032,742**	**p.m.**	**p.m.**	**p.m.**
4.1 Optimise CEPOL's processes, workflows and management of re-sources	9.6	7.2	1,549,871	9.3	7.3	1,792,506			
4.2 Provide the agency with an appropriate-ate infrastructure to ensure that CEPOL's strategic training goals are achieved	1.8	2.1	390,502	1.9	2.1	415,878			
4.3 Manage CEPOL stakeholders, external relations, internal and external communications to reinforce awareness and visibility of the agency	2.2	2.9	904,179	2.0	2.3	887,358			
TOTAL	**33**	**24.0**	**11,435,499**	**32.1**	**23.0**	**11,664,209**	**33**	**23.0**	**11,897,493**

Methodology for the Resource allocation:

- FTEs include Temporary Agents, Contract Agents and Seconded National Experts
- For the Operational activities, the cost of each activity has been calculated with respect to Title 3 funds
- Title 1 and 2 have been prorated based in the number of staff allocated to each activity;

Annex III: Financial Resources 2024-2026

Table 1 – Revenue

General revenues

REVENUES	2023	2024
	Revenues estimated by the Agency	Budget forecast
EU contribution	11 211 273	**12 589 437**
Other revenue	p.m.	p.m.
TOTAL REVENUES	**11 211 273**	**12 589 437**

REVENUES	General revenues						
	Executed 2022	Estimated by Agency 2023	2024		VAR 2023/2022 (%)	Envisaged 2025	Envisaged 2026
			Agency request	Budget forecast			
1 REVENUE FROM FEES AND CHARGES	-	-	-	-	-	-	-
2 EU CONTRIBUTION	10 750 917	11 211 273	11 986 298	12 589 437	12,3%	12 888 324	11 897 493
- Of which assigned revenues deriving from previous years' surpluses		405 198	283 108	*293 443*		*p.m.*	*p.m*
3 THIRD COUNTRIES CONTRIBUTION (incl. EEA/EFTA and candidate countries)							
- Of which EEA/EFTA (excl. Switzerland)							
- Of which candidate countries							
4 OTHER CONTRIBUTIONS	p.m	*p.m.*	p.m.	p.m.		p.m	p.m

5 ADMINISTRATIVE OPERATIONS							
- Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)							
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT							
7 CORRECTION OF BUDGETARY IMBALANCES							
TOTAL	**10 750 917**[94]	**11 211 273**	**11 986 298**	**12 589 437**	**12,3%**	**12 888 324**	**11 897 493**

Additional EU funding: grant, contribution and service-level agreements

REVENUES	**2023**	**2024**
	Revenues estimated by the Agency	**Budget forecast**
TOTAL REVENUES	**3 789 520**	**18 868 572**

[94] Not including carried over internal assigned revenue C5 for an amount of EUR 204 000

REVENUES	2022	2023	2024 Budget forecast	VAR 2022/2021 (%)	Envisaged 2025	Envisaged 2026
ADDITIONAL EU FUNDING STEMMING FROM GRANTS (FFR Art.7)						
ADDITIONAL EU FUNDING STEMMING FROM CONTRIBUTION AGREEMENTS (FFR Art.7)	2 960 480.00	3 789 520[95]	18 686 725[96]		2 500 000	p.m.
ADDITIONAL EU FUNDING STEMMING FROM SERVICE LEVEL AGREEMENTS (FFR Art. 43.2)						
TOTAL	**2 960 480**	**3 789 520**	**18 868 572**		**2 500 000**	**p.m.**

Table 2 – Expenditure

EXPENDITURE	2023		2024	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1 - Staff expenditure	5 379 040	5 379 040	6 297 389	6 297 389
Title 2 - Infrastructure and operating expenditure	620 124	620 124	1 726 419	1 726 419
Title 3 - Operational expenditure	5 212 019	5 212 019	4 565 629	4 565 629
TOTAL REGULAR ACTIVITIES	**11 211 273**	**11 211 273**	**12 589 437**	**12 589 437**
Title 5 - Projects	6 808 131	6 882 541	25 233 173	11 919 563
TOTAL EXPENDITURE	**18 019 404**	18 093 814	**37 822 610**	**24 509 000**

[95] EUR 789 520, 3rd instalment of pre-financing concerning IFS/2019/410-531 (CTI1) and EUR 3 000 000 first pre-financing concerning NDICI-GEO-NEAR/2023/445-801 (EU4SMoldova)
[96] 1st prefinancing concerning contribution agreements: WBPact2 EUR 5 400 000, CTI2 EUR 2 829 725, TOPCOP2 EUR 4 680 000 + Euromed Police VI EUR 6 000 000E +EUR 93 793 recovery and EUR 104 946 surplus paid back for WBP

Commitment appropriations

EXPENDITURE 2022-2026	Commitment appropriations						
	Executed Budget 2022	Budget 2023	Draft Budget 2024		VAR 2024/2023 (%)	Envisaged 2025	Envisaged 2026
			Agency request	Budget forecast			
Title 1 - Staff expenditure	**4 914 275**	**5 379 040**	**5 841 295**	**6 297 389**	**17,1%**	**6 384 848**	**6 461 904**
11 Salaries & allowances	4 136 519	4 510 864	5 038 800	5 197 978	**15,2%**	5 400 000	5 400 000
- Of which establishment plan posts	2 791 915	3 400 000	*3 610 800*	3 597 978	**5,8%**	*3 800 000*	**3 800 000**
- Of which external personnel	1 344 604	1 110 864	*1 428 000*	1 600 000	**44,0%**	*1 600 000*	**1 600 000**
12 Expenditure relating to staff recruitment	14 099	23 678	*9 180*	9 180	**-61,2%**	9 364	9 551
13 Mission expenses	14 941	15 623	*30 600*	28 000	**79,2%**	28 000	31 836
14 Socio-medical infrastructure	486 691	572 733	*483 480*	722 238	**26,1%**	730 000	730 000
15 Training	24 754	31 973	*57 895*	55 000	**72,0%**	55 000	60 234
16 External Services	229 074	214 309	*209 100*	268 933	**25,5%**	150 000	217 548
17 Receptions, events and representation	1 043	1 138	*3 060*	2 060	**81,0%**	3 121	3 184

18 Social welfare	7 154	8 722	*9 180*	14 000	**60,5%**	9 364	9 551
Title 2 - Infrastructure and operating expenditure	**443 015**	**620 214**	**563 463**	**1 726 419**	**178,4%**	**1 289 575**	**901 766**
20 Rental of buildings and associated costs	27 599	46 068	56 100	80 950	**75,7%**	137 222	58 367
21 Information, communication technology and data processing	379 569	532 463	456 037	1 591 738	**198,9%**	1 100 000	790 000
22 Movable property and associated costs	5 811	9 610	18 686	17 686	**84,0%**	19 060	19 441
23 Current administrative expenditure	27 005	28 705	26 520	29 925	**4,3%**	27 050	27 591
24 Postage / Telecommunications	3 031	3 368	6 120	6 120	**81,7%**	6 242	6 367
Title 3 - Operational expenditure	**5 393 627**	**5 212 019**	**5 581 540**	**4 565 629**	**-12,4%**	**5 213 900**	**4 975 961**
30 Strategy, stakeholder relations, governance	341 568	301 970	330 649	314 649	**4,2%**	337 262	344 008
31 Training, research and analysis	3 906 448	3 583 301	4 319 700	2 949 180	**-17,7%**	3 326 638	3 363 142
32 Operational Support	1 145 612	1 326 748	931 191	1 301 800	**1,9%**	1 550 000-	1 268 811
TOTAL	10 750 917	11 211 273	**11 986 298**	**12 589 437**	**12,3%**	**12 888 324**	**12 339 630**

EXTERNALLY FINANCED PROJECT ACTIVITIES[97]						
EXPENDITURE	**Commitment appropriations**					
	Executed Budget 2022	**Budget 2023**	**Draft Budget 2024**	**VAR 2024/2023 (%)**	**Envisaged 2025**	**Envisaged 2026**
Title 5 - Projects						
52_1 Western Balkans Project against Crime and Terrorism project (WB PaCT)	1 265 399	606 087	161 947		**0**	**0**
53 Enhancing Information Exchange and Criminal Justice Responses to Terrorism in the Middle East and North Africa project (CT INFLOW)	2 217 740	2 534 851	1 026 233		**0**	**0-**
54 Enhancing operational capacities of the South Partner Countries to fight serious and organised crime and strengthening strategic cooperation project (EUROMED Police)	1 788 713	1 693 743	1 531 908		**0**	**0**
55 Training and Operational Partnership against Organised Crime project (TOPCOP)	1 905 127	1 930 964	750 791		**0**	**0**
56 EU4Security Moldova	-	**42 485**	**2 957 515**		**p.m.**	**p.m.**
WB PaCT PHASE II	-	**-**	**p.m.**		**p.m.**	**p.m.**
CT INFLOW PHASE II	-	**-**	**p.m.**		**p.m.**	**p.m.**
EUROMED Police PHASE II	-	**-**	**p.m.**		**p.m.**	**p.m.**
TOPCOP PHASE II	-	**-**	**p.m.**		**p.m.**	**p.m.**
TOTAL EXTERNALLY FINANCED PROJECT ACTIVITIES	**5 271 852**	**6 808 131**	**6 428 394**		**p.m.**	**p.m.**

[97] PHASE 2 projects are under negotiation, the data shall be filled in at a later stage based on the contracts signed

Payment appropriations

EXTERNALLY FINANCED PROJECT ACTIVITIES						
EXPENDITURE	**Payment appropriations**					
	Executed Budget 2022	**Budget 2023**	**Draft Budget 2024**	**VAR 2024/2023 (%)**	**Envisaged 2025**	**Envisaged 2026**
Title 5 - Projects						
52_1 Western Balkans Project against Crime and Terrorism project (WB PaCT)	1 002 406	**962 941**	332 164		**0**	**0**
53 Enhancing Information Exchange and Criminal Justice Responses to Terrorism in the Middle East and North Africa project (CT INFLOW)	1 531 266	**2 388 517**	2 270 845		**0**	**0-**
54 Enhancing operational capacities of the South Partner Countries to fight serious and organised crime and strengthening strategic cooperation project (EUROMED Police)	1 515 065	**1 796 971**	1 952 794		**0**	**0**
55 Training and Operational Partnership against Organised Crime project (TOPCOP)	1 500 874	**1 722 249**	1 363 760		**0**	**0**
56 EU4Security Moldova	-	**11 863**	**p.m.**		**p.m.**	**p.m.**
WB PaCT PHASE II			p.m.			
CT INFLOW PHASE II			p.m.			
EUROMED Police PHASE II			p.m.			
TOPCOP PHASE II			p.m.			
TOTAL EXTERNALLY FINANCED PROJECT ACTIVITIES	**5 549 611**	**6 882 541**	**5 919 563**		**p.m.**	**p.m.**

Table 3 – Budget outturn and cancellation of appropriations 2019-2021

Budget outturn	2019	2020	2021
Revenue actually received (+)	16 711 366	25 320 282	8 460 630
Payments made (-)	-11 775 642	-9 205 146	-10 672 750
Carry-over of appropriations (-)	-984 430	-1 370 471	2 411 091
Cancellation of appropriations carried over (+)	204 267	105 099	88 791
Adjustment for carry-over of assigned revenue appropriations from previous year (+)	-3 957 149	-14 090 928	4 939 713
Exchange rate differences (+/-)	-930	13 936	-96
Adjustment for negative balance from previous year (-)	15 096		
Correction year 2016 balance calculation error (-)			
TOTAL	**212 578**	**772 772**	**405 198**

Descriptive information and justification on year 2021:

Budget outturn: EUR 405 198

Cancelation of commitment appropriations: EUR 316 300

Cancellation of payment appropriations for the year and payment appropriations carried over: CEPOL has non-differentiated appropriations, therefore the cancellation of commitment and payment appropriation represents the same value. Carry-over of payment appropriations was EUR 2 411 091

Annex IV: Human resources quantitative

Table 1 – Staff population and its evolution; Overview of all categories of staff

A. Statutory staff and SNE

Staff[98]	2022[99]			2023	2024	2025	2026
ESTABLISHMENT PLAN POSTS	**Authorised budget**	**Actually filled as of 01/10/2022**	**Occupancy rate %**	**Authorised staff**	**Envisaged staff**	**Envisaged staff**	**Envisaged staff**
Administrators (AD)	23	21	91%	26 (23+3[100])	26	26	26
Assistants (AST)	10	6	60%	7 (10-3[101])	7	7	7
Assistants/Secretaries (AST/SC)							
TOTAL ESTABLISHMENT PLAN POSTS	**33**	**27**	**82%**	**33**	**33**	**33**	**33**
EXTERNAL STAFF	**FTE corresponding to the authorised budget**	**Executed FTE as of 01/10/2022**	**Execution rate %**	**Envisaged FTE**	**Envisaged FTE**	**Envisaged FTE**	**Envisaged FTE**
Contract Agents (CA)	19+1[102]	18.7	100%	19	19	19	19
Seconded National Experts (SNE)	4+2[103]	5.5	100%	4+1[104]	4+1[105]	4	4
TOTAL EXTERNAL STAFF	**24+2**	**26**	**100%**	**23+1**	23+1	23	23
TOTAL STAFF	**57+2**	**53**	**90%**	**56+1**	**56+1**	**56**	**56**

[98] Only including statutory staff & SNEs financed from CEPOL budget (for external staff of project activities financed externally, see B below)
[99] As per MB Decision 04/2021/MB of 18 May 2021
[100] 3 AST 5 reclassified as AD 5
[101] 3 AST 5 reclassified as AD 5
[102] +1 Interoperability CA
[103] plus 1 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. CEPOL aims to provide secondments for the minimum duration of 2 years to increase its attractiveness for candidates and to strengthen business continuity, therefore the additional SNEs requested for 2022 will continue working also in 2023

[104] Same as above

[105] Same as above, but for e-Learning instead of EMPACT

B. Additional external staff expected to be financed from grant, contribution or service-level agreements

Human Resources[1]	2023	2024	2025	2026
	Envisaged FTE	Envisaged FTE	Envisaged FTE	Envisaged FTE
CT INFLOW (IFS/2019/410-531)	**12**	**9**	**9**	**9**
Contract Agents (CA)	11			
Seconded National Experts (SNE)	1			
EUROMED Police (ENI/2020/414-940)	**13**	**10**	**10**	**10**
Contract Agents (CA)[106]	13			
Seconded National Experts (SNE)	0			
TOPCOP (ENI/2020/415-941)	**10**	**8**	**8**	**8**
Contract Agents (CA)[107]	10			
Seconded National Experts (SNE)	0			
WB PaCT (2019/413-822)	**6**	**9**	**9**	**9**
Contract Agents (CA)[108]	6			
Seconded National Experts (SNE)	0			
EU4Security Moldova	**6**	**6**	**6**	**6**
Contract Agents (CA)				
Seconded National Experts (SNE)				
TOTAL	**47**	**42**	**42**	**42**

[106] 1 out of the 12 CAs is based at Europol
[107] 1 out of the 10 CAs is based at Europol
[108] 1 out of the 6 CAs is based at Europol

C. Other Human Resources

Structural service providers[109]

CEPOL does not use Structural service providers.

