Decision of the Management Board 07/2016/MB

On the Draft Single Programming Document 2018-2020

Adopted by the Management Board

on 10 November 2016

Decision of the Management Board 07/2016/MB
ON THE DRAFT SINGLE PROGRAMMING DOCUMENT 2018-2020
Effective 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/JHA[1] (hereinafter 'CEPOL Regulation'), and in particular Article 9(1)(a) 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) 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.

[1] OJ L319, 4.12.2015, p.1.

HAS ADOPTED THIS DECISION

Article 1

The Single Programming Document: Years 2018-2020 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>

.....

Mrs Frederike Everts MPA

Chair of the Management Board

EUROPEAN UNION AGENCY FOR
LAW ENFORCEMENT TRAINING

Draft Single Programming Document
Years 2018-2020

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Foreword

The Single Programming Document (SPD) 2018 spans over a three-year period, namely from 2018 to 2020. The new CEPOL strategy, that has been developed to align CEPOL's strategic objectives to its new mandate, has been used as a drive for identifying activities and setting targets for the aforementioned period.

It is expected that during 2018 CEPOL will have concluded all the required changes which are necessary to accommodate the tasks and objectives entrusted to it by its new mandate[2] (Regulation 2015/2219); placing itself at the centre of European law enforcement as a key training provider. The document at hand describes in a comprehensive way all these activities and resources that are essential for CEPOL to fulfil the legitimate expectations of its partners and stakeholders.

The period covered by this multiannual document will be marked not only by the efforts of CEPOL to implement the provisions of its renewed legal basis, but also by a strive to respond effectively to the emerging challenges 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. By the same token, and building on the evidence provided by the first Strategic Training Needs Assessment (STNA), CEPOL will support the decision-making process in law enforcement training at Union level.

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 and coordination among all training providers at national, regional 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.

It should be noted that, as with more recent programming documents (SPDs), its structure and terminology is fully aligned with the guidelines for Programming developed by the European Commission in close cooperation with the Agencies' Performance Development Network (PDN).

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

Acronyms and abbreviations

CC	Common Curricula
CEPOL CoEs	CEPOL Centres of Excellence
CoE	Centres of Excellence
CSDP	Common Security and Defence Policy
CT MENA	Middle East and North Africa Counter-Terrorism Training Partnership
DCAF	Democratic Control of Armed Forces
EASO	European Asylum Support Office
EC3	European Cybercrime Centre
ECRIS	European Criminal Records Information System
ECTEG	European Cybercrime Training and Education Group
ED	Executive Director
EEAS	European External Action Service
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
FRA	Fundamental Rights Agency
FSJ	Freedom, Security and Justice
ICS	Internal Control System
IcSP	Instrument Contributing to Stability and Peace
ICT	Information and Communication Technology
IOM	International Organization for Migration
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
OAP	Operational Action Plan(s)
ODIHR	OSCE Office for Democratic Institutions and Human Rights
OSCE	Organization for Security and Co-operation in Europe
OSCE	Organization for Security and Co-operation in Europe
PCC SEE	Police Cooperation Convention for Southeast Europe
PDN	Performance Development Network

PNR	Passenger Name Record
QM	Quality Management
SIENA	Secure Information Exchange Network Application
SIENA	Secure Information Exchange Network Application
SIS	Schengen Information System
SOCTA	Serious and Organised Crime Threat Assessment
SPD	Single Programming Document
STNA	Strategic training needs assessment
TNA	Training needs analysis
UNHCR	United Nations High Commissioner for Refugees

Mission, Vision and Values

Mission
Making Europe a safer place through law enforcement training and learning

Vision
To be the centre of European law enforcement training and learning, focusing on innovation and quality

Values
- Human rights and fundamental freedoms
- European cooperation
- Quality
- Freedoms
- Reliability

Section I – General Context

The three-year period (2018-2020) covered by this document, represents a significant point in CEPOL's history. The year 2018 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, and the implementation of the recommendations stemming from the CEPOL five-year external evaluation[3].

Key documents issued from 2013 onwards, such as the European Law Enforcement Training Scheme (LETS)[4], read in conjunction with the European Agendas on Security[5] and Migration[6] respectively, the European Union Counter-Terrorism Strategy[7], and the Cybersecurity Strategy[8] constituted in fact a new European law enforcement training policy framework, in which CEPOL has to position itself.

In the new European Agenda on Security5, 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, and to providing scientific, evidence-based support to decision makers.

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.

[3] Decision 11/2016/GB of the Governing Board of the European Police College adopting the Five-Year External Evaluation of the European Police College. Adopted by the Governing Board on 24 May 2016

[4] 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

[5] 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, Strasburg 28.04.2015

[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 Migration', COM(2015) 240 final, Brussels 13.05.2015

[7] Council of the European Union, 14469/4/05 REV 4, Brussels, 30 November 2005

[8] 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 – Multiannual Programming 2018-2020

This part of the Single Programming Document describes the medium-term strategic objectives of the Agency and explains how the progress in their achievement is monitored. The main tenets of CEPOL's multiannual programming are that the Agency must be able to respond to the training needs of the wider European law enforcement community, and that CEPOL training activities should stem from a structured process built upon strategic and specific Training Needs Analysis, taking into due account the requirements deriving from EU policy documents.

The multiannual programming is based on the work done by the ad-hoc Strategy Expert Group and the input received during a consultation process with the Member States (CEPOL Network).

CEPOL's multiannual programming highlights where CEPOL wants to be in 2020 and it aims to serve as a blueprint for the development of the agency's annual action plans. It is complemented by corresponding Performance Indicators and it also identifies risks that could potentially hamper the achievement of corporate objectives.

Its structure and terminology have been aligned with the guidelines for programming developed by the European Commission[9] which, in turn, also reflect Article 32 of the CEPOL Financial Regulation[10] that sets out programing requirements for the agency.

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

10 Decision 01/2014/GB of the Governing Board of the European Police College Adopting the Financial Regulation and Repealing Decision 28/2011/GB. Adopted by the Governing Board by written procedure on 21 February 2014

Multiannual objective 1 **CEPOL will ensure high-quality, multidisciplinary, innovative and relevant training and learning options, accessible to its target groups**
Key Performance Indicator 1 Level of customer and stakeholder satisfaction with training activities (adequacy of training, quality of training)
Strategic areas of intervention: **Quality, Relevance, Coherence and Complementarity** 1.1. CEPOL will ensure complementarity and relevance of its activities 1.2. Further developing a coherent quality system 1.3. Development of policy leading to accredited certification 1.4. Development of training methodology 1.5. CEPOL will be responsive in a flexible way to the newly-emerging needs *vis-a-vis* the prevalent security situation 1.6. CEPOL will provide blended[11] learning based on cutting-edge technologies, to ensure the EU level added value and accessibility 1.7. Further developing coherent and shared training quality standards 1.8. Development of policy leading to training certification
Performance Indicators: 1.1. Completed quality system 1.2. Completed accredited certification system 1.3. Completed standards of learning environment 1.4. Completed multi-annual strategic training needs analyses and multi-annual learning programmes 1.5. Number of supported training activities and learning products 1.6. Number of involved trainees 1.7. Number of supported capacity-building projects in third countries: (Target: 1)
Risks: 1.1. Lack of appropriate level of funding 1.2. Deficit of key skills and knowledge within the Agency 1.3. Limited resources of CEPOL partners

[11] 'Blended learning' includes the whole variety of learning opportunities which will be mixed according to target group and objectives of the activities

Multiannual objective 2

CEPOL will contribute to and encourage the development of research relevant for training activities and will disseminate research findings

Key Performance Indicator 2

Up to 3% of Title 3 per year for the period of 2018-2020 allocated for stimulating research via grants and partnerships

Strategic areas of intervention:

Encouragement, Dissemination, Partnerships

2.1. Research projects relevant for law enforcement training / education activities
2.2. Dissemination of research products
2.3. Research partnerships

Performance Indicators:

2.1. Increasing number of applications for research grants
2.2. Increasing number of applications for the annual research and science conference (min 200 self-financed applications annually, regardless of the possibility of the room and the money)
2.3. Increasing number of contributions, actuality and the use of publications in a knowledge base of research outcomes
2.4. Relevant surveys for training activities: minimum 1 per year
2.5. Usage of e-Library and e-Journals: 10% increase per year

Risks:

2.1. Improper understanding of the importance and the added value of research and science to the learning quality
2.2. Insufficient financial and human resources.
2.3. Insufficient research capacity
2.4. Unsatisfactory dissemination of research results.

