

Decision of the Management Board 06/2016/MB

On the Single Programming Document 2017-2019

Adopted by the Management Board

on 10 November 2016

THE MANAGEMENT BOARD,

Having regard to Regulation (EU) 2015/2219 of the European Parliament and of the Council of 25 November 2015 on the European Union Agency for Law Enforcement Training (CEPOL) and replacing and repealing Council Decision 2005/681/JHA¹ (hereinafter 'CEPOL Regulation'), and in particular Article 9(1)(a), Article 10(1) and Article 14(d) thereof,

Having regard to the Governing Board Decision 01/2014/GB of 21 February 2014 adopting the Financial Regulation and repealing decision 28/2011/GB, and in particular title III thereof on the establishment and the structure of the budget,

Whereas:

- (1) Article 14(d) of the CEPOL Regulation stipulates that the Executive Director shall be responsible for preparing the draft multi-annual programming and annual work programmes and submitting them to the Management Board, after having consulted the Commission;
- (2) The Commission has been consulted and has submitted its opinion on 23 August 2016,
- (3) By virtue of Article 9(1)(a) of the CEPOL Regulation the Management Board shall adopt each year, by a majority of two-thirds of its members and in accordance with Article 10, a document containing CEPOL's multi-annual programming and its annual work programme for the following year.
- (4) In accordance with Article 10(1), the Management Board shall, by 30 November each year, adopt a document containing CEPOL's multi-annual programming and annual work programme, based on a draft put forward by the Executive Director, taking into account the opinion of the Commission and, as regards the multi-annual programming, after having consulted the European Parliament. This document shall become definitive after the final adoption of the general budget and, where necessary, shall be adjusted accordingly.
- (5) In line with Article 10(1) of the CEPOL Regulation, the Management Board shall forward the adopted document to the European Parliament, the Council, the Commission and the national parliaments.

¹ OJ L319, 4.12.2015, p.1.

HAS ADOPTED THIS DECISION

Article 1

The Single Programming Document: Years 2017-2019 as annexed to the present Decision is hereby adopted.

Article 2

The present Decision shall take effect on 10 November 2016

Done in Bratislava, 10 November 2016

For the Management Board

<Signature on file>

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Mrs Frederike Everts MPA

Chair of the Management Board



Single Programming Document
Years 2017-2019

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Foreword

The Single Programming Document (SPD) 2017 spans over three years, covering the period 2017-2019. The current strategy of CEPOL², as approved by its Governing Board, has been used as a drive for identifying activities and setting targets for the period at hand. At the same time, programming at CEPOL should anticipate and pave the ground for the challenges that lie ahead of us. The text in this SPD is fully aligned with the requirements of a multiannual programming document as set in the guidelines³ for programming developed by the European Commission in close cooperation with the Agencies' Performance Development Network (PDN).

It is anticipated that 2017 will be the first full year for CEPOL under its new legal basis, entered in force at the end of 2015 and applied as of 1 July 2016. It can be envisaged that in 2017 CEPOL will be deploying its efforts to give full concretisation to the provisions of the new Regulation, which places CEPOL at the very centre of European law enforcement as a key training provider.

The period covered by this multiannual document will be marked by the efforts of CEPOL to implement not only the provisions of its renewed legal basis, but also by a strive to respond effectively to the opportunities offered by the developments in the Justice and Home Affairs policy area, with an obvious emphasis on those policies which influence European law enforcement training. The LETS in particular, but not exclusively, places great emphasis on structuring training in line with the principle of subsidiarity, while at the same time maintaining a strong degree of integration and inter-dependency between the Member States' law enforcement training institutions, CEPOL, and the wider JHA family. This approach is predicated on the use of training needs assessments (strategic/annual) conducted in close cooperation with all relevant actors, and on the development of qualitative learning and training products. Cooperation is to be interpreted across two broad strands: one relates to CEPOL's interaction within the European Union in all its articulations, the other one refers to the agency's enhanced external action portfolio. On the internal dimension, the renewed training policy framework calls for a much closer cooperation among all training providers at national, international and EU level. From an external perspective, CEPOL is given an enhanced role in ensuring the consistency of the EU's internal and external action in the sphere of law enforcement training.

CEPOL shall therefore concentrate on implementing new approaches that are responsive to those challenges and opportunities, and at the same time guarantee business continuity in an ever evolving law enforcement environment, so to satisfy the legitimate expectations of the EU Member States, of the wider stakeholders' community, as well as those of the European institutions.

2 Decision 18/2015/GB Adopting the updated Short-Term Strategy (2014-2017) and closing the Working Group for development of Short-Term Strategy for the transition of CEPOL (2015-2016)

3 Guidelines for the programming document Ref. Ares(2014)4305716 - 19/12/2014

Acronyms and abbreviations

CC	Common Curricula
CEPOL CoEs	CEPOL Centres of Excellence
CEP	CEPOL Exchange Programme
CoE	Centres of Excellence
CSDP	Common Security and Defence Policy
CT MENA	Middle East and North Africa Counter-Terrorism Training Partnership
ED	Executive Director
EJMP	European Joint Master Programme
EJTN	European Judicial Training Network
EMCDDA	European Monitoring Centre for Drugs and Drug Addiction
EMPACT	European Multidisciplinary Platform against Criminal Threats
e-Net	CEPOL's electronic network
ENP	European Neighbourhood Policy
ENTRi	Europe's New Training Initiative for Civilian Crisis Management (ENTRi)
EPEP	European Police Exchange Programme
ESDC	European Security and Defence College
EU	European Union
EUPST	European Union Police Services Training
EUROMED Police IV	Strengthens cooperation between the police forces of the EU and Mediterranean Partner Countries in the fight against organised crime
FP	Framework Partners
ICS	Internal Control System
IcSP	Instrument Contributing to Stability and Peace
ICT	Information and Communication Technology
JHA	Justice and Home Affairs
LETS	European Law Enforcement Training Scheme
LMS	Learning Management System
LTR	Lecturers, Trainers and Researchers
MB	Management Board
MS	Member States
NCP	National Contact Points
OSCE	Organization for Security and Co-operation in Europe
PDN	Performance Development Network
QM	Quality Management
SIENA	Secure Information Exchange Network Application
SOCTA	Serious and Organised Crime Threat Assessment
SPD	Single Programming Document
STNA	Strategic training needs assessment
TNA	Training needs analysis

Mission, Vision and Values

It should be noted that the wording for CEPOL's Mission, Vision, and Values in this document is based on the current short-term Strategy of CEPOL⁴ as adopted by the Governing Board on 20 May 2015. Therefore the wording might not entirely reflect the extended mandate and scope.

A new CEPOL strategy has been developed to be presented to the 1st CEPOL Management Board on November 2016. The new CEPOL strategy is fully aligned with the current mandate, scope and target groups of the agency and has been incorporated on the CEPOL programming 2018-2020

Mission

CEPOL as a European Union Agency contributes to European police cooperation through learning to the benefit of European citizens.

Vision

CEPOL's vision is to be acknowledged by allied agencies and authorities in the policing and educational world to be the primary source of learning and development in the field of education and training for enhanced cooperation and policing in Europe.

Values

- Primary source of knowledge
- Respect for diversity
- Faith in justice and policing

⁴ Decision 18/2015/GB of the Governing Board of the European Police College Adopting the Updated Short-Term Strategy (2014-2017), 20 May 2015

Section 1 – General Context

The three-year period (2017-2019) covered by this document, represents a turning point in CEPOL's history. The year 2017 in particular, will find CEPOL continuing and consolidating its efforts to implement the provisions envisaged in its new legal basis, which entails many critical changes. The Agency shall complete the execution of the outstanding measures in its Change Management plan elaborated in 2015.

Key documents issued from 2013 onwards, such as the European Law Enforcement Training Scheme (LETS)⁵, read in conjunction with the European Agendas on Security⁶ and Migration⁷ respectively, the European Union Counter-Terrorism Strategy⁸, and the Cybersecurity Strategy⁹ constituted in fact a new European law enforcement training policy framework, in which CEPOL has to position itself.

In the new European Agenda on Security⁶ training is identified for the first time as a key supporting action along with five overarching priorities:

1. Full compliance with fundamental rights
2. Transparency, accountability and democratic control
3. Better application and implementation of existing EU legal instruments
4. A more joined-up inter-agency and a cross-sectorial approach
5. Bring together all internal and external dimensions of security.

These strategic priorities are complemented by a thematic approach which identifies Terrorism, Organised Crime and Cybercrime as the key security challenges CEPOL should tackle.

In particular, it must be emphasised that the issues of Migration and Terrorism are at the forefront of Europe's political agenda today- and it is not unreasonable to believe they will remain so in the medium term. CEPOL strives and will continue to commit itself to supporting the EU Member States tackle these challenges with tailor-made, specific training activities.

Given the wider target group established by the new legal basis, and having due regard to the specificities of key actors in the law enforcement sector such as Customs and Border Guards (where these are not part of a national police service) while acknowledging the distinct roles and diversified training requirements of Judges and Prosecutors, it is realistic to foresee that joint, multi-disciplinary trainings are likely to increase following the entry into force of the CEPOL regulation.

5 Communication from the Commission to the European parliament, The Council, the European Economic and Social Committee and the Committee of the Regions "Establishing a European Law Enforcement Training Scheme", COM(2013) 172 final, Brussels, 27.03.2013

6 Communication from the Commission to the European parliament, The Council, the European Economic and Social Committee and the Committee of the Regions 'The European Agenda on Security', COM(2015) 185 final, Strasbourg 28.04.2015

7 Communication from the Commission to the European parliament, The Council, the European Economic and Social Committee and the Committee of the Regions 'The European Agenda on Migration', COM(2015) 240 final, Brussels 13.05.2015

8 Council of the European Union, 14469/4/05 REV 4, Brussels, 30 November 2005

9 Joint Communication to the European parliament, The Council, the European Economic and Social Committee and the Committee of the Regions 'Cybersecurity Strategy of the European Union: An Open, safe and Secure Cyberspace', JOIN/2013/01 final, Brussels, 7.2.2013

Section II – CEPOL Short-Term Strategy 2014-2017¹⁰

This section is based on the current CEPOL Short-Term Strategy¹¹. Yet the terms ‘Goals’ and ‘Strategic Objectives’ of the Strategy document have been relabelled as ‘Multiannual Objectives’ and ‘Strategic Areas of Intervention’ respectively. The change in terminology was necessary to comply with the terms and definition as set in the guidelines¹² for a single programming document issued by the Commission in close cooperation with the Agencies’ Performance Development Network (PDN).

Multiannual objective 1: An enhanced independent CEPOL capability that delivers efficient training and education services		
Key Performance Indicator 1: <ul style="list-style-type: none"> Satisfaction of training provided by CEPOL (90%) 		
Strategic areas of intervention		
1.1. Enhanced leadership and command training ¹³ of executive and operational police and law enforcement officials 1.2. Effective interoperability ¹⁴ and shared good practice 1.3. Maintain and develop CEPOL training portfolio		
Performance Indicators <ul style="list-style-type: none"> 20% increase in the number of participants in leadership development activities by 2017 10% increase in the overall participation in the CEPOL residential activities Implementation of CEPOL-led planned JHA scorecard activities (80%) 		
Risks: <ol style="list-style-type: none"> Lack of political support The on-going effect of austerity on Member States and on European Institutions Loss of key skills and knowledge within the Agency Appropriate levels of funding are maintained or adjusted 		
Action Plan	Year¹⁵	Responsible
1.1. Develop a training plan to include current commitments and the on-going development of the common curricula, exchange programme and e-learning modules	2015-16	Head of Operations Department

¹⁰ Focus on the period preceding the enter into force of the new Regulation

¹¹ 18/2015/GB Adopting the updated Short-Term Strategy (2014-2017) and closing the working group for development of Short-Term Strategy for the transition of CEPOL (2015-2016)

¹² Guidelines for the programming document Ref. Ares(2014)4305716 - 19/12/2014

¹³ Training to include sub-projects such as Master-class programmes, all as part of current and future training developments
¹⁴ Interoperability is the ability of making systems and organizations to work together (cross-cutting issues among agencies, organisations and topics)

¹⁵ First year of the task completion (continual implementation foreseen)

1.2. Consolidating and expanding the CEPOL training plan and services	2015 – 17	Head of Operations Department
1.3. To conduct or commission a stakeholder satisfaction survey	2017	ED

Multiannual objective 2: Strengthening the CEPOL network and enhancing the external relations		
Key Performance Indicator 2 <ul style="list-style-type: none"> Overall rate of implemented agreements¹⁶ (80%) 		
Strategic areas of intervention		
2.1 Improved partnership, collaboration and coordination across the network ¹⁷ 2.2 Improved partnership, collaboration and coordination of external relations aligned to the EU policy objectives and priorities		
Performance Indicators <ul style="list-style-type: none"> Percentage of CEPOL framework partners implementing activities under framework partnership agreements (90%) Percentage of Working Arrangements with third countries effectively been implemented (80%) 		
Risks: <ul style="list-style-type: none"> 2.1. Lack of political support 2.2. The on-going effect of austerity on Member States and European Institutions 2.3. Appropriate levels of funding are maintained or adjusted 2.4. Inability of partners to participate in / implement CEPOL activities 		
Action Plan	Year¹⁸	Responsible
2.1. Review ¹⁹ the current status and relevance of the Agency's Working Arrangements with third countries and cooperation agreements	2016	ED
2.2. To communicate to the Governing Board and to relevant stakeholders the necessity for increased support ²⁰ with regards to the development and the implementation of CEPOL activities	on-going	MB/ED

16 E.g.: Memorandums of Understanding, Cooperation Agreements, Working Arrangements, etc.

17 The CEPOL network

18 First year of the task completion (continual implementation foreseen)

19 By review it is meant a quantitative approach for 2015 without prejudice to a more detailed analysis (qualitative) in the context of the new Regulation

20 By support this could mean practical, technical, administrative (ie. SNEs) and/or political

2.3. To review and secure the budgetary requirements for enhancing both internal and external relations of the CEPOL network	on-going	MB/ED
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Multiannual objective 3: Maintaining and improving the effectiveness of the current governance²¹ structures and processes whilst preparing for future commitments

Key Performance Indicator 3

- *Implementation of the CEPOL strategy (80 %)*

Strategic areas of intervention

- 3.1 Safeguard continued support by Member States for the Senior Management Team
- 3.2 Enhance proactive and consistent involvement of Members States in supporting and promoting the roles and responsibilities of the Agency
- 3.3 Improved alignment of decision making within the Agency, specifically in relation to coordinating the work and priorities of the Presidencies
- 3.4 A timely review of improved, more integrated and consistent quantitative and qualitative evaluation and commissioning²²
- 3.5 Advocate an equitable remuneration, working terms and conditions for the Agency staff

Performance Indicators

- Implementation of the annual work programme and the budget (95 %)
- Implementation of a new evaluation system for the whole CEPOL training portfolio by the end of 2016 (100 %)
- Grant Agreements implemented vs. signed (95 %)
- Five-year-evaluation to be completed by the end of 2015
- Maximum annual turn-over of statutory staff 10%

Risks:

- 3.1. *Lack of consistent support by Member States and European Institutions*
- 3.2. *Lack of harmonisation between the Agency and the Chair of the Management Board, and the Presidencies*
- 3.3. *Continued tension between the Secretariat and Member States on the effective application of certain processes, such as evaluation or commissioning of grant agreements*
- 3.4. *The current Decision making cycle not being 'fit for purpose', i.e. frequency of GB meetings and/or over reliance on the use of Written Procedures*
- 3.5 *Loss of staff and marked decrease in morale*

²¹ By Governance we refer to both the Senior Management Team (SMT), including Human Resources, of the Secretariat as well as the Governing Board (GB)

²² Order or authorize the production of something

Section II – Resource programming for the years 2017-2019

Human and financial resource-outlook for years 2017-2019

Overview of the past and current situation

Staff population overview for 2016:

In line with the budget as adopted by the Budgetary Authority and the Governing Board, CEPOL's establishment plan 2016 contains 28 Temporary Agents (TA), 20 Contract Agents (CA; of which 4 relate directly to the MENA project) and 4 Seconded National Expert (SNE) positions.

The increase in positions for regulatory staff (TAs and CAs) from 2015 with 11 positions is largely an effect of two developments that were initiated in 2015:

1. CEPOL is participating in the CT MENA Project. This project, with a start date of 17 November 2015 and an initial duration of 18 months, foresaw in an increase of regulatory staff with 4 CAs. Due to difficulties in recruiting CAs for such a relatively short period, in 2016 the decision had to be made to replace one CA position with an SNE position. Due to the workload of the project, an additional SNE position has been requested together with a contract extension of 6 months.
2. A Governing Board decision addressing the workload and the fact that a number of CEPOL activities were mainly carried out by SNEs and interim staff, was the basis to increase the number of regulatory staff with 6 CAs while simultaneously decreasing the number of SNEs (from 6 to 4).

With the exception of one of the positions mentioned under 2) all these new positions have been filled by October 2016. As there are (only) two positions in Human Resources sector it was impossible to launch all recruitments at the same time and therefore it was necessary to prioritise. Together with the normal recruitments as a result of staff turnover, in 2016, at the time this document is drafted, ten recruitment procedures have been initiated while six additional procedures, that had been started the previous year, were running in parallel. More than in any other year of CEPOL's existence.

The peaks in workload, absences of staff due to the time needed for recruitment and absences due to long term leave are and will continue to be filled by interim staff on contract for limited time. In line with Hungarian labour law, these contracts can be renewed for a period up to 5 years without the need for a fixed job offer.

Expenditure for 2016:

Detailed data are provided under Table 1 in Annex II

Resource programming for the years 2017-2019

Financial Resources

Detailed data provided in Tables in Annex II

Justification

Revenue: Please refer to Tables in Annex II

Expenditure: Please refer to Tables in Annex II

Budget Outturn and cancellation of appropriations

Budget outturn	2013	2014	2015 ²³
Revenue actually received (+)	8,617,247	8,877,936	8,801,864
Payments made (-)	-7,277,640	-7,140,188	-6,935,247
Carry-over of appropriations (-)	-891,405	-1,511,571	-1,704,728
Cancellation of appropriations carried over (+)	303,736	57,272	180,662
Adjustment for carry-over arising from assigned revenue	60,673	72,556	227,970
Exchange rate differences (+/-)	45,845	-126,006	-11,521
Adjustment for negative balance from previous year (-)			
Total (Balance of the outturn account)	858,456	230,000	559,000

Result of year 2014 (+/-)	230,000	
Surplus from 2014 reimbursed to the EU budget (-)	-230,000	
Surplus to be reimbursed to the EU budget for 2015		559,000

Human resources**Staff population evolution**

Detailed data, provide table 1 in annex III

Resource outlook over the years 2017 to 2019**A) New tasks:**

The new CEPOL Regulation²⁴ came into application on 1 July 2016. It sets ambitious goals for the agency, setting new tasks. This new legal basis, when read in conjunction with other key documents such as the Commission Communication on the European Law Enforcement Training Scheme, evidences the following key new elements:

- Extension of the target group to law enforcement personnel of all ranks;
- Production of multi-annual Strategic Training Needs Assessment for European law enforcement training;
- Implementation of Capacity Building activities in Third Countries (in particular Candidate and ENP countries), with an option for CEPOL to manage dedicated external assistance funds;
- Assessment of EU level initiatives in the area of capacity building in Third Countries;
- Tasks associated with the (possible) establishment of a Scientific Committee for Training;
- Promotion of the mutual recognition of law enforcement training;

²³ The total expenditure for 2015 reflects the payment situation at mid-September 2016. The total payment appropriations spent from the 2015 budget will be known by the end of 2016. The figures included in this document related to 2015 will be updated accordingly before the document is finally submitted to European Commission.

²⁴ OJ L319/1 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

- A Coordination role for European law enforcement training initiatives.

It is not feasible at this point in time to estimate with a high degree of certainty the detailed impact of these new tasks on the agency's Human Resources component. However, the estimated needs contained in the independent study²⁵ financed by the European Commission in 2012, stating that 12 new posts (at AD level) would be necessary for the agency to address the challenges of a renewed/extended mandate, can still be considered as realistic.

B) Growth of existing tasks:

The new legal basis, in addition to setting new tasks for the agency, also develops extensively the existing ones. Notably, the draft Regulation enhances the following key aspects:

- Substantial extension of CEPOL's target audience, from "senior police officers" to "law enforcement officials", as defined by individual EU Member States and including EU staff dealing with tasks related to serious crime, public order, crisis management, terrorism;
- Widened role in contributing to and supporting Research relevant for training;
- Enhanced reporting obligations vis-à-vis the European Institutions;
- Enhanced focus on quality of training;
- Enhanced role in fostering public/private partnerships and cooperation with a wider range of interlocutors in the public international sector.

An important structural consideration must be made: successive expert analyses of CEPOL have identified that the agency operates with a deficit of human resources to carry out its current tasks, let alone enhanced or new ones.

The Five Year Evaluation of CEPOL published in 2011 recommended that the capacity of the agency be strengthened. Similar findings have been made in the GHK report commissioned by the European Commission, previously cited.

CEPOL is recognised partner among policy makers and practitioners; the demand for CEPOL training has been constantly increasing while the resources allocated to the agency have remained almost unchanged. It is estimated that in 2015 CEPOL was not able to meet 30% of legitimate training needs. Whilst the agency is investigating all avenues to prioritise and satisfy the legitimate training needs within the given resource framework, it has reached the limits of internal resource reshuffling.

