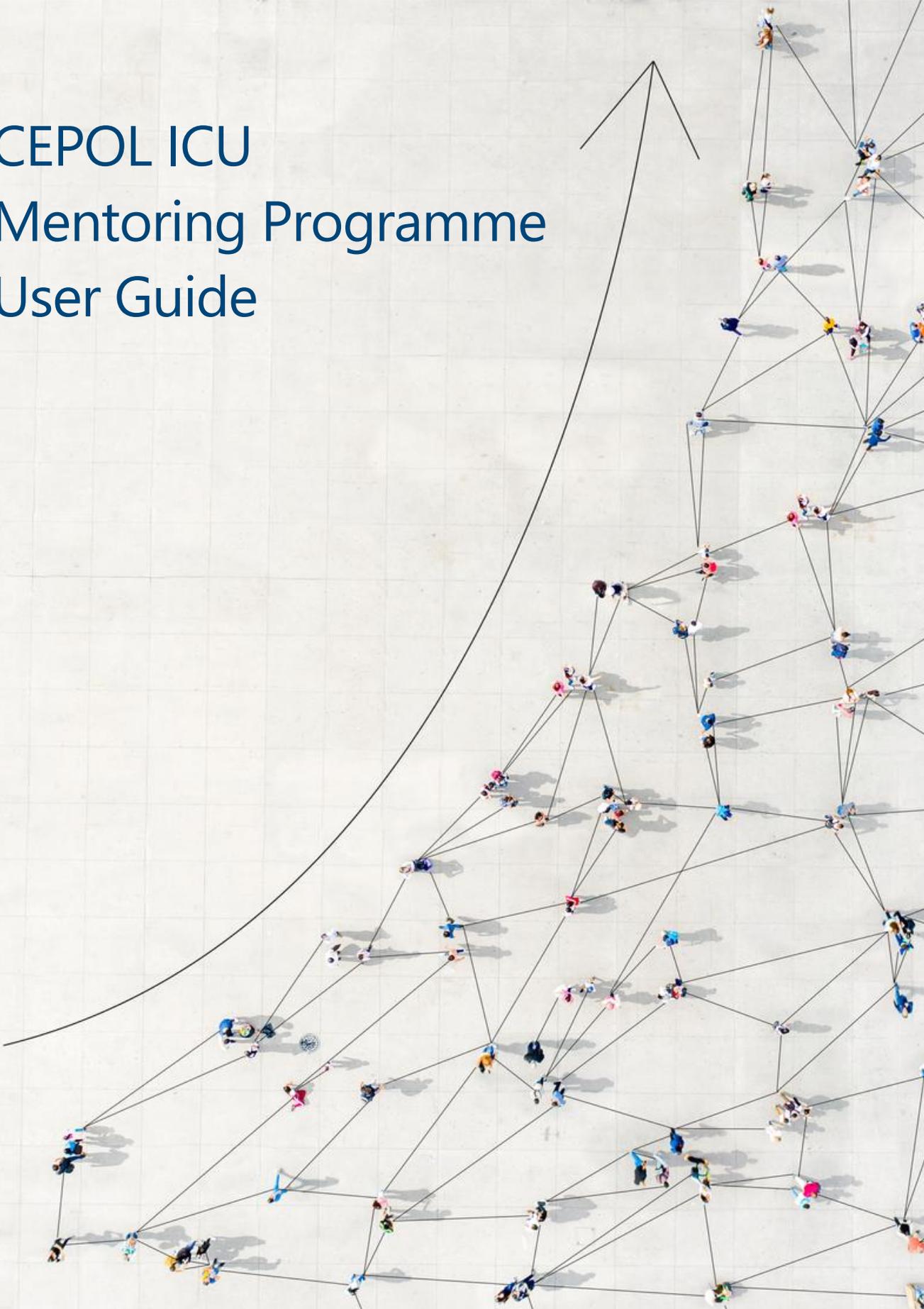


CEPOL ICU Mentoring Programme User Guide



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1. Introduction

1.1 About CEPOL

CEPOL, the European Union Agency for Law Enforcement Training, is tasked with organising training for law enforcement officials in the Member States of the European Union (EU).

The aim of CEPOL is to support, develop, implement and coordinate training for law enforcement officials in particular in the areas of prevention of and fight against serious and organised crime, terrorism, public order including law enforcement leadership and language skills.

CEPOL International Cooperation Unit (ICU) supports capacity-building activities in third countries by organising project-based training activities in line with the relevant parts of art. 4 in the CEPOL Regulation and coherently with Goal 1 of the CEPOL programming document.

Currently the CEPOL ICU portfolio is comprised of five capacity-building projects¹:

- Counter-Terrorism Information Exchange and Criminal Justice Responses (CT INFLOW II);
- EUROMED Police VI;
- EU4 Security Moldova;
- Western Balkans Partnership against Crime and Terrorism (WB PaCT II);
- Training and Operational Partnership against Organised Crime Project (TOPCOP II).

The Agency cooperates with a wide range of partners, including other European agencies such as Europol, Frontex, Eurojust, OLAF, EUDA, FRA and EJTN together with international organisations such as Interpol and UN. CEPOL stipulates working arrangements with countries, in particular the candidate, potential candidate and neighbourhood partnership countries.

For further information, please visit the CEPOL website at: <http://www.cepola.europa.eu>

1.2 Main objectives of the CEPOL ICU Mentoring Programme

The CEPOL ICU Mentoring Programme aims to strengthen the development, knowledge, skills and expertise of all involved parties contributing to a better work effectiveness and the exchange of best practices. The benefit of the programme goes beyond an individual level and provides overall benefits to the participating individuals and organisations by enhancing skills and increasing knowledge sharing.

¹ Please find further information on ICU projects in Annex 1.

It is a learning activity, which provides the opportunity to law enforcement officials to share expertise in a dedicated professional area to promote knowledge transfer and to enhance individual skills of law enforcement officials working in the same domain. From a long-term perspective, this programme will contribute to trust building and to strengthening of cooperation between the EU Member States and the involved partner countries.

This document provides guidelines for participation in the CEPOL International Cooperation Unit (hereinafter 'ICU') Mentoring Programme (hereinafter also called 'programme'). CEPOL ICU intends to promote 'matching' between law enforcement officials representing partner countries in the framework of the projects implemented by CEPOL ICU and the representatives of the EU Member States.

The programme encompasses both mentoring and peer partnership cooperation.