Multiannual objective 3 **CEPOL will apply for appropriate resources and ensure their effective use to meet its objectives**
Key Performance Indicator 3 Budget commitment 97%, budget consumption 95%
Strategic areas of intervention: **Implementation, Effectiveness, Pro-activeness, Continuity, Professionalization** 3.1. Ensuring of proper planning of the multiannual programming and budgeting 3.2. Implement activity based HR management 3.3. Upgrade the technological infrastructure (e-Net, ICT)
Performance Indicators: 3.1. Elaborate on the business case for at least 12 additional FTEs, to allow the Agency to fulfil its new tasks defined in Regulation (EU) 2015/2219 3.2. Annual performance appraisal (100%) 3.3. Development of multiannual employee retention and staff development plan
Risks: 3.1. Imbalance between Agency's capacity and National CEPOL Units 3.2. Lack of political support 3.3. Inability to attract and retain qualified staff 3.4. Loss of institutional memory and experienced staff 3.5. Underspending exceeding 5% of the annual budget 3.6. Inability to seize the opportunity arising from technological developments

Multiannual objective 4

CEPOL will be professionally led and managed to ensure good governance in its organisational performance

Key Performance Indicator 4

Comply with the European Code of Good Administrative Behaviour by the European Ombudsman[12] (as specified in Annex XI to this document)

Strategic areas of intervention:

Quality, Communications, External Relations/ Representation, Accountability, Responsibility

4.1. Ensure 'good governance'[13] through cooperation between the Management Board, its Chair, the Executive Director, and where appropriate the Scientific Committee[14] for Training and/or other advisory bodies

4.2. CEPOL encourages multiannual ownership by pooling of resources

4.3. CEPOL develops a new communication policy in order to support the implementation of Regulation (EU) 2015/2219 and ensure transparency

4.4. CEPOL develops and implements, in close collaboration with its network, the concept of the Centres of Excellence (Competency Centres) (definitions, criteria, standards, aims, etc.) and it develops a policy leading to the certification of Centres of Excellence

4.5. Development of a new external relations policy in order to support the implementation of Regulation (EU) 2015/2219 and ensure transparency

4.6. Development of a policy leading to increased e-governance

Performance Indicators:

4.1. Multiannual direct awards granted to consortia of implementing partners

4.2. Developing External Relations Sub-Strategy

4.3. Obtain ISO 9001:2015 certificate

4.4. Implementation of shared training quality standards

4.5. Policy leading to training certification is approved

4.6. Implementation of a new communication policy

4.7. Implementation of a new external relations policy

Risks:

4.1. Insufficient leadership and unsatisfactory communication.

4.2. Deficit of key knowledge and relevant competences within the Agency

4.3. Lack of resources of CEPOL partners within Member States

[12] By analogy application to CEPOL

[13] Multi-annual programming, budgeting, responsiveness of Member States; as specified by the Council of Europe ('The 12 principles for good governance', http://www.coe.int/t/dgap/localdemocracy/Strategy_Innovation/12principles_en.asp, Annex 1)

[14] The possibility of establishing a Scientific Committee for Training is foreseen in the legal text and is subject to a decision by the Management Board

4.4. Lack of consistent support by European Institutions
4.5. Diversity of national law enforcement training policies

Section II – Resource programming for the years 2018-2020

Human and financial resource-outlook for years 2018 – 2020

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 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 simultaneous 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, CEPOL has run 16 recruitments in 2016; 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 2018-2020

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	**2014**	**2015**	**2016**[15]
Revenue actually received (+)	8,877,936	8,801,864	8,641,000

[15] **2016 figures represent commitment rates at mid-September 2016. The final figures will be known at the end of 2016**

Budget outturn	**2014**	**2015**	**2016**[15]
Payments made (-)	-7,140,188	-6,935,247	-4,111,063
Carry-over of appropriations (-)	-1,511,571	-1,704,728	-4,111,754
Cancellation of appropriations carried over (+)	57,272	180,662	345,532
Adjustment for carry-over arising from assigned revenue	72,556	227,970	297,745
Exchange rate differences (+/-)	-126,006	-11,521	2,693
Adjustment for negative balance from previous year (-)			
Total (Balance of the outturn account)	230,000	559,000	1,064,152

Result of year 2015 (+/-)	559,000	
Surplus from 2015 reimbursed to the EU budget (-)	-559,000	
Surplus to be reimbursed to the EU budget for 2016		1,064,152

Human resources

Staff population evolution

Detailed data, provide table 1 in annex III

Resource outlook over the years 2018 to 2020

A) New tasks

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

- 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
- A Coordination role for European law enforcement training initiatives

Promoting the mutual recognition of training entails two aspects certification and accreditation (Art. 4(5)). Currently, there is no spare capacity within the organisation to implement these actions. Therefore, one new AD post at specialist level (*Certification and Accreditation Officer*, AD5) is needed to (i) cope with the new, complex and intensive nature of the tasks and (ii) ensure business continuity.

The new legal mandate tasks CEPOL to support Union missions and capacity-building in third countries by managing dedicated Union External Assistance funds (Art. 4(4)(d)). It also stipulates that CEPOL may benefit from Union funding in the form of ad-hoc grants (Art 17(4)).

This new element will shift the current practice of managing small-scale funding, for the implementation of single residential activities, to managing grants concluded to Centres of Excellence for the implementation of a range of activities pertaining to a thematic priority and/or research.

Bearing in mind the complexities in grants management, development, and documentation it is necessary to invest in specialist skills. Hence the establishment of a new post of *Grants Team Leader* at specialist level (AD6) is necessary to cope with the new, complex and intensive nature of these tasks.

B) Growth of existing tasks

The new legal basis also develops extensively the existing tasks. Notably, the Regulation enhances the following key aspects:

- Substantial extension of CEPOL's target audience, from "senior police officers" to "law enforcement officials" of all ranks, as defined by individual EU Member States and including EU staff dealing with tasks related to serious crime, public order, crisis management, terrorism
- Implement training and learning activities
- Widened role in promoting 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

A fundamental change the new legal mandate brought about is extending CEPOL's target group from police officers to law enforcement officials (Art 2(1)). The new Regulation also requires CEPOL to develop and implement training by addressing specific thematic areas (Art. 3(1)(c). For the agency to be able to fulfil these tasks, the Agency plans to establish the role of *Thematic Portfolio Officer*. It is imperative, however, to strengthen the current human resources by one additional AD post at specialist level (AD5).

The new Regulation calls explicitly for CEPOL not only to support and coordinate, but also to implement training activities and learning products (Art 3(1), Art. 4(2)(a)). There is a clear division of labour between the (thematic) portfolio managers and the course organisers and it is estimated that this legal provision will result in the Agency having to organise 30-35 events per year. Given that a course organiser can deal with 8-10 such events annually this provides for a strong business case for the establishment of a new Assistant post (AST3) as Course Organiser to provide overall work coordination to the current team of course organisers

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 allows wider outreach and can cater for both awareness and specialist training. E-learning products have become highly demanded and integral part of any training portfolio developed by the agency. The new Regulation explicitly tasks CEPOL to include innovative and advanced training activities (web-based and e-learning) (Art 4(2)(a)) and to develop and upgrade learning tools and methodologies for lifelong learning (Art. 3(2)). For the Agency to successfully respond to this tasks, a new post, that of a highly specialised educational expert, at AD7, with strong online learning knowledge and management skills (an *Online Learning Team Leader*) needs to be established. Moreover, as the increase in the deployment of e-learning is coupled with an extended number of services that CEPOL needs to set up, maintain and make available to portfolio managers, framework Partners (FP) and Centres of Excellence (CoE), this area needs to be strengthened and supported with the establishment of an e-*Learning Assistant* at AST3 level.

The tasks described above resulting from the new legal basis, will, inevitably, also have a knock-on effect on CEPOL's Information Technology, as innovative and advanced (web-based and e-learning)

training activities depends on the availability of cutting-edge IT infrastructure and an IT team (personnel) available to support this infrastructure.

In order to maintain and develop this area the agency needs to invest not only into the resources dedicated to e-learning, but also into supporting functions, e.g. maintenance and development of its online platform (e-NET). These considerations make it necessary to strengthen the e-learning team as well as ICT and procurement teams. Therefore two new posts, that of an *ICT Team Leader* (AD6), and a *Procurement Team Leader* at sufficiently high level (AD5) need to be established. Through such a strengthening of different disciplines it will become possible for CEPOL to ensure coherence between the different training and learning opportunities as well as business continuity.