Relevance of e-learning training and learning opportunities has grown considerably since the establishment of the agency, and has become even more relevant in times of strict austerity. E-learning can have a wider outreach and cater to both awareness and specialist training. E-learning products have become highly demanded and integral part of any training portfolio developed by the agency. In order to maintain and develop this area the agency needs to invest not only into the resources dedicated to e-learning, but into supporting functions, e.g. maintenance and development of its online platform (e-NET).

Knowledge products developed at the European Union level, including by CEPOL, are enormous yet largely dispersed. CEPOL, as a knowledge and training institution, constantly works towards the provision of knowledge management tools. In fact, the agency should become a repository of knowledge – a 'one stop shop' for training needs. In addition, requirements and needs for police research contributions are increasing. The area of research, science and knowledge management is manned by one AD 5 officer. The current situation poses a high risk of insufficient business continuity and lack of meaningful development.

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²⁵ Study on the amendment of the Council Decision 20905/681/JHA setting up CEPOL activity. Final Report 21.4.2012 - GHK Consultants.

The CEPOL Exchange Programme (CEP) team has been reinforced in 2015/2016 by the recruitment of a Contract Agent. Whilst the CEP is greatly appreciated by the law enforcement community, current resource constraints prevent CEPOL from further developing this programme

The Internal Audit Service in their ICT Risk Assessment concluded that the limited IT staff (currently 2 TA AST officers) and the lack of a proper back up function represents a risk of discontinuity of the IT services. Similarly, the HR function has at present only 1 TA AST and 1 CA FGII position.

The deficits identified above cannot be resolved through reallocation of posts without creating new deficits in other areas of the organisation that will be equally impactful, either operationally or administratively.

C) Efficiency gains:

Successive evaluations of CEPOL have found the agency to be both efficient and effective.

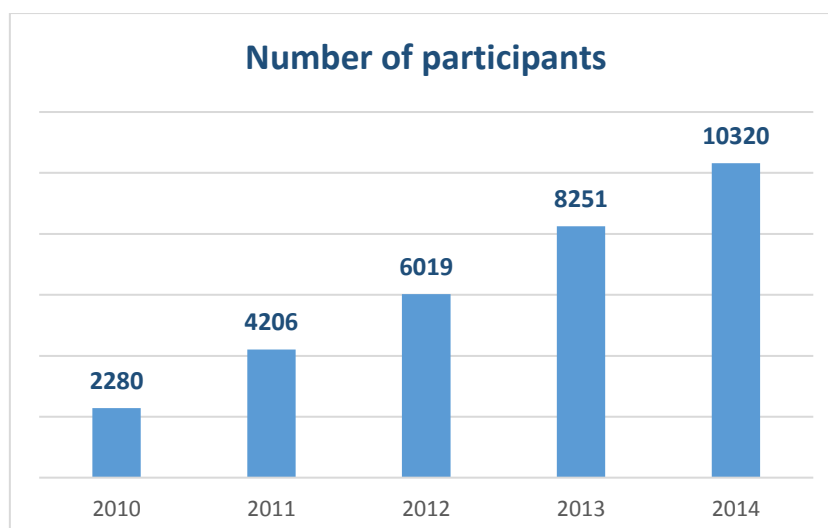
One of the tasks of EU level training is to build a unified culture of policing within the EU, as well as ensuring that there is coherence in the EU's response to the capacity building needs outside the EU. This calls for further harmonisation of the efforts at the EU level in order to achieve comparable standard of cross border law enforcement cooperation, ultimately required for protection of the safety of the EU citizens. Since 2013 CEPOL applies the principles of the European law Enforcement Training Scheme in defining its priorities. Training needs identified are analysed, and adequate learning methods selected applying a portfolio approach, e.g. common curricula are used to support national wide entry level training needs, online solutions are offered for professionalization needs, while residential activities are predominantly used for development of specialist skills, building expert knowledge. To facilitate achievement of this goal CEPOL delivers training in using the following channels at EU level through a variety of training and learning activities, thus contributing to building bridges between law enforcement professionals:

- Residential training: CEPOL organises 85 - 90 residential activities a year, bringing together, on average, 3,000 police officers and experts. Residential activities is undisputedly the most effective tool for furthering specialist skills, building international expert networks, exchange of good practices. As a principle, CEPOL uses this tool for specialist training rather than awareness. It is expected to train 6300 police officers in 2016-2018 in residential courses and seminars.
- Extensive use of E-learning training opportunities has ensured the constant increase of impact and outreach of CEPOL's training and learning (7912 participants trained in 2014 through e-learning options in comparison to 5,556 participants in 2013, and 3626 participants in 2012). It consists of several products, such as online modules and webinars. Online modules provide self-paced learning options on specific subjects. Webinars (online seminars) are offered to the Member States providing law enforcement officers with an easy-to-implement and cost-effective learning tool. Webinars are ideal for short, interactive training sessions, either pre-planned or implemented at relatively short notice in order to cater to ad hoc immediate training needs. As from 2015 a new product has been added – online courses, which allows for training in an interactive online environment. Unlike self-paced online modules, online courses benefit from interaction with trainers and communication among trainees. Further significant developments in the area of e-learning are hampered by resource limitations preventing further development of ICT environment. However despite insufficient resources, popularity of the CEPOL e-learning products is growing it is expected to train more than 20,000 law enforcement officers in 2016-2018.
- Common Curricula and training manuals/materials can be ideal for training harmonisation across the EU. Survey mapping EU law enforcement training conducted by CEPOL on behalf of the European Commission demonstrates that this type of training products would improve awareness of cross border cooperation tools at the entry level of the police. Development of these products is resource demanding especially in terms of staffing therefore space for further developments is very limited.
- CEPOL Exchange Programme (CEP), which is replacing the European Police Exchange Programme: at its 3010th General Affairs meeting, the Council of the European Union called for CEPOL to implement a European Police Exchange Programme initially for four years,

however the planned funding for this programme was not provided, and this has resulted in difficulties to expand and sustain the Programme. Since 2011, EPEP has significantly increased its contribution to raising awareness of EU law enforcement cooperation through the introduction of study visits to JHA agencies and bodies, such as Europol, Frontex, OLAF and EMCDDA. Since 2013 the EPEP has been opened to the European Union Candidate, European Neighbourhood, Eastern Partnership countries responding to the needs of external aspects of the EU security. Priority topics for EPEP are fully aligned with the EU policy areas, such as the EU Policy Cycle and security threats identified by Serious and Organised Crime Threat Assessment (SOCTA). Despite the programme being high on demand and its clear link to EU priorities, as it contributes to building a common culture and exchange of practices, but due to lack of resources and increasing costs of other products, it is possible that the CEP will need to be implemented at a significantly reduced scale. In 2011-2014 around 1300 police officers and experts were participants of the EPEP. It is expected to train 1200 police officers through EPEP/CEP in 2016-2018, subject to availability of resources.

- Research and science: CEPOL has mapped existent law enforcement research and science centres, regularly (2-3 times per year) publishes bulletins giving an overview of research findings both in the EU and internationally. The E-library is another product, which gives access to the law enforcement institutions to research materials and it is expected to increase the volume of available materials. As the new CEPOL Regulations enables CEPOL's role in contributing to the research, CEPOL in 2017 will develop a research agenda with procedure on conducting research projects through grant mechanism. It is expected such grants could be implemented in 2018.
- CEPOL has been building a pool of experts through the Lecturers, Researchers and Trainers Database since 2013. This tool supports the selection of experts for CEPOL training and learning activities. Deployment of trainers is conducted through the CEPOL National Units (CNU's). Moreover, CEPOL is able to assist other training institutions, organisations with expert data.
- CEPOL monitors the efficiency and effectiveness of the agency through the use of Key Performance Indicators. The use of KPIs enables the management of CEPOL to assess the performance of the agency to ensure the required qualitative and quantitative targets are met and maintained. On the basis of this performance monitoring, the results of the expert evaluations of CEPOL, its products and services and taking into consideration the noted deficits in staffing levels, no potential for more efficiency gains have been identified.

The agency's performance indicators demonstrate that CEPOL not only exceeded its activity implementation target, but also constantly achieves outstanding levels of satisfaction with CEPOL activities (satisfaction rate in 2014 - 92%). The quality of CEPOL's output is dependent on the agency's ability to work effectively, and the achievements of 2013 are built upon the agency's ongoing drive to operate responsibly and efficiently. Further evidence of the agency's enhanced efficiency is the further reduction in the unit price of its training. In 2013, CEPOL delivered training to 37% more participants than in 2012, while in 2014, participants increased by 25% compared to 2013, with an operating budget which remained almost unchanged.



D) Negative priorities/decrease of existing tasks:

CEPOL already operates de-prioritisation; as a matter of fact, out of an initial group of approximately 100 residential activities per year, the agency could only finance 81 in 2016; the planning process for 2017 demonstrated the increase in the need of prioritisation: out of 122 identified activities CEPOL can finance 88 (72%)

Another area in which additional resources would be needed to match the demand of the Member States is the CEPOL Exchange Programme (CEP) - a flagship product of CEPOL always very sought after. 676 applications were received in 2016; however the initial budget allowed implementation of 350 exchanges. Through the reallocation of underspent funds from other areas, it was possible to increase the number of exchanges to 450. Admittedly, such a reallocation of funds effectively helps to support the need for CEP, yet it has a negative effect on planning, both in the agency and on the level of Member States. As a result, the majority of exchanges take place in the last four months of the year.

Training activities linked with or in support of the EU policy cycle on serious international and organised crime driven by the EMPACT teams and delivered by CEPOL are also in growing demand. Online support for those in the form of online modules is limited, with the current budget, to the development of no more than two modules per year.

Additionally, extending the participation of third countries' officials to CEPOL training activities (as per the remarks received from the European Commission on the preliminary draft version of this programming document) is greatly limited by the lack of financial resources.

E) Redeployment:

It is anticipated that the use of Contract Agents will be enhanced vis-à-vis other types of profiles such as Seconded National Experts. This will allow for a more efficient and sustainable use of human resources, in compliance with the principle of business continuity whilst still respecting the HR ceilings set by the Institutions.

CEPOL's policy of ensuring that the appropriate management capacity and competencies are in place to support the development of CEPOL will be continued. However, as has been noted previously, CEPOL is considered to be operating at a deficit of required posts. Further, when taking into consideration the recent changes to the CEPOL legal, additional posts are required in, 2017, 2018 and 2019.

CEPOL considers that it is of utmost importance that the Agency continues to strive to meet the increasing demand placed upon it to support EU policies.

The identified resource deficits and increasing demand for the products and services of CEPOL allow only for the limited redeployment of resources, e.g. to administrate travel arrangements for all participants. This has been done to a large extent by using interim staff.

At the moment it is recommended to maintain 50% of the possible SNE posts (3 positions) in the coming years, on the understanding that the support of experts coming from the CEPOL network will always be necessary in the future for the core tasks of the agency.

Section III – Work Programme 2017

Executive summary

In 2017, CEPOL will focus on implementing, for the first “full” year, the broad implications of its extended new legal mandate. CEPOL is now given a coordination and implementation role, and is mandated to fully align its activities to the relevant political priorities articulated at Union level: hence, working in silos, disjointed actions, or actions which are inconsistent with policy inputs are no longer viable. Training is identified for the first time as a key supporting action for European Security. As far as the target group of CEPOL is concerned, a wider target group of “law enforcement officials” as loosely defined by EU MS is now identified as the community CEPOL should serve. Having due regard to the specificities of key actors in the law enforcement sectors such as Customs and Border Guards (where these are not included in a national police force), and acknowledging the distinct roles and diversified training requirements e.g. of Judges and Prosecutors, joint, multi-disciplinary trainings will increase.

To address the challenges described above, the programme of work 2017 continues to support the priorities of the EU policy cycle; places emphasis on the delivery of qualitative training activities (including Higher Education) that can bridge the gaps between operational needs and knowledge of relevant European level instruments; enhances the role of Research and Trainer’s development as a prerequisite for qualitative learning; fosters the continued use of modern technologies to extend CEPOL’s outreach; and gives added relevance to the external aspects of internal security by implementing specific activities benefiting Third Countries and EU officials deployed to civilian crisis management operations. Lastly, the work programme acknowledges that relations with the EU institutions and bodies, especially the European Commission and the partner JHA Agencies, are key to the delivery of qualitative, coordinated law enforcement training at European level.

Importantly, and among the many new elements, the 2017 work programme entails two fundamental features: on one hand, a key shift in the way CEPOL implements its activities: work towards the establishment of multiannual specialised consortia of CEPOL framework partners mandated to develop and deliver a range of CEPOL learning products, and on the other hand, the first implementation of a Strategic Training Needs Analysis to be conducted by the agency, in line with the methodology developed in partnership with the European Commission and the Member States in the beginning of 2017.

Activities

Activity 1: Support, develop, implement and coordinate training for law enforcement officials in the areas of terrorism, serious crime and public order

Overview

The European Agenda on Security embeds law enforcement training in the European Union security architecture as a key supporting action, crucial to achieving high level strategic and operational results in protecting Union citizens. CEPOL will support all key priority areas deriving from the Security agenda, in line with its mandate and the LETS principles. These are:

- Continued support to the implementation of the EU Policy Cycle on Serious and Organised International Crime

Besides addressing all Policy Cycle priorities, CEPOL will particularly deal with:

- Enhancing law enforcement capacity to investigate illegal migration and involved organised criminal groups;
- Addressing the challenges arising from growth of cyber criminality in day-to-day policing, including cybersecurity issues;
- Supporting the preparation of the next EU Policy Cycle 2018-2021, by promoting and explaining the instrument, thus facilitating new actors' swift and effective integration into existing and establishment of new EMPACTs.
- Terrorism and radicalisation;
- Information exchange instruments and law enforcement cooperation mechanisms, particularly those established by the Union;
- Promotion of the full respect for Fundamental Rights as a key crosscutting issue in training, to promote a balanced and proportionate law enforcement response to security threats.

It is of vital importance that the law enforcement community in its entirety is able to operate effectively in the international environment. In order for that to happen, law enforcement officials must have a sound knowledge of existing tools and instrument, and apply them.

The magnitude of this challenge is far from insignificant: the European law enforcement community accounts for more than 2M officials. While it would be unrealistic to think CEPOL could provide training for all, the tasks the agency is given in the new CEPOL Regulation are still much greater than the resources available. Balancing the legitimate expectations of the law enforcement community and the policy makers with agency's resources remains indeed the key challenge.

Objective 1.A

Provide training and learning options for all 11 **EU Policy Cycle 2014-2017** priorities and support preparations for the next **cycle 2018-2021**. These actions shall support and complement the implementation of the Operational Action Plans (OAPs).

Outputs 1.A

- Residential activities
- Webinars
- Online Courses for selected priorities
- Online module on EU Policy Cycle and Gender Based Violence will be updated and a new module on Darknet will be developed

- European Police Exchange Programme: Staff exchanges for all priorities, complemented by a study visit to Europol

Expected results 1.A

Having attended CEPOL learning and training activities, law enforcement officials will:

- Increase their knowledge, skills and competencies on the EU Policy Cycle instrument thus enabling its better applications both at national and EU level;
- Enhance specialist skills and competencies to deal with cross border investigations and operations

Indicator(s) 1.A

All indicators measure the performance of the outputs under this specific objective

Indicator 1.A	2016 (Forecasted result)	Target for 2017	Means and frequency of verification
Number of activities implemented vs planned, (%)	95%	95%	Internally – monthly, externally every 6 months to the Management Board (MB)
Number of participants trained	3,000	3,400	Internally – monthly, externally every 6 months to the MB
Participant satisfaction with CEPOL training, %	90%	90%	Internally – monthly, externally every 6 months to the MB

Objective 1.B

Support Member States' capacity to deal with the challenges arising from **terrorism, radicalisation and foreign fighters** in line with fundamental rights safeguards by providing a platform for exchange of knowledge and skills across the Union, capturing and disseminating good practices, and strengthening professional networks.

Outputs 1.B

- Residential activities
- Webinars
- European Police Exchange Programme: Staff exchanges of counter-terrorism law enforcement personnel

Expected results 1.B

Having attended CEPOL learning and training activities the law enforcement personnel will:

- Increase their understanding of root causes and actual trends of terrorism and radicalisation;
- Enhance specialist skills and competencies at strategic and tactical level to deal with cross border cooperation in counter-terrorism actions;
- Utilise existing instruments available to support counter-terrorism actions, particularly those established at Europol and Interpol.

Indicator(s) 1.B

All indicators measure the performance of the outputs under this specific objective

Indicator 1.B.	2016 (Forecasted result)	Target for 2017	Means and frequency of verification
Number of activities implemented vs planned, %	95%	95%	Internally – monthly, externally every 6 months to the MB
Number of participants trained	400	400	Internally – monthly, externally every 6 months to the MB
Participant satisfaction with CEPOL training, %	90%	90%	Internally – monthly, externally every 6 months to the MB

Objective 1.C

CEPOL will strengthen the Member States' capacity to cooperate across borders and investigate crime effectively and efficiently, whilst guaranteeing the respect of fundamental rights. Learning options will focus on the following areas:

1. Effective use of European Union instruments for **information exchange** and **law enforcement cooperation**, such as:
 - Schengen Information System, including European Arrest Warrant
 - Customs Advance Cargo Information System
 - Prüm Decisions
 - Europol, Eurojust particularly information exchange and cooperation mechanisms established by these Agencies
 - Single Points of Contact
 - Passenger Name Record
 - European Criminal Records Information System
 - Coordination hubs for European response during crises
 - Joint Investigation Teams
 - Joint Customs Operations
 - Police and Customs Cooperation Centres
2. Application and improvement of **investigative techniques** that have significant impact on cross border investigations, including but not limited to the following:
 - Financial investigations and asset recovery
 - Impact and use of social media in policing
 - Undercover operations
 - Informant handling
 - Witness protection
 - Social Network analysis
 - Intelligence analysis
 - Common forensic area
 - Cargo profiling
 - Investigation of crime committed with cyber means, e.g. darknet
3. Exchanging good practices and approaches on major events policing
4. Incorporating Fundamental Rights in training curricula and delivering specialist actions

Outputs 1.C

- Residential activities

- Webinars
- Online modules on Lisbon Treaty, Prüm Decisions, Joint Investigation Teams, Schengen and SIS II for SIRENE will be updated, a new module on forensic awareness for members of emergency services and other first responders will be developed
- CEPOL Exchange Programme: e.g. Staff exchanges for SIRENE, SPOCs, ENFAST, EMPEN, as well as study visits to Europol and Eurojust

Expected results 1.C

By attending CEPOL learning and training activities, law enforcement officials will:

- Increase the awareness of existing instruments and mechanisms, with a view to enhance their application and frequency of use;

Specialist officials will:

- Understand in detail the existing instruments and cooperate on the basis of commonly applied standards;
- Acquire new skills and knowledge of law enforcement investigation techniques with particular implications on Union level investigations, including cyber forensics.

Indicator(s) 1.C

All indicators measure the performance of the outputs under this specific objective:

<i>Indicator 1.B.</i>	<i>2016 (Forecasted result)</i>	<i>Target for 2017</i>	<i>Means and frequency of verification</i>
Number of activities implemented vs planned, %	95%	95%	Internally – monthly, externally every 6 months to the MB
Number of participants trained	4,600	4,600	Internally – monthly, externally every 6 months to the MB
Participant satisfaction with CEPOL training, %	90%	90%	Internally – monthly, externally every 6 months to the MB

Activity 2: Prepare multi-annual strategic training needs analyses and multi-annual learning programmes

Overview

Addressing effectively the challenges of European security requires a well-educated law enforcement community. While the principle of subsidiarity is soundly built in the EU policies governing responsibilities for staff development (European Agenda on Security, LETS, and the CEPOL mandate) – training is a shared responsibility of all: the EU Member States as well as Union Institutions, bodies and agencies.

The efficient use of the scarce resources available must be predicated on establishing responsibilities in a clear and unambiguous manner. There is no space for duplication or overlaps. However, more important is the quality of training: the EU's response to training needs shall be evidence-based, consistent and homogenous.

Analytical tools such as Strategic Training Needs Assessment (STNA), a new task for CEPOL, are meant to provide the necessary guidance for long-term, strategic Union approaches; annual Training Needs Analysis shall instead translate strategic goals in operational training activities. The STNA shall provide evidence-based support to the decision makers. The TNA will prioritise and establish training and education interventions, identify the relevant target groups, and establish suitable training tools.

The Union's strategic development in the law enforcement area will, to a significant extent, depend on future law enforcement leaders. CEPOL therefore will invest part of its resources to promote the strategic understanding of European security challenges among future law enforcement leaders, by implementing a comprehensive European Leadership development Programme, aiming at fostering a genuine European law enforcement culture in a perspective of sustainability.

Research and innovation shall become a building block for further development of CEPOL education products. Online learning solutions shall be further developed and applied where relevant, particularly for wider audiences, emerging crime trends as well as specific, targeted competencies development.

Objective 2.A

CEPOL will conduct the analysis of European training needs addressing strategic and operational aspects of law enforcement education in line with LETS principles.

Outputs 2.A

- The first Strategic Training Needs Assessment 2018-2021
- The annual training needs analysis outlining the tactical level training requirements.

Expected results 2.A

- Decision making process of Union efforts in education and training for law enforcement officer will be supported by evidence- based analytical findings;
- STNA and TNA tools will provide the necessary framework for coordinated Union action

Indicator(s) 2.A

Indicator 2.A	2016 (Forecasted result)	Target for 2017	Means and frequency of verification
Number of analytical products	1	2	Annually
Number of stakeholders involved	-	35 (TBC by methodology)	Annually

Objective 2.B

The strategic vision of European law enforcement development is supported by a multi-annual **European Leadership Development Programme** delivered by CEPOL.