The mentoring cooperation in policing and law enforcement context can be described as:

*"The process of 'shadowing' a mentee-officer by a mentor-officer, coming from similar background, for an extended period of time with a view to witness the application of new knowledge and skills by the mentee-officer, and assisting him / her in furthering her / his skills, promoting professional growth and, overall, enhancing the effectiveness of the law enforcement agency"*².

In the peer partnership cooperation, the participants engage with each other on an equal, reciprocal and mutually beneficial basis without hierarchical roles. All participants are considered peers, contributing their experience, expertise and perspectives.

The matching process will result in a mentor and a mentee or peers (with the same level of experience) being paired. The type of the cooperation is determined during the matching process, taking into account the experiences and preferences of the applicants. After the pairing is concluded and if the parties reciprocally accept each other, they can start planning their common activities.

1.2.1. Benefits of knowledge sharing

Gaining additional knowledge and expertise will be the primary purpose of the programme. For mentoring to be successful, the mentor and the mentee must focus on the learning objectives, which have to be identified at the outset, and maintained throughout the whole learning process. The mentor acts as a partner and supports the mentee's development goals as defined by both the partner country law enforcement agency and the mentee. Effective peer partnership cooperation requires peers to work towards objectives jointly defined at the outset of their collaboration.

² UN Peace Operations, Reference 2017.14, Manual 'Police Monitoring, Mentoring and Advising in Peace Operations'

Organisational benefits

Long-term Knowledge Sharing and Development

Increased Employee Productivity and Job Satisfaction

Enhanced Cultural Awareness and Workplace Diversity

Support for Strategic and Operational Initiatives

Strengthened International Cooperation and Networks

Implementation of Best Practices in Investigation

Creation of Leadership and Mentorship Culture

Mentee's benefits

Access to mentor's expertise for the duration of the programme.

Feedback on key competences, e.g. communication, interpersonal relationships, technical abilities, and perhaps even change management and leadership skills.

Sharper focus on what is needed to grow professionally within the organisation.

Learning specific skills and knowledge relevant to personal goals and career development.

Establishment and maintenance of larger cross-border professional networks.

Ability to use skills related to cultural awareness and adaptability.

Increased knowledge sharing of international law enforcement practice

Possibility to transfer the knowledge further after the completion of the programme.

Mentor's benefits

Exchange of knowledge.

Development of leadership competences that might enhance career development within the organisation.

Extended cross-border professional networks.

Increased leadership/managerial communication and interpersonal skills.

Improvement of cultural awareness and adaptability.

Peer's benefits

Mutual learning and exchange of experience
Strengthened professional confidence
Extended cross-border professional networks.
Improved knowledge transfer skills
Greater engagement and ownership
Improvement of cultural awareness and adaptability.

1.3 Types of the Mentoring Programme

The ICU Mentoring Programme offers the following types of mentoring:

Dyads: the traditional one-on-one mentoring model. It can create strong relationships between mentors and mentees.

Triad mentoring: it involves three persons, and it may be structured in 2 ways:

1. involve one senior staff mentoring two mentees (for example, two staff who are at approximately the same level or stage in their career).
2. involve two mentors who work with one mentee. It works effectively if the two mentors complement each other from a professional point of view.

Group mentoring: one or more mentors guide and support a small group of mentees. This approach uses the combined experience of the mentor/s to help several people at once and builds a sense of community.

Peer partnership cooperation: Under this category, both participating officials are referred to as peers (instead of mentor and mentee), working at a similar level of experience and expertise. It represents a collaborative partnership rather than a mentoring relationship.

The determination of the most appropriate cooperation modality within the Programme is undertaken jointly by the applicant and the Programme Coordinator of the respective project.

1.4 Length of the Mentoring Programme

As a general rule, the duration of all types of cooperation under the Programme shall be set at 12 months. Derogations may be granted upon a duly justified request; however, the cooperation period may not be shorter than 6 months nor exceed 15 months.

1.5. Target Groups

The programme is available for law enforcement officials, experts, leaders, trainers and researchers (including, but not limited to customs/border and tax officials, FIU officials and prosecutors) with experience on the subject matter in line with the training priorities in the EU Member States and for partners countries of CEPOL ICU capacity building projects.

1.6 Thematic Areas

This programme will seek to foster training cooperation and networking between law enforcement agencies across the regions and bridge the gaps between theory and practice focusing on topics related to the fight against terrorism and serious and international organised crime.

Under the overall thematic areas of the projects, several sub-thematic areas are included in the Programme, which will be in line with the respective project priorities and areas of interest identified in the respective Operational Training Needs Assessment (OTNA) process or in some instances, during the bilateral consultations with the partner authorities.

Participants are invited to choose from the thematic areas specified in Annex I and in the application form of the given project, where the areas are described in more detail.

1.7 Requirement for the participation

Under the programme, the mentor, mentee and peers will work together and support each other to achieve the set objectives. It is recommended to establish a set of core responsibilities for each of the parties to allow for a balanced relationship. The frequency of contact, agreed timeline and objectives, as well as reporting arrangements, meetings and feedback will be included in the Activity Plan. The programme will be framed by a set of guiding principles, such as, honesty, openness to challenge, trust, record keeping, etc.

Conditions of participation

Mentor	Mentee
Have a reasonable level of English which enables them to communicate with colleagues about enforcing the law on the selected topic. (At least level B2, however please note that no language certificate is required as proof of language proficiency).	
At least 10 years of experience and expertise in the defined thematic area category. In the case of cybercrime, at least 5 years of experience and expertise	At least 3 years of work experience and expertise in the defined thematic area.

Participate in Mentoring course combined with Kick-off meeting of the Programme	Participate in Mentoring course combined with Kick-off meeting of the Programme.
Be committed and willing to cascade knowledge (the process of passing on newly gained knowledge and expertise both on a European and on a national level).	Be committed and willing to cascade newly gained knowledge both on international and on national level.
	Be committed to investing in professional growth and learning

Peer
Have a reasonable level of English which enables them to communicate with colleagues about enforcing the law on the selected topic. (At least level B2, however please note that no language certificate is required as proof of language proficiency).
At least 5 years of experience and expertise in the defined thematic area category. In the case of cybercrime, at least 3 years of experience and expertise
Participate in with Kick-off meeting of the Programme

Detailed description of Mentee`s, Mentor`s and Peer`s duties and responsibilities described in Annex I.

1.8 Language requirements

The main language of the Programme is English; however, other languages may be used during the Programme subject to mutual agreement between the mentor and mentee, or between peers, provided that all parties have an adequate level of proficiency in the chosen language to ensure a functional working relationship. Please note that all reports and documents related to the completion of the programme must be concluded in English.