	Actually in place as of 01/10/2022
Security	**0**
IT	**0**
Other (specify)	**0**

Interim workers

	Actually in place as of 01/10/2022
Number	**22**

Table 2 – Multi-annual staff policy plan 2024, 2025, 2026

Establishment plan personnel

Function group and grade	2022				2023		2024		2025		2026	
	Authorised budget		Actually filled as of 01/10		Authorised budget		Authorised budget		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AD 16												
AD 15												
AD 14		1		1		1		1		1		1
AD 13		1				1		1		1		1
AD 12		1		1		1		2		2		2

[109] Service providers are contracted by a private company and carry out specialised outsourced tasks of a horizontal/support nature

Function group and grade	2022				2023		2024		2025		2026	
	Authorised budget		Actually filled as of 01/10		Authorised budget		Authorised budget		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AD 11		3		1		3		2		3		3
AD 10				2				1		1		2
AD 9		1				1		3		2		3
AD 8		3		2		4		6		7		7
AD 7		5		5		8		6		7		7
AD 6		5		5		3		3		2		0
AD 5		3		4		4		1				-
AD TOTAL		**23**		**21**		**26**		**26**		**26**		**26**
AST 11												
AST 10												
AST 9												
AST 8												
AST 7								1		1		1
AST 6		1		1		1				3		5
AST 5		5		1		2		4		2		0
AST 4		4		3		4		2		**1**		1
AST 3		0		1		0		0				
AST 2												
AST 1												
AST TOTAL		**10**		**6**		**7**		**7**		**7**		**7**
AST/SC 6												

Function group and grade	2022				2023		2024		2025		2026	
	Authorised budget		Actually filled as of 01/10		Authorised budget		Authorised budget		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AST/SC 5												
AST/SC 4												
AST/SC 3												
AST/SC 2												
AST/SC 1												
AST/SC TOTAL												
TOTAL		33		27		33		33		33		33
GRAND TOTAL	33		27		33		33		33		33	

The table below shows the changes in the TA positions from 2023 to 2026 as a consequence of reclassification exercises.

Grade	DAB 2023 LR01	Reclassification 2024		Envisaged 2024	Reclassification 2025		Request for 2025	Reclassification 2026		Request 2026
		Out to next grade	In from grade below		Out to next grade	In from grade below		Out to next grade	In from grade below	
AD14	1			**1**			**1**			**1**
AD13	1			**1**			**1**			**1**
AD12	1		1	**2**			**2**	0		**2**
AD11	3	-1		**2**		1	**3**	0		**3**
AD10			1	**1**	-1	1	**1**	0	1	**2**
AD-9	1	-1	3	**3**	-1		**2**	-1	2	**3**
AD-8	4	-3	5	**6**		1	**7**	-2	2	**7**

Grade	DAB 2023 LR01	Reclassification 2024		Envisaged 2024	Reclassification 2025		Request for 2025	Reclassification 2026		Request 2026
		Out to next grade	In from grade below		Out to next grade	In from grade below		Out to next grade	In from grade below	
AD-7	8	-5	3	**6**	-1	2	**7**	-2	2	**7**
AD-6	3	-3	3	**3**	-2	1	**2**	-2		**0**
AD-5	4	-3		**1**	-1		**0**	0		**0**
AST-7			1	**1**			**1**	0		**1**
AST-6	1	-1		**0**		3	**3**	0	2	**5**
AST-5	2		2	**4**	-3	1	**2**	-2		**0**
AST-4	4	-2		**2**	-1		**1**	0		**1**
AST-3				**0**			**0**	0		**0**
AST-2				**0**			**0**	0		**0**
AST-1				**0**			**0**	0		**0**
AST/SC-6				**0**			**0**			**0**
AST/SC-5				**0**			**0**			**0**
AST/SC-4				**0**			**0**			**0**
AST/SC-3				**0**			**0**			**0**
AST/SC-2				**0**			**0**			**0**
AST/SC-1				**0**			**0**			**0**

The table below provides more information on the changes per grade in the establishment plan.

Grade	Comments		
	2024	**2025**	**2026**
AD14			
AD13			
AD12	• Increase with 1 post to create room for reclassification.		
AD11	• Decrease with 1 post related to expected reclassification to higher grade	• Increase with 1 post to create room for reclassification.	
AD10	• Increase with 1 post to create room for reclassification.	• Decrease with 1 post related to expected reclassification to higher grade · Increase with 1 post to create room for reclassification.	· Increase with 1 post to create room for reclassification.
AD-9	· Decrease with 1 post related to expected reclassification to higher grade * Increase with 3 posts to create room for reclassification.	• Decrease with 1 post related to expected reclassification to higher grade	· Decrease with 1 post related to possible reclassification. · Increase with 2 posts to create room for reclassification.
AD-8	· Decrease with 3 posts related to expected reclassification to higher grade · Increase with 5 posts to create room for reclassification.	• Increase with 1 post to create room for reclassification.	· Decrease with 2 posts related to possible reclassification. · Increase with 2 posts to create room for reclassification.
AD-7	• Decrease with 5 posts related to expected reclassification to higher grade · Increase with 3 posts to create room for reclassification.	· Decrease with 1 post related to expected reclassification to higher grade · Increase with 2 posts to create room for reclassification.	· Decrease with 2 posts related to possible reclassification. · Increase with 2 posts to create room for reclassification.

Grade	Comments		
	2024	**2025**	**2026**
AD-6	· Decrease with 3 posts related to expected reclassification to higher grade · Increase with 3 posts to create room for reclassification.	· Decrease with 2 posts related to expected reclassification to higher grade · Increase with 1 post to create room for reclassification.	· Decrease with 2 posts related to possible reclassification. · Increase with 5 posts for further implementation of CEPOL strategy 2023 - 2027.
AD-5	• Decrease with 3 posts related to expected reclassification to higher grade	• Decrease with 1 post related to expected reclassification to higher grade	
AST-7	• Increase with 1 post to create room for reclassification.		
AST-6	• Decrease with 1 post related to expected reclassification to higher grade	• Increase with 3 posts to create room for reclassification.	· Increase with 2 posts to create room for reclassification.
AST-5		· Decrease with 3 posts related to expected reclassification to higher grade · Increase with 1 post to create room for reclassification.	· Decrease with 2 posts related to possible reclassification.
AST-4		• Decrease with 1 post related to expected reclassification to higher grade	

External personnel

Contract Agents

Contract Agents	FTE corresponding to the authorized budget 2022	Executed FTE as of 01/10/2022	Headcount as of 01/10/2022	Envisaged FTE 2023	Envisaged FTE 2024	Envisaged FTE 2025	Envisaged FTE 2026
Function Group IV	7+1[110]	7.6	8	7	7	7	**7**
Function Group III	12	11.1	12	12	12	12	**12**
Function Group II							
Function Group I							
TOTAL	**19+1**	**20**	**20**	**19**	**19**	**19**	**19**

[110] +1 Interoperability CA

Seconded National Experts

Contract Agents	FTE corresponding to the draft budget 2022	Executed FTE as of 01/10/2022	Headcount as of 01/10/2022	Envisaged FTE 2023	Envisaged FTE 2024	Envisaged FTE 2025	Envisaged FTE 2026
TOTAL	**4+2**[111]	**5.5**	**6**	**4+1**[112]	**4+1**[113]	**4**	**4**

Table 3 – Recruitment forecasts 2024 following retirement/mobility or new requested posts[114]

[111] 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. CEPOL aims to provide secondments for the minimum duration of 2 years to increase its attractiveness for candidates and to strengthen business continuity, therefore the additional SNEs requested for 2022 will continue working also in 2023

[112] Same as above

[113] 1 additional SNE exceptionally requested for E-learning

[114] Information on the entry level for each type of posts, indicative table

Job title in the Agency	Type of contract (Official, TA or CA)		TA/Official		CA
			Function group/grade of recruitment internal (brackets) and external (single grade) foreseen for publication		Recruitment Function Group (I, II, III and IV)
	Due to foreseen retirement/mobility[115]	New post requested due to additional tasks	Internal (brackets)	External (brackets)	
Coordination of building management/logistics		1	AD7 – AD8	AD8	
Coordinator security/reception services		1	AD5	AD5	
Coordinator logistical services		1	AD5	AD5	
Procurement assistant		1	AST3	AST3	
Administrative support		2	AST/SC3	AST/SC3	
E-Learning Senior Project Officer	3				FG-IV
Project officer	1				FG-IV
Senior project officer	12				FG-IV
E-Learning Project officer	1				FG-III
Finance assistant	1				FG-III
HR assistant	1				FG-III
ICT assistant	1				FG-III
Information & Communication assistant	1				FG-III
Procurement assistant	2				FG-III
Procurement officer	1				FG-III
Project officer	9				FG-III
Travel & mission assistant	1				FG-III

[115] Retirement is not foreseen in 2024; indicated mobility numbers are related to the formal end date in 2024 of currently running capacity building projects in 3rd countries. It is likely that these projects will continue in some form of shape. Due to the low number of TA posts per grade, it is not possible to provide data on 'normal' mobility. With maximum 7 posts per grade, it would almost identify individuals who might feel then threatened in their position.

Number of inter-agency mobility[116] in 2023: From CEPOL: 6 To CEPOL: 2

Annex V: Human resources qualitative

A. Recruitment policy

CEPOL will update its Recruitment Guide (in force since February 2017[117]) to ensure alignment with the newly adopted model decision on the engagement of Contract Agents under article 3(a) of the Staff Regulations (CA3a). This Implementing Rules contains – similar to the Implementing Rules on engagement of Temporary Agents under article 2(f) of the Staff Regulations (TA2f) – an annex outlining the framework for recruitment of CAs.

Implementing rules in place

Topic	Model Decision	Yes
Engagement of TA	Model Decision C(2015)1509	Adopted on 16 October 2015[118]
Engagement of CA	Model Decision C(2019)3016	Adopted on 23 September 2019[119]
Middle management	Model Decision C(2018)2542	Adopted on 22 May 2019[120]
Type of posts	Model Decision C(2018)8800	Adopted on 22 May 2019[121]
Administrative inquiries and disciplinary proceedings	Model Decision C(2022) 497	Adopted on 17 May 2022
Payment of the education allowance provided for in Article 15 of Annex X to the Staff Regulations to staff members for the duration of temporary assignments to the seat of the institution or any other place of employment in the Union	Commission Decision C(2021) 8179 final	Adopted on 17 May 2022
Home leave for officials, temporary staff and contract staff serving in a third country	Commission Decision C(2022) 1715 final	Adopted on 5 August 2022
Working time and hybrid working	Commission Decision C(2022) 1788 final	Adopted on 5 August 2022

[116] No hard data available on this. Due to the low numbers, annual inter-agency mobility might fluctuate wildly. The ratio 3:1 between staff leaving CEPOL and staff joining CEPOL from other EU institutions, bodies & agencies is based on the ratio from 2021.
[117] ED Decision 09/2017/DIR of 12 February 2017
[118] GB Decision 26/2015/GB of 16 October 2015
[119] MB Decision 22/2019/MB of 23 September 2019
[120] MB Decision 11/2019/MB of 22 May 2019
[121] MB Decision 06/2019/MB of 22 May 2019

B. Appraisal and reclassification / promotions

Each member of the CEPOL staff has an agreed individual activity plan, which is drawn up at the beginning of the year laying down the objectives and the indicators of the staff member in relation to the Work Programme. An individual's appraisal is then scheduled according to their start date and end of probation for bi-annual review on the basis of the performance indicators of the activity plan.