As mentioned earlier, it is estimated that the new legal provisions will result in the Agency having to organise 30-35 events per annum (with an upward trend). This calls for an investment on facilities and logistics and sufficient human resources to manage these. To accommodate this, the establishment of a new post for the position of a *Facilities / Logistics Officer* (AD5) is of outmost importance.

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.

Knowledge products developed at the European Union level, including by CEPOL, are enormous yet largely dispersed. CEPOL, as 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 is 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.

C) Efficiency gains

CEPOL is a recognised partner among policy makers and practitioners; the demand for CEPOL training has been constantly increasing while the resources allocated to the agency show a very limited increase. Whilst the agency is investigating all avenues to prioritise and to accommodate the legitimate training needs within the given resource framework. Successive evaluations of CEPOL have found the agency to be both efficient and effective; however, the limits of internal resource reshuffling and further efficiency gains have been reached.

CEPOL monitors the efficiency and effectiveness of the agency though the use of Key Performance Indicators. The use of KPIs enables CEPOL's Management to assess the performance of the agency and 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 2015 - 93%). The quality of CEPOL's output is dependent on the agency's ability to work effectively, and the achievements of 2015 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 2014, CEPOL delivered training to 25% more participants than in 2013, while in 2015, participants increased by another 25% compared to 2014, with an operating budget which remained almost unchanged.

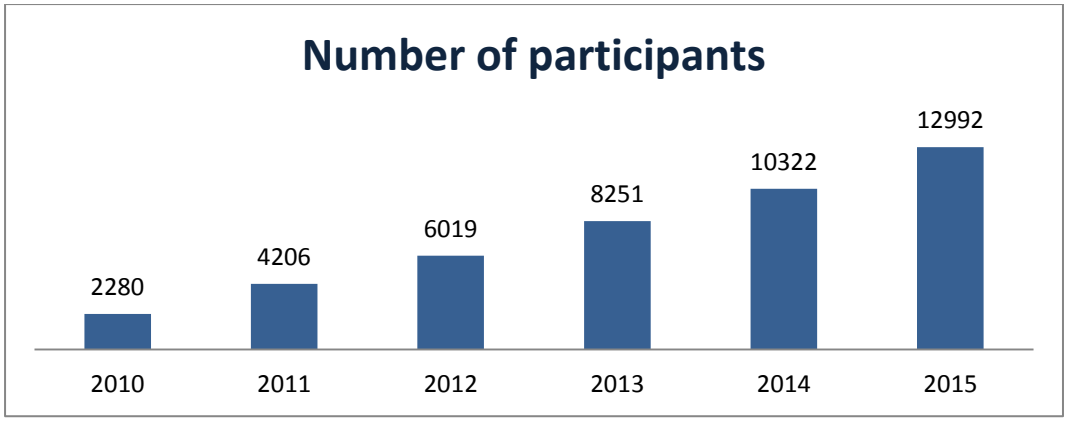


Figure 1 - Number of participants per year

Since 2013 CEPOL applies the principles of the European Law Enforcement Training Scheme in defining its priorities. The core of these principles have been reflected in the new CEPOL Regulation. As a result the training needs are identified and analysed and adequate learning methods are selected applying a portfolio approach, e.g. common curricula are used to support national wide entry level training needs, online solutions are offered for professionalisation needs, while residential activities are predominantly used for development of specialist skills, building expert knowledge. To facilitate achievement of this goal CEPOL delivers through a variety of training and learning activities, using the following channels at EU level, and contributing to building bridges between law enforcement professionals:

- Up until 2017 CEPOL organised 85-90 **residential activities** a year annually bringing together, on average, 3000 police officers and experts. Residential activities is undisputedly the most effective tool for furthering specialist skills, building international expert networks and exchange of good practices. As a principle, CEPOL uses this tool for specialist training rather than awareness. The extension of its target group inevitably leads to extensive training needs. Therefore, in order to be able to satisfy legitimate training needs of law enforcement officer, as from 2018 CEPOL seeks to increase the number of trained law enforcement officers to 3,500-4,000 per year. Thus it is expected that CEPOL trains 11,000 law enforcement officers in 2018-2020.

- Extensive use of **E-learning** training opportunities has ensured the constant increase of impact and outreach of CEPOL's training and learning (9,501 participants trained in 2015, through e-learning options in comparison to 7,912 participants in 2014, and 5,556 participants in 2013). 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 have been hampered by resource limitations preventing further development of ICT environment. However, bearing in mind the extended training needs, CEPOL explores all avenues to offer better online learning experiences by widening availability and accessibility of products, for example by offering mobile learning solutions, virtual laboratories, creating thematic reference guides etc. As from 2018 CEPOL seeks to increase the offering of online solutions significantly and train 60,000 law enforcement officers in 2018-2020.

- **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 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.

- At its 3010th General Affairs meeting, the Council of the European Union called for CEPOL to implement a **CEPOL Exchange Programme** (CEP) 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, CEP 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 CEP 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 CEP 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). This programme is high on demand given its clear link to EU priorities, as it contributes to building a common culture and exchange of practices. Yet 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 2011-2015 around 1,700 police officers and experts were participants of the CEP. With the increase of the target group it is expected the requirements for CEP will grow rapidly. While being limited by budgetary constraints it is expected to train 2,000 law enforcement officers through CEP in 2018-2020, subject to availability of resources.

- CEPOL's new mandate includes a specific reference to **Research**. For this purpose CEPOL has mapped existing 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. 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 from 2018 CEPOL will contribute to research in the area of law enforcement education. Based on its own research agenda to be established in 2017 the first grant for a CEPOL research project will be awarded for 2018.

- CEPOL has been building a pool of **experts** through its Lecturers, Researchers and Trainers Database since 2013. This tool supports selection of experts for CEPOL training and learning activities. Deployment of trainers is conducted through the CEPOL National Units (CNUs). Moreover, CEPOL is able to assist other training institutions, organisations with expert data.

The Internal Audit Service in their ICT Risk Assessment on September 2010[16], concluded that the limited IT staff (currently 2 TA AST officers and 1 Contract Agent position) represents a risk of discontinuity of the IT services as with only these staff members it will be increasingly difficult to ensure sufficient back up possibilities. A request, with relevant justification, for an ICT Team Leader is being included in CEPOL's staff request 2018 (see Annex IV section Staff Request). Also at present – as a result of historical grading – the highest position has an entry grade of AST-5. As the Agency should not recruit in this position, the establishment plan will – from 2018 – be amended and this position will be an AD5 position.

Similarly, the HR function has at present only 1 TA AST and 1 CA FGII position. As in ICT, the currently highest HR position has an entry position of AST5 and this should be amended to be at AD5 which would reflect more the need for the Agency.

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.

[16] Final Report on the results of the IT Risk Self-Assessment and CobiT Maturity Self-Evaluation in CEPOL. Internal Audit Service, 1/09/2010

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.

Realistically, it must be noted that the significantly increased number of activities in the Programme of Work cannot be implemented with similar resources as in 2016 and 2017. In the case where fewer resources are made available, CEPOL will have to make significant cuts in its programme of work:

- Residential course will be have to be scaled from 120 activities to 94;
- CEPOL Exchange Programme (CEP) – a flagship product of CEPOL – that is fully aligned with EU policy areas, such as the EU Policy Cycle and security threats identified by Serious and Organised Crime Threat Assessment (SOCTA) and has a clear link to EU priorities as it contributes to building a common culture and exchange of practices will need to be implemented at a significantly reduced scale. For example, in 2016, operating under the rules of the old mandate, i.e. catering for police only, more than 670 applications were received, while the budget allowed the implementation of 450 exchanges (33% applications had to be turned down). It is fair to expect that the requests for exchange opportunities will continue to increase.
- Extending the participation of third countries' officials to CEPOL training activities (as per the remarks received from the European Commission will be greatly limited by the lack of financial resources.

Finally, it should be noted that at this time it is not possible to estimate to a precise degree whether (and what) CEPOL may have to further de-prioritise. However, it is reasonable to estimate that the combined effect of the new tasks and the extended ones, coupled with the enlargement of its target group, may result in CEPOL having to revise the number/types of activities, or the mechanism of financing for its residential activities.

E) Redeployment:

CEPOL's policy of ensuring that the appropriate management capacity and competencies are in place to support the development of CEPOL will be continued. 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.

However, as has been noted previously, CEPOL is considered to be operating at a deficit of required posts. The identified resource deficits and increasing demand for the products and services of CEPOL allow only for the limited redeployment of resources. Further, when taking into consideration the changes to the CEPOL legal basis and the extension of its mandate, additional posts are required in 2018 and 2019.