2. Main stages of the Mentoring programme³

The programme will consist of the following main stages:

- I. Preparation and Kick-off phase
- II. Implementation phase
- III. Closure and evaluation phase

³ All the stages of the programme are further described in ANNEX II.

2.1. Preparation and Kick-off phase

2.1.1 Nomination process of participants

The nomination of participants is carried out through a two-step process. The first round concerns the nomination of Mentees and Peers from the project partner countries. Following interviews with the shortlisted applicants, a list of selected participants from project partner will be established. On this basis, a second call for nominations will be launched to identify Mentors and Peers from EU Member States (hereinafter: EU MSs), with a view to establishing a pool of selected participants from the EU MSs.

Upon completion of the matching process, participants will be contacted by CEPOL ICU and informed of their proposed counterpart(s). If all parties agree with the matching proposal, an official notification will be sent to the PoC, NEC and CNU.

Mentoring and Peer partnership cooperation will take place both between EU Member States and project partner countries, as well as among the project partner countries themselves. Mentors can be nominated from either EU Member States or project partner countries, while Mentees will only be nominated from project partner countries.

2.1.2 Get ready to work together

Once mentoring and peer pairs have been notified of their matching outcome, SPOs will organise an introductory meeting within one month. This meeting helps the pairs/groups to build rapport and discuss goals, expectations and communication preferences. Mentors are also provided with pre-learning materials to review before the onsite kick-off to ensure a deeper understanding of their role.

2.1.3 Kick-off and Training workshop for Mentoring pairs

CEPOL ICU will organise onsite Kick-off and Training Workshop for all pairs - who accepted their counterpart - 2 months after the official notification. The aim of the meeting is to equip the participants with necessary knowledge on the Programme, logistics, reporting, etc. Further, the event will contribute to strengthen networking, community building and connection between mentoring pairs. The Kick-off and Training Workshop will be a three-day event comprising structured training sessions and informative sessions for the participants.

By the end of the event, the mentoring and peer partnership pairs should draft their Activity plan, which will be the backbone of their cooperation.

2.2 Implementation phase

When the Activity Plan is finalised and approved by all parties, each mentoring and peer partnership pair can start their joint work. The members of the pairs are expected to visit and meet each other in person within the first three months. Within a 12-month period, a maximum of one face-to-face meeting every three months is allowed, resulting in a maximum of four visits per year in the programme. At the mid-term of the cooperation, a joint online meeting shall be organised with the mentoring and peer partnership pairs and their line managers to present the progress of their cooperation. In addition to these face-to-face programme visits, mentoring and peer partnership pairs are expected to carry out monthly online meetings with each other.

2.3 Closure and evaluation phase

A final online event shall be organised to formally conclude the cooperation of the mentoring and peer partnership pairs and to evaluate the outcomes of their work. A comprehensive evaluation will be carried out before organising such an event. Information will be collected upon completion of the program to demonstrate whether program has achieved its objectives.

Reporting and feedback

Visit follow-up report, Final report and Feedback form shall be completed by the participants throughout the Programme in order to effectively assess the development of their cooperation, the evolution of their professional relationship, and the achievement of the agreed objectives and outcomes. These instruments form the basis for the overall evaluation of the process.

Visit-follow up report shall be completed by participants after each face-to-face meeting.

Final report has to be elaborated by participants at the end of their cooperation period and will serve as the basis for concluding and evaluating their joint work.

The Feedback Form shall be completed twice during the 12-month cooperation period: the first after the initial on-site meeting, and the second at the mid-term stage. The form will include general questions assessing satisfaction with the cooperation.

In addition, the line manager of each participant will be requested to complete a Feedback Form after six months and at the end of the cooperation period, assessing the Programme and its perceived impact on the participant and their institution.

Cascading activities

Cascading of knowledge refers to the process whereby participants disseminate, within their respective institutions, the knowledge and experience acquired through the Programme. Such activities may commence during the cooperation period. However, the principal phase of cascading shall take place upon completion of the cooperation. The participants' planned cascading activities shall be set out in their respective Activity Plans.

3. Creating Alumni of mentors and mentees

With the aim of building a mentoring community, CEPOL intends to create an alumni network. Former mentors and mentees can support the new participants, who are currently implementing their Programme, to navigate through the practicalities and streamline the efforts in developing and implementing the activities.

Alumni will be invited to participate in learning events organised by CEPOL ICU based on their professional expertise and interest. The platform for Alumni will be set up on LEEEd.

4. Costs

CEPOL ICU covers the costs of international transport, accommodation, breakfast, lunch and dinner. Transfers from the airport to the hotel and return is also covered by CEPOL ICU.

The costs of visa (fully reimbursed) and travel insurance (up to 50 EUR) are reimbursed by CEPOL ICU based on the individual request and upon submission of the necessary documents/receipts.

Please check Annex III for further information on financing and logistic.

List of Annexes

Annex I – General information

Annex II – Phases of the Mentoring and Peer partnership cooperation

Annex III – Financial and logistical information

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Annex I

General information

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I. Description of projects

1. Counter-Terrorism Information Exchange and Criminal Justice Responses (CT INFLOW II)

The second phase of CT INFLOW aims 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.

Project partners: Algeria, Egypt, Iraq¹, Jordan, Kenya, Lebanon, Libya, Morocco, Tunisia, AFRIPOL, League of Arab States and other countries defined according to emerging priorities and based on political engagements, such as through the EU CT dialogues.

For further information, please visit [CT INFLOW | CEPOL \(europa.eu\)](#)

2. EUROMED Police VI - Enhancing institutional capacity in the EU South Neighbourhood countries to fight organised crime

EUROMED Police VI, taking as a base the achievements of the previous edition of the project aims to enhance to the upscaling of institutional capacity to protect citizens in the EU and neighbouring countries.

The specific objectives of the EUROMED Police VI is to improve the strategic cooperation between national law enforcement authorities of the Southern Partner Countries, EU Member States and relevant EU Justice and Home Affairs Agencies in the fight against serious and organised crime and to contribute to expand the external dimension of EMPACT in the Southern Neighbourhood region to address the common challenges of organised crime, by bridging the EU and South Partners Countries law enforcement communities.

Project partners: Algeria, Egypt, Israel², Lebanon, Libya, Jordan, Morocco, Palestine³, Tunisia, AFRIPOL and the League of Arab States.

For further information, please visit [EUROMED Police | CEPOL \(europa.eu\)](#)

3. EU4 Security Moldova

The EU4Security Moldova project aims to improve law enforcement capabilities to deliver professional security services.