Implementing rules in place

Topic	Model Decision	Yes	No	If no, which other IRs are in place
Reclassification of TA	Model Decision C(2015)9560	Adopted on 25 May 2016[122]		
Reclassification of CA	Model Decision C(2015)9561	Adopted on 25 May 2016[123]		
Appraisal of TA	Model Decision C(2013)8985	Adopted on 16 October 2015[124]		
Appraisal of CA	Model Decision C(2014)2226	Adopted on 16 October 2015[125]		

[122] GB Decision 14/2016/GB of 25 May 2016
[123] GB Decision 15/2016/GB of 25 May 2016
[124] GB Decision 28/2015/GB of 16 October 2016
[125] GB Decision 27/2015/GB of 16 October 2016

Table 1 – Reclassification of TA / promotion of officials

	Average seniority in the grade among reclassified staff						
Grade	**2019**	**2020**	**2021**	**2022**	**2023[126]**	**Actual average over 5 years**	**Average over 5 years[127]**
AD 16							
AD 15							
AD 14							
AD 13							6.7
AD 12							6.7
AD 11							4
AD 10	5.38					5.38	4
AD 9						4.50	4
AD 8							3
AD 7			4.25	4.11		4.18	2.8
AD 6		2.84	6.00	5.36		4.73	2.8
AD 5							2.8
TOTAL AD	**5.38**	**2.84**	**5.13**	**4.73**	**p.m.**	**4.70**	
AST 11							
AST 10							5
AST 9							n/a
AST 8							4
AST 7							4
AST 6							4
AST 5		3.33				3.33	4
AST 4		2.33				2.33	3
AST 3		3.48		3.21		3.36	3
AST 2							3
AST 1							3
TOTAL AST	**NA**	**3.16**	p.m.	**3.21**	**p.m.**	**3.01**	
GRAND TOTAL	**5.38**	**3.05**	5.13	**4.43**	**p.m.**	**4.00**	

[126] Reclassification exercise for 2023 has not yet been conducted
[127] According to Decision C(2015)9563

Table 2 – Reclassification of contract staff

Function Group	Grade	Staff activity at 01.01.2021	How many staff members were reclassified in 2022	Average number of years in grade of reclassified staff members	Average number of years in grade of reclassified staff members[128]
CA IV	17				Between 6 and 10 years
	16	10	3	2.65	Between 5 and 7 years
	15	2	1	4.5	Between 4 and 6 years
	14	7	1	2.25	Between 3 and 5 years
	13	2	1	2.13	Between 3 and 5 years
CA III	12				Between 6 and 10 years
	11				Between 5 and 7 years
	10	12	4	4.74	Between 4 and 6 years
	9	8	3	3.15	Between 3 and 5 years
	8	11			Between 6 and 10 years
CA II	7				
	6				Between 6 and 10 years
	5				Between 5 and 7 years
	4				Between 3 and 5 years
CA I	3				
	2				Between 6 and 10 years
	1				Between 3 and 5 years
TOTAL CA		**52**	**13**	**3.48**	

[128] According to Decision C(2015)9561

C. Gender representation

Table 1 – Data on 01/10/2022 - statutory staff only (officials, TA and CA)[129]

		Official		Temporary		Contract Agents		Grand Total	
		Staff	**%**	**Staff**	**%**	**Staff**	**%**	**Staff**	**%**
Female	Administrator level	0	0%	10	11,36%	11	12,50%	**21**	**23,86%**
	Assistant level (AST & AST/SC)	0	0%	4	4,55%	25	28,41%	**29**	**32,96%**
	Total	**0**	**0%**	**14**	**15,91%**	**36**	**40,91%**	**50**	**56,82%**
Male	Administrator level	0	0%	11	12,50%	16	18,18%	**27**	**30,68%**
	Assistant level (AST & AST/SC)	0	0%	2	2,27%	9	10,23%	**11**	**12,50%**
	Total	**0**	**0%**	**13**	**14,77%**	**25**	**28,41%**	**38**	**43,18%**
Grand Total		**0**	**0%**	**27**	**30,68%**	**61**	**69,32**	**88**	**100%**

Table 2 – Data regarding gender evolution over 5 years of the Middle and Senior management

	2018		2022	
	Number	**%**	**Number**	**%**
Female managers	2	33%	4	67%
Male managers	4	67%	2	33%

[129] Including statutory staff financed from CEPOL budget and externally funded project

D. Geographical balance

Table 1 – Data on 01/10/2022 - statutory staff only (officials, TA and CA)[130] [131]

Nationality	AD + CA FG IV		AST + CA FG I-III + AST/SC		**TOTAL**	
	Number	% of total staff members in AD + CA FG IV	Number	% of total staff members in AST + CA FG I-III + AST/SC	Number	% of total staff
Austrian	1	2,08			**1**	**1,14**
Belgian						
Bulgarian	1	2,08			**1**	**1,14**
Croatian	4	8,33	1	2,50	5	5,68
Cypriot						
Czech						
Danish						
Estonian	2	4,17			**2**	**2,27**
Finnish	1	2,08			1	1,14
French						
German	1	2,08			1	1,14
Greek	2	4,17	4	10,00	6	6,82
Hungarian	15	31,25	23	57,50	38	43,18
Irish						
Italian	2	4,17	2	5,00	**4**	**4,55**
Latvian	1	2,08			**1**	**1,14**
Lithuanian	1	2,08			**1**	**1,14**
Luxembourgish						

[130] Explanatory figures to highlight nationalities of staff (split per Administrator / CA FG IV and Assistant / CA FG I, II, III)
[131] Including statutory staff financed from CEPOL budget

Nationality	AD + CA FG IV		AST + CA FG I-III + AST/SC		**TOTAL**	
	Number	% of total staff members in AD + CA FG IV	Number	% of total staff members in AST + CA FG I-III + AST/SC	Number	% of total staff
Maltese						
Dutch	2	4,17	1	2,50	**3**	**3,41**
Polish	1	2,08	3	7,50	**4**	**4,55**
Portuguese			1	2,50	**1**	**1,14**
Romanian	7	14,58	4	10,00	**11**	**12,50**
Slovakian	3	6,25			**3**	**3,41**
Slovenian						
Spanish	4	8,33			**4**	**4,55**
Swedish			1	2,50	**1**	**1,14**
British						

Table 2 – Evolution over 5 years of the most represented nationality in the Agency

Most represented nationality	**2018**		**2022**	
	Number	**%**	**Number**	**%**
Hungarian	25[132]	37%	38	43%

[132] At the end of 2018, there were 25 Hungarian citizens (37%) working for the agency, from a total of 67 staff (TA, CA & SNE - CEPOL establishment plan and project related staff).

E. Schooling

No agreement is in place with a European School.

As per Art. 12(8) of the Headquarters Agreement[133], Hungary shall cooperate with CEPOL to establish schooling facilities for children of the statutory staff similar to the European Schools. Nevertheless, currently there is no European School in Budapest or at a reasonable distance from Budapest. Also, there is no European section in a national school. Based on the current information, this situation is not foreseen to change in the coming years.

Contribution agreements signed with the EC on type I European schools	Yes		No	x
Contribution agreements signed with the EC on type II European schools	Yes		No	x
Number of service contracts in place with international schools:	CEPOL has 12 agreements in place with international schools in Budapest. The schooling and pre-schooling support provided by CEPOL to staff members take the form of a direct payment to the concerned establishments (schools, crèches, etc.) exclusively via agreements in place with international schools in Budapest.			

Description of any other solutions or actions in place:
This would lead to the situation where staff members of CEPOL are disadvantaged for not being able to avail their children with education in their mother tongue compared to staff members of other EU institutions and bodies where there is a European school close to their place of employment.

It would also be extremely difficult to promote geographical balance among the staff of the agency if there would not be a facility to provide schooling of the children of staff in a different language than Hungarian.

Based on these considerations, the CEPOL Management Board decided that CEPOL shall pay the school fees. As a consequence, the school shall be considered as non-fee paying and the staff member concerned shall not receive the education allowance provided for in Article 3 of Annex VII of the Staff Regulations. The costs covered by CEPOL shall be:

- The registration and attendance fees
- The transportation costs.

All other costs are excluded, in conformity with Commission decision C(2004)131-53-2004 on general implementing provisions for the grant of the education allowance.

[133] 2014. évi XLIII. törvény a Magyarország Kormánya és az Európai Rendőrakadémia (CEPOL) közötti Székhely-megállapodás kihirdetéséről (Headquarters Agreement between the Government of Hungary and the European Police College (CEPOL)), Magyar Közlöny (Hungarian Official Journal) 2014. évi 137. szám, 13939-13953

Annex VI: Environment management

The revised SPD guidelines[134] require Agencies to compile a document on Environment management. To demonstrate this, **CEPOL summarised its measures already in place, high-level commitments and planned environment management initiatives & actions** – taking in consideration the responsibilities of the Agency as a public administration body, but also keeping in mind the impact of environmental initiatives on the Agency's already limited human and financial resources.

CEPOL's environment management achievements

CEPOL is committed to fulfil its obligations in and undertake efforts to **the protection of its natural and social environment**, and – as its resources allow – proactively advance towards sustainability.

CEPOL is part of the EU Greening Network that discusses issues related to environmental management in EU organisations.

As of October 2022, **CEPOL already has in place various successful, environment-focused measures**:

1. Printers are by default set to two-sided printing and are in eco (power-saving) mode when unused;
2. Stringent computer power & sleep settings are set (screen off after 5-10 min, sleep after 15-30 min);
3. Collection of used batteries is made possible through a designated container in line with the Hungarian regulations[135];
4. Several processes were converted into being mostly or fully paperless/electronic, thus reducing paper consumption & waste generation:
    - e-Procurement submission system for open procedures and e-Tendering,
    - e-Recruitment,
    - e-HR management,
    - e-Invoicing,
    - electronic travel booking,
    - CEPOL added a printing disclaimer to email signatures in 2020
    - Speedwell: web-based electronic workflow for payments (interface with ABAC)
    - Bluebell: budgetary planning and monitoring tool and electronic workflow (interface with ABAC).
5. Calls for procurement tenders of relevant goods and services include "Environmental and social contribution" among the technical evaluation criteria (e.g. decommissioned furniture disposal/re-use, recycling policy, donations);
6. Corridor and restroom lights are equipped with motion sensors and timers, therefore they do not consume electricity when not in use;
7. Equipment and software for online training activities, online conferences and webinars have been widely introduced and installed to encourage virtual conferences to reduce business travel need (in 2019 1 in every 2 training activity was provided online). The COVID-19 in 2020 reinforced the need for the online training activities and many onsite training activities were converted into online;
8. Security is asked to check and address lights kept on, irregularly set heating and cooling and doors/windows left open during winter in offices after working hours;
9. CEPOL staff is encouraged to commute to work via public transport or cycling – local public transport ticket is reimbursed from 2022, a private bicycle parking space have been designated with bike pump and adjacent changing facilities and showers;

[134] Communication C(2020) 2297 final of 20.4.2020 on the strengthening of the governance of Union Bodies under Article 70 of the Financial Regulation 2018/1046 and on the guidelines for the SPD and the CAAR

[135] 445/2012. (XII. 29.) Korm. rendelet az elem- és akkumulátorhulladékkal kapcsolatos hulladékgazdálkodási tevékenységekről, 20.§

10. CEPOL Headquarters was renovated and remodelled by the host Member State with the view to ensure the highest possible energy efficiency (e.g. insulation, new doors and windows, state-of-the-art building engineering, machinery, heating and cooling devices);
11. CEPOL implemented selective recycling and distributed appropriate recycling bins (containers for selective garbage collecting) for (1) plastic/aluminium and (2) paper waste in CEPOL Headquarters building.

Nevertheless, it needs to be added that **CEPOL has a somewhat limited leverage** on many of the environment-related issues due various reasons:

1. CEPOL Headquarters building was put at the disposal of CEPOL free of any charges by the host Member State (see): the premises are owned by the Hungarian State. Hungary also covers utility fees, maintenance of the building, security and reception services. As a consequence, CEPOL does not directly employ maintenance, facility management and security personnel, and all environmental management issues related to building & facility operations are beyond the control of CEPOL. Nevertheless – as explained above & below – CEPOL has taken and will take all necessary steps in cooperation with the host authorities to ensure that the CEPOL building is cost-effective and eco-friendly.
2. Other buildings used by CEPOL are either similarly managed by the host Member State, or are rented office space in office buildings – where the environment management responsibilities and tasks lie with the property owner or manager.
3. By their very nature, CEPOL core business activities (training of law enforcement officials) have direct environmental impact:
    - As of 2020, the vast majority of CEPOL training services are provided via e-learning – exacerbated further by the COVID-19 events;
    - Around half of on-site activities are hosted by institutions of the Member States (Framework Partners, via grant agreements) – without the involvement of CEPOL physical facilities;
    - CEPOL only acts as a manager and facilitator of CEP exchanges – while exchanges take place physically in Member States' relevant law enforcement bodies.
4. CEPOL is one of the smallest EU agencies with 33 establishment plan (TA) posts & 23 external staff (CA/SNE), and an average budget of €11.0M, therefore the impact of administrative operations is marginal, and at the same time, the Agency lacks disposable human and financial resources to implement environment-related initiatives.

Pledge to UN SDGs

On the highest level, **CEPOL pledges to respect and act upon the** United Nation's 2030 Agenda for Sustainable Development, and **the 17 Sustainable Development Goals (SDGs)** therein:

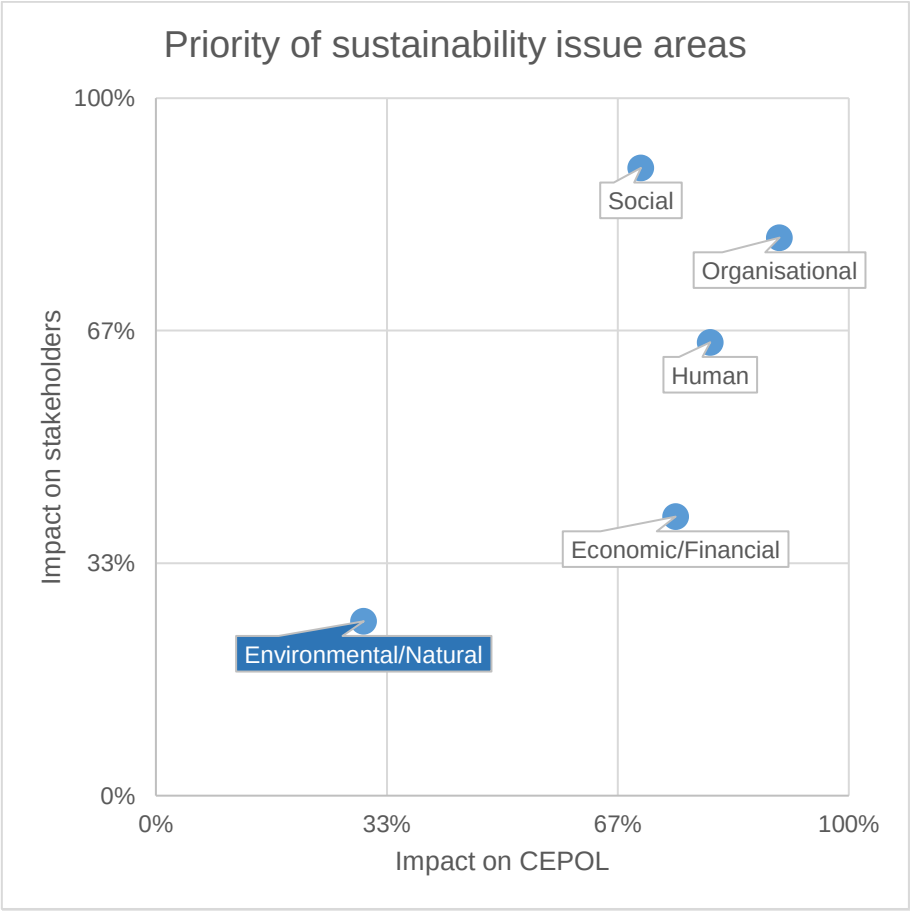
Materiality assessment

CEPOL launched a materiality assessment[136] based on a customised version of the widely used Five Capitals Model for sustainability[137], with the aim to map the organisation better, engage stakeholders, identify opportunities and risks, and in the long term enable CEPOL to take into account sustainability in its planning and reporting.