Section III – Work Programme 2018

Executive summary

This section of the SPD 2018 outlines the specific objectives that aim to contribute to the realisation of CEPOL's strategic objectives. These are encompassed in four major activity areas and they include expected outputs, results and indicators. It has been developed on the basis of an estimate for the 2018 budget and the establishment plan. Although it is understandable that these shall become definite after the final adoption of the general budget of the EU, adjustments to the work programme will become necessary should these estimates not be confirmed.

The legal mandate envisages for CEPOL to assume a coordination and implementation role and requests it to fully align its activities to the relevant political priorities articulated at Union level; in which 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 as defined by EU Member States, is identified as the community CEPOL is called to serve. Having due regard to the specificities of distinct roles and diversified training requirements, joint, multi-disciplinary trainings will increase.

The work programme 2018 continues to support all key priority areas deriving from the Agendas on Security[17] and Migration[18] in line with the LETS[19] principles. In particular: serious and organised international crime, cybercrime, migrant smuggling, counterterrorism, information exchange and fundamental rights. CEPOL shall ensure that gaps continue to be identified in all Policy Cycle priorities and are adequately tackled by training. It shall also provide a platform for exchange of knowledge and skills across the Union to enhance specialist skills and competences at strategic and tactical level. This work programme proposes implementation of 266 activities with an outreach to 30,000 law enforcement officials. CEPOL will offer over 20 services to the law enforcement community that will support accessibility of training and education, including online learning, and address quality of training. This planning is subject to availability of required resources. In case they are provided at a reduced level the work programme actions will need to be scaled down accordingly.

The quality of training remains a cornerstone for CEPOL's activities. In 2018, and following the first Strategic Needs Assessment (STNA), Training Needs Analysis (TNA) will prioritise training and establish suitable training tools. The understanding of strategic security challenges in Europe deserves to be given the right priority; it is in this context that during 2018 CEPOL will foster and continue its comprehensive European Leadership Development Programme.

Relevant steps towards the establishment of CEPOL Centres of Excellence[20] for the sustainable implementation of CEPOL's training portfolio will be realised. Online learning solutions shall be further developed thus extending CEPOL's outreach.

CEPOL will continue to support the Union's external policies by seeking cooperative relations that promote the EU's political priorities and to export the European know-how through training partnerships with Third-Countries.

[17] 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 Strasbourg, 28.4.2015. COM(2015) 185 final

[18] Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions. A European Agenda on Migration. Brussels, 13.5.2015 COM(2015) 240 final

[19] Communication from the Commission establishing a European Law Enforcement Training Scheme. Brussels, 27.3.2013, COM(2013) 172 final

[20] The title 'Centre of Excellence' is used without prejudice to further decisions by the Management Board

Activities

Activity 1: Support, develop, implement and coordinate training for law enforcement officials in the priority areas

Overview

The European Agenda on Security[21] 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 Agendas[22] on Security and Migration[23], in line with its mandate and the LETS principles. These priorities are:

- Serious and organised crime, particularly in the framework of the EU Policy Cycle on Serious and Organised International Crime 2018-2021;
- Cybercrime and cybersecurity;
- Migration
- Terrorism and radicalisation;
- Information exchange instruments and law enforcement cooperation mechanisms, particularly those established by the Union;
- Public Order, particularly policing of mass events

In recent years the Union law enforcement faced significant challenges related to the serious and organised crime and an increase in terrorist attacks, particularly the 'lone wolf' phenomenon. At the same time, the growth in migration volumes posed new policing problems. These challenges shall be tackled effectively to ensure the security of the Union citizens. It is the responsibility of CEPOL, in coordination with relevant Union bodies, to identify the operational deficits deriving from the lack of knowledge or skills where training could be offered to close such gaps effectively, in full alignment with the fundamental rights.

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 in a consistent manner. CEPOL will address this area with training. Moreover, considering the fast developing law enforcement environment, CEPOL will ensure ability implement ad hoc activities to ensure urgent and acute training needs identified either by the Commission or other JHA agencies can be addressed.

The magnitude of this challenge is far from insignificant. The European law enforcement community accounts for more than two million officials. While it would be unrealistic to think CEPOL could provide training for all eligible officers the tasks the agency has been given by virtue of its Regulation are still much greater than the resources available. Balancing the legitimate expectations of the law enforcement community and the policy makers with the agency's resources remains indeed the key challenge. The proposed level of outputs will only be achievable if CEPOL is provided with the requested additional financial and staff resources.

[21] 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 Strasbourg, 28.4.2015. COM(2015) 185 final

[22] It should also be noted that 85% of the entire training and learning offered by the agency will address operational priorities stemming from the Security and Migration Agendas.

[23] Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions. A European Agenda on Migration. Brussels, 13.5.2015 COM(2015) 240 final

Objective 1.A: Serious and Organised Crime, in particular priorities of the EU Policy Cycle on Serious and Organised International Crime 2018-2021

To support the effectiveness of operational actions, CEPOL shall ensure that operational knowledge and performance gaps continue to be identified in all EU Policy Cycle priorities and, where relevant, these are adequately tackled by training. Crosscutting elements, particularly the following, will be taken into account,

- Financial investigations;
- Impact of cybercrime and the use of social media on organised crime *modus operandi*;
- Fundamental rights
- Information exchange
- Joint Investigation Teams

Considering the fact that the new Policy Cycle priorities will become known by mid-2017 and bearing in mind the timeline for the drafting of the OAP; the training needs for the Policy Cycle priorities will be identified and adjusted for the planning in October 2017. In order to support the design of curricula, content experts will be contracted and engaged.

Outputs 1.A

Based on the specific training needs identified through EMPACTs, the following training and learning activities are earmarked:

- 30 residential activities
- 30 webinars
- 4 Online modules
- 5 online courses
- 200 exchanges

Expected results 1.A

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

- Enhance specialist skills and competencies to deal with cross border investigations and operations in dealing with the serious and organised international crime;
- Increase the ability of the specialist experts on crosscutting elements in order to enhance the width of the investigations; particularly on financial aspects and cybercrime, in line with the principles of fundamental rights.

Indicator(s) 1.A

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

Indicator 1.A	***2017 (Forecasted result)***	***Target for 2018***	***Means and frequency of verification***
Number of activities implemented vs planned, (%)	97%	97%	Progress measured internally – monthly, externally every 6 months to the Management Board (MB)
Number of participants trained	3,500	6,000	Progress measured internally – monthly, externally every 6 months to the MB

Participant satisfaction with CEPOL training, %	94%	94%	Progress measured internally – monthly, externally every 6 months to the MB

Objective 1.B: Serious and Organised crime - Cybercrime and cybersecurity

Ensure support to specialists and first responders in developing knowledge and skills to deal with problems arising from cybercrime and cybersecurity threats, including digital forensics. The training shall be:

- Based on the training needs identified in the scope of the Cybercrime Training Competency Framework.
- Prioritised in the framework of Cyber Training Governance Model.

In close coordination with Europol/EC3, Eurojust, ECTEG and the Commission, CEPOL will implement the activities in cooperation with the Framework partners.

In 2018 the Training Needs Analysis shall be updated to identify the needs for 2019-2020.

Outputs 1.B

- Cyber TNA report
- 15 residential activities
- 10 webinars
- 3 Online modules
- 4 online courses
- 50 exchanges

Expected results 1.B

Having attended CEPOL learning and training activities:

- First responders will be better equipped through the improved knowledge, to deal with the cyber tools used by criminals in all types of investigations;
- Specialists and experts will increase their skills and competencies in investigating cybercrime and cyberattacks, including dealing with cyber forensics.

Indicator(s) 1.B

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

Indicator 1.B.	***2017 (Forecasted result)***	***Target for 2018***	***Means and frequency of verification***
Number of activities implemented vs planned, %	97%	97%	Internally – monthly, externally every 6 months to the MB
Number of participants trained	800	3,000	Internally – monthly, externally every 6 months to the MB
Participant satisfaction with CEPOL training, %	94%	94%	Internally – monthly, externally every 6 months to the MB

Objective 1.C: Serious and Organised crime - Migrant smuggling

CEPOL will ensure that 70% of prioritised law enforcement training needs, including fundamental rights aspects, at the EU level in the area of migrant smuggling identified in 2016-2017 shall be met by CEPOL training and learning portfolio. The portfolio will be developed in close cooperation and coordination with the key Union actors, such as the Commission, Europol, Frontex, EASO, FRA as well as international organisations IOM, UNHCR, ODIHR and OSCE.