¹ Iraq is not included in the Mentoring Programme.

² Israel is not included in the Mentoring Programme.

³ This designation shall not be construed as recognition of a State of Palestine and is without prejudice to the individual positions of the Member States on this issue.

The project is built around four components:

1. Professional training system and digitalisation: The aim is to improve Moldova's law enforcement agencies by providing modern, comprehensive training.
2. Cyber lab: The goal is to provide the Moldovan Police General Inspectorate with the necessary infrastructure, tools, resources and expertise to establish an advanced cybercrime laboratory.
3. National Firearms Focal Point: This component aims to enhance the National Firearms Focal Point's capabilities.
4. Strategic expertise: This project component focuses on supporting the MIA in addressing specific actions based on EU regulations and recommendations highlighted in enlargement reports.

Project partner: Republic of Moldova

For further information, please visit [EU4SEC Moldova | CEPOL \(europa.eu\)](#)

4. Training and Operational Partnership against Organised Crime Project (TOPCOP II)

The project supports the fight against organised crime across the Eastern Partnership countries by enhancing law enforcement capacities. Building on the achievements of the first phase (2020-2024), the new cycle (2024-2028) continues to advance operational effectiveness and foster joint efforts to combat criminal threats. In this phase, CEPOL and Europol will advance their actions to further promote police cooperation and facilitate information exchange, enhancing the effectiveness of criminal investigations into organised crime.

Project partners: Armenia, Azerbaijan, Moldova and Ukraine.

For further information, please visit [TOPCOP | CEPOL \(europa.eu\)](#)

5. Western Balkans Partnership against Crime and Terrorism (WB PACT II)

The project aims to enhance the operational and strategic capacities of authorities in the Western Balkans to fight organised crime and terrorism.

Project partners: Albania, Bosnia and Herzegovina, Kosovo⁴, Montenegro, North Macedonia, Serbia.

For further information, please visit [WB PaCT | CEPOL \(europa.eu\)](#)

⁴ This designation is without prejudice to positions on status, and it is in line with the UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence.

II. Thematic areas of the projects

The crime areas of the project are listed below. For sub-topics, please see the application forms.

Counter-Terrorism Information Exchange and Criminal Justice Responses (CT INFLOW II)
Prevention and disruption of terrorist networks and the activities of recruiters to terrorism;
Cross-border investigations and prosecutions, in particular of foreign terrorist fighters and individuals suspected of planning or carrying out terrorist offences;
Criminal justice systems; Human rights and international law in regard of terrorism cases;
Regional and international cooperation to fight terrorism and exchange of terrorism-related information
Countering terrorism financing
CT measures in prisons and rehabilitation of terrorist offenders
Countering extremist propaganda and the use of strategic communications to prevent the appeal of violent extremism and terrorism
Nexus between terrorism and organised crime
Countering cyber terrorism
Protection of critical infrastructure and hybrid threats

EUROMED Police
The most threatening criminal networks and individuals
<ul style="list-style-type: none"> ▪ Criminal Finances, Money Laundering and Asset Recovery ▪ Organised Property Crime
Fastest growing crimes in the online sphere
<ul style="list-style-type: none"> ▪ Cyber-attacks ▪ Online Child Sexual Exploitation ▪ Online Fraud Schemes
Drug trafficking
<ul style="list-style-type: none"> ▪ Cannabis, Cocaine and Heroin (CCH) ▪ Synthetic Drugs/New Psychoactive Substances
Migrant smuggling and trafficking in Human Beings
<ul style="list-style-type: none"> ▪ Migrant smuggling ▪ Trafficking in Human Beings
Firearms and Explosives crimes
Economic and Financial crime
<ul style="list-style-type: none"> ▪ VAT including MTIC fraud ▪ Excise and customs fraud ▪ Intellectual Property crime, Counterfeiting of goods and currencies
Environmental crime
Document Fraud

EU4 Security Moldova

The most threatening criminal networks and individuals

- Criminal Finances, Money Laundering and Asset Recovery
- Organised Property Crime

Fastest growing crimes in the online sphere

- Cyber-attacks
- Online Child Sexual Exploitation
- Online Fraud Schemes

Drug trafficking

- Cannabis, Cocaine and Heroin (CCH)
- Synthetic Drugs/New Psychoactive Substances

Migrant smuggling and trafficking in Human Beings

- Migrant smuggling
- Trafficking in Human Beings

Firearms and Explosives crimes

Economic and Financial crime

- VAT including MTIC fraud
- Excise and customs fraud
- Intellectual Property crime, Counterfeiting of goods and currencies

Environmental crime

Document Fraud

Fundamental Rights

Data protection

Management and Leadership in police

Training and Operational Partnership against Organised Crime Project (TOPCOP)

The most threatening criminal networks and individuals

- Criminal Finances, Money Laundering and Asset Recovery
- Organised Property Crime

Fastest growing crimes in the online sphere

- Cyber-attacks
- Online Child Sexual Exploitation
- Online Fraud Schemes

Drug trafficking

- Cannabis, Cocaine and Heroin (CCH)
- Synthetic Drugs/New Psychoactive Substances

Migrant smuggling and trafficking in Human Beings

- Migrant smuggling
- Trafficking in Human Beings

Firearms and Explosives crimes

Economic and Financial crime

- VAT including MTIC fraud
- Excise and customs fraud
- Intellectual Property crime, Counterfeiting of goods and currencies



Environmental crime
Document Fraud
Open-Source Intelligence (OSINT)
War crime investigation
Hybrid threats
Fundamental rights

Western Balkans Partnership against Crime and Terrorism (WB PACT II)

Drug trafficking
Fraud, Economic and Financial crime
The most threatening criminal networks and individuals
Migrant smuggling
Counter Terrorism: Anticipate
Cyber-attacks

III. Duties and Responsibilities of Mentor, Mentee and Peer

1.1 Mentee

Once the programme is underway, it is the mentee's responsibility to ensure that the process moves forward. The mentee is the 'stakeholder', who will gain the most from the mentoring process.

It is the mentee who must accept and value the support, to set up the first (physical) meeting of the mentoring programme (physical), agree expectations and set clearly defined goals using the SMART (Specific, Measurable, Achievable, Relevant and Time-bound) principle to guide discussions with the mentor. However, goal setting can also be a collaborative process where the mentee works with the mentor to set and pursue realistic personal or professional development goals.