Outputs 2.B

- Residential activities:
 - Accredited European Joint Master Programme (EJMP); the first students will graduate and new 2-year cycle will begin
 - European Police Chiefs workshop
 - Future Leaders modules
 - EU CSDP Police Command and Planning Course
- Webinars
- European Police Exchange Programme: exchanges of future leaders

Expected results 2.B

- Graduates of the EJMP will acquire science- based competencies to operate effectively in the global law enforcement environment and address common management and cooperation challenges in a constantly evolving environment;
- Through peer-to-peer exchanges, European Union police chiefs will discuss security threats to the Union and propose recommendations on interventions. These shall include recommendations to further enhance leadership development, so to enable future law enforcement services to strategically support EU decision making.
- Future leaders of national law enforcement services as well as EU CSDP missions having attended CEPOL training will develop the competencies necessary to manage law enforcement structures in the global environment.

Indicator(s) 2.B

Indicator 2.B.	2016 (Forecasted result)	Target for 2017	Means and frequency of verification
Increase of participants in leadership activities in comparison with 2014	-	10%	Every six months to MB
Exam/test pass rate in comparison with number of participants taking exam/test	70%	70%	Every six months to MB
Participant satisfaction rate with CEPOL training	90%	90%	Internally – monthly, externally every six months to MB

Objective 2.C

CEPOL supports and contributes to **law enforcement research**, development of **education and learning approaches and techniques**.

Outputs 2.C

- The Lecturers, Trainers and Researchers database is reinforced with experts reflecting CEPOL's extended target groups. The database is made available to training providers across the CEPOL network, EU bodies and organisations, international organisations, it includes
- Research findings are distributed via enhanced access to scientific journals, and the CEPOL website
- Development of a research agenda with a procedure for research projects through grants is developed and prepared for the implementation in 2018.
- Experts and trainers are supported by :
 - Train the Trainers course
 - Community of Practice for education
 - Learning Management System support to educators
 - Webinars and video training on education and learning methodologies.
- Training for language development:
 - Residential activities, particularly incorporating a principle of language for specific law enforcement purposes
 - Online module will be available
 - Online courses
- Online education is further developed:
 - Online courses are further developed
 - Webinars are further developed encompassing new methodologies.
 - E-Net platform is used for delivery of training, creation of knowledge repository of training curricula, good practices.

Expected results 2.C

- Access to Research finding will support law enforcement personnel in strategic and tactical decision making;
- Through CEPOL services, experts and trainers will be able to continue enhancing their professionalism in the international environment;
- Professional language capacity of law enforcement officers attending CEPOL learning options will contribute to better involvement in the international specialist cooperation environment;
- The European, cross-border dimension of law enforcement is further acknowledged by the enhanced access to CEPOL's online learning component.

Indicator(s) 2.C

Indicator 2.C	2016 (Forecasted result)	Target for 2017	Means and frequency of verification
Number of new entries in LTRdb	100	150	Internally – monthly, externally – every 6 months to MB
Number of language development actions implemented vs planned (%)	90%	90%	Internally – monthly, externally – every 6 months to MB
Number of participants taking part in online learning	10,000	12,000	Internally – monthly, externally – every 6 months to MB

Activity 3: Supporting Union missions, Capacity-building in third countries, and Cooperation with Union bodies and international organisations

Overview

This strand of CEPOL's activities represent a key element of support, by the agency, to the political priorities of the European Union with regard to the Union's external policies.

It must be noted that some of the actions related to this objective are predicated on the availability of funds, currently a significant concern when measured against the demand for a more active CEPOL role in the context of this strand.

Cooperative relations with European Institutions and Agencies shall continue to be pursued as a matter of priority, and as a prerequisite for the responsiveness of the agency's action to EU policy.

In recognition of the growing intertwining of internal and external security, as declared by the European Agenda on Security and the renewed Internal Security Strategy of the EU, CEPOL shall step up its efforts to promote the European message in the geopolitical areas to which the EU assigns specific priority- be they areas in which an EU civilian crisis management operation is deployed or is about to be deployed, or regions/countries which are particularly relevant to the external aspects of the Union's Justice and Home Affairs (JHA) policy.

Building on its training network of excellence, attentive to the guidance of the European Institutions (notably the European Commission), and in partnership with other EU partners such as the European External Action Service, the European Security and Defence College and the EU JHA agencies, CEPOL shall seek to export European know-how and instigate fruitful training partnerships by progressively seeking to extend the availability of CEPOL training to Third Countries. In particular, the agency shall continue to implement ad-hoc activities targeted to the countries with an accession or association perspective.

Taking into account the limits of CEPOL resources, the objective of building third countries' capacity shall be primarily pursued via the implementation of ad-hoc projects to be financed through the European Commission's external assistance funds, and by pursuing informal or formal cooperation with selected countries and international organisations, in line with the policy guidance issued by the European Commission, the Council and the European External Action Service.

In order to create a solid framework for cooperation in line with the new legal mandate, CEPOL shall continue to conclude Working Arrangements and update the existing ones with relevant partners (third countries, EU bodies, international organisations, etc.).

Objective 3.A

The objectives of **CSDP Missions** are supported by CEPOL training by focusing specifically on the **law enforcement and judicial cooperation** aspects of those missions, thereby enhancing compatibility and uniformity of EU approaches to civilian crisis management areas. The training needs analysis for security experts to be deployed in EU Delegations will be conducted. CEPOL will closely work together with EEAS, Member States, ESDC, EUPST and ENTRi in the design and delivery of training.

Outputs 3.A

- Residential activities (the list of activities is attached, further training needs will be identified and the list complemented). Selected courses will be complemented by online learning components;
- Webinars;
- Common Curriculum on CSDP missions will be updated.

Expected results 3.A

Having attended CEPOL training and learning options the participants will:

- Understand and be able to apply the CSDP relevant legal framework;
- Be able to operate in Union missions in line with their mandate and the needs in a unified manner, implementing EU values and approaches.

Indicator(s) 3.A

Indicator 3.A	2016 (Forecasted result)	Target for 2017	Means and frequency of verification
Number of activities implemented vs planned, %	95%	95%	Internally – monthly, externally every 6 months to the MB
Number of participants trained	160	160	Internally – monthly, externally every 6 months to the MB
Participant satisfaction with CEPOL training, %	90%	90%	Internally – monthly, externally every 6 months to the MB

Objective 3.B

CEPOL's role in Capacity building in Third Countries shall promote the EU's message contributing to peace and stability, respect for fundamental rights and the harmonisation of law enforcement practices with those observed across the European Union, including the effective use of international law enforcement cooperation instruments developed at Union level. Particular attention shall be paid to thematic assistance in the priority areas covered by the European Agenda on Security and Migration and the renewed Internal Security Strategy of the Union. In doing so, CEPOL shall rely on cooperation with international and regional partners, such as the PCC SEE and DCAF, etc.

Outputs 3.B

- Specific, tailor made capacity building activities to the Middle East and North Africa region delivered via the Counter-Terrorism MENA project;
- Staff Exchanges are implemented via the EUROMED Police IV project;
- Specific activities tailored towards officials from the Candidate, potential candidate and ENP countries;
- Preparation of CEPOL participation in further capacity building projects for non-EU countries;
- Participation of other Third Country partners to CEPOL activities, based on Working Arrangements.

Expected results 3.B

- Participants to residential activities familiarise with the use of relevant international legal instruments and law enforcement techniques and approaches;
- Staff Exchanges supported via the MENA and EUROMED Police IV projects help expose beneficiary countries' officials to European good practices in law enforcement, and are conducive to building long lasting professional relations
- Officials from the candidate, potential candidate and ENP countries achieve good understanding of EU law enforcement cooperation instruments, thus facilitating the harmonisation of standards

Indicator(s) 3.B

Indicator 3.B.	2016 (Forecasted result)	Target for 2017	Means and frequency of verification
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Number of activities implemented vs planned, %	95%	95%	Internally – monthly, externally every 6 months to the MB
Number of participants trained in residential activities	185	350	Internally – monthly, externally every 6 months to the MB
Participant satisfaction with CEPOL residential training, %	90%	90%	Internally – monthly, externally every 6 months to the MB
Number of Exchanges implemented vs planned, %	90%	90%	Internally – monthly, externally every 6 months to the MB
Participant satisfaction with CEPOL Exchanges, %	90%	90%	Internally – monthly, externally every 6 months to the MB
Working Arrangements effectively being implemented, %	TBD	90%	Periodical reporting to the MB- every 6 months

Objective 3.C

CEPOL's capacity to effectively operate in the wider European Union landscape, populated by a multiplicity of partners, is key to maximise the contribution of European level law enforcement training to the security of EU citizens. It is therefore paramount that CEPOL continues to work closely with the European Commission and at the same time continues to contribute to the work of the relevant Working Parties and Committees at the level of the Council of the European Union. Fruitful exchanges with the European Parliament should also be sought, to ensure the needs of the European law enforcement community are effectively communicated to the superior EU institutional instances.

In particular, CEPOL shall further seek effective forms of cooperation with the immediate family of the JHA agencies, with a view to achieve a more concerted effort to avoid overlaps, duplication of efforts, and to contribute to the effective, coordinated delivery of European law enforcement training in line with the spirit of the LETS. This will be done primarily (but not exclusively) by the enhanced use of the JHA Training Matrix, an online repository of all trainings delivered by the JHA agencies and the European Security and Defence College (ESDC).

Outputs 3.C

- CEPOL contributes to the implementation of the actions envisaged in the JHA Scorecard
- CEPOL training responds to the input of key stakeholders
- CEPOL maintains and develops the JHA Training Matrix
- CEPOL maintains close working relations with the European Commission, the Council of the European Union and the European Parliament as well as other EU bodies and Institutions

Expected results 3.C

- CEPOL continues to play a meaningful role in the joint efforts of the JHA Agencies
- The risk of overlaps and duplication of efforts by JHA agencies are reduced with the use of the JHA Matrix as a planning tool
- CEPOL continues to contribute to the making and implementation of JHA policies insofar as its mandate and resources role allow
- Officials from the Candidate, potential candidate and ENP countries achieve good understanding of EU law enforcement cooperation instruments

Indicator(s) 3.C

Indicator 3.B.	2016 (Forecasted result)	Target for 2017	Means and frequency of verification
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Number of CEPOL-led JHA Scorecard activities implemented vs planned, %	90%	95%	Agency Progress Report, every 6 months to the MB
Timely completion of the JHA Training Matrix	-	JHA Training Matrix for year N+2 is made available by 30 June 2017	Agency Progress Report, every 6 months to the MB
Attendance to Council Working Parties upon invitation, %	-	90%	Agency Progress Report, every 6 months to the MB
CEPOL holds annual Stakeholders' meeting	1	1	Agency Progress Report, every 6 months to the MB

Activity 4: Governance, Administration and ICT

Overview

Governance, Administration (including Finance, Logistics and Human Resources Management) and Information and Communication Technology (ICT) are essential support processes for the delivery of CEPOL's mission.

As far as Governance is concerned, in 2017 emphasis will be placed on two main priorities: first, that the Management Board (MB) consolidates its practices and continues to function effectively as CEPOL's supreme decision making body; secondly, that the Management Board is able to continue steering and completing the outstanding actions in the Change Management Plan foreseen to take place in 2017. To enable this, the staff of the agency will ensure the timely, transparent and effective flow of information to the MB and in particular to its Chairperson.

Objective 4.A (Governance)

- The Management Board functions effectively as CEPOL's supreme decision making body

Outputs 4.A (Governance)

- Management Board's decision making is enabled and supported
- An Extraordinary Management Board meeting is organised for September 2017 in the context of the new Executive Director's selection procedure.
- The Change Management Plan components foreseen for 2017 are implemented

Expected results 4.A (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; by ensuring National Units have a regular discussion forum, CEPOL shall facilitate the implementation of activities.

Indicator(s) 4.A (Governance)

Indicator 4.A	2016 (Forecasted result)	Target for 2017	Means and frequency of verification
Regular Management Board meetings are held, number	2	2	Agency Progress Reports,

			Agency Annual Report
2017 Change Management Plan measures adopted, %	-	100%	Agency Progress Reports, Agency Annual Report

Objective 4.B (QM)

Quality Management (QM) at CEPOL is aiming to ensure visibility and accountability in relation to the Agency's performance expectations. It ensures that Objectives and their associated Indicators are aligned with CEPOL's multiannual Objectives and Strategy.

Outputs 4.B (QM)

- Complement to the production of the Agency's Progress Report with a comprehensive set of metrics
- Externally certified Management System (ISO 9001:2015)

Expected results 4.B (QM)

- Establish a robust report mechanism that gives a concise and up-to-date picture of CEPOL's performance and Strategy implementation
- Provide assurance to CEPOL's management and stakeholders that targets are aligned with strategic objectives and that performance is measured

Indicator(s) 4.B (QM)

Indicator 4.B.	2016 (Forecasted result)	Target for 2017	Means and frequency of verification
CEPOL's Strategy KPI and PI reported in the Agency's Progress Report	3 KPIs 9 PIs	3 KPIs 9 PIs	Every six months in preparation of the GB.

Objective 4.C (Internal Control System)

Ensure effectiveness and efficiency of operations and compliance with applicable laws and regulations within the Agency, by implementing an ex post control system for continuous review of operations in the Agency and within the CEPOL network, especially in the area of financial transactions.

Outputs 4.C (Internal Control System)

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 standards.

Expected results 4.C (Internal Control System)

Improved processes and internal control system of the Agency, to better achieve the business objectives in the respective area

Indicator(s) 4.C (Internal Control System)

Indicator 4.C.	2016 (Forecasted result)	Target for 2017	Means and frequency of verification
Implementation of the annual internal control plan	100%	100%	Number of ex-post controls conducted versus planned every year

Objective 4.D (Stakeholder relations and communication)

CEPOL Communications supports the development of the image of CEPOL and its network of training institutes as a knowledge hub of excellence for European law enforcement training by, inter alia, enhancing the visibility and outreach of its activities. This contributes to the progressive building of a strong and positive CEPOL corporate culture and image, strengthening its perception as a reliable and valuable partner across the EU landscape and beyond. In 2017, CEPOL communications activities shall continue along these lines, with the added challenge of enhancing CEPOL's visibility towards extended audiences (building on the results achieved in the previous year via its re-branding project) as well as the challenge of keeping its staff engaged and informed.

Specifically the Communications function shall:

- Facilitate information flows within CEPOL by (a) making staff aware of the necessary changes in order to adapt to new political priorities of the European Union; e.g. the European Agenda on Security, and (b) inform staff of what is happening not only in their respective units but also in the whole organisation to promote staff engagement;
- Communicate the medium and long-term benefits of CEPOL learning and training to varied audiences;
- Facilitate information flows and strengthen communication with the EU institutions and the other JHA agencies;
- Promote the role of training to enhance cooperation amongst law enforcement officials, and especially the "new" target groups;
- Engage in common communication projects with EU Institutions and other JHA agencies in order to enhance the visibility of law enforcement training;
- Make CEPOL's role in supporting EU security via training better known to its stakeholders, the general public, youth and media.

Outputs 4.D (Stakeholder relations and communication)

- Corporate reports to be circulated to institutional recipients and key stakeholders (Agency progress Reports, Annual Activity Report);
- Key publications to be circulated to institutional recipients and key stakeholders (Training catalogue, CEP publication *et al*);
- CEPOL branded merchandise and corporate material is distributed to the appropriate recipients;
- Production and dissemination of periodical digests and newsletters, press releases, audio/visual material;
- Organisation of/ communications support provided to key CEPOL events (R&S Conference *et al*);
- Enhanced CEPOL presence on the Media and in particular Social Media platforms;

- CEPOL website remains an updated resource repository and an information hub on the work of the agency for the wide stakeholders' community as well as the general public.

Expected results 4.D (Stakeholder relations and communication)

It is expected that the combination of the above lines of action shall have an impact on (a) CEPOL's overall credibility and reliability as an EU agency key to providing support to European security via learning and training and (b) the awareness of CEPOL among a growing number of institutional and external interlocutors, as well as the general public. Lastly and not at all in the least, the combined effect of the above lines of action coupled with a renewed visual and corporate identity shall allow for maintaining and increasing staff engagement and stakeholder support to CEPOL by promoting a corporate sense of belonging, mutual trust and understanding, and the building of bridges across hierarchical line, combating communication "silos" and compartmentalisation.

Indicator(s) 4.D (Stakeholder relations and communication)

Indicator 4.E.	2016 (Forecasted result)	Target for 2017	Means and frequency of verification
Agency Progress Reports delivered (timeliness, number)	2, 3 weeks prior to Management Board meetings	2, 3 weeks prior to Management Board meetings	Approval prior to upload/dissemination of documents, twice per year
Agency (annual) Activity Report, timeliness	MB validation at first regular meeting	MB validation at first regular meeting	ED's validation by April 2017
Internal newsletter	Weekly	Weekly	Monthly reports

Objective 4.E (Managing human resources)

Managing Human Resources includes management of staff planning (allocation) and recruitment, ensuring that CEPOL is fully compliant with all legal requirement stemming from the staff regulations and other relevant documents as well as contribution to the further professionalization of CEPOL by organising internal and/or individual training opportunities.

Outputs 4.E - Managing human resources

1. Review of organisational structure and allocation of posts within the structure
2. Timely start of relevant recruitment procedures in order to reduce the capacity gaps due to staff (temporarily) leaving CEPOL.
3. CEPOL Staff training plan for the following year and the implementation of the CEPOL Staff training plan for the current year
4. Timely processing of newly adopted/amended implementing rules on the staff regulations and where relevant the follow up of additional internal guidance.

Expected results 4.E (Managing human resources)

It is anticipated that the above measures will contribute to maintaining CEPOL a good working environment, which is necessary for CEPOL to keep its staff engaged, productive and committed to the goals of the organisation, and shall at the same time enable the agency to remain an attractive employer for new staff.

Indicator(s) 4.E (Managing human resources)

Indicator 4.E	2016 (Forecasted result)	Target for 2017	Means and frequency of verification
Ensuring full deployment of CEPOL's HR capacity	Per 31 December this figure is 96% for Temporary Agents	At least 95%	In monthly HR reports this indicator is presented.
Staff training plan adopted	The staff training plan for 2017 is adopted by 30 June 2016	The staff training plan for 2018 year is adopted by 30 June 2017	ED's decision on the adoption
Staff training plan implemented	-	Fully implemented staff training plan 2016	Implementation of the staff training plan is reported in the CSD monthly report.

Objective 4.F (ICT)

CEPOL's Information and Communications Technology (ICT) will focus on establishing a solid ICT infrastructure within CEPOL and delivering support to CEPOL staff members.

Outputs 4.F (ICT)

1. Annual review and – where necessary – adoption of the CEPOL ICT strategy
2. Annual review and – where necessary – update of the ICT disaster recovery plan

Expected results 4.F (ICT)

A solid ICT infrastructure that will enable its user an uninterrupted use of ICT tools, thereby enabling CEPOL users to focus on their deliverables.

Indicator(s) 4.F (ICT)

Indicator 4.F	2016 (Forecasted result)	Target for 2017	Means and frequency of verification
Review and update of ICT strategy	NA	ICT Strategy adopted	Reported in CSD periodical report
Review and update of ICT disaster recovery plan	NA	ICT disaster recovery plan reviewed and updated	Report in CSD periodical report

Section IV.I – List of residential activities 2017

CEPOL continues to apply a two-step approach for the development of the list of residential activities, which is necessary in order to ensure CEPOL's continued responsiveness to EU priorities, comply with the principle of business continuity, while at the same time guaranteeing a degree of flexibility in the identification of training needs.

Step 1: The Governing Board approved a list of 30 residential activities of priority deriving from:

- EU Presidency priorities;
- European Agenda on Security, particularly areas related to the EU Policy Cycle and counter-terrorism;
- Multiannual CEPOL programmes approved by the Governing Board;
- Activities related to CSDP missions.

Step 2: Further activities were identified during the consultation process with the EU Member States, EU Commission, JHA agencies and cooperation partners that was launched in September 2015. As a result additional 99 activities were identified and prioritised. Out of the total of 128 activities, the CEPOL Governing Board adopted for the implementation 94 activities which are listed below.

Note: In order to reflect the extended target group, 16 activities were coupled with an online course.