Sustainability issue areas (capitals) were collectively evaluated on two scales: impact on CEPOL (internal dimension) and impact on stakeholders (external dimension).

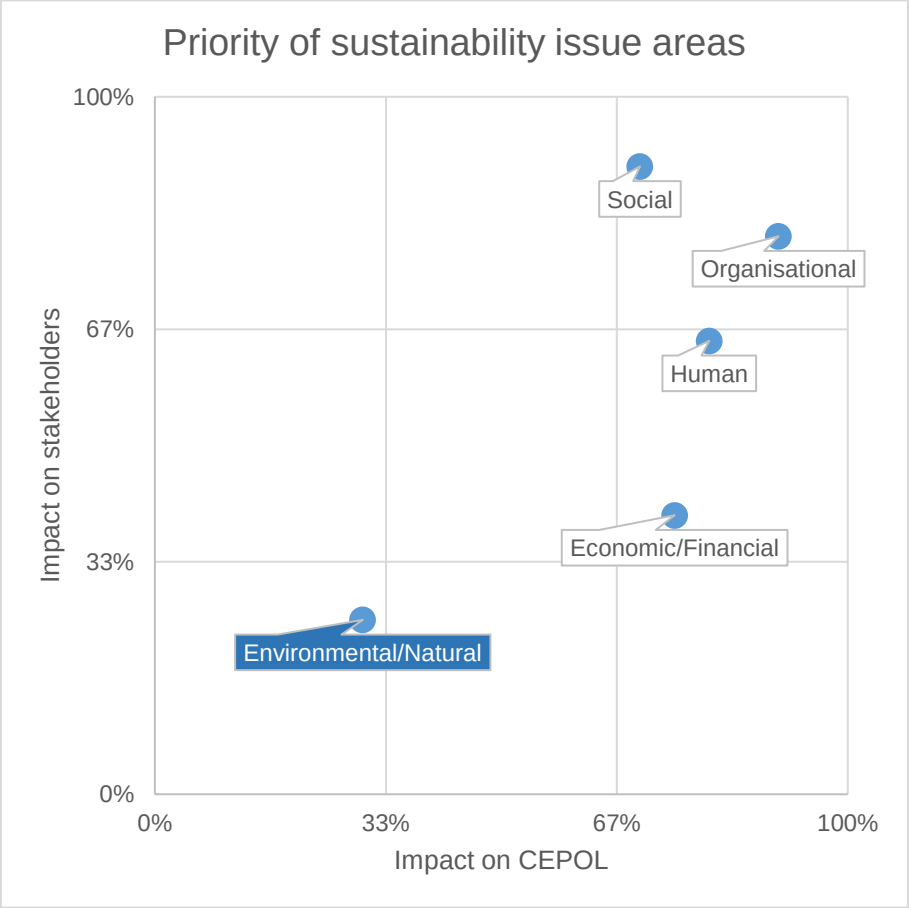
As a first step, CEPOL management internally assessed the impact of the 5 issue areas (capitals), with the ambition to have this this initial assessment refined twofold in the future:

- Identify and define 3-5 concrete sustainability issues (topics) per issue areas (capitals) for assessment, e.g. for Human – staff engagement, diversity;
- Launch internal (staff) and external stakeholder surveys to evaluate these issues along the two scales.



[136] A prioritisation of sustainability-related topics based on sustainability reports of EIB (2018) and EUIPO (2016), who develop their reports in accordance with GRI Standards on Sustainability Reporting

[137] Developed by Forum for the Future in the 1990s, see: https://www.forumforthefuture.org/the-five-capitals



Based on this exercise, environment issue area ranked the lowest along both the internal and external dimensions. This correlates with the fact that CEPOL operations are either environment-neutral or their management is largely beyond CEPOL's control.

Environmental impacts of CEPOL activities

CEPOL activities have direct and indirect impacts on the environment. CEPOL's impact on the environment fall under the following categories:

- Use of electricity, energy for heating and cooling, water, paper and stationery;
- Generation of waste and CO_2 emissions from travel.

CEPOL does not need to consider on land use with regards to biodiversity as the premises has no urban green space, nor accessible rooftop to be considered for significant improvement of its biodiversity (as per the EMAS regulation[138]).

CEPOL occasionally evaluates its activities in order to optimise and improve environmental outputs, while limiting the use of resources and minimising negative impacts on the environment.

Environment management initiatives and planned actions for 2022-2024

1. Green public procurement

Calls for procurement tenders of relevant goods and services include "Environmental and social contribution" among the technical evaluation criteria (e.g. decommissioned furniture disposal/re-use, recycling policy, donations).

CEPOL plans to further improve its procurement by implementing green public procurement, provided that sufficient (human and financial) resources are allocated for this purpose.

Specific, robust environmental criteria and "environmental considerations" shall continue to be included in the calls for procurement tenders of relevant goods, and services. Tenderers will have to comply with these criteria and considerations to qualify for a contract. It is planned to become a standard CEPOL practice to build environmental considerations into procurement for relevant goods and services.

Details of the green public procurement will be finalised by the Procurement Sector.

2. Carbon footprint management of travel

Besides staff missions, CEPOL arranges travels for participants and experts of training activities, including on-site activities and exchanges. This amounted to over 3,000 travels in 2019. It must be noted, however, that as a consequence of COVID-19 staff missions abroad and travels related to training activities highly decreased.

CEPOL plans to compile regular reports on travel-related emissions.

CEPOL plans to amend its travel policy to encourage environmentally friendlier itineraries.

CEPOL will further investigate the possibility to display in Symphony tool information on each travel option's carbon footprint.

CEPOL will further investigate the introduction of a carbon dioxide offsetting scheme.

Emissions related to travel of training participants, experts and CEPOL staff (missions) will be reported by CEPOL's travel agent supplier / partner, on a regular basis (preferably quarterly). The amount of CO_2 emission then can be monetised using emission calculators.[139]

CEPOL Travel Team will encourage – by amending its travel policy and by the choice of their route recommendations – training participants and CEPOL staff to select air travel options with smaller carbon footprint (e.g. more direct flight routes, less connections) and train transportation where convenient connections are available. In addition, travel policy and related internal communications will repeatedly

[138] Commission Regulation (EU) 2018/2026 of 19 December 2018 amending Annex IV to Regulation (EC) No 1221/2009 on EMAS

[139] Tickets for low-cost airlines are not booked via Amadeus, consequently emission data related to bookings made via airline homepages will likely not be reported.

emphasise to CEPOL staff that online meeting forms should be preferred and picked over travel intensive face-to-face meetings whenever feasible and expedient.

CEPOL has already contacted its travel agent partner about a possibility to display information on each suggested travel itinerary's carbon footprint in its online booking system, Symphony. Due to COVID-19, the development of such a feature in Symphony has been put on hold by the partner company, but might resume in the future. With this information staff members booking for themselves and Travel Team booking for training participants will have a better understanding of different travel options' carbon dioxide implications and will be able to take this information into consideration when choosing itinerary. CEPOL will remain in negotiations with the travel agent partner about this feature.

Pending economic/financial feasibility and human resource capacity, CEPOL will explore the possibility of introducing a carbon dioxide offsetting scheme and CEPOL will strive for limiting the carbon footprint of its training-related travels and missions. As of Q4 2020, CEPOL's travel agent partner has put on hold negotiations with CO_2 offsetting scheme providers due to COVID-19, but the project might resume in the future when CEPOL intends to continue discussions on the feasibility and details. The carbon offsetting scheme is foreseen to be managed by the CEPOL's travel agent partner, and the offsets are used to support environment protection initiatives. Certifications are to be issued periodically to confirm the offsetting of emissions.

Details of the carbon footprint management will be handled by the Travel and Logistics Sector.

3. Further reduction of paper consumption

CEPOL plans to implement new IT tools to supplant paper-based workflows.

CEPOL plans to further reduce the printouts of publications, as well as move towards a print on demand approach.

CEPOL plans to increase eco-friendly / partially recycled A4 printing paper as a default printing.

CEPOL will advance further digitalisation of the Agency, including the replacement of paper-based processes with electronic workflows – in cooperation with DG DIGIT – such as:

- Ares: document management and archiving system
- New SYSPER module(s): HR & travel management system
- Microsoft Office 365

CEPOL will continue to regularly revise the list of documents that are to be printed, and also continue to reduce the number of printed (paper-based) publications through close management of the communication & publication plan. CEPOL will increase the use of print on demand of its publications/materials and web publishing.

CEPOL will increase procurement of eco-friendly / partially recycled A4 printing paper as part of its office supplies contract, which is planned to fed in the copy machines default paper tray. Consequently – unless selected otherwise by the user – default printing tasks will be printed on eco-friendly A4 printing paper.

CEPOL will continue to raise awareness among its staff on further possibilities of moving towards paperless office.

Details of the digitalisation initiatives are to be managed by the Corporate Services Department, while the revision of paper-based publications will be done by the Communications Team.

4. Waste sorting and recycling

CEPOL plans to replace / phase out additional waste generating arrangements, such as plastic cups at water dispensers and glass-bottled water.

Increase internal communication on sustainability (reducing waste, reusing and recycling/sorting)

CEPOL plans to purchase office supplies which are manufactured from recycled products.

CEPOL will – upon the possibility of contract amendment or renewal – revise practices that lead to an excess generation of plastic or glass waste: plastic cups provided at the water dispensers to be replaced to paper / degradable cups, non-recyclable glass bottled water provided at training activities at meetings to be replaced by paper, degradable or reusable cups.

CEPOL will raise awareness among its staff about recycling rules and these new recycling arrangements.

Details of the recycling will be finalised by the Corporate Services Department.

CEPOL will encourage purchasing office supplies manufactured from recycled products.

5. Consumption of resources (utilities)

CEPOL plans to obtain and analyse information related to the consumption of electricity, gas and water.

CEPOL will negotiate with the host Member State authorities (NOK-ITC) and the facility management staff provided by them on the feasibility obtaining basic consumption information of the main public utilities (electricity, gas and water) consumption in CEPOL Headquarters building. Based on this information, CEPOL will analyse consumption patterns to identify any possible areas of intervention.

Details of information related to consumption of resources will be finalised by the Corporate Services Department.

6. Reduction of carbon footprint related to staff commuting

CEPOL will further investigate possibilities to reduce carbon footprint as a consequence of commuting.

In January 2022 CEPOL decided to reimburse the local public ticket to reduce carbon emissions caused by staff commuting and will further investigate the means to encourage the reduction of car-based commuting of its staff, which may be achieved by various means – such as increasing the use of public transport, steps to encourage the use of e-scooters, bicycles, car sharing and electronic cars.

Details of information related to consumption of resources will be finalised by the Corporate Services Department.

Current status and plan for certifications and standards

Environment-related certifications and management systems

Certification / standard	Subject	Status in CEPOL	Comments
EMAS	Environmental Management	Not in place, introduction being studied / considered	CEPOL is in the process of obtaining information on EMAS implementation and benefits from multiple sources (e.g. EU Agencies Network – PDN). Nevertheless until the future CEPOL HQ will be clarified with HU Authorities, no further actions planned.

Annex VII: Building policy

#	Building name and type	Location	SURFACE AREA (in m2)			RENTAL CONTACT					Host country (grant or support)
			Office space	Non-office	Total	Rent (€/year)	Duration of the contract	Type	Breakout clause Y/N	Conditions attached to the breakout clause (if applicable)	
1	**CEPOL Headquarters** ("CEPOL House") (headquarters building)	Ó utca 27., 1066 Budapest, Hungary	978.03	1,145.3	2,123.23	0	Hungary put at the disposal of CEPOL this building for a period of at least 10 years free of any charges, including the cost of utilities. The premises are owned by the Hungarian State (held in trust by MoI NOK-ITC), and were handed over as of 1 September 2014. The premises were consigned in a state which allows for the immediate, full and unimpeded functioning. No later than 2022, Hungary and CEPOL may enter into negotiations as to the conditions governing the further utilisation of the premises.[140]				Building is currently provided for free by the Hungarian authorities. Hungary also covers utility fees, maintenance of the building, security and reception services.[141] However, CEPOL pays for telephone and internet services.
2	**CEPOL Cybercrime Academy at NOK-ITC Campus** (academic building)	Böszörményi út 21., 1126 Budapest, Hungary	0	1-4 class-rooms, 1 server room (size not defined in the MoU)		0	Space is made available for free, based on a MoU between NOK-ITC and CEPOL.				
3	**Brussels Liaison Office** (office building)	Avenue de la Joyeuse Entrée 17-21, 1000 Brussels, Belgium	47	0	47	12,000 + charges	7 years as from 1st of November 2023	Rental	Y	3 months' notice, but tenant shall reimburse all the rent and charges foreseen by the end of the rental period	VAT exemption granted to CEPOL due to its status

[140] 2014. évi XLIII. törvény a Magyarország Kormánya és az Európai Rendőrakadémia (CEPOL) közötti Székhely-megállapodás kihirdetéséről (Headquarters Agreement between the Government of Hungary and the European Police College (CEPOL)), Magyar Közlöny (Hungarian Official Journal) 2014. évi 137. szám, 13939-13953, Art. 3

[141] Ibid.