Outputs 1.C

- 6 residential activities
- 6 webinars
- 1 Online modules
- 2 online courses
- 50 exchanges

Expected results 1.C

Having attended CEPOL learning and training activities

- The law enforcement community will be better equipped to deal with the emerging policing and humanitarian issues deriving from the diverse environment of migrant-smuggling;
- The law enforcement community will increase its knowledge on the root causes and drivers of migrant smuggling and will enhance its ability to investigate migrant smuggling in a balanced manner in line with fundamental rights principles.

Indicator(s) 1.C

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

Indicator 1.C	***2017 (Forecasted result)***	***Target for 2018***	***Means and frequency of verification***
Number of activities implemented vs planned, %	97%	97%	Internally – monthly, externally every 6 months to the MB
Number of participants trained	400	1,300	Internally – monthly, externally every 6 months to the MB
Participant satisfaction with CEPOL training, %	94%	94%	Internally – monthly, externally every 6 months to the MB

Objective 1.D: Counterterrorism

CEPOL will provide support to Member States to deal with the challenges arising from terrorism and radicalisation in line with fundamental rights safeguards. It will do so by providing a platform for exchange of knowledge and skills across the Union, capturing and disseminating good practices, and strengthening professional networks. Experts may be engaged in the design and delivery of the training and learning activities.. The training shall be customised to deal specifically with the variety of terrorism, such as left/right wing, radical Islamic driven, centrally organised, 'lone wolfs', etc., The training will encompass the new threat anticipation.

CEPOL shall address the training of (a) specialists and (b) law enforcement officers that may need to identify terrorism aspects on community level, such as community officers and public order officials. The key areas to be covered as the following:

- Radicalisation
- De-radicalisation
- Foreign fighters
- Specialist network ATLAS
- Crosscutting matters:
    - Social media impact
    - Financial investigations
    - Use of SIS II, PNR
    - Information exchange, including with Europol's Counterterrorism Centre
    - Fundamental rights

Outputs 1.D

Based on identified training needs the following training and learning activities will be delivered

- 6 residential activities
- 6 webinars
- 1 online module
- 2 online courses
- 50 Staff exchanges of counter-terrorism law enforcement personnel

Expected results 1.D

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, exchange experience on prevention and de-radicalisation methods;
- Enhance specialist skills and competencies at strategic and tactical level to deal with cross border cooperation in counter-terrorism actions while balancing the actions with the fundament rights principles;
- Utilise existing instruments available to support counter-terrorism actions, particularly those established at Europol and Interpol.
- Increase the knowledge on how to integrate financial investigations in counterterrorism actions.

Indicator(s) 1.D

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

Indicator 1.D.	***2017 (Forecasted result)***	***Target for 2018***	***Means and frequency of verification***
Number of activities implemented vs planned, %	97%	97%	Progress measured internally – monthly, externally every 6 months to the MB

Number of participants trained	700	1300	Progress measured , internally – monthly, externally every 6 months to the MB
Participant satisfaction with CEPOL training, %	94%	94%	Progress measured internally – monthly, externally every 6 months to the MB

Objective 1.E: Information exchange, policing of mass events, fundamental rights

CEPOL will strengthen the Member States' capacity to cooperate across borders and investigate crime effectively and efficiently, whist 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, through the use of professional networks and available tools and mechanisms such as:
    - Information exchange, such as legal assistance, Prüm Decisions, SIENA, ECRIS, etc.
    - Schengen Information System, including European Arrest Warrant, use of Interpol databases
    - Schengen evaluation
    - Europol, Eurojust and Frontex, particularly information exchange and cooperation mechanisms established by these Agencies
    - Single Points of Contact
    - European Forensic area
    - Joint Investigation Teams
    - Passenger Name Record
    - 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
    - Undercover operations
    - Informant handling
    - Witness protection
    - Social Network analysis
    - Open source intelligence
    - Common forensic area
    - Cargo profiling
3. Exchanging good practices and approaches on major events policing
4. Incorporating Fundamental Rights in training curricula and delivering specialist actions.

Outputs 1.E

Based on the specific training needs identified the following training and learning activities will be delivered:

- 34 residential activities
- 34 webinars
- 4 Online modules
- 5 online courses
- 220 exchanges
- 1 study visit

Expected results 1.E

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;
- Strengthen the professional networks.

Indicator(s) 1.E

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

Indicator 1.B.	***2017 (Forecasted result)***	***Target for 2018***	***Means and frequency of verification***
Number of activities implemented vs planned, %	97%	97%	Internally – monthly, externally every 6 months to the MB
Number of participants trained	4,600	6,500	Internally – monthly, externally every 6 months to the MB
Participant satisfaction with CEPOL training, %	94%	94%	Internally – monthly, externally every 6 months to the MB

Objective 1.F: Emerging threats

Considering the fast developing societal and global changes as well as technological developments that affect law enforcement environment, bringing new security challenges; it is crucial that CEPOL can address urgent, ad hoc training needs in a flexible and prompt manner. Therefore CEPOL, using primarily the underspending funds, will strive to ensure it can meet 90% of requests for urgent training from the Commission, other JHA agencies and Member States.

Outputs 1.F

- Activities are organised in line with the received requests. They can be either residential or online activities, or integrated into CEPOL Exchange Programme

Expected results 1.E

By addressing urgent training needs CEPOL will support closure of performance gaps of emerging security threats thus contributing to the security of the Union citizens.

Indicator(s) 1.E

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

Indicator 1.B.	***2017 (Forecasted result)***	***Target for 2018***	***Means and frequency of verification***
% of urgent training needs met	n/a	90%	Annually

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

Overview

Addressing effectively the challenges of the European security requires a well-trained 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 the EU Member States as well as Union Institutions, bodies and agencies.

The efficient use of the available resources require that roles and responsibilities are established 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 well-coordinated.

The Strategic Training Needs Assessment (STNA) provides the necessary guidance for long-term, strategic Union approaches; annual Training Needs Analysis (TNA) translates strategic goals in operational training activities. The first STNA expected to be delivered in 2017 will be based on the methodology developed by the European Commission and it provides scientific, evidence-based support to the decision makers. Subsequently in 2018 the TNA will prioritise and establish training and educational 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 will therefore 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 putting particular emphasis on the protection of human rights. In 2018 the programme will be redefined to ensure it remains relevant, valid and effective, while a new cycle for its flagship component, the European Joint Master Programme (EJMP), will be developed.

Research and innovation shall become a building block for further development of CEPOL training products. CEPOL will continue to support experts and trainers through a number of initiatives focusing on innovative tools and applications. The Centres of Excellence will be established on key thematic areas to ensure a coherent and complimentary design and delivery of training and learning options and to provide business continuity. 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.

Finally, it should be noted that as a certified organisation (ISO 9001:2015) the Agency is continuously seeking to improve quality across all its activities and products.

Objective 2. STNA and TNA

Programming of the core business will be based on the STNA and will be coordinated with the Union Bodies and Institutions as well as International Organisations. In order to provide evidence-based data for programming training and learning actions, CEPOL will conduct the analysis of the law enforcement training needs on the priorities identified by the STNA 2018-2021.

Outputs 2.A

- JHA Training Matrix
- 6 coordination meetings.
- The Stakeholder engagement survey.
- The annual training needs analysis report outlining the tactical level training requirements.

Expected results 2.A

- By identification of the stakeholder needs and increased engagement level, CEPOL will be able to improve relevance of its services to the law enforcement community.
- STNA and TNA tools will provide the necessary framework for coordinated Union action and will support the decision-making process in law enforcement training at Union level with evidence-based analytical findings;

Indicator(s) 2.A

Indicator 2.A	***2017 (Forecasted result)***	***Target for 2018***	***Means and frequency of verification***
Number of analytical products	2	2	Annually
Number of stakeholders involved	TBC by methodology	TBC by methodology	Annually

Objective 2.B Leadership Development

Support the strategic vision of European law enforcement development by delivering a **European Leadership Development Programme** with the focus on the following:

- EU Leadership programme consisting of two modules for Future Leaders and a module for Heads of Training Institutes;
- European Joint Master Programme: (a) finalisation of the 2nd master programme; (b) development and accreditation of the new 4-year cycle. The curriculum will be extended to encompass the law enforcement aspects.

Outputs 2.B

- 7 residential activities
- 3 webinars
- 30 exchanges
- 1 Working Group on new EJMP 4-year cycle development
- 1 content expert

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;
- The new four-year cycle of the EJMP will be accredited and will support development of middle level law enforcement management that is able to operate in international policing environment
- Future leaders of national law enforcement services having attended CEPOL training will develop the competencies necessary to manage law enforcement structures in the global environment.
- Heads of Law Enforcement Training Institutes will advise CEPOL regarding EU law enforcement leadership training needs in complementarity with national efforts.