List of residential activities, including corresponding online course where applicable

CEPOL Training activities (residential and online) 2017

1 - Serious crime and counter-terrorism; 2 - Public order – policing of major events; 3 - Planning and command of Union missions; 4 - Leadership, language development, train the trainers; 5 - Law enforcement cooperation and information exchange; 6 - Specific areas and instruments; 7 - Fundamental Rights; 8 - Research and prevention

Category 2017	Sub-category	Title	Activity No in 2017	Number of days	Residential Participants	Online participants
1	EU Policy Cycle - Instrument	Policy Cycle 2018-2021 – Workshop for Drivers and Co-Drivers	1	3	30	0
1	EU Policy Cycle - Illegal Immigration	Organised crime facilitating illegal immigration	2	3	25	25
1	EU Policy Cycle - Illegal Immigration	Combating facilitation of illegal immigration - EU external border policy	3	3	25	25
1	EU Policy Cycle - Illegal Immigration	Financial investigation in relation to the facilitation of irregular migration	4	3	25	0
1	EU Policy Cycle - Illegal Immigration	Hotspots – regional focus on migration	5	3	25	0
1	EU Policy Cycle - Illegal Immigration	Policing the impact of migration - Public order, the crime, integration	6	3	25	0
1	EU Policy Cycle - Illegal Immigration	Migration flows – combating OCGs on Western Balkans routes (joint action with EJTN)	7	3	25	0
1	EU Policy Cycle - Illegal Immigration	Migration flows – combating OCGs on Mediterranean routes (joint action with EJTN)	8	3	25	0
1	EU Policy Cycle - THB	Financial Investigations and Asset Recovery for THB Investigations (joint action with EJTN)	9	3	25	25
1	EU Policy Cycle - Counterfeit goods	Counterfeit goods (joint action with EUIPO)	10	4	25	25
1	EU Policy Cycle - Excise Fraud	Excise fraud	11	3	25	25
1	EU Policy Cycle – MTIC fraud	Missing Trader Intra Community fraud (MTIC)	12	3	25	25
1	EU Policy Cycle - Drugs	Fighting drug crime – strategic analysis (joint action with EMCDDA)	13	3	25	25

Category 2017	Sub-category	Title	Activity No in 2017	Number of days	Residential Participants	Online participants
1	EU Policy Cycle - Synthetic drugs	Synthetic drugs	14	3	25	25
1	EU Policy Cycle - Synthetic drugs	Illicit Laboratory Dismantling - advanced (joint action with Europol)	15	10	25	0
1	EU Policy Cycle - Synthetic drugs	Illicit laboratory dismantling - follow up (joint action with Europol)	16	3	25	0
1	EU Policy Cycle - Cocaine trafficking	Cocaine smuggling	17	3	25	25
1	EU Policy Cycle - Heroin trafficking	Heroin smuggling	18	3	25	25
1	EU Policy Cycle – Cyber -card fraud	Combating card fraud	19	3	25	0
1	EU Policy Cycle - Cyber - CSE	Child sexual exploitation on Internet - Undercover Operations	20	4	25	0
1	EU Policy Cycle - Cyber - CSE	Child sexual exploitation - Victim Identification (joint action with Europol and Interpol)	21	10	25	0
1	EU Policy Cycle - Cyber - CSE	Strategies in managing child sex offenders	22	3	25	0
1	EU Policy Cycle - Cyber - CSE	First Responders and Cyber Forensic	23	3	25	0
1	EU Policy Cycle – Cybercrime	TOR and Darknet – Trafficking from law enforcement perspective	24	5	20	0
1	EU Policy Cycle – Cybercrime	Cybercrime - conducting forensic searches in various IT devices	25	3	25	0
1	EU Policy Cycle - Cybercrime	Cybercrime - - advanced Windows file systems forensics	26	3	25	0

Category 2017	Sub-category	Title	Activity No in 2017	Number of days	Residential Participants	Online participants
1	EU Policy Cycle - Cybercrime	Crosscutting aspects of cyber investigations - Cybercrime and cybersecurity	27	3	25	0
1	EU Policy Cycle - Firearms	Firearms – Strategic aspects in law enforcement	28	3	25	0
1	EU Policy Cycle - Firearms	Firearms – cross-border investigations	29	3	25	0
1	EU Policy Cycle - Firearms	Tackling firearms trafficking at the EU external borders	30	4	25	0
1	EU Policy Cycle - OPC	Organised Property Crime committed by mobile organised crime groups	31	3	25	0
1	Corruption	Investigating and preventing corruption	32	4	25	25
1	Counter Terrorism	Identify and discover foreign fighters	33	4	25	0
1	Counter Terrorism	Radicalisation – Opportunities for prevention	34	4	25	0
1	Counter Terrorism	Radicalisation – Prevent maritime terrorist threat	35	4	25	0
1	Counter Terrorism	De-radicalization of foreign fighters	36	3	25	0
1	Counter Terrorism	Airport security: Airport soft target protection	37	3	25	0
1	Counter Terrorism	Explosive, security, equipment standards in different environments - rail and metro	38	4	25	0
1	Critical infrastructures	Preventing attacks on critical infrastructures	39	4	25	0

Category 2017	Sub-category	Title	Activity No in 2017	Number of days	Residential Participants	Online participants
2	Public violent attacks	Violent attacks against public (amok shootings)	40	3	25	0
2	Major events policing	Pan-European football security (joint action with the EU Think Tank on football security)	41	5	25	25
2	Major events policing	Public order and crowd management (HOUSE-EUSEC) - Step 1	42	4	25	0
2	Major events policing	Public order – security during major events - PPP (HOUSE-EUSEC) - Step 2	43	4	25	0
2	Public Order	Management of emergency situations	44	3	25	0
3	EU Missions	CSDP/ FSJ nexus, structures and instruments	45	2	25	0
3	EU Missions	European security sector reform (joint action with ESDC)	46	3	25	25
3	EU Missions	Mentoring, monitoring and advising	47	5	25	0
3	EU Missions	EU missions and operations - Strategic planning	48	3	25	0
3	EU Missions	Civilian crisis management mission - Train the trainers	49	5	20	0
4	Leadership	EU CSDP Police command and planning course (curriculum to be followed)	50	10	25	0
4	Leadership	EU Law enforcement leadership - Police chiefs and deputies (curriculum to be followed)	51	2	25	0

Category 2017	Sub-category	Title	Activity No in 2017	Number of days	Residential Participants	Online participants
4	Leadership	EU Law enforcement leadership development & Future leaders - module 1 (curriculum to be followed)	52	5	25	0
4	Leadership	EU Law enforcement leadership development & Future leaders – module 2 (curriculum to be followed)	53	5	25	0
4	Language	Language development - Instruments and systems of European police cooperation (English)	54	19	25	0
4	Language	Language development - Instruments and systems of European police cooperation (English)	55	19	25	0
4	Train the trainers	Train the Trainers - Step 1	56	4	20	0
4	Train the trainers	Train the Trainers - Step 2	57	4	20	0
5	Master Programme	Policing in Europe – European Joint Master Programme (1 st)	58	10	28	0
5	Master Programme	Policing in Europe – European Joint Master Programme (2 nd)	59	10	25	0
5	SIRENE, SIS II	SIRENE Officers – level 1	60	4	25	0
5	SIRENE, SIS II	SIRENE Officers – level 2	61	4	25	0
5	SIRENE, SIS II	Train the trainers SIRENE	62	3	25	0
5	SIRENE, SIS II	SIS II for SIRENE staff with technical knowledge of SIS II (joint action with EU-LISA)	63	2	25	25
5	EU large scale IT systems	Train the technical trainers – SIS II, VIS, EURODAC – IT operators (joint action with EU-LISA)	64	2	25	25

Category 2017	Sub-category	Title	Activity No in 2017	Number of days	Residential Participants	Online participants
5	SIRENE, SIS II	Schengen evaluation - Police cooperation	65	5	20	0
5	SIRENE, SIS II	Schengen evaluation - SIS and SIRENE	66	5	20	0
5	Information exchange	Single point of contact - one stop shop	67	3	25	0
6	Intelligence Led Policing	Intelligence Led Policing (ILP) - Intelligence cycle	68	3	25	0
6	Analysis	Open sources intelligence	69	5	25	0
6	Analysis	Strategic intelligence analysis	70	5	25	0
6	Analysis	Operational intelligence analysis (joint action with Europol)	71	5	25	0
6	Analysis	Social network analysis	72	5	25	0
6	Analysis	Passenger Name Record (PNR) information analysis - train the trainers	73	3	25	0
6	Proceeds of crime	Financial investigations	74	3	25	0
6	Proceeds of crime	Money laundering	75	5	25	0
6	Proceeds of crime	Asset recovery	76	4	25	0
6	Proceeds of crime	Financial intelligence and analysis of financial data	77	3	25	0

Category 2017	Sub-category	Title	Activity No in 2017	Number of days	Residential Participants	Online participants
6	Explosives	European Explosive Ordnance Disposal Network (EEODN) (joint action with Europol)	78	4	56	0
6	Forensics	Quality control and assurance of the crime scene investigation/ examination (joint action with ENFSI)	79	4	25	0
6	Forensics	Detect false documents /digital printing - "His Master's eye"	80	4	25	0
6	LE Technique	Witness Protection (joint action with Europol)	81	5	25	0
6	LE Technique	Informant handling – advanced (joint action with Europol)	82	4	25	0
6	LE Technique	Undercover operations	83	4	25	0
6	Social media	Social Media - advanced - Implications in law enforcement	84	5	25	25
6	JIT	Joint Investigation Team – Implementation (joint action with EJTN and Eurojust)	85	4	25	0
6	JIT	Joint Investigation Team – Leadership (joint action with EJTN and Eurojust)	86	4	25	0
6	JIT	Joint Investigation Team - Western Balkans (joint action with EJTN and Eurojust)	87	3	22	0
6	ENFAST	ENFAST (European Network on Fugitive Active Search Teams)	88	3	25	0
6	Disaster Victim identification	Disaster victim identification management (curriculum to be followed)	89	4	25	0
7	Police Ethics	Fundamental rights and Police ethics - Step 1	90	4	25	0

Category 2017	Sub-category	Title	Activity No in 2017	Number of days	Residential Participants	Online participants
7	Police ethics / Diversity	Management of diversity - Step 2	91	4	25	0
8	Research	European Police research and science conference	92	3	100	0
8	Crime Prevention	New trends, methods in crime prevention	93	4	25	0
TBD	TBD	Presidency activity Malta	94	3	25	0

Section IV.II - List of webinars for 2017: Outcomes of the Webinar Needs Analysis 2017

Ref. No.	Category	Sub-category	Title	Aim	Target Group
1	Serious crime and counter-terrorism	EU Policy Cycle – Instrument	EU policy cycle for LE and the judiciary	Following OAP 2017	Following OAP 2017
2	Serious crime and counter-terrorism	EU Policy Cycle - Illegal Immigration	Illegal Immigration (title t.b.c.)	Following OAP 2017 Including methods of prevention illegal migration with a better surveillance of borders with new technologies.	Following OAP 2017 Incl Border police from EU borders and others forces that can intercept illegal migrants.

Ref. No.	Category	Sub-category	Title	Aim	Target Group
3	Serious crime and counter-terrorism	EU Policy Cycle - Illegal Immigration	Dealing with issues stemming from irregular migration	<p>The aim is to educate police officers who deal with refugees during their stay in the countries that provide temporary (or permanent) shelter.</p> <p>The education should target the lack of understanding that there is between the two different cultures (locals and refugees) regarding their different customs, religion, etc and aim at better understanding and embracing those differences.</p> <p>The difficulties of adapting to a foreign country and its foreign customs and laws, will be highlighted, especially the presumption that all newly arrived migrants are expected to instantly know, understand and uphold to laws of the country that provides them with shelter.</p>	EU Law Enforcement Personnel
4	Serious crime and counter-terrorism	EU Policy Cycle - Trafficking in Human Beings (THB)	Trafficking in Human Beings THB (title t.b.c.)	Following OAP 2017	Following OAP 2017
5	Serious crime and counter-terrorism	EU Policy Cycle - Trafficking in Human Beings (THB)	Geointelligence in countering organized crime with focus on THB	Knowledge on geointelligence in countering organized crime	Serious organized crime officers Border guard dealing with issues of THB Officers and trainers working with GEOINT and drones
6	Serious crime and counter-terrorism	EU Policy Cycle - Counterfeit Goods	Counterfeit Goods (title t.b.c.)	Following OAP 2017	Following OAP 2017
7	Serious crime and counter-terrorism	EU Policy Cycle - Counterfeit Goods	EUIPO IPR resources on CEPOL e-Net for LE and Judiciary	Following OAP 2017 - introduction learning and training resources on IPR	LE and judiciary and trainers

Ref. No.	Category	Sub-category	Title	Aim	Target Group
8	Serious crime and counter-terrorism	EU Policy Cycle - Counterfeit Goods	Frauds and counterfeiting goods within railway, waterway and air transportation system	To present criminal trends in counterfeiting goods/frauds/tax evasion in transportation system (railways, waterways and airports) and the methods used to tackle these phenomena	The transport police officers involved in preventing and combating tax evasion, excise fraud and the transport of counterfeited goods.
9	Serious crime and counter-terrorism	EU Policy Cycle - Excise Fraud	Excise Fraud including money laundering in the field of illegal production of cigarettes.	Following OAP 2017 Incl To enhance knowledge on the instruments and techniques in the fight against money laundering, to analyse case studies and identify best practice, to gain information about new Modus operandii and types of money laundering in the field of illegal production of cigarettes.	Following OAP 2017 Incl Law enforcement officers investigating economic crimes, particularly money laundering in the field of illegal production of cigarettes.
10	Serious crime and counter-terrorism	EU Policy Cycle - Excise Fraud	Mineral Oil Fraud	Following OAP 2017	Following OAP 2017
11	Serious crime and counter-terrorism	EU Policy Cycle - Missing Trader Intra Community (MTIC) Fraud	Missing Trader Intra Community fraud related to gas & energy trade	Raise awareness of modus operandi in MTIC fraud cases with gas & energy and of specific problems related to investigation of this type of fraud	LEAs' officers from MS dealing with tax frauds
12	Serious crime and counter-terrorism	EU Policy Cycle - Missing Trader Intra Community (MTIC) Fraud	Missing Trader Intra Community fraud including VAT carousel	Improve the skills of learners on the existing connection between VAT carousel fraud and money laundering mechanism, as it was described in FATF Report 2007 in this regard, to shift their approach from re-active to pro-active, when they encounter such cases, in a transnational context.	LE and judiciary, as well as foreign Revenue and Customs operators and analysts.
13	Serious crime and counter-terrorism	EU Policy Cycle - Synthetic Drugs	Clandestine laboratories producing new psychoactive substances (NPS)	To achieve better understanding of the phenomenon of new psychoactive substances, its recent developments and cross-border impact	Law enforcement officers dealing with combating drugs trafficking offences

Ref. No.	Category	Sub-category	Title	Aim	Target Group
14	Serious crime and counter-terrorism	EU Policy Cycle - Synthetic Drugs	Synthetic Drugs (title t.b.c.)	Following OAP 2017	Following OAP 2017
15	Serious crime and counter-terrorism	EU Policy Cycle - Synthetic Drugs	Use of the CEPOL online module on Synthetic Drugs for LE/Judiciary and trainers.	Introducing the new CEPOL online module on Synthetic Drugs to professionals from law enforcement and the judiciary as well as for trainers	Law enforcement, judiciary and trainers
16	Serious crime and counter-terrorism	EU Policy Cycle - Cocaine,	Cocaine (title t.b.c.)	Following OAP 2017	Following OAP 2017
17	Serious crime and counter-terrorism	EU Policy Cycle – Heroin	Heroin (title t.b.c.)	Following OAP 2017	Following OAP 2017
18	Serious crime and counter-terrorism	EU Policy Cycle - Cybercrime - payment card fraud	eCommerce: 3D-secure and Near Field Communication (NFC)	Following OAP 2017	Following OAP 2017
19	Serious crime and counter-terrorism	EU Policy Cycle - Cybercrime - payment card fraud	ATM malware	Following OAP 2017	Following OAP 2017
20	Serious crime and counter-terrorism	EU Policy Cycle - Cybercrime - payment card fraud	Carding sites	Following OAP 2017	Following OAP 2017
21	Serious crime and counter-terrorism	EU Policy Cycle - Cybercrime - payment card fraud	Provisionally title: Airline Action Day	Following OAP 2017	Following OAP 2017
22	Serious crime and counter-terrorism	EU Policy Cycle - Cybercrime - child sexual exploitation	Cybercrime child sexual exploitation (title t.b.c.)	Following OAP 2017	Following OAP 2017

Ref. No.	Category	Sub-category	Title	Aim	Target Group
23	Serious crime and counter-terrorism	EU Policy Cycle - Cybercrime - child sexual exploitation	Cybercrime child sexual exploitation (title t.b.c.)	Following OAP 2017	Following OAP 2017
24	Serious crime and counter-terrorism	EU Policy Cycle - Cybercrime - child sexual exploitation	Cybercrime child sexual exploitation (title t.b.c.) Incl - Undercover investigations on Internet directed against child sexual exploitation on-line and distribution of child abuse materials.	Following OAP 2017 Incl The aim is to share knowledge and best practices in the field of combating sexual crime against children committed in or with use of Internet, in Darknet such as TOR network in particular.	Following OAP 2017 Incl The target group shall be law enforcement officers, mainly from Police, whose main task is combating sexual crimes against children.
25	Serious crime and counter-terrorism	EU Policy Cycle - Cybercrime - Cyber Attacks	Cybercrime Cyber Attacks (title t.b.c.)	Following OAP 2017	Following OAP 2017
26	Serious crime and counter-terrorism	EU Policy Cycle - Cybercrime - Cyber Attacks	Cybercrime Cyber Attacks (title t.b.c.)	Following OAP 2017	Following OAP 2017
27	Serious crime and counter-terrorism	EU Policy Cycle - Cybercrime - Cyber Attacks	Cybercrime Cyber Attacks (title t.b.c.)	Following OAP 2017	Following OAP 2017
28	Serious crime and counter-terrorism	EU Policy Cycle - Cybercrime - Cyber Attacks	Malware targeting mobile devices	To update and enrich knowledge concerning trending techniques used by cybercriminals to attack mobile devices. To raise awareness about prevention and protection measures related to mobile malware threats, both for private users and businesses.	Police officers and Law Enforcers who use mobile devices (smartphones & tablets) for both personal and professional reasons
29	Serious crime and counter-terrorism	EU Policy Cycle - Firearms	Firearms (title t.b.c.)	Following OAP 2017	Following OAP 2017

Ref. No.	Category	Sub-category	Title	Aim	Target Group
30	Serious crime and counter-terrorism	EU Policy Cycle - Firearms	Combating firearms trafficking in postal and courier services	1) providing a better knowledge of types of trafficking in postal and courier services 2) giving information how to recognize trafficking in postal and courier services	Representatives of Law Enforcement Agencies
31	Serious crime and counter-terrorism	EU Policy Cycle - Organised Property Crime (OPC)	Organised Property Crime OPC (title t.b.c.)	Following OAP 2017	Following OAP 2017
32	Serious crime and counter-terrorism	Corruption	Combating corruption of law enforcement officials	Introduction of the corruption problem within LEA, presenting managing of LEA integrity and preventive aspects. Integrity test an effective tool in preventing and combating corruption in the Police environment	Officers/persons of dedicated Internal Affairs Units/Departments, Anticorruption organisations, Prosecutors, LEA management level
33	Serious crime and counter-terrorism	Corruption	AMON: International cooperation in Money Laundering investigations	Initiation of closer international cooperation in ML criminal cases	EU police units with responsibility for investigation of money laundering
34	Serious crime and counter-terrorism	Counter-Terrorism	Financial sources of terrorism	Good practises and experiences of investigation and tactics of other criminal authorities in Europe.	Investigatore (in field of financial crimes and asset recovery)
35	Serious crime and counter-terrorism	Counter-Terrorism	Identification of Radicalisation	Awareness rising and knowledge gaining about Islam, Islamism and Salafism and how radicalisation can be identified	Senior Police Officers in Member States of CEPOL – public webinar
36	Serious crime and counter-terrorism	Counter-Terrorism	Foreign fighters and capacity building	To present latest developments on FFs; to introduce Europol's role in fighting FFs and its benefits for LE community in the EU.	Law enforcement and judiciary
37	Public order – policing of major events	Major events policing	Public order - security during major sports events	Learn new methods of other countries	Senior police officers and leaders and NFIP in Europe

Ref. No.	Category	Sub-category	Title	Aim	Target Group
38	Public order – policing of major events	Various (critical infrastructure, social media, JIT, ENFAST, DVI)	ENFAST	Increased knowledge about regulations in searching people subject in other UE countries /wiretapping etc./ and methods of work ENFAST groups	Law enforcement officials
39	Public order – policing of major events	Major events policing	International police cooperation in the field of "legal highs"	To know how to cooperate and with who, what is the definition of "legal highs" in member countries, the role of Europol, other agencies in charge	Criminal police officers in charge of drugs and "legal highs", liaison officers
40	Leadership, language development, train the trainers	Language skills	Specific English for Law Enforcement: PEL online learning modules	To achieve specific vocabulary related to Border Police missions	LE officers (police customs, border) and Judiciary
41	Leadership, language development, train the trainers	Leadership	Leadership and Police Performance	Awareness rising and knowledge gaining about the relation between different leadership styles and the performance of a police organisation	Senior Police Officers in Member States of CEPOL – public webinar
42	Planning and command of Union missions	Planning and command of Union missions	Selection and Assessment of Police in order to participate in Crises Management Missions	This activity is meant to raise awareness and share information so as to enhance standards in foreign languages assessment relevant for the police to participate in crises management missions	Law enforcement personnel responsible for selection, training and assessment of police in order to participate in crises management missions.
43	Leadership, language development, train the trainers	Leadership	The role of CEPOL in European Law Enforcement Training	To better understand the new role and its implication for cooperation with national and European Law Enforcement stakeholders	Stakeholders of LE training at national and EU level