A mentee's obligations focus on active participation and commitment to growth. This includes full engagement in all meetings, discussions and activities with the mentor. Open communication is essential, with the mentee being honest about their goals, challenges and feedback, while maintaining a respectful dialogue.

Preparation is key and the mentee should come to each meeting with questions, updates or relevant materials. A willingness to learn is key, as the mentee should be open to feedback, new ideas and constructive criticism from the mentor.

Time management is also important and the mentee must respect the mentor's time by attending meetings on time and completing agreed tasks.

A mentorship may come to an end when the goals set have been achieved. It is the mentee's responsibility to ensure that the mentoring programme is completed.

Confidentiality is also a key factor in the relationship, as the mentee must protect any sensitive information shared during the mentoring relationship.

Selected mentees will receive training on their role and responsibilities prior to the start of the mentoring relationship.

1.2 Mentor

The mentor will have been selected, because they have strategic, operational or tactical experience in the field that can be beneficial to the whole process.

A mentor is expected to share relevant knowledge, expertise and resources that are aligned with the mentee's development goals. The mentor can offer help to assist in setting realistic and achievable goals and guide the mentee in working towards them. Regular availability for meetings and discussions, both scheduled and ad hoc, is a key responsibility of the mentor.

Active listening is essential to ensure that the mentor remains attentive to the mentee's concerns, goals and challenges, while maintaining open and empathetic communication.

The mentor should also act as a role model, demonstrating professionalism and ethical behaviour that sets a positive example.

At each stage of the mentorship, the mentor should be able to provide honest and constructive feedback to help the mentee improve, while recognising and celebrating their achievements. Finally, mentors have a responsibility to encourage the mentee's independence by supporting their ability to solve problems and make decisions for themselves, while providing guidance when needed.

Selected mentors will receive appropriate training on their role and responsibilities prior to the start of the mentoring relationship.

1.3 Peer

In a peer partnership cooperation, both participants share responsibility for the progress and success of their joint work. Each peer contributes their own experience, knowledge and perspectives, taking equal ownership of the process. The peer relationship is based on reciprocity, openness, and mutual support, with both parties engaging actively and collaboratively throughout the cooperation period.

Once the cooperation has commenced, it is the responsibility of both peers to ensure that the process moves forward. Each peer must be proactive in arranging meetings—whether online or face-to-face—agreeing on expectations and jointly defining clear objectives, ideally using the SMART (Specific, Measurable, Achievable, Relevant and Time-bound) principle. As with mentoring, goal setting may be a collaborative process in which both peers work together to establish realistic professional development or operational improvement objectives that reflect their respective institutional contexts.

The obligations of a peer focus on active participation, shared ownership and a commitment to mutual learning. This includes full engagement in all meetings, discussions and activities with the counterpart. Open and respectful communication is essential, with both peers being transparent about their goals, challenges and feedback while maintaining a balanced and constructive dialogue.

Preparation is equally important, and peers should attend each meeting having reflected on previous discussions and prepared questions, updates or relevant materials. A willingness to learn from one another is key, as peers are expected to exchange good practices, insights and

constructive reflections. Time management also plays an important role, and both peers must respect each other's time by attending meetings punctually and completing agreed tasks within the established timelines.

Peer cooperation may be concluded once the jointly defined objectives have been achieved. It is the shared responsibility of both peers to ensure that the cooperation is conducted in a professional manner and brought to an effective close. Confidentiality is a fundamental aspect of the relationship, and each peer must protect any sensitive information exchanged during the cooperation.

Selected peers will receive appropriate training on their responsibilities prior to the start of the cooperation.

1.4 Role of the line manager

Throughout the programme, the line manager of both the mentee and the mentor will play a crucial role. They will be invited to online meetings with their respective mentoring pairs to monitor the mentoring collaboration. They will also be asked to provide feedback on the programme and its impact on the mentor/mentee and the institution.

IV. Registration to the e-learning Platform LEEd

Each participant is requested to register on CEPOL's e-Learning platform, LEEd (Law Enforcement Education), which is an online training system aimed at enhancing the online learning experience of users. Within this platform, the CEPOL ICU Mentoring Programme team will provide participants with the opportunity to exchange their experiences and to ask questions on discussion forums. The platform users will also find all the necessary templates, as well as additional useful information and instructions related to the different stages of the mentoring programme.

Registration on the LEEd site is required in order to join the CEPOL ICU Mentoring Programme platform. For this reason, participants are advised to register using the following link: <https://leed.cepol.europa.eu> (click "registration" on the top right corner). The CEPOL ICU Mentoring Programme team will verify and validate the accounts. If necessary, CEPOL can also provide the participants with a separate document explaining `How to register` on LEEd in order to facilitate registration.

CEPOL ICU Mentoring Programme User Guide - Annex II	Document number: UG.ICP.001-3b Approval date: 19/12/2025
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Annex II

Phases of the Mentoring and Peer partnership cooperation

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Phases of the Mentoring and Peer partnership cooperation

1. Preparation and Kick-Off Phase

1.1 Nomination process of the Participants

The nomination of the participants will take place in two stages. In the first round, mentees and peers from the project partner countries will be selected and in the second round, on the basis of the shortlisted applications from project partners, a call for mentors and peers will be launched.

Nomination of Participants by the Partner countries

A Call for Nominations will be sent out by the Head of International Cooperation Unit (ICU) to PoCs/SPoCs and NECs in the project partner countries who will disseminate this information to the respective national law enforcement agencies.

An information session on the programme will be held after the Call for Nominations has been published and will be open to Partner countries. Previous mentees will be invited to the online event to share their experiences on the Programme.

Potential participants can only apply via the relevant PoC/SPoC or NEC by submitting the completed application form, including a Europass CV.

PoCs/NECs must ensure that the application complies with the guidelines set out in the User Guide and its Annexes and submit the Application form to CEPOL ICU by the deadline specified in the Call for Nominations.

Selection process of mentees and peers in the Project partner countries

After receiving the application forms through the PoCs/SPoCs/NECs, the dedicated Senior Project Officer of International Cooperation Unit (hereby SPO) will conduct an interview with the applicant to obtain the relevant information on the applicant's language skills, professional background, current position and expectations from the Programme to ensure a better assessment on the applicant's profile. Selected applicants will be formally shortlisted.

Nomination of Mentors and Peers by EU Member States

A second Call for Nominations will be launched by CEPOL, in line with the General Exchange Programme Call, and addressed to the EU Member States.

1/ Applications must be submitted on LEEd platform via the Exchange Plugin. Applicant must have a valid LEEd account in order to reach the Exchange Plugin. The registration has to be completed prior submitting the application.