#	Building name and type	Location	SURFACE AREA (in m2)			RENTAL CONTACT					Host country (grant or support)
			Office space	Non-office	Total	Rent (€/year)	Duration of the contract	Type	Breakout clause Y/N	Conditions attached to the breakout clause (if applicable)	
4	**CEPOL Project Offices in Oktogon Irodaház** (office building)	Aradi utca 8-10., 1062 Budapest, Hungary	1,036.58	53.58 + 15 parking places	1,090.16 + 15 parking places	164,308.92 + charges + 16,200 for parking places	1 June 2020 – 31 Dec 2024	Rental	Y	1st year of the contract is not breakable, subsequently 90 days' notice (in case the Agency's seat ceases to be Budapest or the host state provides another building at the disposal of the Agency). Max. 9 months of penalty + charges are payable.	N/A
						Rent paid from externally financed project activities' budget (under the relevant Contribution Agreement(s)), not from CEPOL budget					
TOTAL											

Building projects in planning phase

CEPOL is in need of a building with more, flexible functional rooms as well as office space. Discussion with the Hungarian authorities have started, but up to now have not lead to an identified new building (project) where CEPOL would be able to have all its activities in one building. As an interim solution, CEPOL management decided in mid-2020 to rent new office space to host its grown capacity building project staff in an office building in Aradi utca (close to CEPOL HQ).

As from 2019 our Hungarian partner (the International Training Centre of the Hungarian Police, NOK-ITC) has made available space for the CEPOL Cybercrime Academy (CCA). This space contains 1 to 4 classrooms and a server room. The space is made available for free, based on a MoU between the NOK-ITC and CEPOL.

CEPOL is also renting an office in Brussels for the liaison bureau .

Building projects submitted to the European Parliament and the Council

CEPOL is in need of a building with more, flexible functional rooms as well as office space. Discussion with the Hungarian authorities have started. As an update versus the status described at the time of adoption of the original SPD, the new building has been identified and CEPOL in cooperation with Hungarian authorities, is preparing and coordinating the relocation to the new HQ by January 2025.

Annex VIII: Privileges and immunities

CEPOL's privileges and immunities are regulated by the Headquarters Agreement between the Government of Hungary and the European Police College (CEPOL) of 18 August 2014[142], in particular Articles 5-18.

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	**Education / day care**
The premises and building of CEPOL are be inviolable, exempt from search, requisition, confiscation or expropriation or any form of seizure. The property and assets are not subject of any administrative or legal measure of constraint without the authorisation of the CJEU. The archives and all official documents are inviolable. (Art. 5) CEPOL, its assets, revenues and other property, shall be exempt from all direct national, regional or municipal taxes. This applies not only to property and assets owned by the Agency, but also to property and assets that are rented by the Agency or otherwise made available to it. CEPOL is be exempt from excise duties, sales charges, and other indirect taxes when it is making purchases for official use of movable and immovable property or services on which such duties or taxes are normally chargeable. Exemption (incl. for the incurred VAT) is provided by tax refund, similarly to diplomatic missions. CEPOL is exempt from all customs	The HQ Agreement differentiates between statutory staff (officials, TAs, CAs) and external staff (SNEs, experts, trainees, interims). (Art. 12(1)). Privileges and immunities aim solely to guarantee the hindrance-free functioning of CEPOL and the independence of the people who benefit from it. (Art. 12(2)). The staff and their family has the right to the same repatriation facilities as are granted to diplomatic representatives in case of crisis (Art. 12(3)). The Protocol of privileges and immunities applies to the Executive Director and the statutory staff of CEPOL, therefore not to trainees and interims, and in named cases not to Hungarian nationals. The Executive Director and the statutory staff (Art.12(5)): • enjoy immunity from jurisdiction as regards acts carried out by them in their official capacity; • are exempt from national taxes on earnings, salaries and respective supplements • are exempt from any compulsory national social security system	Minor family members of the staff have the right to access the Hungarian public education system (incl. child care and pre-school educational services) free of charge in accordance with the relevant national legislation. Hungary facilitates their placement into national educational facilities which are close to their accommodation. (Art 12(4)) As per Art. 12(8), Hungary shall cooperate with CEPOL to establish schooling facilities for children of the statutory staff similar to the European Schools. Nevertheless, currently there is no European School in Budapest or at a

142 2014. évi XLIII. törvény a Magyarország Kormánya és az Európai Rendőrakadémia (CEPOL) közötti Székhely-megállapodás kihirdetéséről (Headquarters Agreement between the Government of Hungary and the European Police College (CEPOL)), Magyar Közlöny (Hungarian Official Journal) 2014. évi 137. szám, 13939-13953

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	**Education / day care**
duties, prohibitions and restrictions on imports and exports in respect of articles intended for its official use. (Art. 6) CEPOL is entitled to display its flag & emblem, flags of the EU, Hungary and Budapest on its premises and vehicles. (Art. 7) CEPOL enjoys the most favourable treatment in respect of its official communications, and Hungary secures the inviolability of the official communications and correspondence. (Art. 8) Hungary ensures that CEPOL is supplied with the public services necessary for performing its functions with the same priority as essential agencies of Hungary. In case of a natural or man-made disaster, Hungary provides for: the safety of the staff, the evacuation of personnel and families, temporary premises for business continuity. (Art. 9) CEPOL is exempt from any taxes, duties and any import restrictions on vehicles intended for the official use, as well as from road tax. Vehicles shall be registered similarly to diplomatic missions provided they are placed into service with a diplomatic registration plate. CEPOL may freely dispose of these vehicles 1 year after they were purchased (Art. 10) For official visitors to CEPOL, Hungary takes all necessary measures to facilitate their entry into its territory, stay and departure. Visas and any other authorisations shall be issued free of charge and promptly, assistance in transit shall be provided if necessary. Visitors enjoy the customary privileges, immunities and facilities. (Art. 11)	• not subject – along with their family – to regulations restricting immigration and formalities for the registration of foreigners • have the right to import from their last country of residence or nationality, free of duty and without prohibitions or restrictions, within 12 months from the date of establishment of normal place of residence in the EU, furniture and personal effects, incl. motor vehicles, which shall be registered under diplomatic plates • are entitled to reimbursement of VAT and excise duty, within 2 years from taking up their post, in accordance with the relevant rules foreseen for resident officials of international organisations in Hungary[143], provided they are not Hungarian nationals or permanent residents • have the right to export, during a period of 3 years as from the date of cessation of functions, without prohibitions or restrictions, furniture and personal effects, including vehicles • More-or-less similar provisions to the above of Art.12(5) apply to SNEs, defined in the special provisions of Art. 13. CEPOL statutory staff are issued a special identity card, similar to those issued for members of diplomatic corps of the Member States of the EU in Hungary. (Art. 12(6)) CEPOL statutory staff has the same access to the public services provided by Hungary, incl. medical services, as nationals. (Art. 12(7) Hungary recognises the medical insurance provided by JSIS for officials of the EU. (Art 12(9)) CEPOL statutory staff are entitled to enjoy the privileges and immunities, exemptions and facilities granted by Hungary to members of the diplomatic corps of the MSs and the EU in Hungary, in accordance with the Vienna Convention on Diplomatic Relations of 18 April 1961. (Art. 12(11))	reasonable distance from Budapest. Also, there is no European section in a national school. On the basis of current information, this situation is not foreseen to change in the coming years. The CEPOL Governing Board decided that CEPOL shall pay the school fees. As a consequence, the school shall be considered as non-fee paying and the staff member concerned shall not receive the education allowance provided for in Article 3 of Annex VII of the Staff Regulations. The costs covered by CEPOL shall be: • The registration and attendance fees • The school transportation costs. All other costs are excluded, in conformity with Commission Decision C (2004)131-53-2004 on general implementing provisions for the grant of the education allowance. See also Annex V: E. Schooling.

[143] Up to 300.000 HUF of value of VAT/year

Annex IX: Evaluations

Internal monitoring and evaluation system

Key Performance Indicators (KPIs) are used to evaluate the overall and long-term success of CEPOL, (performance) Indicators are in place to evaluate the success of a particular objectives of an activity in which CEPOL is engaged. These indicators were devised in accordance with the revised SPD guidelines developed by the European Commission[144], and are defined on two hierarchical levels:

- Multiannual, called Key Performance Indicators (KPIs) – in Section II – Multiannual Programming 2023-2025
- Annual, called Indicators – in Section III – Work Programme 2024.

All KPIs and Indicators are assigned guideline-compliant targets, source of the data is indicated and they are linked to the Agency's strategic goals and objectives. The most important types of indicators used for CEPOL operations are the number of [training] activities, number of participants [involved in training] and satisfaction with CEPOL training in line with Kirkpatrick's methodology.

The evaluation of training activities is an essential task for CEPOL to monitor and maintain the quality of training and its impact. CEPOL's evaluation system is based on the Kirkpatrick model, with a methodology specifically adapted to CEPOL's structure and environment. The methodology was last updated in 2016 and includes the following steps of Kirkpatrick's model:

- Level 1: immediately after on-site activities, webinars, and the CEPOL Exchange Programme exchanges and study visits;
- Level 2: assessment of acquired knowledge – testing – applied for selected on-site activities and online courses;
- Level 3: post-course evaluations take place after on-site activities only. Post-course evaluations are carried out on both participants and their line managers approximately six months after an on-site activity has finished.

CEPOL training evaluation methodology[145] presents a modernised evaluation system validating new evaluation templates and outlining the framework of the gradual introduction of testing.

CEPOL plans to develop a new evaluation methodology.

External monitoring and evaluation, action plans deriving from ex-post evaluations and follow-up of recommendations

The way CEPOL operate is evaluated every five years by an independent external evaluator for its utility, relevance, effectiveness and efficiency and its working practices. The main aim of the evaluation is primarily the improvement of the quality of training.

[144] Communication C(2020) 2297 final of 20.4.2020 on the strengthening of the governance of Union Bodies under Article 70 of the Financial Regulation 2018/1046 and on the guidelines for the SPD and the CAAR
[145] Governing Board Decision 12/2016/GB of 25 May 2016

All CEPOL's evaluation reports are available on its website by following the link: https://www.cepol.europa.eu/who-we-are/key-documents/evaluation-reports

Since the new CEPOL regulation (2015/2219)[146] came into force, the first five year evaluation and review was foreseen as per Article 32 of CEPOL regulation in 2021. This evaluation has been budgeted and carried out by the European Commission during 2021. The evaluation report has been received in December 2021. The recommendations will be implemented starting in 2022 and followed up in the next five-year evaluation. Details concerning the planned implementation of the Commission's recommendations are included in the action plan presented below.

CEPOL ACTION PLAN FOR THE IMPLEMENTATION OF THE RECOMMENDATIONS IN THE 5 YEARS EVALUATION REPORT				
Area evaluated	**MB Recommendation**	**Action to be taken**	**Target Date**	**Responsible unit/department**
Effectiveness - extend outreach of target audience through a cascading effect	1. CEPOL shall further **expand** the **train-the-trainer programme**, and a special focus on law enforcement senior managers.	CEPOL shall re-focuse its training portolio to increase the Train-the-Trainers (TTT) courses per year. Apart from the regular courses on methodology, CEPOL shall offer (within the limits of existing resources) more TTT courses, in particular thematic areas where harmonisation of knowledge is highly relevant, e.g. SOC, CT, interoperability, SIS SIRENE etc. This will promote cascading and help CEPOL reach more LE officials who need such training; participants should be committed to implement national training, in accordance to a pre-agreed cascading system. For details on envisaged cascading system, please refer to point 3.	2023-2027	EU Training Hub Unit
	2. CEPOL shall investigate the options for **professional certification** that could be offered in the context of train-the-trainer programme versus applicable standards on the market (e.g. ISO 29993:2017 Trainer Certification)	In the short term, CEPOL is ready to finance and professionally support the ISO 29993 certification of the Train the Trainers course package which is offered for grant applications in 2023. Additionally, CEPOL plans to offer ISO 29993:2017 Internal Specialist training to the framework partners in 2023. In addition, Digital Competencies Certification from Moodle HQ will be offered by CEPOL. In the longer term, CEPOL shall investigate options for professional certification via projects with accredited universities in MS.	2023-2027	EU Training Hub Unit (supported by Quality function)

[146] Regulation (EU) 2015/2219 of the EP and of the Council on the European Union Agency for Law Enforcement Training (CEPOL)

CEPOL ACTION PLAN FOR THE IMPLEMENTATION OF THE RECOMMENDATIONS IN THE 5 YEARS EVALUATION REPORT				
Area evaluated	**MB Recommendation**	**Action to be taken**	**Target Date**	**Responsible unit/department**
Effectiveness - extend outreach of target audience through a cascading effect	3. CNUs supported by CEPOL shall develop a **national cascading system** to be systematically integrated into the training activities and monitored in terms of outreach to the broaden target audience, with due regard to the specificities at national level.	CEPOL in cooperation with CNUs shall define the cascading mechanism for the Train-the-Trainer course, around the following lines: 1. Upon nomination to the course, participants takes the obligation to cascade the knowledge gained in CEPOL course on MS level. This shall be one of the selections criteria's for accepting the participant to the course. The participants will be asked to prepare the plan for cascading, as one of the course assignments. 2. Plan for cascading info is feed into the monitoring table for the cascading, that CNU needs to keep track of status. 3. Regularly CNUs shall report back to CEPOL regarding the cascading done at MS level. Regularity of those reports to be agreed with CNUs. 4. CEPOL feeds this info into LEED for reporting purposes. 5. CEPOL will set additional KPI in SPD for the courses to be delivered via cascading at MS level and expected target. 6. CEPOL will report back to the budgetary authorities on the cascading achieved through the CAAR.	2023-2027	EU Training Hub Unit
	4. CEPOL should further continue the successful implementation of **online qualification services**.	The agency will balance its training programme between distance/online and face-to-face learning while keeping in mind that law enforcement cooperation is manifested in direct, physical contact of the officials. Digital Competencies Certification on e-learning management system - Moodle Educator Certification Program (MEC Direct) for CEPOL and FWPs to be developed and offered. It will create a pool of certified experts that will be able to efficiently and independently work in CEPOL's LMS (LEEd) but also all other available LE Moodle platforms in EU. CEPOL shall take the role of the eLearning hub offering certification for all law enforcement officials in the EU Member States and its partner countries for all Moodle platforms available around EU.	2023-2027	EU Training Hub Unit supported by CSD (ICT function)