Ref. No.	Category	Sub-category	Title	Aim	Target Group
44	Leadership, language development, train the trainers	Leadership	National Webinar for CEPOL and its e-Net (in Greek)	Aim: Raise awareness of CEPOL and the training opportunities/tools that it offers to law enforcement personnel and promote a European law enforcement training culture (for Greek native speakers).	Law enforcement personnel in Hellas and Cyprus, as well as relevant stakeholders.
45	Leadership, language development, train the trainers	Train the trainers	Innovative training methods and teaching tools	Raise awareness of new teaching technologies, and will also get the latest updates about new teaching methods and tools.	Law enforcement officials involved in training and education.
46	Leadership, language development, train the trainers	Train the trainers	LMS support to learning and training activities: Course Image 9.0	To introduce the refreshed version of Course Image 9.0 and to coach organisers and trainers of CEPOL activities as well as National e-Net Managers regarding its usage for their 2017 activities.	Course managers, administrators, trainers and e-Net managers involved in 2016 activities. Furthermore, educators at national level are welcome to attend for collecting good practice of online support to learning and training activities
47	Leadership, language development, train the trainers	Train the trainers	The CEPOL Exchange Programme 2017	Provide National Exchange Coordinators as well as prospective participants with information on aims and modalities of CEPOL's Exchange Programme 2017	Prospective participants to the European Police Exchange Programme 2016 and National Exchange Coordinators.
48	Leadership, language development, train the trainers	Train the trainers	Organising CEPOL webinars	To give information about organising CEPOL webinars and on how to deliver them in the most effective way. The webinar also informs the attendees about webinar application procedures and available supporting tools, templates and resources.	Law Enforcement, JHA agencies, universities, trainers, educators, judiciary and researchers

Ref. No.	Category	Sub-category	Title	Aim	Target Group
49	Law enforcement cooperation and information exchange	SIRENE, SIS II, EU large scale IT systems, SPOC	Future of SIS II and Schengen area: new categories of objects, new SIRENE forms, SIS-AFIS, smart border systems (API, PNR, EES), counteracting against Foreign Terrorist Fighters (incl. cooperation with Europol and Interpol) Incl Law enforcement cooperation and information exchange	To get actual knowledge about EU plans in relation to SIS-SIRENE matters, mainly concerning: - new categories of objects, - planned changes in SIS dictionaries, - new SIRENE forms, - SIS-AFIS, - smart border systems, - counteracting against Foreign Terrorist Fighters (FTF). Incl To handle in accordance with defined cooperation protocols and procedures related to border security	SIRENE operators, N-SIS, Border guards involved in law enforcement cooperation.
50	Law enforcement cooperation and information exchange	SIRENE, SIS II, EU large scale IT systems, SPOC	SIS/SIRENE I. (Title t.b.d..)	The aim is to ensure a high level of training and especially dissemination specific knowledge and expertise among various law enforcement authorities across the EU on SIS related matters	SIRENE operators; SIS end-users; senior law enforcement officials; future trainers
51	Law enforcement cooperation and information exchange	SIRENE, SIS II, EU large scale IT systems, SPOC	SIS/SIRENE II. (Title t.b.d..)	The aim is to ensure a high level of training and especially dissemination specific knowledge and expertise among various law enforcement authorities across the EU on SIS related matters	SIRENE operators; SIS end-users; senior law enforcement officials; future trainers
52	Law enforcement cooperation and information exchange	SIRENE, SIS II, EU large scale IT systems, SPOC	SIS/SIRENE III. (Title t.b.d..)	The aim is to ensure a high level of training and especially dissemination specific knowledge and expertise among various law enforcement authorities across the EU on SIS related matters	SIRENE operators; SIS end-users; senior law enforcement officials; future trainers
53	Law enforcement cooperation and information exchange	SIRENE, SIS II, EU large scale IT systems, SPOC	Single Point Of Contact (SPOC)	Share good practices for establishing and managing SPOCs in Member States	SPOC operators, LE decision makers

Ref. No.	Category	Sub-category	Title	Aim	Target Group
54	Law enforcement cooperation and information exchange	SIRENE, SIS II, EU large scale IT systems, SPOC	Use of Europol tools for the investigation of cases	Introduce EUROPOL's tools for EU law enforcement officers available to use at operations and investigations. Participants will learn about the application procedure needed to use these tools.	Law enforcement officers
55	Law enforcement cooperation and information exchange	SIRENE, SIS II, EU large scale IT systems, SPOC	Use of INTERPOL's tools for the prevention and detection of crime	Providing officers investigating criminal offences with an opportunity to familiarise with the tools and services offered by INTERPOL; Providing participants with an insight of INTERPOL's expertise, priority areas, products and tools; Increasing the ability of investigators in using INTERPOL's alerts on new modus operandi and the adoption of appropriate preventive measures	Law enforcement officers
56	Law enforcement cooperation and information exchange	N/A	Police Cooperation Convention for Southeast Europe (PCCSEE)	To introduce PCC SEE in relation to the Schengen Convention as instruments for cross-border law enforcement cooperation and to give an overview of the strategic development at the PCC SEE region and its operational tools.	Law enforcement officers
57	Specific areas and instruments	Law enforcement techniques	Digital video recording (DVR) examination)	To exchange knowledge and to present good practices on DVR examination.	Law enforcement officers and forensic video examiners.
58	Specific areas and instruments	Law enforcement techniques	Image comparison	Presenting techniques on image comparison for victim identification. Furthermore, it will include a presentation of the software that can be used for this purpose	Law enforcement officers

Ref. No.	Category	Sub-category	Title	Aim	Target Group
59	Specific areas and instruments	Law enforcement techniques	Traffic safety and crime control - integrative approach	To raise awareness on traffic safety and policing-related aspects at international level. Participants will be encouraged to apply an integrative approach towards road policing.	Decision-makers at strategic level, as well as senior and middle managers (gold and silver levels) responsible for traffic and operational management
60	Specific areas and instruments	Law enforcement techniques	Social media and law enforcement	To inform participants about how to use social media for law enforcement and to sensitize them on the applicable wariness regarding the use of social media	Public webinar
61	Specific areas and instruments	Law enforcement techniques	Facebook and other social media as a tool for investigation	Present good practice of social media usage to support investigations and operations	Law enforcement officers
62	Specific areas and instruments	Law enforcement techniques	Collecting biological evidence from a crime scene	Crime scene investigators involved in the collection of DNA samples as well as to DNA experts. It is also targeted to any other police officers interested in this subject	Law enforcement officers
63	Specific areas and instruments	Forensics	Social network analysis	to share the good practices in the field and in the training	Law enforcement officers and judicial officials
64	Specific areas and instruments	Analysis and intelligence led policing	Comparative Organized Crime Analysis	Raising Awareness About How Organised Crime Groups Works in Different Parts of Europe.	Police Officers, Criminologists, Sociologists
65	Specific areas and instruments	Forensics	ISO/IEC 17025 implementation in Forensic Sciences DNA analysis Laboratories	To elaborate in the ways that ISO 17025 can be applied efficiently and effectively, in forensic DNA laboratories	Personnel performing DNA analysis in Forensic Sciences DNA analysis Laboratories, Forensic Quality Managers
66	Specific areas and instruments	Various (critical infrastructure, social media, JIT, ENFAST, DVI)	Speech Comparison.	Knowledge exchange.Learn new practices on Audio Enhancement.	Audio and Speech examiners.

Ref. No.	Category	Sub-category	Title	Aim	Target Group
67	Specific areas and instruments	Various (critical infrastructure, social media, JIT, ENFAST, DVI)	Joint Investigation Teams	To introduce the concept of Joint Investigation Teams as well as supporting tools and recent trends in this field and to present successful examples of JITs.	Law enforcement officers
68	Specific areas and instruments	Forensics	Fundamentals of forensic science	The main aim is to raise awareness of all relevant stake holders about possibilities and limitation of modern forensic methodologies.	Police investigators in charge, prosecutors, judges.
69	Specific areas and instruments	Forensics	Forensic work on the crime scene	To introduce several methods to analyse crime scene evidence	Crime scene investigators
70	Specific areas and instruments	Forensics	3D scanning at crime scene	Forensic usage of 3D imaging system, legal background , practical experiences.	Crime scene responders, CSI&SOCO, forensic personel
71	Specific areas and instruments	Proceeds of crime	Detection of proceeds of crime gathered or transferred by means of virtual currencies (esp. cryptocurrencies)	1) providing a better knowledge of virtual currencies technology and its features, 2) developing analytical capabilities in the field of the analysis of virtual currencies transactions, 3) giving information on indicators which will enable to recognize illegal activity performed by means of virtual currencies.	Representatives of Law Enforcement Agencies as well as Financial Intelligence Units.

Ref. No.	Category	Sub-category	Title	Aim	Target Group
72	Fundamental Rights	Fundamental Rights	Respect and Protection of Human Rights by Members of the Police - Detention Conditions and Handling of Detained Persons - Code of Police Ethics	Raising police awareness on rights of detained persons and human rights of citizens, knowledge of the relevant EU legislation and latest developments, knowledge of the basic principles regarding human right and detained person's rights, best practices used in other EU MS	Members of Law Enforcement Authorities
73	Fundamental Rights	Fundamental Rights	Data Protection (Regulation 2016/679 of 27 April 2016 and Directive (EU) 2016/680 of 27 April 2016)	To assist law enforcement officials responsible for policy making in the area of data protection, understand and appreciate the legal and other implications of the data protection regulation and decision, in the course of the police duties.	Law Enforcement officials responsible for policy making in the area of Data Protection
74	Fundamental Rights	Fundamental Rights	Persons with disabilities	To raise awareness about the rights of persons with disabilities, and how these can be best protected in the work of law enforcement.	Police and Law Enforcement, Customs, Border guards
75	Fundamental Rights	Fundamental Rights	Interviewing children victims and witnesses of crime	To raise awareness about different forms of gender based violence – from physical violence to sexual harassment and stalking – and exchange promising practice examples on how violence against women can be addressed at the level of law enforcement.	Police and Law Enforcement, Customs, Border guards
76	Fundamental Rights	Fundamental Rights	Roma integration strategies: challenges for law	To raise awareness about challenges experienced by Roma communities in different EU Member States and discuss how these can be best taken into account in the police work.	Police and Law Enforcement, Customs, Border guards
77	Fundamental Rights	Fundamental Rights	Diversity, non-discrimination or discriminatory ethnic profiling	To raise awareness about different forms of discrimination; to critically examine cultural stereotypes that are often held by the community and within police	Police and Law Enforcement, Customs, Border guards

Ref. No.	Category	Sub-category	Title	Aim	Target Group
				services that serve that community, and to exchange promising practices.	
78	Fundamental Rights	Fundamental Rights	Police and Public relations/ media cooperation in a diverse society	To raise awareness and share good practices of effective strategies for police cooperation with media. How to communicate about crime and security challenges, at the same time respecting fundamental rights of victims and suspects? How to ensure transparent and objective communication with the media, while respecting culturally, socially and ethnically diverse society?	Police and Law Enforcement, Customs, Border guards
79	Fundamental Rights	Fundamental Rights	Police human resources management in a diverse society	To inform about the basic principles related to managing diversity through human resources management in police services; to raise awareness about how diversity skills directly affect law enforcement work; and to exchange practices in diversity-conscious human resources management.	Police and Law Enforcement, Customs, Border guards
80	Fundamental Rights	Fundamental Rights	Ensuring rights of victims of crime	To discuss what can be done to build victims' trust and encourage reporting by exchanging promising practices in the field, and discussing how law enforcement can work together with victim support services to provide essential help to victims of crime at the earliest stage possible.	Police and Law Enforcement, Customs, Border guards
81	Fundamental Rights	Fundamental Rights	Gender based violence	To raise awareness about different forms of gender based violence – from physical violence to sexual harassment and stalking – and exchange promising practice examples on how violence	Police and Law Enforcement, Customs, Border guards

Ref. No.	Category	Sub-category	Title	Aim	Target Group
				against women can be addressed at the level of law enforcement.	
82	Fundamental Rights	Fundamental Rights	Human Rights and Police Ethics/Detention conditions and handling of Detained persons	To raise awareness about the importance of ethical behaviours in day to day police work and to enhance the integration of diversity issues into police management. To promote European analysis concerning Human rights and police ethics. To raise awareness about rights of detained persons and human rights of citizens.	Police and Law Enforcement, Customs, Border guards
83	Fundamental Rights	Fundamental Rights	Severe forms of labour exploitation – cooperation between police and labour inspectorates	To raise awareness about criminal exploitation of the work of EU and non-EU migrants; and discuss how these crimes can be effectively addressed by law enforcement, ensuring that these crimes are detected and reported, and victims' have effective avenues to access justice.	Police and Law Enforcement, Customs, Border guards
84	Fundamental Rights	Fundamental Rights	Use of the CEPOL online module and TtT curriculum on Hate Crime for LE/Judiciary and trainers.	Introducing the new CEPOL online module and TtT curriculum on hate crime to professionals from law enforcement and the judiciary as well as for trainers	Law enforcement, judiciary and trainers

Ref. No.	Category	Sub-category	Title	Aim	Target Group
85	Fundamental Rights	Fundamental Rights	Human rights and fundamental freedoms of the Police personnel.	Human rights and fundamental freedoms are, or should be, key components of planning and deploying Policing in the EU. Better understanding of their core characteristics will inevitably result to better protection of the rights of the European citizens and all those subject to European law.	Law Enforcement personnel.
86	Research and prevention	Research and prevention	The social phenomena with criminogenic potential	The most important aim of the proposed webinar is to share the most current knowledge on theories and practices of criminology. Objectives of the webinar will be focused on chosen phenomena with criminogenic potential. Criminological knowledge may lead to better understanding of the relation between social problems and their consequences - crime.	Law enforcement officers, EU JHA Agency
87	Research and prevention	Research and prevention	Fight against drug addiction	To improve the fight against drugs and drug addiction by developing the knowledge of participants on psychoactive effects of drugs and prevention of drug addiction.	Law enforcement officers and experts involved in the fight against drugs. Additionally, trainers, police and law enforcement officers interested in the subject are welcome to attend this event
88	Research and prevention	Research and prevention	Engaging with minority cultures and groups	The aim of the webinar is to offer an insight to the system used in the Czech Republic as one of the possible solutions when engaging with minorities and preventing radicalization.	Police officers dealing with minorities and other groups

Section IV.III - Grant Agreements

Planning for the Future

In order to support the development of recommendations for the Centres of Excellence (CoE), in September 2016 the Management Board established a Working Group to elaborate on the creation, function and the scope of the CoE . It is expected that Centres of Excellence will become operational as from 2019

In order to streamline and simplify the grant system and implement the provisions of the LETS on CEPOL Centres of Excellence, it is proposed to establish Framework Partner consortia – Centres of Excellence²⁶ for specific thematic areas. The thematic areas will derive from the following key strategic documents:

- new CEPOL mandate;
- European Agenda on Security;
- European Agenda on Migration.

A list of thematic areas and relevant requirements (access to expertise required, geographical specificities etc.) will be established after consulting CEPOL National Units, and obtaining the approval of the CEPOL Management Board.

On the basis of the approved list, CEPOL's Executive Director will establish CEPOL Centres of Excellence (CEPOL CoEs) in the form of Framework Partner Consortia. The key principles are as follows:

- Consortia will be formed on a basis of a simplified call restricted to Framework Partners (FPs). Requirements for each thematic, area as approved by the Management Board, will be established in Consortia Catalogues;
- There will be one Consortium per thematic area, unless decided otherwise due to specific business needs. Such deviation will be included in the Consortia Catalogue;
- One Framework Partner will be able to participate in several CEPOL CoEs;
- Agreement for 3 years will be concluded between CEPOL's Executive Director and the Consortium. During the term of the agreement, grants will be awarded directly to the consortium;
- Each CEPOL CoE Consortium shall have a Steering Board where the agency shall be represented (similarly to the EJMP consortium). The agency should advise the consortium on policy developments and competency of other EU bodies and agencies, and shall facilitate cooperation with EU bodies and JHA agencies in particular.

There are several significant benefits to such approach:

²⁶ The title 'Centre of Excellence' derives from the Commission Communication on European Law Enforcement Training Scheme. Its use in the SPD is without prejudice to further decisions regarding the title of such consortia.

- Continuity of delivery of training per thematic area;
- During the term of the agreement, the relevant package of activities to be implemented shall be awarded directly to the Consortium without a yearly call. If the multiannual budgeting option is confirmed for the future, then planning of activities and funding should be organised on multiannual basis. This would significantly alleviate resources on programming and planning, and shall equally facilitate the implementation of the activities and corresponding budget.
- The package to be awarded shall be flexible to ensure that the Consortium can adjust number of days and participants where the training needs require so. This flexibility shall be granted within the given budget.
- Since direct awarding will be allowed, it can be done by September of each year. The signature of agreements shall still be subject to budget approval at the EU level. However, this shift in timeline will enable CEPOL CoEs to implement activities early in the following year, i.e. already in the 1st Quarter, thus enabling a smoother and more homogeneous spread of the activities across the year, avoiding bottlenecks in implementation.

Grants for implementation of CEPOL activities in 2017.

For the implementation of activities 2017 one call for applications (The Call) will be implemented with the following timeline:

- Publication of the Call on **30 June 2016**.
- Questions in relation to the grant application clarifications are to be received in writing no later than **23 September 2016**. Any questions received after the deadline will not be accepted. Responses to the questions will be communicated to all Framework Partners.
- Grant applications are to be dispatched or delivered in hand by the **31 October 2016**.
- Evaluation will be conducted by the **1 December 2016**.
- Grants will be awarded by **23 December 2016**.

Delays in budgetary procedures at European level may impact the planned timeline. Considering the significant increase in the number of framework partners, the approach for the Framework Partners' meeting will be reviewed.

1. OBJECTIVES

The Call aims to contribute to the European law enforcement cooperation through learning that meets the highest level of international excellence. This will be achieved via the implementation of a series of training activities. The term 'training activities' refers to: courses, seminars, conferences and on-line activities. The topics that such training activities are meant to address have been approved by the Governing Board of CEPOL on the 35th Governing Board meeting held on 24-25 May 2016 in The Hague, Netherlands and are presented in the CEPOL Training catalogue for 2017.

As defined in the Training Catalogue training activities are available for application in two forms:

- single activities
- sets of activities. Activities within a set are not available for application as single activities.

Moreover, the nature of the activities can be:

- Residential
- Residential accompanied with an online course. In principle, the online course shall follow the curriculum and learning outcomes of the residential activity. Both parts are mandatory.

The carrying out of training activities consists of the following elements:

- Organising all the logistical aspects of the activities except the flights for the participants. The latter are to be organised by CEPOL.
- Carrying out the activities in line with the Decision of the Governing Board laying down administrative Rules, commitments and guidelines for its courses, seminars and conferences (30/2006/GB).
- Carrying out the activities in line with the Decision of the Governing Board laying down administrative Rules, commitments and guidelines for its webinars and online courses (13/2016/GB).
- Planning and implementing the activities at high quality covering all educational aspects (programme, learning outcomes/objectives, delivery methodology, trainers/lecturers, use of LMS, Common Curricula, online learning modules, research and science).
- Delivering of final report(s) in accordance with the requirements set in the Governing Board decision 30/2006/GB. More specifically, reporting on implemented activities, including each activity within a set, shall be in line with articles 4.14 and 4.15 of the Governing Board decision 30/2006/GB.

2. EVALUATION OF APPLICATIONS

The evaluation of the submitted applications will be performed by an independent Opening Committee and an independent Evaluation Committee, appointed by the Executive Director of CEPOL. The Evaluation Committee will be assisted by a member of CEPOL staff providing purely administrative support and having no voting rights. No observers will be admitted during the assessment of eligibility and evaluation process.

The Opening Committee:

Shall screen the eligibility of the applications and the Selection Criteria

The Evaluation Committee:

Shall screen the award criteria

Failure to meet at any step the criteria shall exclude further evaluation of the application.

3. BUDGET AVAILABLE AND FORM OF FINANCING

The total budget earmarked for the financing of projects under the present Call is **EUR 1,913,000** (EUR 1,792,000 for residential activities and EUR 121,000 for online courses). CEPOL will finance no more than 95% of the total eligible costs of an activity.

4. ELIGIBLE APPLICATIONS

Failure to comply with the requirements and criteria set below will lead to the rejection of the application.

4.1

- Applications must be sent to the correct address no later than the deadline for submitting applications referred to the planned timeline.
- Applications must be submitted in writing, using the following documents: application forms, declaration on honour forms, financial proposal form, and if applicable, the partnership forms.
- Applications must be submitted using the double envelope system as described under the point 12 in order to guarantee the confidentiality and integrity of data.

4.2

Participation to the Call is restricted to the Framework Partners of CEPOL²⁷ for the period 2017-2020. Framework Partners may apply either individually or in a consortium of Framework Partners. It is noted that consortia are encouraged to apply for implementing the sets of activities.

In the event of an individual submission, the submission of the application and all the other required documents is to be performed by the Framework Partner or a mandated entity as long as the latter is indicated in the Framework Partnership Agreement signed following the Call for Framework Partners.

In the event that an application is submitted by a consortium duly filled and signed Partnership Forms are required²⁸. The leader of the consortium shall be responsible for the submission of the application and all the other required documents. Partners cannot withdraw their participation from a consortium from the moment a grant is awarded to the consortium and the grant agreement has been signed. Withdrawal is possible at any other stage prior to the signature of the grant agreement.

4.3

The type of activities eligible under the Call refers to the activities as described in the Training Catalogue 2017.

²⁷ See list of Partners on the website of CEPOL on the basis of the Decision of the Director of CEPOL on the "Call for Framework Partners to organise CEPOL courses, seminars, workshops and conferences in 2015-2018" adopted on 30 January 2014.

²⁸ At the time of application scanned copies are acceptable, but original Partnership Forms must be received by the Agency before a grant agreement is signed.

4.4

Applicants must sign a declaration of honour certifying that they are not in one of the situations referred to in articles 106 and 107 of the EU Financial Regulation.