Indicator(s) 2.B

Indicator 2.B.	***2017 (Forecasted result)***	***Target for 2018***	***Means and frequency of verification***
Exam/test/assignment 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%	94%	Internally – monthly, externally every six months to MB

Objective 2.C Research

CEPOL supports and contributes to **law enforcement research**.

The focus for the research will lie in the following:

- Distribution of research and science materials and findings
- Development of research on law enforcement education and training

Outputs 2.C

- 2 services supporting research dissemination are provided: access to scientific journals and e-books
- One Research and Science conference
- One Report on survey on European law Enforcement Educations Systems
- One research grant

Expected results 2.C

- Access to research finding will support law enforcement personnel in strategic and tactical decision making;
- CEPOL research products will support further development of law enforcement training and education based on scientifically sound findings.

Indicator(s) 2.C

Indicator 2.C	***2017 (Forecasted result)***	***Target for 2018***	***Means and frequency of verification***
Number of Member States contributing to research data	n/a	20	Annually

Objective 2D. Training Development

Quality of training lies in three key areas: trainers, learning environment and content. Therefore, CEPOL's operations will lie in the following actions addressing the quality factors:

Experts and trainers will be supported by:

- Training on Train the Trainers methodologies, training for online-course, webinar and module developers

- Community of Practice for education

Training and learning environment will encompass the following actions:

- The Lecturers, Trainers and Researchers database (LTRdb) supports CEPOL activities design and implementation
- Language development
- Quality assurance actions
- Developments and expansion of the e-learning services.

To ensure that the content of thematic areas is addressed in a comprehensive manner, CEPOL will establish Centres of Excellence.

Outputs 2.D

- Centres of Excellence are established[24]
- LTRdb continues to be maintained and made available to CEPOL activities;
- 6 services supporting online learning:
    - Update of authoring tool
    - Administration of Learning Management System
    - Improvement of the support to courses (residential and online)
    - Webinar tool development
    - Creation of reference guides in thematic areas
    - E-Net maintenance
- Virtual Training Centre for Intellectual Rights
- A pilot of a virtual laboratory
- 5 residential activities
- 20 webinars
- 2 online modules
- 2 online courses
- 40 exchanges
- 2 evaluation data reports

Expected results 2.D

- The innovative concept of the Centres of Excellence (CoE) fosters a consistent and coherent training portfolio design and delivery at Union-level;
- 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.

[24] Exact number of Centres of Excellence to be decided by the MB

Indicator(s) 2.D

Indicator 2.D	***2017 (Forecasted result)***	***Target for 2018***	***Means and frequency of verification***
Number of new entries in LTRdb	150	300	Internally – monthly, externally – every 6 months to MB
Number of training development actions implemented vs planned (%)	90%	90%	Internally – monthly, externally – every 6 months to MB
Number of participants taking part in online learning	11,000	20,000	Internally – monthly, externally – every 6 months to MB
Number of evaluation reports	2	2	Annually

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 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 CSDP Missions

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, particular focus will be given to:

- Pre-deployment training
- Mentoring Monitoring and Advising
- CSDP Command and Planning
- Change Management
- Fundamental rights
- Mission management and leadership
- CSDP/FSJ nexus

CEPOL in cooperation with Member States, EEAS, ESDC, ENTRi and EUPST will assess the impact of existent training.

Outputs 3.A

- 7 Residential activities;
- 7 Webinars;
- 2 online modules
- 1 impact report.

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.

Impact assessment will improve understanding of the effectiveness of the training and recommend areas for improvement.

Indicator(s) 3.A

Indicator 3.A	***2017 (Forecasted result)***	***Target for 2018***	***Means and frequency of verification***
Number of activities implemented vs planned, %	95%	97%	Internally – monthly, externally every 6 months to the MB
Number of participants trained	210	1,700	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 Capacity building in Third Countries

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 Agendas 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;
- Staff Exchanges are implemented via the EUROMED Police IV project;
- CEPOL training material is made available to the candidate, potential candidate and ENP policy area countries
- Specific activities tailored towards officials from the candidate, potential candidate and ENP 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 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.	***2017 (Forecasted result)***	***Target for 2018***	***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 in residential activities	TBD	TBD	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 Coordination

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 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.	***2017 (Forecasted result)***	***Target for 2018***	***Means and frequency of verification***
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 2018 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 2018. 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

- Management Board's decision making is enabled and supported

Expected results 4.A

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.

Indicator(s) 4.A

Indicator 4.A	***2017 (Forecasted result)***	***Target for 2018***	***Means and frequency of verification***
Regular Management Board meetings are held, number	2	2	Agency Progress Reports, Agency Annual Report

Objective 4.B - Quality Management

Quality Management (QM) at CEPOL is aiming to ensure visibility and accountability in relation to the Agency's performance expectations. It ensures that Objectives (including Quality Objectives, i.e. objectives originating from the quality policy and having impact on customer satisfaction) and their associated Indicators are aligned with CEPOL's multiannual Objectives and Strategy.

CEPOL intends to demonstrate the ability to consistently provide products and services that meet stakeholder expectations and applicable regulatory requirements, to contribute to European law enforcement cooperation through learning to the benefit of European citizens.

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

The Agency intends to ensure compliance with the applicable ISO 9001:2015 requirements, and the Internal Control Standards.

Outputs 4.B

- 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

- 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
- Provide leadership, engage and involve people, encourage improvement, use evidence based decision-making, and manage effective stakeholder relationships

Indicator(s) 4.B

Indicator 4.B.	***2017 (Forecasted result)***	***Target for 2018***	***Means and frequency of verification***
CEPOL's Strategy KPI and PI reported in the Agency's Progress Report	3 KPIs 9 PIs	4 KPIs 22 PIs	Every six months in preparation of the GB.
2018 Change Management Plan measures adopted, %	100%	100%	Agency Progress Reports, Agency Annual Report

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

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

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

Indicator(s) 4.C

Indicator 4.C.	***2017 (Forecasted result)***	***Target for 2018***	***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 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 2018, CEPOL communications activities shall continue along these lines.

- 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;
- 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

- Corporate reports to be circulated to institutional recipients and key stakeholders;
- Key publications to be circulated to institutional recipients and key stakeholders*;*
- 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;
- Enhanced CEPOL presence in the media and in particular social media platforms;
- CEPOL website as main source of information on CEPOL for external audiences.

Expected results 4.D

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 and (b) the awareness of CEPOL among various audiences

Indicator(s) 4.D

Indicator 4.E.	***2017 (Forecasted result)***	***Target for 2018***	***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	Executive Director's validation by April 2017
Internal newsletter	Weekly	Weekly	Monthly reports

Objective 4.E - Managing Human Resources

CEPOL shall continue to be fully compliant with all its legal requirements stemming from staff regulations, implementing rules on the staff regulations, executive director's decisions and administrative notices.

CEPOL's HR sector shall start the relevant procedures to fill a vacancy within 4 weeks of the vacancy coming into existence.

CEPOL shall fully use its internal training budget in 2018 by organising internal training opportunities and to enable staff to participate in individual training where necessary in order to further enhance the skills and competences of CEPOL staff necessary to fulfil their tasks at CEPOL.

Outputs 4.E

- Review of organisational structure and allocation of posts within the structure
- Timely start of relevant recruitment procedures in order to reduce the capacity gaps due to staff (temporarily) leaving CEPOL.
- CEPOL Staff training plan for the following year and the implementation of the CEPOL Staff training plan for the current year
- 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

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

Indicator 4.E	***2017 (Forecasted result)***	***Target for 2018***	***Means and frequency of verification***
Ensuring full deployment of CEPOL's HR capacity	Per 31 December this figure is 96% for Temporary Agents	Per 31 December this figure is 96% for Temporary Agents	In monthly HR reports this indicator is presented.
Staff training plan adopted	The staff training plan for 2018 is adopted by 31 October 2017	The staff training plan for 2019 year is adopted by 31 October 2018	Executive Director's decision on the adoption

Staff training plan implemented	Fully implemented staff training plan 2016	Fully implemented staff training plan 2018	Implementation of the staff training plan is reported in the CSD monthly report.

Objective 4.F – Information and Communications Technology

CEPOL's Information and Communications Technology (ICT) shall establish and maintain a solid ICT infrastructure within CEPOL and delivering support to CEPOL staff members.