CEPOL ACTION PLAN FOR THE IMPLEMENTATION OF THE RECOMMENDATIONS IN THE 5 YEARS EVALUATION REPORT				
Area evaluated	**MB Recommendation**	**Action to be taken**	**Target Date**	**Responsible unit/department**
Effectiveness - participant's profile	5. Continue the practice of conducting **selection of participant** in strict compliance with the set criteria.	CEPOL shall improve the learning outcomes and clearly specify who the course is intended for, in terms of profiles and rank (e.g. cadet, junior, middle management, senior management or equivalent). It will also clearly specify the level of training (e.g. beginner, intermediate, advanced) and prerequisites to register for a course. In addition, CEPOL shall focus on building coherent career itineraries to give continuity to the courses that are really worthwhile. To this end, CEPOL shall develop tailor made training programmes to foster career path advancement of Law Enforcement officials (offer training to all ranks, e.g. vocational training to the lower ranks through projects with universities; online/onsite courses to the middle ranks and specialised training activities/higher education/ exchange programme to the top ranks).	2023-2027	EU Training Hub Unit
Efficiency (MB decision process, planning and monitoring procedures)	6. The MB shall further streamline the meeting agenda to **focus on strategic matters.**	Recommendation was already addressed. MB and CEPOL adopted a new practice for setting the agendas, with topics for discussions, and topics for information for the MB. However, some administrative issues are not to be altered, as the CEPOL mandate spells out clearly the tasks of the MB on these administrative matters (e.g. adoption of SPD including budget and human resources, CAAR)	completed	Governance function
Efficiency (staff turnover)	7. The MB hereby takes this opportunity to flag these aspects for the stakeholders in the decision-making fora, and recommends that the **grading of posts in CEPOL should be aligned** with those in other JHA Agencies.	CEPOL was granted 0 changes in establishment plan (Temporary Agent positions) for 2023 compared to the authorised budget 2022. This means not only there is no possibility to align grading of posts to more in line with similar in other agencies, but that there will be no room for promotion for staff. Therefore, CEPOL will continue to flag in its programming document the undergrading of posts and will further substantiate its request for additional human resources with statistics on turnover rate and reasons of staff departures, collected during the exit interviews.	2023-2027	Corporate Services Unit

CEPOL ACTION PLAN FOR THE IMPLEMENTATION OF THE RECOMMENDATIONS IN THE 5 YEARS EVALUATION REPORT				
Area evaluated	**MB Recommendation**	**Action to be taken**	**Target Date**	**Responsible unit/department**
Efficiency (quality assurance mechanism for outsourced training activities)	8. CEPOL should do the utmost in its capacity to gradually e**xtend the CEPOL Knowledge Centre model** to other training activities, within the limits of available resources.	The current 2 CKCs do exhaust CEPOL capacity in terms of human resources, having in view that min 5.5 FTEs are necessary per thematic area. CEPOL will further search for efficiency gains in the context of implementation of the new CEPOL strategy, where some activities will be deprioritised in favour of those focusing on the most important internal security priorities of the European Union.	2023-2027	EU Training Hub Unit
Efficiency (Cybercrime Academy)	9. CEPOL should be enabled to further invest into its **cybercrime training offer**, to cover for relevant topics to be better addressed at the European level.	Cybercrime (by the CEPOL Cybercrime Academy) shall be set up as one of the CEPOL flagship courses. To step up its training offer, CEPOL plans to increase partnerships and cooperation with research institutes, universities and private industry (especially in the area of cybercrime training activities conducted by the Cybercrime Academy). CEPOL shall also contribute actively to European projects (e.g. new technology, cybersecurity etc.) and utilise their outcomes in its training offer.	2023-2027	EU Training Hub Unit
	10. MB considers in reference to recommendation n°2 that **cyber related train-of-trainers** activities should be best supported by **certification of the training activities**.	CEPOL plans to increase the number of Train-the-Trainers programmes delivered per year on specific topics including Cybercrime, with a special focus on Law Enforcement Trainers. It also plans to offer certification for cybercrime and digital investigators (e.g. via projects with accredited universities in MS)	2024-2027	EU Training Hub Unit
Relevance	11. CEPOL should consider the further application of the existing model to **satisfy emerging training needs**.	Since 2021, CEPOL has an internal task force to assess emerging training needs. Furthermore, CEPOL conducts regular ad-hoc training needs analysis on emerging issues such as the impact of COVID-19 in 2020 and the impact of the war in Ukraine in 2022. Outcomes of these analyses are translated into training activities addressing emerging needs. Due to limited resources, CEPOL will allocate every year maximum 10% of training capacity to emerging priorities, with webinars being the most agile tool to respond to emerging training needs.	2023-2027	EU Training Hub Unit

CEPOL ACTION PLAN FOR THE IMPLEMENTATION OF THE RECOMMENDATIONS IN THE 5 YEARS EVALUATION REPORT				
Area evaluated	**MB Recommendation**	**Action to be taken**	**Target Date**	**Responsible unit/department**
Coherence (strengthen cooperation with other JHA and CEPOL's role as a coordinator on training aspects)	12. The Management Board supports the initiative that CEPOL becomes **"the EU hub for law enforcement training".** However, MB considers that the coordinator role cannot be effectively achieved in absence of adequate staffing level and moreover until this is catered for in the CEPOL's legal mandate which should be complementary to the legal mandates of other JHA Agencies.	CEPOL shall gradually enhance its own capacity to coordinate EU level LE training and learning throughout the next years. The new CEPOL strategy currently under consultation process with relevant stakeholders features actions towards the objective of becoming "the EU hub for law enforcement training", however this requires substantial efforts from all stakeholders involved, including the EU institutions, other Justice and Home Affairs Agencies.	2023-2027	EU Training Hub Unit
Added value (including training activities in third countries)	13. CEPOL will continue implement **training activities in third countries** to the possible extent with due consideration to the available capacities of CEPOL and Member States.	CEPOL will channel the efforts towards ensuring the follow up phases of the current portfolio, in line with the EC priorities in the Neighbourhood region. In addition, CEPOL shall take into consideration involvement of partner countries as "neighbours of neighbours" as recommended by DG HOME and given the transnational and cross regional dimension of the organised crime and terrorism. CEPOL initiated already a joint letter with Europol for the follow up phases of the project under DG NEAR framework. In this regard, CEPOL sent already the concept note for the WB PaCT follow up phase and throughout 2022/2023, the other project concept notes shall follow. CEPOL shall increase the outreach of the projects in the EU and facilitate the participation of EU MSs ensuring regular communication via CNUs and MB, but also reaching the EMPACT community.	2023-2027	International Cooperation Unit

CEPOL ACTION PLAN FOR THE IMPLEMENTATION OF THE RECOMMENDATIONS IN THE 5 YEARS EVALUATION REPORT				
Area evaluated	**MB Recommendation**	**Action to be taken**	**Target Date**	**Responsible unit/department**
Other aspects	14. The MB is of the opinion that genuinely addressing most deficiencies identified by the evaluation report and confirmed by the reflections of the Management Board, just as some of the recommendations (notably MB recommendations 3, 7, 8 and 9) emerging from the evaluation report, would require **amendment of CEPOL's legal mandate and the related Legal and Financial Statement, to provide the agency with additional resources, justified by evidence-based, clear business needs.** Accordingly, MB recommends for the consideration of the European Commission to table a legislative proposal on amending CEPOL's current legal mandate and the related Legal and Financial Statement, in order to increase the Agency's impact and address the current recommendations.	Under the leadership of the new Executive Director, CEPOL has initiated development of its new strategy 2023-2027. The new strategy sets a new impetus for the Agency with ambitious goals for next five years aiming to increase the outreach, impact and relevance of the training activities for the LE community. CEPOL will continue its efficient use of resources and rely on the relevant EU authorities to support the effort with appropriate legal mandate and resources.	2023-2027	Executive Director and Management team

Terminology [147]

The following terms are used in the SPD – in accordance with the Commission guideline on evaluation:

Activity is a coherent area of action with objectives and resources. It is the basic building block for the structure of the annual Work Programme, distinguishing between operational activities – directly related to the mission and core tasks of the agency, and horizontal/ cross-cutting activities - carried out to support operational activities and staff. Various other terms are in use in the agencies that hold the same meaning as activity and can be used as long as it is in line with the definition of activity.

Objective describes what the agency wants to achieve either in the short or long term.

Indicator is a characteristic or attribute that is measured regularly in order to assess to what extent an objective has been met.

Baseline is the point of reference against which achievement or progress towards objectives is measured.

Milestone is an intermediate target set, expressed in quantitative or qualitative terms, measuring progress towards the achievement of long term objectives.

Target is the ultimate desired situation, quantified and timed.

Inputs are the human and financial resources used and the time required to produce outputs.

Actions are the work carried out over a certain period of time, consuming resources and producing outputs in accordance with the objectives set.

Outputs are what is directly produced or supplied through the EU/Commission/agency intervention. They often relate to the expected deliverables of the intervention and are identified based on its operational objectives.

Results are the direct effects of intervention(s) on the target groups.

Impacts are the indirect or long-term effects of an intervention on the EU or global society that are, at least partly, expected to be influenced by EU/Commission/agency's interventions.

[147] Communication C(2020) 2297 final of 20.4.2020 on the strengthening of the governance of Union Bodies under Article 70 of the Financial Regulation 2018/1046 and on the guidelines for the SPD and the CAAR, C. Terminology

Annex X: Strategy for the organisational management and internal control systems

Organisational management

CEPOL is headed by an Executive Director, who is accountable to the Management Board. The Management Board is made up of representatives from EU Member States[148] and the EU Commission. The Chair of the Management Board is a representative of one of the three Member States that 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 to provide information and assistance to law enforcement officials who wish to participate in CEPOL's activities. CNUs also support CEPOL's operations.

The Management Board oversees the Agency's governance, risk management and internal control practices. This happens through the use of appropriate working arrangements (progress reports, incl. reporting on performance indicators and audit recommendations, annual activity report – CAAR, internal/external audit reports, etc.) and communication channels between the Board and management of the agency.

The CEPOL internal organisational structure (Annex I) is composed of two departments, coordinated by the Head of Operations and Head of Corporate Services respectively, and three units under the supervision of a head of unit (Head of Training and Research Unit, Head of International Cooperation, Head of Finance, Procurement and Travel).

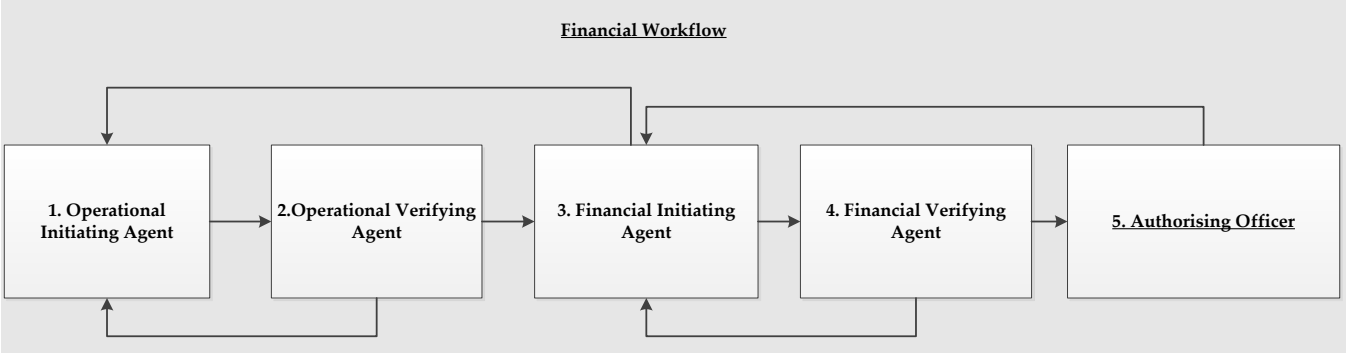
The Executive Director – supported by managers, internal control and legal functions – oversees the internal control systems within each department/unit/function. At the level of units, all managers are accountable for the achievement of objectives, both operational and internal control, and report in accordance with the applicable reporting arrangements within the Agency. Units are primarily responsible for managing risk and controls on a day-to-day basis. This means that they execute the primary controls and take overall responsibility for the achievement of operational objectives and for the sound implementation of internal control.

CEPOL shall implement the following documentation and practices to continuously monitor the performance of the internal control system and achievement of objectives: regular review meetings and periodical reports (e.g. Operations / Corporate Services monthly reports, Agency progress report, Consolidated Annual Activity Report, weekly/monthly budget implementation reports, individual activity reports, exception register report, risk register), as well as *ex ante* controls on financial transactions and targeted *ex post* controls.

The Executive Director of CEPOL is also the Authorising Officer. CEPOL implements delegation of authority via Executive Director's decision on financial workflow, which is kept updated on continuous basis, whenever changes occur in the staff having a role in the financial circuit.

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.

[148] Denmark is not considered a 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.



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.

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.

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. The declaration covers both the state of internal control in the department and the completeness and reliability of management reporting, serving to ground the Executive Director's Declaration of Assurance provided in the context of annual activity report.

The internal control function shall also produce a statement that to the best of his/her knowledge the information on internal control systems provided in the annual activity report is accurate and exhaustive.

As provided in CEPOL's Financial Regulation (chapter 7, art.78), CEPOL has an internal auditing function which is performed in compliance with the relevant international standards, by the Commissions' internal auditor, represented by the Internal Audit Service (IAS).

The internal auditor advises CEPOL on dealing with risks, by issuing independent opinions on the quality of management and control systems and by issuing recommendations for improving the conditions of implementation of operations and promoting sound financial management.

By undergoing regular audits, CEPOL ensures ongoing improvement and is transparent to its stakeholders and end users. Annual audits implemented by the external auditor (European Court of Auditors), also allows the Agency to demonstrate that it has an effective internal control and management system.

CEPOL shall systematically examine the observations and recommendations issued by the internal auditor, the European Court of Auditors as well as the remarks received from the European Parliament during discharge procedure and shall take action in a timely manner, including status reporting to the relevant stakeholders via regular and annual reports.