Supervisor consent is mandatory to submit – country specific requirements may apply, please enquire at your CEPOL National Exchange Coordinator.

Those who have previously agreed with a counterpart to cooperate in the Programme shall indicate this in the Pre-match section.

Applicants may indicate in their application whether they wish to participate as a mentor or as a peer; however, taking into account the professional experience indicated, the final role will be determined and agreed with the applicant during the matching process.

2/ CEPOL National Exchange Coordinator reviews applications (also in order to check whether the national application procedure has been followed) and ensures that the content is in accordance with the User Guide (including the supervisor consent) – then approve or reject them on individual basis. Applicants will receive a notification on the decision via LEEEd, as well as to their registered e-mail address. In case of rejection, a note will be added as the reason for rejection.

In the call, a list with the shortlisted applicants from the project partner countries will be included with their professional field and nationality, in order to facilitate the identification of suitable counterparts. However, participant from EU Member State applying as Mentor or Peer who cannot identify a potential counterpart from the list is encouraged to apply to the general pool of Mentors and Peers.

The received applications will be evaluated on the basis of predefined criteria (work experience, language skills, communication skills, seniority, motivation, commitment and professional interest of being a mentor) and selected applicants will be shortlisted and included in the Mentor and Peer pool. CNUs/NECs/ and applicants will be informed of the outcome of the evaluation.

Cooperation among project partner participants

Mentoring and Peer partnership cooperation among project partner countries within the respective project is also possible based on the declared needs in the submitted Application form. In this case the Senior Project Officer of International Cooperation Unit (hereby SPO) will conduct an interview with the applicant to obtain the relevant information on the applicant's language skills, professional background, current position and expectations from the Programme to ensure a better assessment on the applicant's profile.

The types of cooperation and the respective roles shall be discussed during the interview. Based on this information, the SPO of the relevant project will contact the concerned project partner country, from which a suitable counterpart for the applicant should be identified.

Matching process

Approved EU applications will be downloaded from the LEEed platform and will be matched manually by relevant SPOs with the approved applicants from partner countries received via email to identify the most suitable match based on their requirements and the information available.

Once the matching process has been completed, the participants will be contacted by the SPO to inform them about the proposed counterpart. If the participants agree to the proposals, an official notification will be sent out to PoCs/SPoCs/NEC and CNU about the final Mentoring and Peer pairs.

CNUs/NECs and PoCs/SPoCs should inform the selected applicants of the outcome of the matching process.

The Mentoring Programme offers other forms of nomination process for ICU projects, which are as follows:

Special nomination process

Specific activities will be identified within the capacity building projects to introduce the Mentoring Programme to the participants and one or two of the most active trainees could be pre-selected and formally nominated through the PoC/NEC to be involved in the Programme as a mentee or peer. This would ensure that the programme is linked to other capacity building activities and that the organisational challenges and learning needs of the participants are better addressed.

Ad hoc nomination process

The Programme may target specific institutional changes or address emerging needs that are identified outside the framework of the Programme. In this case, it will be used as a tool to facilitate the implementation of the identified needs/requirements, following agreement between the authorities of the participants.

Improving Gender Balance in the Programme

Reaching and attracting women is a key objective of the call for applications and the nomination of participants, in line with one of the founding values of the EU: equality between women and men. CEPOL ICU is aiming for a ratio in the Programme of 70 % male and 30 % female participants.

1.2 Getting ready to work together

Once the mentoring and peers pairs have been officially notified of the outcome of the matching process, the SPOs of each project will organise an introductory meeting with the mentoring and peer pairs on a bilateral basis within one month.

The meeting will allow the participants to get to know each other in a more personal, less formal setting, making it easier to build trust and rapport. Both parties can discuss their individual goals, expectations and methods of communication before the programme starts, leading to better alignment.

Selected mentoring programme participants from the project partner countries need to register on the CEPOL's e-Learning Platform (LEEd). Instructions on how to register you can be found in Annex I.

In addition to the online introductory meeting mentors are provided with pre-learning materials that they are expected to review in order to gain a deeper and more comprehensive understanding of mentoring and their respective roles prior to the on-site kick-off meeting.

1.3 Kick-off and Training Workshop for mentoring and peer partnership pairs

ICU will organise a Kick-off and Training Workshop for all participants – who have accepted their counterpart – 2 months after the official notification. The aim of the meeting is to equip the participants with necessary knowledge on the Programme, logistics, reporting, etc.

Due to the different stages of implementation of capacity building projects, two rounds of Kick-off meetings could be held within a calendar year, if necessary. The second Kick-off could also be a mid-term meeting for those who started earlier their cooperation. This will allow the two groups to meet and expand their networks. In addition, new mentoring and peer pairs can learn from those who have been in the programme for a while.

The kick-off event will be a three-day program featuring separate training sessions for mentors and mentees, along with informational and networking opportunities tailored to their needs.

Agenda:

- ❖ Day 1 – Training session for mentors and mentees;
- ❖ Day 2 – Official launch of the programme and learning from experiences of previous mentors/mentees;
- ❖ Day 3 – Joint workshop for Mentoring and Peer partnership pairs to set goals and elaborate the Activity Plan;

Experienced mentors and mentees are invited to provide practical advice and guidance to support the new cohort of mentors and mentees.

2. Implementation phase

Once the activity plan has been finalised and agreed by all parties, mentoring pairs can commence their cooperation.

Face-to-face meeting of the Mentoring and Peer partnership pair

Within a 12-month period, a maximum of one face-to-face meeting every three months is allowed, resulting in a maximum of four programme visits per year.

Mentoring and Peer pairs are expected to visit and meet each other in person within the first three months after the Kick-off event.

The length of each onsite visit covers a maximum of 5 working days and 6 nights, with a minimum of 3 working days. In case of the mentoring cooperation the first onsite visit should take place at the Mentee`s agency. The aim of the visit is to provide the mentor with information about the mentee's environment, focusing on the area of crime that they are working on. Based on the outcome of the first visit, the mentor can deepen their understanding of the mentee`s needs and actions required to meet the mentee's objectives. The following on-site visits would contribute to the establishment of their joint professional interest and to their professional development. In the case of peer partnership cooperation, it shall be the decision of the participating peers to determine who will host the first on-site visit.

Online meeting of the Mentoring and Peer partnership pairs

In addition to the face-to-face programme visits, participants are expected to carry out regular (at least monthly) online meetings. Online meetings provide an opportunity to discuss the specific cases/issues that arise during the implementation phase of the programme, to check in on progress, and to prepare for the on-site meeting and evaluate the on-site activities carried out.