Outputs 4.F

- Annual review and – where necessary – update of the CEPOL ICT strategy
- Annual review and – where necessary – update of the ICT disaster recovery plan

Expected results 4.F

A solid ICT infrastructure that will for the different identified systems:

- Minimise unplanned interruptions of service, leading to uptimes for the different identified systems of at least 95%;
- Ensure that planned maintenance will not overrun its communicated timeslots; and
- Ensure that recovery time objectives are realistically set and kept.

Indicator(s) 4.F

Indicator 4.F	***2017 (Forecasted result)***	***Target for 2018***	***Means and frequency of verification***
Review and update of ICT strategy	New ICT Strategy adopted	ICT Strategy reviewed and updated	Reported in CSD periodical report
Review and update of ICT disaster recovery plan	ICT disaster recovery plan reviewed and adopted	ICT disaster recovery plan reviewed and updated	Report in CSD periodical report

Section IV.I – List of residential activities 2018

CEPOL continues to implement a four step approach in identification of the training needs.

Step 1- residential activities of priority: a list of priority residential activities CEPOL was presented at the 1 meeting of CEPOL National Units and is presented to the Management Board for discussion and adoption at its 1st meeting in November 2016.

Step 2 – identification of training needs: In the beginning of October 2016 CNUs and CEPOL key stakeholders will receive a request to identify further training needs both for residential activities and online activities. The agency encourages the CNUs to contact operational services of all relevant national law enforcement forces for this purpose, therefore the deadline for this exercise will be February 2017 (5 months). All identified training needs will be collated and similar proposals merged.

Step 3 – prioritisation: The list of identified further training needs will be sent to CNUs for prioritisation using a 0-10 point scale where '0' means 'not needed' and '10' means 'high priority'. A limit to total points available for prioritisation will be established. The limit will be 50% of all points available for all activities in the list (for example, if there are 100 activities, each having maximum of 10 points: 100*10/2= 500 points). CEPOL intends to present the outcomes of the prioritisation to CNUs at its 2nd meeting in April 2017.

Step 4 – adoption: The prioritised list of residential activities will be presented to the MB at its 2nd meeting in May 2017.

List of residential activities of priority proposed for adoption

Sub-category	Title	Draft No in 2018	Days	Participants	Justification
Illegal migration	Organised crime facilitating illegal migration	1	3	26	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, Strasburg 28.04.2015 and **COM Opinion** of 23.08.2016
Illegal migration	Financial investigation in relation to the facilitation of irregular migration	2	3	26	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, Strasburg 28.04.2015 and **COM Opinion** of 23.08.2016
Illegal migration	Hotspots – regional focus on migration	3	3	26	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, Strasburg 28.04.2015 and **COM Opinion** of 23.08.2016

EU Policy Cycle - Counterfeit goods	Counterfeit goods (joint action with EUIPO)	4	4	26	Required by EUIPO - joint activity
EU Policy Cycle - Synthetic drugs	Illicit Laboratory Dismantling - advanced (joint action with Europol)	5	10	26	Required by Europol - joint activity
EU Policy Cycle - Synthetic drugs	Illicit laboratory dismantling - follow up (joint action with Europol)	6	3	26	Required by Europol - joint activity
Terrorism	Radicalisation - Prevention	7	4	26	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, Strasburg 28.04.2015 and **COM Opinion** of 23.08.2016
Terrorism	Airport security: airport soft target protection	8	4	26	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, Strasburg 28.04.2015 and **COM Opinion** of 23.08.2016
Terrorism	Explosive, security, equipment standards	9	4	26	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, Strasburg 28.04.2015 and **COM Opinion** of 23.08.2016
CSDP Missions	Organized crime and corruption in the host country	10	2	26	Required by the EEAS. To cover: Describe the scope of corruption in the host states; Build and advise appropriate anticorruption measures; Explain the organized crime scene related to mission activities in the host countries.
CSDP Missions	Change management	11	3	26	Required by the EEAS: Manage and reduce the difficulties of change management; Identify reasons connected to stakeholders, who will be resistant against the changes; Construct the techniques to overcome the obstacles.
CSDP Missions	Management and Leadership training to encompass diversity	12	4	26	Required by the EEAS: Explain the importance of internal and external communication in leadership/management positions; Understand the value of

					diversity; Explain the basic principles of leadership and management in a multicultural and multifunctional environment.
CSDP Missions	Human rights related to CSDP missions	13	5	26	Required by the EEAS: Understand the core values of the EU; Apply how Human Rights are mainstreamed in CSDP missions from planning to evaluation; Explain how to integrate Human Rights in the Mission; Implementation Plan and the reporting.
Leadership	EU Law enforcement leadership - Police chiefs and deputies (curriculum to be followed)	14	2	26	GB Decision on implementation
Leadership	EU Law enforcement leadership development & Future leaders - module 1 (curriculum to be followed)	15	5	26	GB Decision on implementation
Leadership	EU Law enforcement leadership development & Future leaders – module 2 (curriculum to be followed)	16	5	26	GB Decision on implementation
Master Programme	Policing in Europe – European Joint Master Programme (1st)	17	10	28	GB Decision on implementation
Master Programme	Policing in Europe – European Joint Master Programme (2nd)	18	10	26	GB Decision on implementation
SIRENE, SIS II	SIRENE Officers – level 1	19	4	26	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, Strasburg 28.04.2015 and **COM Opinion** of 23.08.2016
SIRENE, SIS II	SIRENE Officers – level 2	20	4	26	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, Strasburg 28.04.2015 and **COM Opinion** of 23.08.2016

SIRENE, SIS II	SIS II for SIRENE staff with technical knowledge of SIS II (joint action with EU-LISA)	21	2	26	Required by eu-LISA - joint activity
EU large scale IT systems	Train the technical trainers – SIS II, VIS, EURODAC – IT operators (joint action with EU-LISA)	22	2	26	Required by eu-LISA - joint activity
SIRENE, SIS II	Schengen evaluation - Police cooperation	23	5	20	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, Strasburg 28.04.2015 and **COM Opinion** of 23.08.2016
SIRENE, SIS II	Schengen evaluation - SIS and SIRENE	24	5	20	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, Strasburg 28.04.2015 and **COM Opinion** of 23.08.2016
Information exchange	Single point of contact - one stop shop	25	3	26	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, Strasburg 28.04.2015 and **COM Opinion** of 23.08.2016
Analysis	Operational intelligence analysis (joint with Europol)	26	5	26	Required by Europol - joint activity
Analysis	Social network analysis (joint with Europol)	27	5	26	Required by Europol - joint activity
Analysis	Passenger Name Record (PNR) information analysis - train the trainers	28	3	26	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, Strasburg 28.04.2015 and **COM Opinion** of 23.08.2016
Proceeds of crime	Financial investigations	29	3	26	Tasks for CEPOL as in the Draft Council Conclusion and **Action Plan on Financial Investigations** (st06915-re01 en16 of 19.04.2016)
Proceeds of crime	Money laundering	30	5	26	Tasks for CEPOL as in the Draft Council Conclusion and **Action Plan on Financial Investigations** (st06915-re01 en16 of 19.04.2016)

Proceeds of crime	Asset recovery	31	4	26	Tasks for CEPOL as in the Draft Council Conclusion and **Action Plan on Financial Investigations** (st06915-re01 en16 of 19.04.2016)
Proceeds of crime	Financial intelligence and analysis of financial data	32	3	26	Tasks for CEPOL as in the Draft Council Conclusion and **Action Plan on Financial Investigations** (st06915-re01 en16 of 19.04.2016)
Explosives	European Explosive Ordnance Disposal Network (EEODN) (joint action with Europol)	33	4	26	Required by Europol - joint activity
Forensics	TBD (with ENFSI)	34	4	26	Tasks for CEPOL as in the Draft Council Conclusion on the way forward in view of the creation of an **European Forensic Science Area** (st06078-re02 en16 of 19.04.2016)
Forensics	TBD (with ENFSI)	35	4	26	Tasks for CEPOL as in the Draft Council Conclusion on the way forward in view of the creation of an **European Forensic Science Area** (st06078-re02 en16 of 19.04.2016)
Forensics	TBD (with ENFSI)	36	4	26	Tasks for CEPOL as in the Draft Council Conclusion on the way forward in view of the creation of an **European Forensic Science Area** (st06078-re02 en16 of 19.04.2016)
Forensics	TBD (with ENFSI)	37	4	26	Tasks for CEPOL as in the Draft Council Conclusion on the way forward in view of the creation of an **European Forensic Science Area** (st06078-re02 en16 of 19.04.2016)
LE Technique	Witness Protection (joint action with Europol)	38	5	26	Required by Europol - joint activity
LE Technique	Informant handling – advanced (joint action with Europol)	39	4	26	Required by Europol - joint activity
JIT	Joint Investigation Team – Implementation (joint action with EJTN and Eurojust)	40	4	26	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, Strasburg 28.04.2015 and **COM Opinion** of 23.08.2016
JIT	Joint Investigation Team – Leadership (joint action with EJTN and Eurojust)	41	4	26	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, Strasburg 28.04.2015 and **COM Opinion** of 23.08.2016
JIT	Joint Investigation Team - Western Balkans (joint action with EJTN and Eurojust)	42	3	22	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, Strasburg 28.04.2015 and **COM Opinion** of 23.08.2016
TBD	Presidency activity 1	43	3	26	NCP agreement reached in 2015
TBD	Presidency activity 2	44	3	26	NCP agreement reached in 2015

Section IV.II - List of webinars for 2017: Outcomes of the Webinar Needs Analysis 2018

To be determined following the Webinar Needs Analysis launched in September 2017.