Internal Control Framework

Article 74(2) in the EU Financial Regulation[149], respectively Article 45(2) of the CEPOL Financial Regulation[150], provides that the Authorising Officer shall put in place the organisational structure and the

[149] Regulation (EU, Euratom) 2018/1046 of the EP and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union
[150] MB Decision 13/2019/MB on the CEPOL Financial Regulation and repealing decision 01/2014/GB of 22 May 2019

internal control systems suited to the performance of the duties of Authorising Officer, in accordance with the minimum standards or principles adopted by the Management Board, on the basis of the Internal Control Framework laid down by the Commission for its own departments, and having due regard to the risks associated with the management environment.

In line with this requirement, the Management Board adopted Decision 26/2018/MB on the revised CEPOL's Internal Control Framework (ICF)[151], which is largely based on the European Commission's framework[152].

The new ICF is based on the five internal control components: (1) control environment, (2) risk assessment, (3) control activities, (4) information and communication and (5) monitoring activities. They are the building blocks that underpin the framework's structure and support the Agency in its efforts to achieve its objectives. The five components are interrelated and must be present and effective at all levels of the organisation for internal control over operations to be considered effective.

This framework supplements the CEPOL Financial Regulation and other applicable rules and regulations with a view to align CEPOL standards to the highest international standards.

Internal control applies to all activities, irrespective of whether they are financial or non-financial. It is a process that helps an organisation to achieve its objectives and sustain operational and financial performance, respecting rules and regulations. It supports sound decision making, taking into account risks to the achievement of objectives and reducing them to acceptable levels through cost-effective controls.

The internal control framework of CEPOL is designed to provide reasonable assurance regarding the achievement of the five objectives set in the Article 30 of CEPOL's Financial Regulation: "(1) effectiveness, efficiency and economy of operations; (2) reliability of reporting; (3) safeguarding of assets and information; (4) prevention, detection, correction and follow-up of fraud and irregularities, and (5) adequate management of the risks relating to the legality and regularity of the underlying transactions, taking into account the multiannual character of programmes as well as the nature of the payments concerned".

CEPOL does not have a dedicated managerial position in charge of risk management and internal control. This is a shared management responsibility, where the Executive Director is supported by each Head of Departments (Operations and Corporate Services). At officer level, the process is assisted by the internal control and quality management function.

Internal control principle 16 states that the Agency shall carry out continuous and specific assessments to ascertain whether the internal control systems and their components are present and functioning.

Before assessing the presence and functioning of the internal control principles and components, CEPOL shall define the basis for the assessment of its internal control system.

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/binary (e.g. "Yes/No") for compliance indicators.

A separate assessment to ascertain whether the components of internal control are present and functioning is implemented once per year with results reported in the annual activity report.

In addition to the ICF, 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.

[151] https://www.cepol.europa.eu/sites/default/files/26-2018-MB%20Revised%20CEPOL%20Internal%20Control%20Framework.pdf
[152] Commission Communication C(2017) 2373 final of 19.4.2017 on the Revision of the Internal Control Framework

Antifraud strategy

In order to support the ethical and organisational values, CEPOL adopted and implements the following key documentation: Code of Administrative Behaviour (Decision of the Executive Director 26/2019/DIR), CEPOL's Anti-Fraud Sub-Strategy (MB Decision 28/2020/MB), Policy on Management of Conflict of Interest (MB Decision 19/2020/MB) and guidelines on whistleblowing (MB Decision 03/2019/MB).

The objective of the renewed CEPOL Anti-fraud Strategy as latest adopted by the Management Board 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.

MB members, staff members, SNEs, interims, shall all sign a declaration of conflict of interest. Every staff member shall produce a certificate of good conduct or lack of criminal record before taking up duty.

Risk Assessment

CEPOL's Internal Control Framework defines the risk assessment as a dynamic and iterative process for identifying and assessing risks, which could affect the achievement of objectives, and for determining how such risks should be managed.

The following principles are defined under component 2 'Risk Assessment':

- Principle 6: The Agency specifies objectives with sufficient clarity to enable the identification and assessment of risks relating to objectives
- Principle 7: The Agency identifies risks to the achievement of its objectives across the organisation and analyses risks as a basis for determining how the risks should be managed
- Principle 8: The Agency considers the potential for fraud in assessing risks to the achievement of objectives
- Principle 9: The Agency identifies and assesses changes that could significantly impact the internal control system.

Although CEPOL as a whole is generally dealing with low risks, a risk assessment is part of the annual programming cycle. A Risk Register and mitigating action are in place which are regularly monitored via management meetings.

The result of the JHA agencies peer review exercise is also considered in the continuous risk assessment exercise

Annex XI.a: Global budgetary envelope reserved for operational procurements

The global budgetary envelope reserved for operational procurements for new procedures (including multi-annual procedures and horizontal framework contracts) to be launched in 2024 amounts to 5,4 MEUR (including a 20% contingency). The global budgetary envelope reserved for operational procurements to be implemented under the 2024 budget amounts to 3,3 MEUR (including a 20% contingency).

Annex XI.b: Plan for grant, contribution or service-level agreements

	General information					Financial and HR impacts				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		From the start date till end of 2022 Use of commitment appropriations	2023 Use of commitment appropriations	2024 Forecast	2025 Forecast
Contribution Agreements										
1. CT INFLOW (IFS/2019/410-531)	17 December 2019	€ 7,500,000	51 months, from 1 April 2020	European Commission DG DEVCO B6	Financial contribution to finance the implementation of CT INFLOW (project)	Amount	2 355 478	606 087	161 947	
						№ of CAs	11	11	9	
						№ of SNEs	1	1	0.5	
2. EUROMED Police (ENI/2020/414-940)	22 April 2020	€ 6,960,542	54 months, from 1 April 2020	European Commission DG NEAR R4	Financial contribution to finance the implementation of EUROMED Police (project)	Amount	3 941 495	2 534 851	1 026 233	
						№ of CAs[153]	13	13	11	
						№ of SNEs	0	0	0	
3. TOPCOP (ENI/2020/415-941)	23 June 2020	€ 6,000,000	51 months, from 1 July 2020	European Commission DG NEAR R4	Financial contribution to finance the implementation of TOPCOP (project)	Amount	3 734 891	1 693 743	1 531 908	
						№ of CAs[154]	10	10	9	
						№ of SNEs	0	0	0	
4. WB PaCT (2019/413-822)	16 October 2020	€ 3,000,000	41 months, from 16 Oct 2020	European Commission DG NEAR D5	Financial contribution to finance the implementation of WB PaCT (project)	Amount	3 318 245	1 930 964	750 791	
						№ of CAs[155]	6	6	9	
						№ of SNEs	0	0	0	
5. EU4SECURITY MOLDOVA	October 2023	€ 5,500,000	36 months,	European Commission	Financial contribution to finance the implementation	Amount	-	42 485	2 957 515	p.m

[153] 1 out of the 13 CAs is based at Europol
[154] 1 out of the 10 CAs is based at Europol
[155] 1 out of the 6 CAs is based at Europol

	General information					Financial and HR impacts				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		From the start date till end of 2022 Use of commitment appropriations	2023 Use of commitment appropriations	2024 Forecast	2025 Forecast
			from 1 November 2023		of EU4SECURITY MOLDOVA (project)	№ of CAs[156]	-	**6**	**6**	
						№ of SNEs	0	0	0	
6. WB Pact 2 (N° 700001863)	26 March 2024	€ 6,000,000	48 months, from 1 June 2024	European Commission	Financial contribution to finance the implementation of WB PaCT II(project)	Amount			p.m	p.m
7.TOPCOP2 (N° 700001970)	28 June 2024	€ 5,200,000	48 months, from 1 June 2024	European Commission	Financial contribution to finance the implementation of TOPCOP II (project)	Amount			p.m	p.m
8. CT INFLOW II (N° 700001972	28 June 2024	€ 6,000,000	48 months, from 1 June 2024	European Commission	Financial contribution to finance the implementation of CT INFLOW II(project)	Amount			p.m	p.m
9. Euromed Police 2 (No 700002160)		€ 6,000,000	48 months, from 1 June 2024	European Commission					p.m	p.m
TOTAL						**Amount**	**13 350 109**	6 808 131	**6 428 394**	p.m
						№ of CAs	**40**	**46**	**44**	**p.m.**
						№ of SNEs	**1**	**1**		

[156] 1 out of the 6 CAs is based at Europol

Annex XII: Strategy for cooperation with third countries and/or international organisations (CEPOL External and Stakeholder Relations Sub-strategy)

General/policy context

CEPOL is an Agency of the European Union. Therefore, each and every activity of CEPOL needs to implement a policy of the EU. CEPOL's cooperation with third countries, international organisations and other external stakeholders must be in line with the general policy lines on the external action of the European Union, implementing the objectives thereof, within the scope of CEPOL's mandate. This general policy lines are substantiated on some of the most recent documents driving the European Union external action.

- 'A Global Strategy for the European Union's Foreign and Security Policy', published in 2016[157]. Conclusions of the Council and of the Representatives of the Governments of the Member States, meeting within the Council, on the establishment of a Civilian CSDP Compact as approved by the Council at its meeting held on 22 May 2023,[158] A Strategic Compass for Security and DefenceThe EU Security Union Strategy 2020-2025[159]

The way how consistency with the above-mentioned documents should be achieved is specified by the Working Arrangement between DG HOME and CEPOL, signed on 13 November 2016. The European Commission (via CEPOL's partner DG, DG HOME) is thus providing the necessary guidance to ensure such consistency, where necessary, coordinating with the European Union External Action Service.

The legal basis for CEPOL's cooperation with the above-mentioned actors has remained unchanged, i.e. it is the CEPOL regulation[160], more specifically, Articles 3.1.d), 4.4 and 34.

The environment, in which CEPOL's external action needs to be positioned, is volatile, affected by manifold challenges. Beyond terrorism, organised crime and cybercrime, national and regional conflicts and unrest continue to pose significant challenges. Beyond cybercrime, the digitalisation of our societies require law enforcement to be equipped with modern digital skills. Member States have been concerned with security aspects of irregular migration flows towards the EU. The outbreak of the COVID pandemic needed to alter many aspects of our everyday's life even in the long run – while, its economic implications had serious consequences on capacities of law enforcement. Most of these developments have affected (albeit in different ways) both the EU and third countries. Security of the EU and security of the countries in its neighbourhood and beyond are intertwined to such an extent that it is right to speak more of a continuum of internal and external security of the Union, than a simple nexus between the two, as it was the case a few years ago. CEPOL needs to take this all into account with all aspects of its external action.

In the past years, during the implementation period of CEPOL's previous Sub-Strategy on External Relations, one could notice a growing interest towards CEPOL from third countries. Such interest mostly came from countries in the neighbourhood of the EU, but more and more countries, law enforcement agencies and training institutions reach out to CEPOL to inquire on possibilities for cooperation from all around the globe. CEPOL managed to position itself as a reliable partner with a unique, appealing training offer and expertise and became more and more a brand in law enforcement capacity building, standing for quality and trust. To keep up this level of acknowledgement and whenever possible, to develop it further, needs to be our ambition for the years to come as well.

On the other hand, the European institutions became more and more aware of CEPOL's potential and the good results delivered and use CEPOL as an important part of the EU's approach towards countries or regions, together with other EU Agencies. CEPOL has a significant advantage compared to other Agencies, namely that capacity building is a relatively "soft" part of security cooperation, where the readiness of the

[157] https://eeas.europa.eu/sites/eeas/files/eugs_review_web_0.pdf
[158] https://www.consilium.europa.eu/media/64515/st09588-en23.pdf
[159] Communication from the Commission on the EU Security Union Strategy, COM (2020) 605
[160] 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, OJ L 319, 4.12.2015, p. 1–20

given partner to cooperate may be reached more easily. Thus, CEPOL often appears as the first EU agency having whatsoever security cooperation with a certain partner, generating trust and paving the way for cooperation of other agencies. While this achievement has generated good reputation for the Agency among the players in Brussels, we may expect an increase of requests towards CEPOL to act in such a context. To comply with such requests, potentially aiming at quick wins and rapid actions, may pose a challenge for CEPOL, especially if no additional resources are provided for those.

This takes us to another, maybe the most important factor: the very limited budgetary and human resources of the Agency create a limitation to increase external action both in volume and in impact. While dedicated funding in the form of capacity building projects have been substantially increased in the last years resulting in CEPOL having the largest external capacity building project portfolio among JHA Agencies[161], other aspects of external action and stakeholder management are implemented by CEPOL's core budget and staff. The Agency has made considerable efforts that led to the creation of the Brussels Liaison Office in late 2019- however, still only 2 FTEs[162] and an interim are covering everything that is not project-based cooperation.

In the course of CEPOL's cooperation with third countries, we need to preserve the "CEPOL brand" as established so far. This is to say that CEPOL involvement in third countries needs to have a dedicated added value and should make a genuine difference, compared to other training providers, which is recognisable to external partners. This is particularly relevant for capacity building projects, stipulating that CEPOL should only implement projects if the promise of our "brand" may be kept in terms of quality. In this spirit, while CEPOL does not see any rivalry with other training providers and should always seek for the best synergies possible with other training providers active on the market, teaming up with other organisations (e.g. INTERPOL, UNODC, OSCE) may be supported without putting this "brand" in prejudice.

Finally, one prominent field of CEPOL's external action, which is also explicitly mentioned in the Agency's mandate, is the training related to CSDP-missions. While CEPOL has invested a lot into this topic (e.g. by setting up one of its first CEPOL Knowledge Centres for this), there have been significant developments on the European level, most notably by the adoption and implementation of the above-mentioned Civilian CSDP Compact and the establishment of the EU Civilian Training Group (EUCTG)[163] among the structures of the Foreign Affairs Council. Taking into account its limited resources, while this part of the mandate shall also be implemented on an appropriate level and CEPOL will continue supporting the EUCTG to the greatest extent possible, the current Strategy would thus not set any CSDP-related objectives *per se*, acknowledging the existence of another dedicated EU structure for this area.

Institutional and legal context

In line with Article 34 of CEPOL mandate, CEPOL may establish and maintain cooperative relations with Union bodies, in accordance with their objectives, with authorities and training institutes of third countries, with international organisations and with private parties. CEPOL is also entitled to manage dedicated Union External Assistance funds to assist third countries in building their capacity in relevant law enforcement policy areas, in line with the established priorities of the Union. While pursuing its cooperation with third countries and/or international organisations, CEPOL remains within its mandate and the institutional framework, and does not appear as representing the European Union.