At the mid-term of the cooperation period, a joint online meeting will be organised with the mentoring and peer pairs and their line managers to introduce the progress of their cooperation.

Additional activities¹:

Thematic sessions (online via webinar) can be initiated and organised by the Mentoring Programme coordinator on each crime area that the programme covers with the aim of further learning and sharing experiences with participants tackling with the same crime areas. Participants from different regions of the capacity building projects working in the same area will attend the session.

Participants from EU Member States and project partners countries could also attend the thematic sessions.

3. Closure and evaluation phase

A final event will be organised online with all mentoring and peer pairs to formally conclude their cooperation and evaluate their work.

¹ The Programme allows for such events to be organised.

However, evaluation is an ongoing process throughout the programme in the form of reports and feedback forms. As part of the final evaluation, the following information will be collected to demonstrate whether the objectives of the mentoring and peer collaboration have been achieved and whether the outcomes are consistent with those of the relevant capacity building project.

Programme Process - Measures of the program quality
Pattern of regular contacts over the agreed-upon term of the mentoring and peer relationship;
Degree of adherence to the formal mentoring program structure;
Level of satisfaction with various aspects of the Mentoring Program by the participants (matching, monitoring, support) provided by CEPOL;
Level of commitment to Mentoring Program by the participants.

Participant Experiences and Perceptions Measures of participant perceptions of changes resulting from the Mentoring Programme:
Perception of value of the Programme by both mentor and mentee;
Perception of the appropriateness of the match by both parties;
Level of trust and cooperation in the mentoring and peer relationship felt by both parties;
Job satisfaction upon completing the Programme;
Increased professional knowledge;
Skills development by the participants;
Objectives of the Activity Plan were achieved;
Career satisfaction;

The following data can be particularly persuasive indicators of the value of the programme to participant's organisation. This outcome should be assessed at the end of the programme and in a post-programme survey completed by participant's line manager.

Organizational Effect
Work performance of participants;
Integration or recognition of the mentoring program in the organization;
Notable effects on organizational culture or employee expectations;

Reporting and feedback

Visit-follow up report needs to be completed by participants after each face-to-face meeting highlighting the main outcomes of the meeting.

Final report Two weeks after the conclusion of the mentoring and peer cooperation participants are requested to complete the final report. It will be used to finalize and evaluate the cooperation. The report gives detailed information on how individual participants experience the programme, which lessons they learned and which best practices they have managed to exchange in line with the agreed objectives at the beginning of the cooperation. In the Final report, the mentor should identify a set of professional recommendations for the mentee and his/her agency to implement, which should be officially communicated through CEPOL to the PoC/SPoC in the partner countries.

Feedback form should be completed two times within the 12 months long cooperation. The first feedback should be given after the first onsite meeting, the second one in the middle of the Programme.

The line manager of the participants will be asked to complete a Feedback form 6 months after the end of the mentoring and peer partnership period, assessing the Programme and its perceived impact on the participant and on their institution.

Cascading activity

Cascading activity is reflected in sharing the knowledge by the mentor, mentee and peers with other colleagues on the key highlights identified during the programme, hence, the period of cascading will follow after the mentoring and peer partnership cooperation have occurred. The activity plan describes the participants' plan for cascading their knowledge.

However, cascading can even take place during the ongoing mentoring and peer relationship. Thematic session/s² of interest can be used as a forum to share the newly gained knowledge to other mentees.

Participants are expected to outline their approach to disseminating the knowledge and experience gained during the mentoring and peer partnership programme. This can be achieved through a variety of channels such as giving presentations, publishing articles in professional journals, organising seminars or presenting at relevant forums. Furthermore, the cascading of knowledge can extend beyond the participant unit, with opportunities to share insights at national or international courses, conferences and through digital platforms.

To maximize the potential of the programme and consequently the cascading, the participants may be invited as subject matter experts for the implementation of dedicated training activities in capacity building projects.

² Mentioned under the Implementation phase.

Certificate of participation

Upon completion of the mentoring and peer partnership cooperation and submission of the required final reporting documents, participants will receive a Mentoring Certificate, which will be available on LEEEd.

CEPOL ICU Mentoring Programme User Guide - Annex III	Document number: UG.ICP.001-3c Approval date: 19/12/2025
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Annex III

Financial and Logistical Information of the Mentoring Programme

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1. COSTS

CEPOL ICU Mentoring Programme provides most of the same conditions for mentor and mentee and peers in terms of costs. The following costs are covered during the on-site mentoring and peer partnership activities:

1.1. International transport

CEPOL ICU will cover the costs of international transport (flight, international train, bus or ferry) from the main international airport/train station/bus station/ferry station situated closest to the place of duty, to the main international airport/train station/bus station/ferry station situated closest to the place of the main activities in the hosting country, while respecting the principle of sound financial management. If the distance in the sending country is more than 300 km to the nearest international airport/train station/bus station/ferry station, CEPOL ICU may cover this domestic transportation, if requested. Please note that the closest international airport can be in a different country.

Please note that private detour or extensions of stay for private reasons will not be facilitated by CEPOL ICU. In case of a business detour, CEPOL ICU may cover these costs when the comparative cost of the international travel is the same or lower than it would have been for the original location. Such requests may include an "open-jaw" trip but will in principle exclude "multi-city" requests, unless the participant is attending a consecutive CEPOL activity in a different location. The request must be submitted in writing and approved by CEPOL ICU. Exceptions to this rule will be considered only in duly justified cases after assessing the reasons and comparing the travel prices.

Travel by car can also be one of the transportation options on the condition that prior agreement for car reimbursement has been signed/agreed upon between CEPOL ICU Mentoring coordinator of the relevant project (hereinafter: Programme Coordinator) and the traveller's NECs/CNUs/PoC organization. This has to be requested when submitting the travel request form and it is subject of the approval by the Programme Coordinator.

The cost of travelling by car will be reimbursed at 0.28 €/km, to which toll fee and parking costs can be added after submitting the corresponding supporting documentation. The reimbursement shall be done based on the route taken as per the information provided by the traveller (GPS/ Google maps print out of the route taken) and supporting documentation available. Reimbursements will be carried out in line with the applicable ceilings.

Request for reimbursement have to be submitted to CEPOL ICU Mentoring Programme Coordinator using the appropriate templates (Individual Reimbursement Form Finance and Participant Reimbursement Form for Car Travel) and other relevant supporting

documents, which will be checked by the Programme Coordinator. The originals of the documents (including originals of toll fee payment) must be sent to CEPOL ICU Mentoring Programme Coordinator before CEPOL ICU can initiate the reimbursement.