5. SELECTION CRITERIA

The selection criteria assess the applicant's ability to complete the proposed action or work programme (i.e the financial and operational capacity of the applicants). Applicants must have the professional competencies as well as appropriate qualifications necessary to complete the proposed action. In this respect, applicants have to submit a declaration on honour.

6. AWARD CRITERIA

The award criteria allow the evaluation of the quality of the proposals in relation to the objectives of the call. Received applications will be assessed on the basis of the following criteria:

1. Activity concept	– maximum points	20
2. Content details – residential part	– maximum points	40
3. Content details – online part	– maximum points	10
4. Learning environment	– maximum points	20
5. Cost effectiveness	- maximum points	10
Total	- maximum points	100

Only applications that reach the threshold of 70 points (out of 90) for the content part will be then evaluated for cost effectiveness. In the context of assessing the cost effectiveness, applications below the threshold of at least 5 (out of 10) points shall be rejected. The points for the financial bid are awarded as follows:

- 5 points: 0%-5% less than the maximum budget available;
- 7 points: 5%-15% less than the maximum budget available;
- 10 points: more than 15% less than the maximum budget available.

An application can be proposed for a grant by the Evaluation Committee provided the application:

- has reached the threshold of at least 75 points **and**
- has the highest rating within a group of applicants for the specific activity/ies.

ANNEX: I – Resource allocation per Activity

Activity Based Budget 2016 (ABB) ²⁹	Allocated human resources (FTE)				Allocated budget resources (EUR)			
	TA	CA	SNE	Total HR	Indirect cost (T1 & T2)	Direct cost (Title 3)	CT MENA ³⁰ (Title 4)	Total budget
Support, develop, implement and coordinate training for law enforcement officials in the areas of terrorism, serious crime and public order	8.40	7.10	2.60	18.10	1,410,400	3,195,900	0	4,606,300
Prepare multi-annual strategic training needs analyses and multi-annual learning programmes	5.20	0.90	0.40	6.50	506,500	1,092,700	0	1,599,200
Supporting Union missions, Capacity-building in third countries, and Cooperation with Union bodies and international organisations	3.05	4.50 ³¹	0.90	8.45	580,500	428,244	539,804	1,008,744 +539,804
Governance, Administration and ICT	14.35	7.50	0.10	21.95	1,788,256	277,500	0	2,065,756
Subtotals / Totals	31	20	4	55	4,285,656	4,994,344	539,804	9,280,000 +539,804

In the benchmarking format (shown on the left), as agreed between the Agencies and the Commission, more details on the allocation of positions over Support, Coordination, Neutral and Operational are provided

²⁹ The allocation of indirect costs (Titles 1 and 2) are driven by the FTE allocation per activity area

³⁰ The cost of CT MENA project reflects the estimated cost of the project for year 2017

³¹ This figure included the Contract Agent (CA) posts for the CT MENA project

Organisation (FTE)**Administrative Support**

Document management	0
Human Resources management	2
Information and Communications management	2
Internal Audit	1
Logistics, Facilities management and Security	1
Resource Executive Director/Head of Administration/Resources	1

Subtotal **7**

Coordination

Legal advice, including Data Protection	1
External communication	2
General coordination	0

Subtotal **3**

Neutral

Accounting, finance, non-operational procurement	8
Translation and interpretation	0

Subtotal **8**

Operational

Top operational coordination	2
Programme management and implementation	13
Evaluation and impact assessment	1
General operational activities	21

Subtotal **37**

Grand total **55**

This table is based on the following numbers for 2017:

- 31 Temporary agents positions (28 in the establishment plan 2016; 3 additional posts in 2017)
- 20 CA positions (of which 4 are related to the – externally funded – MENA project)
- 4 SNE positions

The benchmarking exercise clearly indicates that 37 positions (62%) are directly related to operational activities; administrative support has only 7 positions (13%) with other positions either neutral or related to coordination and communication.

ANNEX: II – Human and Financial Resources (Tables) 2017-2019**Annex II - Table 1: Expenditure**

Expenditure	2016		2017	
	CA	PA	CA	PA
Title 1	3,662,800	3,662,800	3,833,656	3,833,656
Title 2	441,000	441,000	452,000	452,000
Title 3	4,537,200	4,537,200	4,994,344	4,994,344
Title 4 (R0)	1,650,700	1,650,700	539,804	539,804
Total expenditure	10,291,700	10,291,700	9,819,804	9,819,804

Expenditure	Commitment appropriations						
	Executed Budget 2015 ³²	Budget 2016	DB 2017 Agency request	DB 2017 Budget forecast	VAR 2017 / 2016	Envisaged in 2018	Envisaged in 2019
Title 1 Staff Expenditure	3,418,843	3,662,800	3,733,656	3,833,656	104.66%	4,851,500	4,840,500
11 Salaries & allowances	2,529,605	2,940,000	2,998,800	3,098,800	105.40%	3,960,000	4,039,000
- of which establishment plan posts	1,861,351	2,243,000	2,287,860	2,387,860	106.46%	2,855,000	2,912,000
- of which external personnel	668,254	697,000	710,940	710,940	102.00%	1,105,000	1,127,000
12 Expenditure relating to Staff recruitment	40,000	40,000	40,000	40,000	100.00%	142,500	52,500
13 Mission expenses	24,795	35,000	35,000	35,000	100.00%	35,000	35,000
14 Socio-medical infrastructure	364,854	407,800	415,956	415,956	102.00%	462,000	462,000

³² The total expenditure for 2015 reflects the payment situation at mid-September 2016. The total payment appropriations spent from the 2015 budget will be known by the end of 2016. The figures included in this document related to 2015 will be updated accordingly before the document is finally submitted to European Commission..

15 Training	40,000	40,000	40,000	40,000	100.00%	60,000	60,000
16 External Services	409,400	195,000	198,900	198,900	102.00%	182,000	182,000
17 Receptions and events	3,190	3,000	3,000	3,000	100.00%	5,000	5,000
Social welfare	7,000	2,000	2,000	2,000	100.00%	5,000	5,000
Other staff related expenditure		-	-	0		-	-
Title 2 Infrastructure and operating expenditure	435,771	441,000	452,000	452,000	102.49%	553,000	553,000
20 Rental of buildings and associated costs	28,790	38,000	40,000	40,000	105.26%	49,000	49,000
21 Information and communication technology	297,070	290,000	295,000	295,000	101.72%	390,000	390,000
22 Movable property and associated costs	19,737	14,500	15,000	15,000	103.45%	15,000	15,000
23 Current administrative expenditure	83,895	87,000	90,000	90,000	103.45%	84,000	84,000
24 Postage / Telecommunications	6,279	11,500	12,000	12,000	104.35%	15,000	15,000
25 Meeting expenses	-	-	-	0		-	-
26 Running costs in connection with operational activities	-	-	-	0		-	-
27 Information and publishing	-	-	-	0		-	-
28 Studies	-	-	-	0		-	-
Other infrastructure and operating expenditure	-	-	-	0		-	-
Title 3 Operating expenditure	4,236,212	4,537,200	4,627,344	4,994,344	110.08%	6,600,000	6,722,000
30 Bodies and organs	193,600	234,000	238,680	238,680	102.00%	240,000	240,000
31 Courses and seminars	2,975,152	3,173,200	3,236,664	3,499,664		5,064,000	5,166,000
32 Other programme activities	673,461	940,000	958,000	1,062,000		1,011,000	1,031,000
33 Evaluation	86,125	-	-	0		-	-
35 Missions	164,000	140,000	143,000	143,000		165,000	165,000
37 Other operational activities	143,874	50,000	51,000	51,000		120,000	120,000
Title 4 Operating expenditure	300,000	1,650,700	539,804	539,804	32.70%	-	-
41 Expenditure relating to persons working for CT MENA project	300,000	884,020	279,180	279,180		-	-
42 Travel		422,000	38,940	38,940		-	-
43 Equipment and supplies		6,900	3,600	3,600		-	-

44 Local office		10,800	5,200	5,200		-	-
45 Other costs, services		195,000	185,000	185,000		-	-
46 Other		-	-	-		-	-
47 Indirect costs		48,680	-	0		-	-
48 Provision for contingency reserve		83,300	27,884	27,884		-	-
49 Taxes		-	-	0		-	-
TOTAL EXPENDITURE	8,390,826	10,291,700	9,352,804	9,819,804	95.41%	12,004,500	12,115,500

	Payment appropriations						
	Executed Budget 2015 ³³	Budget 2016	DB 2017 Agency request	DB 2017 Budget forecast	VAR 2017 / 2016	Envisaged in 2018	Envisaged in 2019
Expenditure							
Title 1 Staff Expenditure	3,286,573	3,662,800	3,733,656	3,833,656	104.66%	4,851,500	4,840,500
11 Salaries & allowances	2,514,887	2,940,000	2,998,800	3,098,800	105.40%	3,960,000	4,039,000
- of which establishment plan posts	1,846,666	2,243,000	2,287,860	2,387,860	106.46%	2,855,000	2,912,000
- of which external personnel	668,221	697,000	710,940	710,940	102.00%	1,105,000	1,127,000
12 Expenditure relating to Staff recruitment	28,927	40,000	40,000	40,000	100.00%	142,500	52,500
13 Mission expenses	23,544	35,000	35,000	35,000	100.00%	35,000	35,000
14 Socio-medical infrastructure	357,665	407,800	415,956	415,956	102.00%	462,000	462,000
15 Training	37,796	40,000	40,000	40,000	100.00%	60,000	60,000
16 External Services	315,173	195,000	198,900	198,900	102.00%	182,000	182,000
17 Receptions and events	2,795	3,000	3,000	3,000	100.00%	5,000	5,000
Social welfare	5,788	2,000	2,000	2,000	100.00%	5,000	5,000
Other staff related expenditure		-	-	0		-	-

³³ The total expenditure for 2015 reflects the payment situation at mid-September 2016. The total payment appropriations spent from the 2015 budget will be known by the end of 2016. The figures included in this document related to 2015 will be updated accordingly before the document is finally submitted to European Commission.

Title 2 Infrastructure and operating expenditure	333,876	441,000	452,000	452,000	102.49%	553,000	553,000
20 Rental of buildings and associated costs	28,276	38,000	40,000	40,000	105.26%	49,000	49,000
21 Information and communication technology	222,760	290,000	295,000	295,000	101.72%	390,000	390,000
22 Movable property and associated costs	17,556	14,500	15,000	15,000	103.45%	15,000	15,000
23 Current administrative expenditure	59,076	87,000	90,000	90,000	103.45%	84,000	84,000
24 Postage / Telecommunications	6,207	11,500	12,000	12,000	104.35%	15,000	15,000
25 Meeting expenses	-	-	-	0		-	-
26 Running costs in connection with operational activities	-	-	-	0		-	-
27 Information and publishing	-	-	-	0		-	-
28 Studies	-	-	-	0		-	-
Other infrastructure and operating expenditure	-	-	-	0		-	-
Title 3 Operating expenditure	4,041,778	4,537,200	4,627,344	4,994,344	110.08%	6,600,000	6,722,000
30 Bodies and organs	179,698	234,000	238,680	238,680	102.00%	240,000	240,000
31 Courses and seminars	2,873,599	3,173,200	3,236,664	3,499,664		5,064,000	5,166,000
32 Other programme activities	600,450	940,000	958,000	1,062,000		1,011,000	1,031,000
33 Evaluation	86,125	-	-	0		-	-
35 Missions	164,000	140,000	143,000	143,000		165,000	165,000
37 Other operational activities	137,906	50,000	51,000	51,000		120,000	120,000
Title 4 Operating expenditure	2,255	1,948,445	539,804	539,804	27.70%	-	-
41 Expenditure relating to persons working for CT MENA project	2,255	1,181,765	279,180	279,180		-	-
42 Travel		422,000	38,940	38,940		-	-
43 Equipment and supplies		6,900	3,600	3,600		-	-
44 Local office		10,800	5,200	5,200		-	-
45 Other costs, services		195,000	185,000	185,000		-	-
46 Other		-	-	0		-	-
47 Indirect costs		48,680	-	0		-	-
48 Provision for contingency reserve		83,300	27,884	27,884		-	-

49 Taxes		-	-	0		-	-
TOTAL EXPENDITURE	7,664,483	10,589,445	9,352,804	9,819,804	92.73%	12,004,500	12,115,500

Annex II - Table 2: Revenue

Revenues	2015	2016	2017		VAR 2017/ 2016 (Budget forecast)
	Revenues estimated by the agency	Revenues estimated by the agency	As requested by the agency	Budget Forecast	
1 REVENUE FROM FEES AND CHARGES					
2. EU CONTRIBUTION	8,471,000	8,641,000	8,813,000	9,280,000.00	105.30%
<i>of which assigned revenues deriving from previous years' surpluses</i>	230,000	559,000	-	0.00	
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)	-	-	-	0.00	
<i>Of which EFTA</i>					
<i>Of which Candidate Countries</i>					
4 OTHER CONTRIBUTIONS	-	-	-	0.00	
<i>Of which additional EU funding stemming from ad hoc grants (FFR Art. 7)</i>					
<i>Of which additional EU funding stemming from delegation agreements (FFR Art. 8)</i>					
5 ADMINISTRATIVE OPERATIONS					
<i>Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)</i>					
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT					

7 CORRECTION OF BUDGETARY IMBALANCES					
TOTAL REVENUES	8,471,000	8,641,000	8,813,000	9,280,000.00	105.30%

Annex II- Table 3: Budget overrun and cancellation of appropriations

Calculation budget overrun

Budget overrun	2013	2014	2015³⁴
Revenue actually received (+)	8,617,247	8,877,936	8,801,864
Payments made (-)	-7,277,640	-7,140,188	-6,935,247
Carry-over of appropriations (-)	-891,405	-1,511,571	-1,704,728
Cancellation of appropriations carried over (+)	303,736	57,272	180,662
Adjustment for carry-over arising from assigned revenue	60,673	72,556	227,970
Exchange rate differences (+/-)	45,845	-126,006	-11,521
Adjustment for negative balance from previous year (-)			
Total (Balance of the overrun account)	858,456	230,000	559,000

Result of year 2014 (+/-)	230,000	
Surplus from 2014 reimbursed to the EU budget (-)	-230,000	
Surplus to be reimbursed to the EU budget for 2015		559,000

³⁴ The total expenditure for 2015 reflects the payment situation at mid-September 2016. The total payment appropriations spent from the 2015 budget will be known by the end of 2016. The figures included in this document related to 2015 will be updated accordingly before the document is finally submitted to European Commission.

Descriptive information and justification on:

Budget outturn

The balance of the budget outturn for the year 2016 of 559,216 € is the open pre-financing from the 2015 budget that has to be returned to the EC.

Cancellation of commitment appropriations, cancelation of payment appropriations for the year and payment appropriations carried over

At end of the year 2015 the total commitment appropriation of the fresh C1 budget has reached 95% consumption. The final consumption figures and the total cancelled will be known at end of year 2016.

As the agency does not have dissociated credit the situation of commitment appropriation and payment appropriation for the year and for the carried over appropriation will main identical.

ANNEX: III – Human Resources quantitative

Annex III – Table 1: Staff population and its evolution. Overview of all categories of staff

Staff population		Staff population actually filled in 31.12.2014 ³⁵	Staff population in EU Budget 2015 ³⁶	Staff population actually filled at 31.12.2015 ³⁷	Staff population in voted EU Budget 2016 ³⁸	Staff population in Draft EU Budget 2017	Staff population envisaged in 2018 ³⁹	Staff population envisaged in 2019 ⁴⁰
Officials	AD	0	0		0	0	0	
	AST	0	0		0	0	0	
	AST/SC	0	0		0	0	0	
TA	AD	16	16	15	17	20	28	28
	AST	10	11	11	11	11	13	13
	AST/SC	0	0		0	0	0	
Total ⁴¹		26	27	26	28	31	41	41
CA GF IV		0	0	0	3 ⁴²	5 ⁴³	3	3
CA GF III		0	2	2	4 ⁴⁴	4 ⁴⁵	2	2
CA GF II		7	7	7	10 ⁴⁶	10	10	10
CA GF I		1	1		1	1	1	1
Total CA ⁴⁷		8	10	9	20	20	16	16

35 Offer letters sent should be counted as posts filled in with a clear reference in a footnote with a number how many posts/positions it concerns.

36 As authorised for officials and temporary agents (TA) and as estimated for contract agents (CA) and seconded national experts (SNE).

37 Offer letters sent should be counted as posts filled in with a clear reference in a footnote with a number how many posts/positions it concerns.

38 As authorised for officials and temporary agents (TA) and as estimated for contract agents (CA) and seconded national experts (SNE).

39 Figures should not exceed those indicated in the Legislative Financial Statement attached to the founding act (or the revised founding act) minus staff cuts in the context of 5% staff cuts over the period 2013-2017.

40 Ibid.

41 Headcounts

42 3 New positions as replacement of SNEs/structurally used interim staff plus 2 Positions for CT MENA project

43 Including 2 positions for CT MENA project for 6 months

44 Including 2 positions for CT MENA

45 Including 2 positions for CT MENA for 6 months

46 4 new positions as replacement of SNEs/structurally used interim staff

47 FTE

Staff population	Staff population actually filled in 31.12.2014 ³⁵	Staff population in EU Budget 2015 ³⁶	Staff population actually filled at 31.12.2015 ³⁷	Staff population in voted EU Budget 2016 ³⁸	Staff population in Draft EU Budget 2017	Staff population envisaged in 2018 ³⁹	Staff population envisaged in 2019 ⁴⁰
SNE ⁴⁸	5	10 ⁴⁹	9 ⁵⁰	4 ⁵¹	4	4	4
Structural service providers ⁵²	-	-	-	-	-	-	-
TOTAL	39	47	44	52	55	61	61
External staff ⁵³ for occasional replacement ⁵⁴			11				

Annex III- Table 2: Multi-annual staff policy plan Year N+1-Year N+3

Category and grade	Establishment plan in EU Budget 2015		Filled as of 31 December 2015		Modifications in 2015 in application of flexibility rule ⁵⁵		Establishment plan in voted EU Budget 2016		Modifications in 2016 in application of flexibility rule ⁵⁶		Establishment plan in Draft EU Budget 2017		Establishment plan 2018		Establishment plan 2019	
	O ⁵⁷	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA
AD 16																
AD 15																

48 FTE

49 Including 1 Cost free SNE

50 See footnote 15

51 See footnote 15

52 Service providers are contracted by a private company and carry out specialised outsourced tasks of horizontal/support nature, for instance in the area of information technology. At the Commission the following general criteria should be fulfilled: 1) no individual contract with the Commission; 2) on the Commission premises, usually with a PC and desk; 3) administratively followed by the Commission (badge, etc.) and 4) contributing to the value added of the Commission. FTE

53 FTE

54 For instance replacement due to maternity leave or long sick leave.

55 In line with Article 32 (1) of the framework Financial Regulation, the management board may modify, under certain conditions, the establishment plan by in principle up to 10% of posts authorised, unless the financial rules of the body concerned allows for a different % rate.

56 Ibid.

57 O = Officials

Category and grade	Establishment plan in EU Budget 2015		Filled as of 31 December 2015		Modifications in 2015 in application of flexibility rule ⁵⁵		Establishment plan in voted EU Budget 2016		Modifications in 2016 in application of flexibility rule ⁵⁶		Establishment plan in Draft EU Budget 2017		Establishment plan 2018		Establishment plan 2019	
	O ⁵⁷	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA
AD 14														1		1
AD 13		1		1				1				1				
AD 12																
AD 11								1				2		2		2
AD 10		2		2				2				2		3		3
AD 9		3		3				2				1		1		1
AD 8												1		1		1
AD 7		1		1				2				2		2		4
AD 6								3				6		12		11
AD 5		9		8				6				5		6		5
Total AD		16		15	0	0	0	17	0	0	0	20	0	28	0	28
AST 11																
AST 10																
AST 9																
AST 8																
AST 7																1
AST 6								1				1		2		2
AST 5		2		2				2				3		4		4
AST 4		2		2				4				6		6		5
AST 3		7		7				4				1		1		1
AST 2																
AST 1																
Total AST		11		11	0	0	0	11	0	0	0	11	0	13	0	13
AST/SC6																
AST/SC5																
AST/SC4																
AST/SC3																
AST/SC2																
AST/SC1																

Category and grade	Establishment plan in EU Budget 2015		Filled as of 31 December 2015		Modifications in 2015 in application of flexibility rule ⁵⁵		Establishment plan in voted EU Budget 2016		Modifications in 2016 in application of flexibility rule ⁵⁶		Establishment plan in Draft EU Budget 2017		Establishment plan 2018		Establishment plan 2019	
	O ⁵⁷	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA
Total AST/SC				0												
TOTAL		27		26	0	0	0	28	0	0	0	31	0	30	0	30

ANNEX: IV – Human Resources qualitative

Annex IV, Section A: Recruitment Policy

1. Recruitment Policy

The CEPOL recruitment policy has been reviewed in the end of 2013 and the beginning of 2014; a new Director's decision on the CEPOL recruitment policy is in force since 1 March 2014. This new recruitment policy includes process descriptions and templates (such as vacancy notice, decision for appointing the Selection Committee, appointing authority decision, conditional offer/confirmation offer/reserve list/regret letters etc.). In addition, a checklist containing all key controls to be completed throughout the recruitment procedure to assist HR during the process and also to review that the documents resulted following each step of the recruitment procedure was developed and shall be reviewed in 2017.

1.1. Officials

CEPOL does not employ any officials.