One of CEPOL's main activities is to develop and to provide training for law enforcement officials from third countries, in particular from countries that are candidates for accession to the Union and the countries under the European Neighbourhood Policy. Since 2015, CEPOL has successfully concluded several comprehensive projects and training activities in third countries covered by EU neighbourhood policiesSuch projects are executed based on contribution agreements concluded with the European Commission's services (such as DG NEAR, and FPI). The financing decisions rest with the European Commission. Consequently, the details of the running projects (overview, objectives, indicators, results and outputs,

[161] 4 major capacity building projects with a total budget of cca. EUR 25 M from 2020 to 2024.
[162] Policy Officer at CEPOL HQ; since November 2019 the Liaison Officer based in Brussels, both functions filled by Contract Agents
[163] Cf. Council Doc. 12312/18 on EU Civilian Training Group (EUCTG) Strategic Guidance on CSDP Civilian Training, 14 June 2019

resources, etc.) are defined in the relevant agreement with the Commission services and are included in the Single Programming Documents[164] and its financial and human resources annexes – but not explained in details in Annex XII: Strategy for cooperation with third countries and/or international organisations (CEPOL External and Stakeholder Relations Sub-strategy).

[164] In Work Programme 2022 under Activity 2.11 Prepare, design, implement and follow-up capacity building projects in Third Countries

Strategic objectives 2021-2025 under CEPOL External and Stakeholder Relations Sub-Strategy

1. Geographically focused training

While having the ambition and the potential to be active in the field of law enforcement training on global level, if such involvement would serve the policy interests of external action of the European Union, for reasons of efficacy comprehensive access to CEPOL's training offer[165], based on a structured and permanent cooperation with third countries shall focus on priority countries of the European Union. CEPOL currently covers all Schengen Associated Countries and all countries with European perspective with Working Arrangements. There is one Strategic Partner and one ENP covered with a Working Arrangement[166].

CEPOL should thus continue to cover the above-mentioned geographical area with structured, permanent cooperation via Working Arrangements. Existing WAs should be implemented and where necessary, updated (e.g. with regard to the new EU data protection rules). CEPOL should make efforts to conclude WAs with countries within these regions . In case of the Southern Neighbourhood, such process should pay particular attention to security considerations. The possibility to fully cooperate to the extent possible with Strategic Partners should continue to prevail, however, such initiatives should be triggered by the general political developments between the EU and the Strategic Partners.

In support if the EU external action interest articulated by the appropriate structures from Brussels, CEPOL should also remain open for initiatives of cooperation for countries beyond this scope.

2. Streamlined existing forms of participation of priority third countries

With the decision on geographical focus as outlined under the previous objective, the existing forms of participation in CEPOL's standard activities should be streamlined for the priority third countries[167].

The current situation, demonstrated by the below table, is somewhat patchy, as it has developed by a series of decisions throughout the years:

Countries	On-site	Exchanges (CEP)	Online
Candidate countries	International travel covered	Fully covered	n/a
Potential candidate countries	No cost covered	Fully covered	n/a
ENP East	No cost covered	Fully covered	n/a
ENP South	No cost covered	No cost covered	n/a

The complexity of this often causes uncertainty even among CEPOL staff on how to deal with nominations to activities from a particular country. Streamlining the above forms would thus have some benefits internally as well, by simplifying the related processes. On the other hand, broadening the possibilities would certainly be a very positive signal towards the given third countries, while also strengthening CEPOL's position there, which is often a selling point for the Agency regarding considerations among the Brussels structures.

Nevertheless, subject to the availability of resources, the existence of Working Arrangements with the countries concerned and security considerations, the following options may be explored:

- On-site training: while previous incentive schemes have been abandoned to ease the financial and administrative burden on CEPOL's core budget and staff, the current option to finance international travel for Candidate Countries and potential candidate countries may be considered to be extended to ENP (East/South) countries. On top of this or instead of this, self-payer participation from all

[165] access to on-site training, e-learning and exchanges.
[166] Russia since 2013- however, for political reasons, this has not been implemented since 2014.
[167] Schengen Associated Countries are not mentioned here. There is general consensus that existing forms of participation for these countries should be preserved, nonetheless, this should be continued on a self-payer basis (just as it has been the case so far), taking into account the economic situation of the countries concerned.

countries may be stimulated by a proactive outreach towards potential donors who could finance participation.
- The access to CEP could be broadened to ENP South countries.

All of the above does not affect project-based participation of the countries concerned. Furthermore, when it comes to on-site training, the limitations regarding the volume of the learning groups should be respected in order to guarantee the quality of training.

3. Training Needs Assessment process developed for third countries (and preferably for partner organisations)

If CEPOL has the ambition that its training offer may be perceived as unique and having added value for third countries, compared to other training providers, the offer needs to factor in the genuine training needs of these countries. Otherwise, the impact of our outreach in these countries may only be limited, as the standard training offer would not be developed in cooperation with third countries and they would only be able to participate in activities that accidentally happen to match their training needs[168]. Our efforts to obtain the priorities expressed *proprio motu* by the partners themselves (i.e. under the former 5 seat scheme in the format of the Cooperation Plans) have not been successful so far, their declarations being rather generic and not digestible for CEPOL's regular planning process, also because of the time discrepancy between the two processes. The way forward should thus include creating a link between CEPOL's regular planning process currently only covering EU MS and our third country partners, so that the portfolio emerging at the end of the process would also properly reflect the third countries' training needs. This could also facilitate the conclusion of annual/ pluriannual action plans with the countries that would properly operationalise the existing Working Arrangements, determining the details of the partners' participation in CEPOL's standard business. As CEPOL's primary customers are the EU MS, it goes without saying that any such process should not jeopardise that training needs by EU MS are properly addressed by CEPOL, and only remaining resources may be used for the needs of third countries- however, in many cases, especially with the Schengen Associated Countries and countries with European perspective, the training needs are quite similar to those of EU MS, hence, at the end of the day this would require more to enable access to the portfolio that to complement the portfolio with any special activities. Nonetheless, for the training needs assessment/analysis process, EU MS should have a priority in weighing of the needs than the training needs expressed by third countries.

4. A mechanism for emergency assistance for third countries developed

CEPOL should be able to design and implement tailor-made training on certain priority topics for a single third country or a group of countries in case of pressing EU political interest. Such intervention may not be planned among the constraints of the annual subsidy, hence if need emerges, actual financing for such action should come from extraordinary EU subsidy (e.g. emergency assistance from the Internal Security Fund and alike). Nevertheless, during the timeframe of the present Strategy, the internal framework and processes for preparedness to deal with such situations should be elaborated ("rapid reaction"). Experience gained during the COVID-19 pandemics (e.g. the creation of a dedicated task force) may serve as valuable experience for future considerations in this respect.

5. Maintained level of involvement of capacity building activities, high-quality impact continued

In the past years, capacity-building projects have been beneficial for CEPOL, while also creating substantial impact for the project beneficiaries. Since 2015, CEPOL managed to build up the largest project portfolio among JHA Agencies, with 4 major projects of a cumulated budget of 25 M EUR for the period 2020-2024, covering the whole area of countries with European perspective and of the Eastern and Southern Neighbourhood. The excellent work carried out by the projects have facilitated structured cooperation under

[168] Obviously, this is not the case with project-based activities that are determined and developed in close cooperation with the beneficiaries.

the framework of Working Arrangements, paved the way towards concluding new Working Arrangements and often paved the ground for other EU Agencies and structures in the partner countries. For the Agency, projects have been a selling point towards the stakeholders in Brussels, while the volume of the projects made necessary to create a dedicated Unit[169] within the Operations Department as of 2018.

Building on these firm foundations, CEPOL should continue implementing dedicated capacity-building projects during the implementation period of the present Strategy. First priority in this respect should be to implement the 4 capacity-building projects already contracted[170]. The option of taking additional projects within the current geographical scope remains valid, subject to political guidance by the appropriate EU structures and the absorption capacity of the Agency. More remote regions/countries for launching and implementing capacity-building projects might only be possible in case of pressing political need and subject to the availability of dedicated funding.

In this context, CEPOL should step up its efforts around funds mobilisation/donor relations. The previous practice of contracting should be developed towards a formal structured consultative process with the relevant DGs and Instruments of the Commission.

Structured cooperation, based on Working Arrangements and project-based cooperation are both indispensable for CEPOL's external action and their various aspects are often closely related, even intertwined. Hence, the coherence between the two strands of cooperation needs to be ensured.

6. Stakeholder relations part of the External Relations Sub-Strategy

CEPOL needs a structured approach in its stakeholder relations. As a starting point, the stakeholders of CEPOL should be defined. Currently we have 2 groups that are already regulated (also in legal terms) and the relevant workflows are in place: the Member States (via CNUs and MB) and the Framework Partners. As these arrangements shall remain untouched, stakeholders may be considered as anything beyond these groups, including third countries, international organisations, European institutions and agencies, civil society organisations and academia. They should be targeted with information on and offers by CEPOL and their needs or potential should duly be reflected in CEPOL's planning process. As a first step, a mapping of already established and potential stakeholders should be done in cooperation with Operations. As a second step, stakeholders should be categorised according to their importance for CEPOL. As a third step, the appropriate means for stakeholder management should be defined for each of the categories (e.g. for the least important category, it should be sufficient to receive a newsletter and invitations to CEPOL awareness events in Brussels or Budapest, while for the most important category, recurring meetings with the ED/management should be implemented). This may all come together in a table ("Stakeholder Matrix") promoted across the Agency and kept up-to-date by all parts of the organisation (e.g. by logging meetings with stakeholders, requests received, support received via experts and expertise to CEPOL activities, etc.

A particular area where CEPOL's engagement should be strengthened is that of the cooperation with private sector, including research institutes and think tanks. This could also yield the Agency concerning the mobilisation and use of external experts.

7. Exemplary role in and contribution to the cooperation of JHA agencies

The level of cooperation with the JHA agencies and other international organisations active in the policy area is expected to deepen even further, which will also imply an increasing number of joint activities. In addition, CEPOL is committed to follow the wider work done at EU level in JHA policy area and disseminate information about these activities.

[169] International Cooperation Unit, previously named Project Management Unit.
[170] CT INFLOW and EUROMED Police for the Southern Neighbourhood; TOPCOP for the Eastern Partnership; WB PaCT for the Western Balkans.

Opening the liaison office in November 2019 further contributes to interagency cooperation with the Liaison Office interacting daily with other JHA liaison officers in Brussels.

Action plan 2021-2025

Actions[171]	Expected results[172]	Key Performance Indicators	Targets	Status
1. Geographically focused training	➢ Working Arrangement with countr(ie)s of the Southern Neighbourhood concluded ➢ "Light" Working Arrangement with countr(ie)s beyond the European Neighbourhood concluded	➢ Number of Working Arrangements concluded	➢ 1 WA with a Southern Neighbourhood country ➢ 1 "light" WA with a country beyond the European Neighbourhood	WA with Tunisia concluded 2022. Ongoing discussions with LAC and Egypt to conclude WAs.
2. Streamline existing forms of participation of priority third countries	➢ Integrated Guidance Note (IGN) amended to cover international travel for participants to on-site activities from potential Candidate Countries and ENP (East/South) countries ➢ Mechanism formulated to identify and target potential donors to stimulate self-payer participation to on-site activities	➢ IGN amended to cover travel of participants from potential Candidate Countries and ENP (East/South) countries ➢ Mechanism formalised to identify potential donors ➢ Exchanges from ENP South countries implemented	➢ Yes ➢ Yes ➢ 10	Discussions with EU funded projects and EU civilian missions ongoing to fund participants.
3. Develop a proper Training Needs Assessment process for third countries (and preferably for partner organisations)	➢ A process for training needs assessment for third countries and partner organisations is developed and integrated into CEPOL's standard planning process	➢ A process for training needs assessment for third countries formalised ➢ Process integrated into CEPOL's standard planning	➢ Yes ➢ Yes	Implemented under externally funded projects. 4 OTNAs concluded.
4. Develop a mechanism for emergency assistance for third countries	➢ Internal framework and processes developed for the preparedness to deal with exceptional situations concerning training needs and assistance of third countries ("rapid reaction").	➢ "Rapid reaction" framework and process is defined and internally approved ➢ CEPOL assistance is provided for the majority of the justified exceptional training needs requests	➢ Yes ➢ 75% (of the justified requests)	While the specific mechanism for emergency assistance was not formally developed, we effectively provided training and assistance to third countries (e.g., Ukraine, Moldova) in response to exceptional situations, demonstrating our capacity to meet urgent needs.
5. Maintain the level of involvement of capacity building activities, continue high-quality impact	➢ Elaborating a formal structured consultative process for funds mobilisation/donor relations ➢ Capacity building projects started in 2020 are concluded, in parallel new projects are approved and launched	➢ Consultative process for funds mobilisation/donor relations formalised and approved ➢ Nr. of projects started in 2020 successfully closed ➢ Nr. of new projects approved & launched by 2025	➢ Yes ➢ 4 ➢ 2	4 projects successfully closed in 2024. 4 projects successfully granted follow-up phases.

[171] Formerly "Multiannual objectives"
[172] Formerly "Strategic areas of intervention"

Actions[171]	Expected results[172]	Key Performance Indicators	Targets	Status
6. Stakeholder relations part of the External Relations Sub-Strategy	➢ Elaboration and use of "Stakeholder Matrix" throughout the CEPOL workflow	➢ Stakeholder Matrix elaborated and implemented	➢ Yes	Partially done during the elaboration of CEPOL corporate strategy. Full development will be achieved as part of the new RELEX Strategy to be adopted in Q1 2025.
7. Demonstrate an exemplary role in and contribution to the cooperation of JHA agencies	➢ Successful chairmanship of the JHA Agencies Network in 2022	➢ % of the planned meetings held ➢ High-level attendance is achieved at the Director's meeting	➢ 80% ➢ Yes	➢ 80%.Closed. Successfully implemented in 2022. Chairmanship handover to EUAA for 2023. ➢ Yes