Reimbursement requests for car travel will only be processed within the year when the mentoring programme visit took place. All documents, claims should therefore be submitted through the NECs/CNUs/PoC within 4 weeks after the completion of the mentoring programme visit.

As CEPOL ICU does not provide domestic transport, it is expected that the sending country covers these expenses for its mentors or mentees.

Equally, CEPOL ICU does not cover any expenses to the host related to the hosting activities in the host's country. Exceptions to this rule are stated under point 1.3 below.

Should there be a matter of discussion, the service provider (travel agency) issuing the ticket/booking confirmation and/or Programme Coordinator must be contacted immediately.

1.2 Transfer between the airport and the accommodation

Transfer is arranged and covered by CEPOL ICU for the participant between the airport and hotel in the host country.

1.3 Accommodation, including breakfast and dinner

Accommodation, breakfast, lunch and dinner will be covered by CEPOL ICU. When possible, these meals will be organised in advanced by the travel company. When this cannot be achieved, the traveller will be asked to pre-finance the costs. CEPOL will then ensure the reimbursement of meal costs in line with the applicable ceilings. Reimbursements will be carried out to the traveller's bank account, upon the submission of the respective receipts/ invoices.

In certain cases, accommodation and meals may also be financed for the host when the official programme is held in a place other than the host's place of duty, and the distance does not allow a return to the place of duty on the same day. In such cases, the host's travelling expenses may also be covered.

In these circumstances, the host will be required to send a written request with justification to the Programme Coordinator for consideration. The final decision is dependent on the approval by the Head of International Cooperation Unit and should be in line with the approved Activity Plans.

Beyond these costs, any extra private consumption and/or hotel charges will not be covered by CEPOL and shall be the responsibility of the traveller.

1.4 VISA

Participants might require a visa to travel to the country of their selected counterpart. CEPOL will reimburse the costs of visa based on the individual request of the participant.

For participants from partner countries and EU Member States the costs for visa request, issue, and delivery expenses shall be reimbursed when these relate to the activity in question and upon the presentation of the respective invoices.

It needs to be considered by the participant that the application and issuing procedure of the VISA may take a considerable length of time. Participants in the Mentoring programme have to ensure that any visa application has been submitted in line with the timeframe defined by the visa regulations valid in the country of residence/country of the application.

Timely application for a visa is responsibility of the sending country. In case visa does not arrive on time before travelling due to a late application from the sending country CEPOL might seek to recover costs for bookings already made. This is not valid if the reason for the delay is connected with political or other circumstances within the issuing country.

It is recommended to take up contact with the relevant Embassy/Consulate as soon as the participants have agreed on the practicalities of the onsite meeting.

1.5 Insurance

Neither CEPOL nor the hosting country is liable in case of any incident for which insurance is required. The flight booking also does not include any travel insurance.

Travel insurance, which is purchased in relation to the activity in question shall be reimbursed to participants from partner countries and EU Member States, up to a maximum of EUR 50 and upon the presentation of relevant invoices.

The reimbursement will be carried out to the bank account of the participant.

1.6 Other costs

The reimbursement of all other expenses is subject to the approval of the Head of the ICU.

2. DOCUMENTS FOR PROGRAMME IMPLEMENTATION

Application Form (including Europass CV) This document is to be sent to the Mentoring Programme coordinator of the relevant project at CEPOL ICU through the PoC in accordance with the deadline stipulated in the call for nominations. The application form in Word format applies only to project partners, as applicants from EU Member States shall apply via the LEEEd platform through the Exchange plug-in.

Activity Plan

Mentor and mentee and Peer pairs will start working on the Activity Plan during the Kick-off and Training Workshop. They have to submit a joint Activity Plan.

After finalisation of the document it must be sent to the Mentoring Programme coordinator of the relevant project at CEPOL ICU via the CNU/NEC/PoC latest 2 weeks after the Kick-off and Training Workshop.

Travel Request Form

This document must be sent to the Mentoring Programme Ccoordinator of the relevant project at CEPOL ICU via the CNU/NEC/PoC 4 weeks before the date of travel.

This document contains all technical details about the travel for face-to-face meeting (personal data, meeting period, the date of departure and return travel, means of transportation, hotel proposals, etc.).

While giving hotel options, priority should be given to hotels in a reasonable distance from the place of activities during the on-site visit, offering breakfast and dinner service with a price under the hosting country's ceiling limit. However, is not guaranteed that the suggested hotels will be booked, as the CEPOL ICU has to consider the financial regulations regarding costs. Please note that in case the hotels listed on the Travel Request Form are not available, CEPOL ICU is authorised to book an alternative, at least 3-star hotel, in the vicinity of the proposed hotels.

In order to ensure the working days are fully used, bookings will be made in such a way that the visiting partner will be able to travel one day earlier (e.g. travelling on Sunday to start the programme visit on Monday morning 09.00 hrs).

The return flight/train/bus/ferry will be arranged in such a way that the visiting participant leaves the law enforcement premises of the host, on the planned departure day, not before lunch time. This implies departure times no earlier than 14:00 hrs.

In case of late submission of the documents, the CEPOL ICU reserves the right to ask for the date of visit to be rescheduled to a later date.

Visit follow-up report

This report should be sent by the traveller after each face-to-face meeting during the mentoring/peer cooperation to the Mentoring Programme Coordinator of the relevant project at CEPOL ICU at the latest 2 weeks.

Final Report

The Final narrative report should be sent to the Mentoring Programme Coordinator of the relevant project at CEPOL ICU via the CNU/NEC/PoC no later than two weeks after completion of the programme. It will be asked if the narrative report can be fully or partly used for the publication made at the end of the year. CEPOL ICU reserves the right to edit the reports before publication.

Invitation Letter for Visa

This template serves as a supporting document to those countries, where visa is required. For hosting countries, a model invitation letter is often required for a visa and can be provided by the CEPOL ICU Mentoring Programme Coordinator. It will be needed to amend it to specific national requirements, which must be clarified beforehand.

Feedback forms

Feedback should be given by twice, one month after the start of the cooperation period and in the middle of the cooperation.

The line manager of the participants will be asked to complete a feedback form 6 months after the completion of the programme.

Individual Reimbursement Form Finance and Participant Reimbursement Form for Car Travel. CEPOL ICU will provide to the participant these documents. It must be sent by email to the Mentoring Programme Coordinator of the relevant project at CEPOL ICU.