1.2. Temporary agents

1.2.1.Type of key functions

As CEPOL is a lean organisation, all positions have to be considered as key functions.

The following table describes the allocation and designation of Temporary Agents within CEPOL, including the entry grade for each position. This table is based on the draft organisation chart as proposed by the Agency for adoption in the Management Board of November 2016.

Unit	Position	Entry grade	Job summary
Office of the Executive Director			
	Executive Director	AD-13	The Executive Director is the Authorising Officer by delegation for CEPOL. He works closely with the CEPOL Management Board and Committees on defining CEPOL's strategy and Annual Work Programme. Mandatory position.
	Internal Control Officer	AD-5	This post is primarily concerned with ensuring compliance with the Commission Internal Control Standards. Specifically, it provides advice and support to the Executive Director in all aspects of internal and external auditing, as well as on controlling, reporting obligations and related tasks. It further provides assurances advice in management and specific policy areas within the Agency.

Unit	Position	Entry grade	Job summary
	Planning Officer	AD-5	This post is designated to provide planning expertise across the Annual Work Programme and other organisational plans.
	Communications Officer	AST-4	This post is designated to be responsible for CEPOL's communications and publicity. These responsibilities include raising awareness of CEPOL, editing publications, and responding to enquiries from the press and public as well as coordinating communication within CEPOL and the CEPOL Network.
Corporate Services Department			
	Head of Corporate Services	AD-10	Department manager and Head of Administration. Overall management responsibility for all functions within the department: Finance, HR, Procurement and ICT. This post has the attributions of Authorising Officer by sub-delegation and is considered mandatory to ensure the segregation of duties.
Finance, Procurement and Travel Unit	Head of Finance, procurement and travel unit	AD-9	Head of Finance, Procurement and Travel Unit and deputy to Head of Department to ensure business continuity in compliance with the Internal Control Standards. Carries responsibility with regards to Budget planning, implementation and monitoring and management responsibility for procurement and travel team.
	Finance team leader	AD-7	This post is concerned with planning and monitoring the budget, and ensures the consistency with the budget of CEPOL and the EU financial regulations. The Jobholder will coordinate the work of the finance team.
	Finance and accounting correspondent	AD-5	CEPOL has signed an agreement with DG BUDG on the outsourcing of the accounting function of the Agency to the Accounting Services from the European Commission from 1 April 2014. The post of Finance and Accounting Correspondent replaces the Accounting Officer position with a change of tasks.
	Budget and Finance Support Assistant	AST-3	Support for Head of Finance Unit and Budget and Finance Officer as well as the Procurement Officer.
	Procurement Officer	AST-3	Procurement and asset management services to the organisation to ensure compliance with the Financial Regulations.

Unit	Position	Entry grade	Job summary
	Travel team leader	AST-3	This post is coordinating and allocating the work of the travel and logistic team between the team members.
HR Management	Human Resources Officer	AST-5	This post is designated to prepare HR analysis and reporting to support the management and to provide HR support services to the organisation. This post is considered to be mandatory to ensure compliance with the Staff Regulations and compliance with the Internal Control Standards. The entry grade will be adjusted in SPD 2018-2020.
ICT	IT Officer	AST-5	Development of ICT Strategy. First and second level ICT support for the organisation, back-office systems and user administration. The entry grade will be adjusted in SPD 2018-2020.
	ICT Assistant	AST-3	Support for the ICT officer and functional back up to that post to ensure business continuity in accordance with the Internal Control Standards.
Legal Affairs	Legal Officer	AD6	This post will provide legal advice to the CEPOL management on its different activities: HR, Procurement and operational activities.
Operations Department			
	Head of Operations Department (Deputy Director)	AD-10	This post is responsible for CEPOL's core business - the development of an effective learning environment for law enforcement officers in the EU Member States. In particular this post is responsible for the effective planning and implementation of the CEPOL Annual Work Programme. This post has the attributions of Authorising Officer by sub-delegation and is considered mandatory to ensure the segregation of duties.
Project Office	Project Portfolio Manager	AD-8	This post relates to Article 4(4) of the CEPOL regulation which requires CEPOL to assist 3 rd countries in building their capacity in relevant law enforcement policy areas. As a consequence, the agency is called to get involved in international capacity building projects. The funding for these projects is mostly based on direct grants/delegated mandates. This officer will be in charge of the preparation for the CEPOL participation the different projects as well as giving support to and monitoring / management of on-going projects.

Unit	Position	Entry grade	Job summary
Governance & Management Support	Management Support Assistant	AST-4	This post is designated to provide support to the Head of Operations Department (Deputy Director).
	Governance Assistant	AST-3	This post is responsible for the administration and organisation of Agency governance meetings as well as CEPOL National Units meetings, with particular reference to Management Board matters.
Training & Research Unit	Head of Unit	AD-9	The primary responsibility of this post is to manage the development and implementation of CEPOL's core activities in accordance with the Annual Work Programme. This post also provides back-up to the Head of Department to ensure business continuity in accordance with the Internal Control Standards.
	Senior Programme Officer/Deputy Head of Unit	AD-8	The senior programme officer/deputy head of unit is responsible for the planning, preparation, implementation and evaluation of CEPOL's training activities, including further development of CEPOL's educational approaches and methodologies. The jobholder will manage and supervise staff of training implementation teams, report on implementation of CEOPPL training and learning activities and cooperate with quality management to continuously improve CEOPPL training and learning products.
	Quality Management Officer	AD-5	This post is responsible for CEPOL's corporate quality management development. The Jobholder implements quality assurance measures in relation to core CEPOL activities, including evaluation.
	Training Needs Assessment Specialist (2 positions)	AD-6 – AD-8	The TNA specialists will be working on the development of STNA and TNA methodologies, based on lessons learned and environmental changes. They will strengthen the responsiveness to emerging training needs, conduct and produce the impact assessment reports and coordination training efforts within the Union bodies. The positions are directly stemming from the CEPOL regulation, especially articles 4(1) and 4(4).
	Programme Officer	AD-5	<p>This post is designated to the preparation and implementation of the CEPOL work programme including the development of training manuals and common curricula.</p> <p>The post manages CEPOL's contribution to projects where CEPOL is a partner. Additionally it coordinates CEPOL's contribution to designated priorities of the EU Policy Cycle.</p>

Unit	Position	Entry grade	Job summary
	Programme Support Officer	AST-3	This post is designated to support implementation of CEPOL residential activities. The post gives administrative support to grant management process and implementation of residential activities. Additionally it coordinates CEPOL's contribution to designated priorities of the EU Policy Cycle.
	E-Learning Officer	AD-5	This post is concerned with the design, development and implementation of e-learning programmes as well as establishing of an e-learning culture within the CEPOL network. This post is also concerned with the development and delivery of web-enabled seminars. The post coordinates the work of e-Learning Team. Additionally it coordinates CEPOL's contribution to designated priorities of the EU Policy Cycle.
	Programme Officer (residential activities)	AD-5	The post is designated for the coordination, preparation and implementation of the CEPOL Work Programme to ensure the development, implementation, monitoring and follow-up of courses and seminars. The post coordinates overall CEPOL's contribution to the EU Policy Cycle as well as specifically designated priorities. The post coordinates the work of Training Team.
	Programme Officer (CEP)	AD-5	The post is designated to preparation and coordination of implementation of the CEP. Additional responsibilities include implementation of the residential activities and coordination of CEPOL's contribution of designated priorities of the EU Policy Cycle. The post coordinates the CEP Team
	Finance and Budget Support Officer	AST-3	This post is designated for the processing of all reimbursement claims from Member States and invoices from service providers related to residential activities.
	Research and Knowledge Management Officer	AD-5	The main responsibilities of this post include the collection of research findings and good practices within the Police, Universities and Institutes related to Police matters and disseminating research findings and good practices to the national police colleges and the organisers of CEPOL courses and seminars.

1.2.2. Selection procedure

All Temporary Agents are recruited via formal selection procedures according to the CEPOL Recruitment Guide. The CEPOL recruitment guide will be amended at the end of 2015 or the beginning of 2016 to ensure alignment with the external selection procedure as outlined in the model decision on

engagement of Temporary Agents 2(f). Main change will be that there will be the possibility for internal selection, inter-agency selection and external selection.

CEPOL's current external selection procedure which is applicable to both temporary agents and contract agents is based on the following principles:

Development of a business case to decide on the need to fill a position or to re-allocate a position that will come available.

Development of the vacancy notice and (amended) job description.

Publication of a vacancy notice on CEPOL's website and on the EPSO website, indicating eligibility and selection criteria, indicating type and duration of contract as well as the recruitment grade.

Appointing a selection panel; a representative from HR will in all panels be present as secretary and to ensure compliance with the recruitment policy. When justified by the level (panel members need to be employed at the same or a higher grade) or the required expertise of a post, one or more external members to the recruitment panel can be appointed. For each recruitment procedure, the Staff Committee is invited to nominate one staff member to represent the Staff Committee; this is not necessarily a member of the Staff Committee itself.

Pre-selection of candidates by the selection panel on the basis of required documents, permitting the evaluation of defined application eligibility and selection criteria.

Interview of candidates by the selection panel on the basis of pre-determined competency based questions covering the specific competencies in the area of expertise, knowledge of European Institutions, general aptitudes and language abilities as outlined in the published vacancy notice. A written assessment test is set for each.

The selection panel proposes a list of suitable candidates in a report sent to the Executive Director acting as Appointing Authority or Authority authorised to conclude contracts respectively.

The Executive Director acting as Appointing Authority makes the final selection from a list of suitable candidates.

1.2.3. Entry grades

As stated elsewhere in this document CEPOL has not yet developed and/or implement a promotion policy. From 2016 this will change; however, as a consequence it means that all staff in the current grades are in the entry grade for each position.

When CEPOL was established the (entry) grades for its staff were set low in comparison to similar posts in other agencies. For this reason, CEPOL will keep the current grades as entry grades. This will then lead in the future to the bandwidth for different positions, over time CEPOL would have a positions in the following bandwidths.

AST Assistants		AD Experts, Managers and Directors			
		16			
		15			
		14			
		13			
		12		Head of Department	
11		11			
10		10	Administrator	Head of Unit	
9		9	(Officer		
8		8	Functional /		
7		7	Operational)		
6		6			
5	Assistant	5			
4					
3					
2					
1					

At present there are two positions with an entry grade AST5. As CEPOL is aware that this is not in accordance with Article 53 of the CEOS, this will be addressed in the SPD 2018-2020.

Managers provide operational or administrative management in support of the implementation of the CEPOL mandate. They are responsible and accountable for the delivery of expected outputs in respect of the CEPOL Strategy and associated planning and the Annual Work Programme whilst ensuring

sound financial management and supervision of their respective departments/units as applicable. To date the post of the Executive Director is graded at AD13, Heads of Department posts at AD10 and Heads of Unit at AD9.

Programme Officers are staff requiring specific expertise and/or having a particular function contributing to the delivery of tasks, projects or coordinate complex sets of activities and financial and human resources under the authority of a Senior or Middle Manager. Typically and in comparison with other EU agencies and the European Commission these posts would be filled by Temporary Agents at grade AD7. However, at CEPOL due to historical reasons officers having high level specialisation in various fields are graded at AD5.

Assistants provide support in the implementation of the Annual Work Programme, drafting of documents and assistance in the implementation of policies and procedures in following the instructions of line management. An Assistant may also provide specialised assistance in financial or human resource management activities. Assistants play a supporting or service role in operational, administrative tasks under the supervision of a Senior Assistant and or a higher level function.

1.2.4.Length of contracts

As a general rule CEPOL issues initial contracts to Temporary Agents for a 5 year period. These initial contracts can be renewed once for a fixed term up to 5 years; any subsequent renewal will be for an indefinite period.

1.3. Contract agents

Whilst there is no specific model decision or implementing rule on engagement of Contract Agents CEPOL plans to apply the external recruitment policy as outlined in the model decision on engagement of Temporary Agents 2(f) by analogy for Contract Agents.

The following table describes the allocation and designation of Contract Agents within CEPOL, including the entry grade for each position. This table is based on the draft organisation chart as proposed by the Agency for adoption in the Management Board of November 2016. Depending on operational needs and budget availability, CEPOL might decide to increase the number of Contract Agents in order to be able to deliver the activities included in the Programme of Work.

Unit	Job Title	Function group (Entry)	Job summary
Office of the Executive Director			

Unit	Job Title	Function group (Entry)	Job summary
	Web & Communications Assistant	FG-II	This post is designated for the updating and maintaining the CEPOL website. This post is also the focal point for the National e-Net Managers and assisting with e-Net user management related issues.
	Policy Officer-External relations	FG-IV	This post will provide administrative and advisory tasks related to the implementation of CEPOL's mandate in the area of external relations, with particular reference to inter-institutional and inter-agency coordination, capacity building in and relations with Third Countries.
Corporate Services Department			
	Administrative Assistant (Finance)	FG-II	Two Data Entry/Financial initiator posts. These posts are considered mandatory in order to ensure the correct division of responsibilities according to the Financial Regulations and business continuity according to the Internal Control Standards.
	Administrative Assistant (HR)	FG-II	Support for the HR Officer to ensure compliance with the Staff Regulations and payroll officer for the agency. This post is considered to be mandatory to ensure HR business continuity and compliance with the Internal Control Standards
	Procurement Support Assistant	FG-III	Support for the Procurement Officer ⁵⁸ to ensure compliance with the Financial Regulation and Procurement Vademecum. This post of considered to be mandatory to ensure procurement business continuity and compliance with Internal Control Standards

⁵⁸ A second CA (Procurement Support Assistant) has been recruited in 2016 with a contract ending 30 June 2017

Unit	Job Title	Function group (Entry)	Job summary
	Travel and Missions Support Officer	FG-II	Three posts. Travel booking for operational travel (course, training attendees and CEP), network and staff missions booking. Posts provide logistical support to CEPOL events
	e-Net/ECM Support	FG-IV	To provide support to the new e-Net (support to in- and external users) and the ECM developments (internal document management system)
Operations Department			
MENA Project	Project manager	FG-IV	This post (foreseen for the project duration of 18 months) will support all steps of the of the EU/ Middle East and North Africa (MENA) region project (inception phase, implementation, monitoring, reporting and evaluation) supporting training cooperation on counter-terrorism with selected countries in the geographical area concerned.
	Senior Project Officer	FG-IV	This post (foreseen for the project duration of 18 months) will support all steps of the of the EU/ Middle East and North Africa (MENA) region project (inception phase, implementation, monitoring, reporting and evaluation) supporting training cooperation on counter-terrorism with selected countries in the geographical area concerned.
	Project assistants	FG-III	These two posts (foreseen for the project duration of 18 months) are tasked to provide administrative, financial and operational support throughout all steps of the EU/ Middle East and North Africa (MENA) region project supporting training cooperation on counter-terrorism with selected countries in the geographical area concerned. This includes inception phase, implementation, monitoring, reporting and evaluation.
Training and Research Unit	E-Learning Assistant	FG-III	The post is tasked with supporting the development and implementation of online learning activities and administering Learning Management System
	Cyber Crime assistant	FG-IV	The post is designated to manage the portfolio of CEPOL cyber training. The post coordinates CEPOL's contribution to the EU Policy Cycle Cybercrime priority.

Unit	Job Title	Function group (Entry)	Job summary
	CEPOL Exchange Programme Support Assistant	FG-II	The postholder is designated to support the organisation of the CEPOL Exchange Programme
	Residential Events Assistant	FG-II	The post holder supports organisation and implementation of residential activities
Governance & Management support			
	Governance Assistant	FG-II	This post provides administrative support to the department, in particular for organising governance meetings and the communication flow related to this.
	Secretary to the Executive Director	FG-I	This post provides secretarial support to the Executive Director and the Head of Operations Department (Deputy Director).

Annex IV, Section B: Appraisal of performance and reclassification/promotions**Table 1 - Reclassification of temporary staff/promotion of officials**

Category & Grade	Staff in active employment at 1 January 2015		How many staff members were reclassified in 2016		Average number of years in grade of reclassified staff members
	Officials	TA	Officials	TA	
AD 16					
AD 15					
AD 14					
AD 13		1			
AD 12					
AD 11				1	
AD 10		2		1	
AD 9		3			
AD 8				1	
AD 7		1			
AD 6				3	
AD 5		8			
Total AD		15		6	
AST 11					
AST 10					
AST 9					

Category & Grade	Staff in active employment at 1 January 2015		How many staff members were reclassified in 2016		Average number of years in grade of reclassified staff members
	Officials	TA	Officials	TA	
AST 8					
AST 7					
AST 6				1	
AST 5		1		1	
AST 4		2		3	
AST 3		7			
AST 2					
AST 1					
Total AST		10		5	
AST/SC 1					
AST/SC 2					
AST/SC 3					
AST/SC 4					
AST/SC 5					
AST/SC 6					
Total AST/SC					
TOTAL		25		11	

At this moment, the model decision on implementing rule for reclassification of temporary agents hasn't been finalised yet within the Commission and also not yet adopted by the CEPOL Governing Board. The first is expected to happen in the final two months of 2015; the process for adoption by the CEPOL Governing Board will start as soon as possible after CEPOL receives the communication on the adoption by the Commission.

As it is not possible at this moment to indicate which job holders will be reclassified in 2016, it is not possible to fill the column with the average number of years in grade of reclassified staff members.

Table 2 - Reclassification of contract staff

Function Group	Grade	Staff in activity at 1 January 2015	How many staff members were reclassified in 2016	Average number of years in grade of reclassified staff members
FG IV	18			
	17			
	16			
	15			
	14			
	13			
FG III	12			
	11			
	10			
	9			
	8			
FG II	7			
	6		2	
	5	4	1	

Function Group	Grade	Staff in activity at 1 January 2015	How many staff members were reclassified in 2016	Average number of years in grade of reclassified staff members
	4	1		
	3			
	2			
	1	1		
TOTAL		6	3	N.A.

In anticipation of the Implementing Rules on Promotion (for Temporary Agents) and Reclassification (for Contract Agents) it is necessary to foresee this in the establishment plan. As a general principle, CEPOL will offer each staff member the chance for promotion approximately every third year. As CEPOL has in its history never used this promotion tool before, in the first two years of this policy (2016 and 2017) a slightly higher percentage of staff members will be given the opportunity for promotion/reclassification. At present a model decision on promotion is expected to be communicated in the last two months of 2015 or early 2016. CEPOL is planning to request the GB to apply this decision with early effect and not to wait until the regulatory nine months have passed.

CEPOL's GB has approved in October 2015 the decision based on the model decision agreed in the Standing Working Party on appraisal and for Temporary Agents and Contract Agents under articles 43 and 44 of the Staff Regulations. This procedure will be used from the annual appraisal over the year 2015 which will take place in the beginning of 2016.

Each member of the CEPOL staff has an agreed individual activity plan including training possibilities 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.

Where indefinite contracts for CEPOL staff are concluded, the model decision for agencies on promotion shall apply; any promotion/ reclassification shall be subject to the prior agreement of the Governing Board.

Contract staff follows the same appraisal policy as outlined for temporary agents above. Similarly, there was no reclassification policy in place for Contract Agents and therefore the first reclassification of Contract Agents in CEPOL is foreseen to take place in 2016.

As it is not possible at this moment to indicate which job holders will be reclassified in 2016, it is not possible to fill the column with the average number of years in grade of reclassified staff members.

Annex IV, Section C: Mobility policy

1. Internal mobility

Although CEPOL does not currently have a promotion system in place (see above under reclassification), internal candidates are encouraged to apply for suitable positions within the agency. Vacancy notices are made accessible internally to all staff via the website.

In October 2015 the CEPOL Governing Board decided to apply the model decisions on Appraisal for Temporary Agents and Contract Agents. The key features of these schemes are to establish an annual dialogue with management / superior on performance, to set up clear and measurable objectives, to put in place meaningful indicators to measure performance against individual objectives and to guide possible promotion opportunities.

2. Mobility between Agencies

In October 2015 the CEPOL Governing board decided on applying the model decision on engagement of temporary agents 2(f); this decision indicates clearly the need to launch vacancies in principle internally first, then as inter-agency procedure, and externally as a third option. To this end, CEPOL will share all its vacancy notices to all Agencies for further dissemination.

3. Mobility between the Agencies and the institutions

CEPOL has been successful in recruiting experienced staff from other agencies and institutions. 50% of staff currently employed joined from other agencies or institutions. In 2014, 2 posts became vacant due to staff leaving CEPOL for comparable but higher graded posts in other agencies.

Annex IV, Section D: Gender and geographical balance

Data in graphs and text present the situation on 31 December 2015.

At present there is gender balance in CEPOL. The ratio between man and women employed by CEPOL is 22 / 22. Within the different staff categories there are some differences in this ratio, especially with regards to SNEs and CAs.

The overrepresentation of men in the category SNEs (6/3 on 31 December 2015) is largely due to the fact that SNEs are recruited from experienced staff of national law enforcement agencies; as on national level there is a strong over representation of man the offers CEPOL receives for SNEs shows a similar overrepresentation.

The overrepresentation of women in CAs (7/2) is due to the fact that there is a general overrepresentation of women in this staff category in all EU agencies. Also at CEPOL within the applications received for CA vacancies there is a significant overrepresentation of female applicants.

As there is at present not a significant gender imbalance in CEPOL there are no direct measures foreseen. CEPOL's recruitment is based on a fair and open competition regardless of race, political, philosophical or religious beliefs, gender or sexual orientation, disability or age and without reference to marital status or family situation. CEPOL strives to ensure a gender balance in all its recruitment selection panels.

As there is at present not a significant geographical imbalance in CEPOL there are no direct measures foreseen. CEPOL's recruitment is based on a fair and open competition regardless of race, political, philosophical or religious beliefs, sex or sexual orientation, disability or age and without reference to marital status or family situation. CEPOL strives to ensure geographical balance in all its recruitment selection panels.

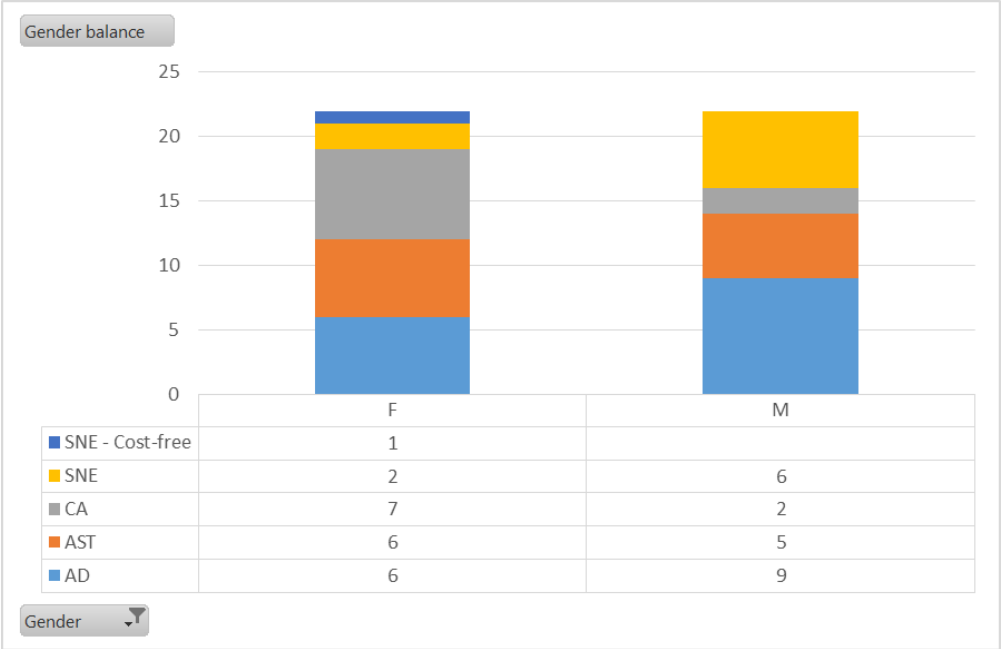


Figure 1 - Gender balance on 31 December 2015

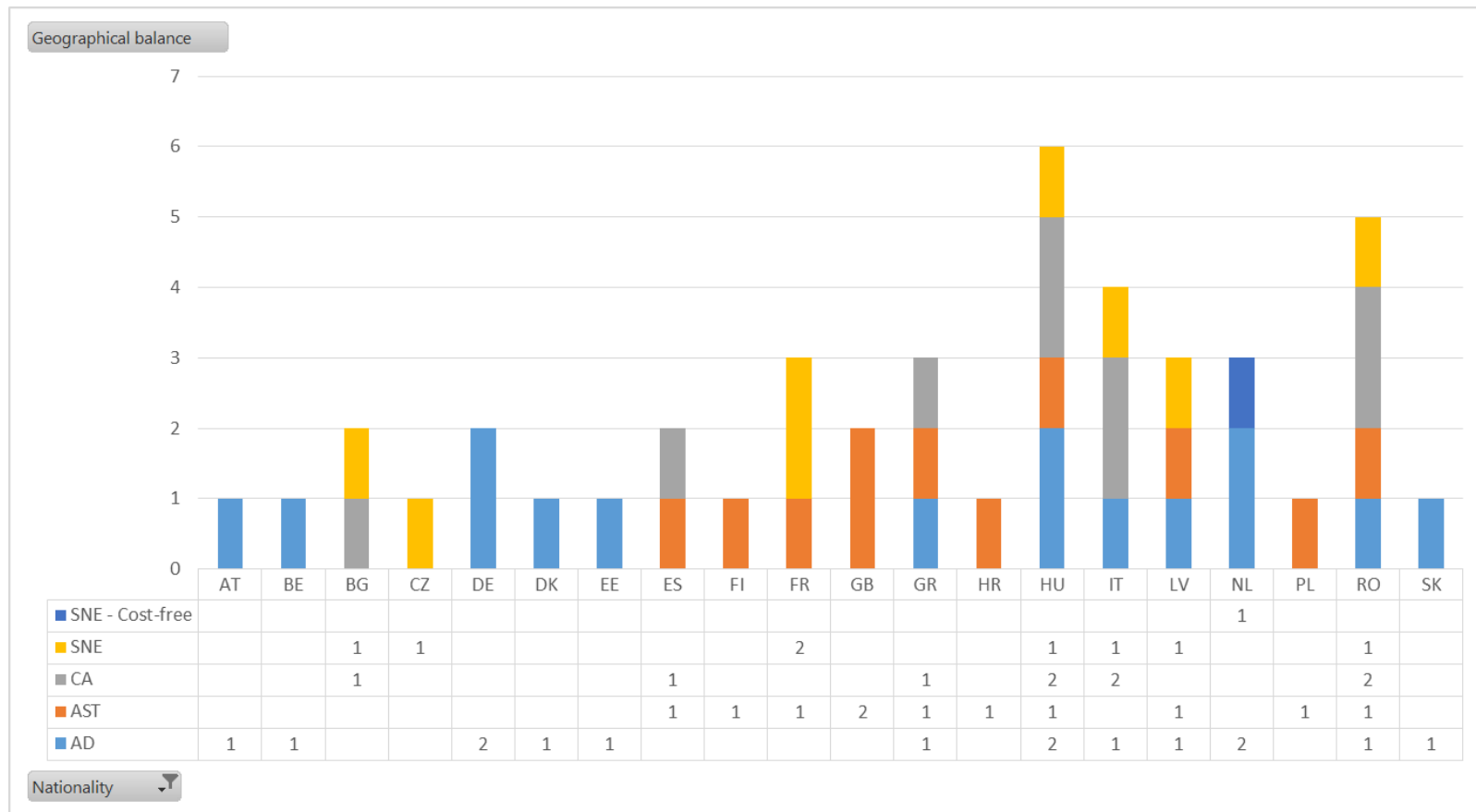


Figure 2 - Geographical balance per 31 December 2015

Annex IV, Section E: Schooling

There is no European School in Budapest or at a 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.

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 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:

- a. The registration and attendance fees
- b. 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.

ANNEX: V – Building Policy**Current building(s)**

	Name, location and type of building	Other Comment
Information to be provided per building:	CEPOL Headquarters 1066 Budapest Ó utca 27. Hungary	
Surface area (in square metres) Of which office space Of which non-office space	2,123.23 m2 (footing area) 978.03 m2 1,145.3 m2	
Annual rent (in EUR)	0	
Type and duration of rental contract	According to the host agreement signed between CEPOL and the Hungarian authorities, Hungary provides accommodation for CEPOL for 10 years free of charge as from 1 September 2014.	
Host country grant or support	Office accommodation is currently provided for free by the Hungarian authorities in accordance with the signed host agreement. Hungary covers also the utility fees, maintenance of the building, the security and reception services. However, CEPOL pays for telephony and internet services.	
Present value of the building	N/A	

Building projects in planning phase

As the CEPOL staff numbers (including interim staff as well as staff made available by the Hungarian authorities, such as receptionists, security, building maintenance and cleaning) has reached the maximum as originally foreseen for the building, initial discussions with the Hungarian authorities on possible measures to increase the capacity of the building has been initiated at the end of 2015. These are only orienting discussions without at this moment concrete plans for a building project.

Building projects submitted to the European Parliament and the Council

N/A

ANNEX: VI – Privileges and immunities

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
CEPOL can request the reimbursement of incurred VAT in line with the HQ agreement signed and the applicable Hungarian regulations	CEPOL staff, with the exception of Hungarian nationals are issued a special identity card similar to those issued for members of diplomatic corps of the Member States of the EU in Hungary	There is no European School in Budapest or at a 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.
	CEPOL Staff is entitled to enjoy the privileges and immunities, exemptions and facilities granted by Hungary to members of the diplomatic corps of the Member States of the European Union in Hungary.	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 Protocol of privileges and immunities applies to the Executive Director of CEPOL and the staff of its Secretariat, with the exception of staff seconded from the Member States and Hungarian nationals.	<ul style="list-style-type: none"> • The registration and attendance fees • The school transportation costs.
	Staff is entitled to reimbursement of VAT in accordance with the relevant rules foreseen for resident officials of international organizations in Hungary, up to 300.000 HUF of value of VAT/year during the first 2 years of employment in Hungary.	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.
	Staff – with the exception of Hungarian nationals – are entitled to import from their last country of residence or from the country of which they are nationals, free of duty and without prohibitions or restrictions, within 12 months from the date of establishment of normal place of residence in the customs territory of the European Union, furniture and personal effect, including motor vehicles, which shall be registered under diplomatic plates.	

ANNEX: VII – Evaluations

1. Internal Evaluation

Since 2010 CEPOL has implemented a performance management system, to a large extent based on the Balanced Scorecard approach. Key Performance Indicators (KPIs) are used to evaluate the overall success of CEPOL, Performance Indicators (PIs) are in place to evaluate the success of a particular activity in which CEPOL is engaged. All KPIs and PIs are assigned targets, and linked to the Agency's strategic goals and objectives. An important measure is the overall customer satisfaction with training activities provided by CEPOL.

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 residential activities, webinars, and the CEPOL Exchange Programme exchanges and study visits), level 2 (assessment of acquired knowledge – testing – applied for selected residential activities and online courses) and at level 3 (post-course evaluations take place after residential activities only). Post-course evaluations are carried out on both participants and their line managers approximately six months after a residential activity has finished.

The recently adopted decision 12/2016/GB on CEPOL training evaluation methodology presents a modernised evaluation system validating new evaluation templates and outlining the framework of the gradual introduction of testing

2. External Evaluation

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

In 2015 CEPOL underwent its second five year evaluation. The external evaluator has assessed the Agency as being efficient and effective. This conclusion is supported by evidence of an increased number of activities implemented by CEPOL over the evaluation period, against a relatively stable number of resources put at its disposal for the same period. Moreover, a comprehensive set of recommendations is also put forward by this study. The Governing Board in its meeting on May 2016 has adopted the last five-year external evaluation and has issued 17 recommendations regarding CEPOL's working practices.

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

In 2016 CEPOL finalises its efforts to reach compliance with applicable ISO 9001:2015 requirements, in addition to the ones set in the Internal Control Standards. Subject to external audit results performed by an independent certification body in November 2016, CEPOL's Management System will undergo annual surveillance audits until 2018.

ANNEX: VIII – Risks

Although CEPOL as a whole is generally dealing with low risks, a risk assessment is part of the annual programming cycle. A detailed Risk Register and corresponding mitigating action are in place, and are compiled at the beginning of each year. Risk management at CEPOL is realistic and takes into account cost/benefit aspects in order to avoid disproportionate control measures. All processes that are part of a risk assessment are described and managed accordingly by process owners to ensure that (i) mitigating actions are implemented according to plan, (ii) risks continue to be relevant and (iii) are in line with management's acceptable risk level.

Risks identified are rated based on the likelihood to occur and by their potential impact. In regards to their potential impact, risks are rated in a three dimensional fashion based on the impact on Agency's objectives, financial impact and reputational impact. Thus, risks that have a high rating can be identified and given priority.

Additionally, risks considered critical are indicated in this annex of the programming document (SPD), where respective countermeasures are also included.

Following an impact assessment that has been carried out in the light of the new legal basis, a number of risk have been identified as critical to the business continuity at CEPOL. These are presented in the current annex and are coupled with actions deemed necessary to mitigate them.

Risk	Countermeasure	Timeframe
CORE PROCESSES AREA		
Delay in presenting the first STNA	Clear and timely communication to all involved stakeholders Establish risk triggers and early warning	Continuous
New concept of Centres of Excellence does not meet Management Board approval	Revert to previous system Envisage new/amended system	Continuous
Underspending resulting in budget cuts in the following budgetary appropriation (N+1)	Regular budget monitoring; Signature of multiannual 2018-2020 consortia agreements with CEPOL Centre's of Excellence (CoE) to enable direct grants to CoEs	Continuous 30 June 2019
Administrative Capacity of CEPOL insufficient for complex projects	Provide for support staff (Contract Agents/interim staff)	Continuous
HUMAN RESOURCES MANAGEMENT AND ADMINISTRATION		
Insufficient deployment of CEPOL's HR capacity	Regular monitoring of anticipated HR turnover Timely publication of vacancy announcements	Continuous

		Continuous
GOVERNANCE AND STAKEHOLDER RELATIONS		
Discrepancy between enhanced mandate and available resources	Streamlining of processes and redeployment of resources Manage stakeholder expectations	Continuous
Management of Enterprise Content Management and E-Net projects	Regular reporting Management steer and monitoring	Continuous

ANNEX: IX – Procurement plan for the year 2017 - Financing Decision

Legal basis:

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

The financing decision includes the following information:

Part 1 – Multiannual framework contracts (strategic decision)

- Subject of the framework contracts for operational expenditure foreseen to be awarded in 2017 (Title 3);
- Their link to specific activities of the Work Programme 2017;
- Estimated total value of the framework contracts over their maximum duration (4 years);
- Indicative number and type of contracts

Part 2 – Direct and specific contracts foreseen in 2017 (budgetary decision)

- S Subject of the contracts for operational expenditure foreseen in 2017 (Title 3);
- Their link to specific activities of the Work Programme 2017;
- Estimated value of contracts having an effect on the budget 2017;
- Indicative number and type of contracts.

In 2017 CEPOL estimates that total budget for operational procurement will be indicatively EUR 3,060,500.

Part 1 – Multiannual framework contracts (strategic decision)

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2017	Estimated total value of the framework contract over their maximum duration of 4 years (EUR)	Indicative time frame for launching the procurement (per quarter)	Type of procurement (service/supply) and type of contract (single FWC, multiple FWC in cascade, multiple FWC with reopening of competition, mixed)
1	Development, Implementation, Hosting, Maintenance and Support of e-Net 3.0	Activity 2	1,000,000	Q1 – Q4 2018	Single Framework Service Contract
2	Support services for the implementation of online courses	Activity 2	800,000	Q1 – Q4 2018	Single Framework Service Contract
3	Travel arrangement services	Activities 1-4	8,500,000	Q1 – Q4 2018	Single Framework Service Contract

Part 2 – Direct and specific contracts foreseen in 2017 (budgetary decision)

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2017	Indicative value of the contract for 2017 (EUR)	Indicative time frame for launching the procurement (per quarter)	Indicative number of contracts and their type
1	Supply and distribution of CEPOL branded merchandise	Stakeholders relation and communication (Objective 4.D)	25,000	Q1 – Q4 2017	Multiple specific contracts in execution of framework supply contract CEPOL/CT/2015/035 (awarded in 2015)

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2017	Indicative value of the contract for 2017 (EUR)	Indicative time frame for launching the procurement (per quarter)	Indicative number of contracts and their type
2	Services related to communications activities <ul style="list-style-type: none"> • Event management • Development of a mobile application • Website related services 	Development of education and training products (Activity area 1, Objective 4.D)	136,000	Q1 – Q4 2017	Multiple specific contracts in execution of a framework service contract for communication services (to be awarded in 2016)
3	Multimedia services (photos + videos + graphic design)	Stakeholders relation and communication (Objective 4.D)	54,000	Q1 – Q4 2017	Multiple specific contracts in execution of a framework service contract for communication services (awarded in 2016)
4	Translations and proofreading	Stakeholders relation and communication (Objective 4.D)	5,000	Q1 – Q4 2017	Multiple service requests under the Service Level Agreement with CdT
5	Editorial Services <ul style="list-style-type: none"> • Publication related to the CEP • Production of recorded webinars • Layout, printing, distribution of European Police Science and Research Bulletin and up to 2 Special Conference Issues • Editorial services related to communications (publications) 	<ul style="list-style-type: none"> • Annual publication on the progress of the CEP (Objective 4.D) • Use of e-learning systems (Activity area 1) • CEPOL will be developed into a European law enforcement knowledge base (Objective 2.C) • Stakeholders relation and communication (Objective 4.D) 	92,000	Q1 – Q4 2017	Multiple service request under the Service Level Agreement with the Publications Office
6	Editorial services for update of seven existing and development of one new online modules	Use of e-learning systems (Activity area 1)	97,500	Q1 2017	Multiple order forms in execution of FWC 10573 via the Publications Office
7	Further development of the Customer Relationship Management	<ul style="list-style-type: none"> • Education and training activities (All activities) • European Police Exchange Programme (Activity area 1) 	65,000	Q1 – Q4 2017	1 specific contract, in execution of the existing inter-institutional framework contract DI/07300
8	Media and social media monitoring	Stakeholders relation and communication (Objective 4.D)	12,000	Q1 – Q4 2017	1 order form, in execution of the existing inter-institutional framework contract DI/07360

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2017	Indicative value of the contract for 2017 (EUR)	Indicative time frame for launching the procurement (per quarter)	Indicative number of contracts and their type
9	Purchase of Webinar licences	Use of e-learning systems (Activity area 2)	16,000	Q3 2017	1 order form, in execution of the existing inter-institutional framework contract DI/07360
10	Content Experts	Development of education and training products (Activity area 1, Activity area 2)	30,000	Q1 – Q4 2017	Multiple contracts with experts from the call for expression of interest
11	Services for organising and implementing webinars	Use of e-learning systems (Activity area 1)	56,000	Q1 2017	Multiple specific contracts in execution of a framework service contract for the organisation and implementation of webinars (to be launched in 2016)
12	Plugins to the LMS and the media server hosting	Use of e-learning systems (Activity area 1)	10,000	Q2 – Q3 2017	1 specific contract, in execution of the contract for the development, implementation, hosting, maintenance and support of the e-Net (to be launched in 2016)
13	Development, implementation, hosting, maintenance and support of the e-Net 2.0	Use of e-learning systems (Activity area 1)	70,000	Q1 – Q4 2017	1 specific contract, in execution of the contract for the development, implementation, hosting, maintenance and support of e-Net 2.0
14	Development, implementation, hosting, maintenance and support of the e-Net 3.0	Use of e-learning systems (Activity area 1)	400,000	Q4 2017	Multiple specific contracts in execution of the contract for the development, implementation, hosting, maintenance and support of e-Net 3.0 (to be launched and awarded in 2017)
15	Purchase of subscriptions to e-books	CEPOL will be developed into a European law enforcement knowledge base (Objective 2.C)	5,000	Q3 2017	1 specific contracts in execution of a framework service contract for supply of subscriptions to e-books (to be awarded in 2016)

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2017	Indicative value of the contract for 2017 (EUR)	Indicative time frame for launching the procurement (per quarter)	Indicative number of contracts and their type
16	E-journals <ul style="list-style-type: none"> Subscriptions to the police science e-journals Technical access services in relation to provision of subscriptions to the police science e-journals Provision of the metadata in connection with provision of subscriptions to the police science e-journals 	CEPOL will be developed into a European law enforcement knowledge base (Objective 2.C)	40,000	Q2 – Q3 2017	Multiple specific contracts, in execution of the existing framework contract CEPOL/CT/2015/013
17	Catering for: <ul style="list-style-type: none"> participants of residential activities, meetings, Editorial Board and online actions meeting of the National Exchange Coordinators network meetings working group meetings other meetings, as required 	<ul style="list-style-type: none"> Development of education and training products (Activity area 1) CEPOL Exchange Programme (Activity area 1) Governance and management of the Agency (Activity area 4) 	105,500	Q1 – Q4 2017	Multiple order forms in execution of the existing framework contract for catering services or in execution of a framework service contract for communication services (to be launched/awarded in 2016)

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2017	Indicative value of the contract for 2017 (EUR)	Indicative time frame for launching the procurement (per quarter)	Indicative number of contracts and their type
18	Travel and accommodation for: <ul style="list-style-type: none"> TNA expert group meeting (Design of the Training catalogue) expert meetings including online modules participants of residential activities participation in the CEP programme the meeting of the National exchange coordinators TtT workshops of trainers to online courses 3 meetings of the Bulletin Editorial Board Governing Board and network meetings network meetings working group meetings missions 	<ul style="list-style-type: none"> Contribute to the development of a methodology for a four-year Strategic Training Needs Assessment (STNA) and annual Training Needs Analysis (TNA) (Objective 2.A) Development of education and training products (Activity area 1) Education and training activities (all activities) CEPOL Exchange Programme (Activity area 1) Use of e-learning systems (Activity area 1) CEPOL will be developed into a European law enforcement knowledge base (Objective 2.C) Governance and management of the Agency (Activity area 4) All activities related to missions 	2,005,500	Q1 – Q4 2017	Multiple order forms in execution of the existing framework contract for travel arrangement services CEPOL/CT/2015/001 or in execution of new framework contracts for travel arrangement services and for hotel services (to be launched in 2016)
TOTAL in EUR			3,224,500		

NOTE: Procurements related to training activities delivered to partner countries in the context of the EU/MENA Counter-Terrorism Training Partnership project are not included in this table, as they are funded via a grant under the Instrument Contributing to Stability and Peace (IcSP) managed by the Service for Foreign Policy Instruments (a service of the European Commission tasked with preparing and implementing foreign policy-related actions)..

ANNEX: X – Organisation chart

European Agency for Law Enforcement Training