Section IV.III - Grant Agreements

Grants for implementation of CEPOL activities in 2018.

For the implementation of activities 2018 one call for applications for the implementation of CEPOL activities in 2018 (The Call) will be implemented with the following indicative timeline:

- Publication of the Call on **30 June 2017**.
- Questions in relation to the grant application clarifications are to be received in writing no later than **29 September 2017.** 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 **20 October 2017**.
- Evaluation will be conducted by the **1 December 2017**.
- Grants will be awarded by **23 December 2017**.

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 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[25]).
- 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.

<u>The Opening Committee:</u>

Shall screen the eligibility of the applications and the Selection criteria (see below under point 4 and 5).

<u>The Evaluation Committee:</u>

Shall screen the award criteria (see below under point 6).

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

[25] The reference to the Governing Board decision 30/2006/GB is made without prejudice to potential further changes.

3. BUDGET AVAILABLE AND FORM OF FINANCING

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.
- 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 in order to guarantee the confidentiality and integrity of data.

4.2

Participation to the Call is restricted to the Framework Partners of CEPOL[26] 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 dully filled and signed Partnership Forms are required[27]. 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 this Call refers to the activities as described in the Training Catalogue 2018.

[26] 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.

[27] 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 on 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 activities

Annex I – Resource allocation per activity

Activity Group	Operational area	FTE allocation	*Budget T1 & T2*	*Budget T3*	All Budget Titles
Operational					
	STNA/TNA Coordination	2.0	166,000	38,000	204,000
	Policy cycle	11.5	956,400	1,563,000	2,519,400
	cybercrime	1.5	124,800	781,000	905,800
	Migration	2.0	166,000	345,000	511,000
	Counter-terrorism	0.5	41,300	345,000	386,300
	Law enforcement Cooperation	3.5	290,800	1,614,000	1,904,800
	Public Order	0.2	16,700	176,000	192,700
	CSDP	0.5	41,300	330,000	371,300
	Leadership	1.3	108,100	343,000	451,100
	Training and learning development	4.0	332,000	849,000	1,181,000
	Research and Science	1.0	83,500	216,000	299,500
	Top operational coordination	2.0	272,000	*N/A*	272,000
	General operational activities	6.0	374,000	*N/A*	374,000
	Project Office	1.0	96,500	*N/A*	96,500
Administrative Support				*N/A*	
	Human Resources management	2.0	140,000	*N/A*	140,000
	Information and Communication management	3.0	250,500	*N/A*	250,500
	Internal Audit	1.0	96,500	*N/A*	96,500
	Logistics, Facilities management & Security	2.0	174,000	*N/A*	174,000
	Resource Director/Head of Administration	1.0	135,500	*N/A*	135,500
Coordination					
	Legal advice, including Data Protection	1.0	96,500	*N/A*	96,500

	External communication	2.0	140,000	*N/A*	140,000
	General coordination	1.0	96,500	*N/A*	96,500
	Governance and planning	5.0	375,500	*N/A*	375,500
	External relations	1.0	62,500	*N/A*	62,500
Neutral					
	Accounting, finance, non-operational procurement	9.0	767,600	*N/A* -	767,600
					-
	Subtotals / Totals	**65.0**	***5,404,500***	***6,600,000***	***12,004,500***

Methodology for the Resource Allocations

- Activities have been grouped in four categories Operational, Administrative Support, Coordination and Neutral. For each activity a number of FTE(s) is attached bringing the total number of FTEs to 65.
- For the Operational activities, the cost of each activity has been calculated with respect to Title 3 funds.
- Title 1 has been prorated based in the number and type of staff allocated to each activity (I.e. AD management level, AD, AST, CA and SNE)
- Title 2 has been prorated based in the number of staff allocated to each activity (regardless of type of staff)

ANNEX: II – Human and Financial Resources (Tables) 2018-2020

Annex II - Table 1: Expenditure

Expenditure	2017		2018	
	CA	PA	CA	PA
Title 1	3,833,656	3,833,656	4,851,500	4,851,500
Title 2	452,000	452,000	553,000	553,000
Title 3	4,994,344	4,994,344	6,600,000	6,600,000
Title 4 (R0)	539,804	539,804		
Total expenditure	9,819,804	9,819,804	12,004,500	12,004,500

Expenditure	Commitment appropriations						
	Executed Budget 2016[28]	Budget 2017	DB 2018 Agency request	DB 2018 Budget forecast	VAR 2018 / 2017	Envisaged in 2019	Envisaged in 2020
Title 1 Staff Expenditure	3,662,800	3,833,656	4,851,500	0	0.00%	4,840,500	4,980,500
11 Salaries & allowances	2,940,000	3,098,800	3,960,000	0	0.00%	4,039,000	4,119,000
- of which establishment plan posts	2,243,000	2,387,860	2,855,000		0.00%	2,912,000	2,970,000
- of which external personnel	697,000	710,940	1,105,000		0.00%	1,127,000	1,149,000

[28] **2016 figures represent commitment rates at mid-September 2016. The final figures will be known at the end of 2016**.

12 Expenditure relating to Staff recruitment	40,000	40,000	142,500		0.00%	52,500	112,500
13 Mission expenses	35,000	35,000	35,000		0.00%	35,000	35,000
14 Socio-medical infrastructure	407,800	415,956	462,000		0.00%	462,000	462,000
15 Training	40,000	40,000	60,000		0.00%	60,000	60,000
16 External Services	195,000	198,900	182,000		0.00%	182,000	182,000
17 Receptions and events	3,000	3,000	5,000		0.00%	5,000	5,000
Social welfare	2,000	2,000	5,000		0.00%	5,000	5,000
Other staff related expenditure		-	-			-	-
Title 2 Infrastructure and operating expenditure	441,000	452,000	553,000	0	0.00%	553,000	553,000
20 Rental of buildings and associated costs	38,000	40,000	49,000		0.00%	49,000	49,000
21 Information and communication technology	290,000	295,000	390,000		0.00%	390,000	390,000
22 Movable property and associated costs	14,500	15,000	15,000		0.00%	15,000	15,000
23 Current administrative expenditure	87,000	90,000	84,000		0.00%	84,000	84,000
24 Postage / Telecommunications	11,500	12,000	15,000		0.00%	15,000	15,000
25 Meeting expenses	-	-	-			-	-
26 Running costs in connection with operational activities	-	-	-			-	-
27 Information and publishing	-	-	-			-	-
28 Studies	-	-	-			-	-

Other infrastructure and operating expenditure	-	-	-			-	-
Title 3 Operating expenditure	4,537,200	4,994,344	6,600,000	0	0.00%	6,722,000	6,845,000
30 Bodies and organs	234,000	238,680	240,000		0.00%	240,000	240,000
31 Courses and seminars	3,173,200	3,499,664	5,064,000			5,166,000	5,269,000
32 Other programme activities	940,000	1,062,000	1,011,000			1,031,000	1,051,000
33 Evaluation	-	-	-			-	-
35 Missions	140,000	143,000	165,000			165,000	165,000
37 Other operational activities	50,000	51,000	120,000			120,000	120,000
Title 4 Operating expenditure	1,650,700	539,804	-	-	0.00%	-	-
41 Expenditure relating to persons working for CT MENA project	884,020	279,180	-			-	-
42 Travel	422,000	38,940	-			-	-
43 Equipment and supplies	6,900	3,600	-			-	-
44 Local office	10,800	5,200	-			-	-
45 Other costs, services	195,000	185,000	-			-	-
46 Other	-	-	-			-	-
47 Indirect costs	48,680	-	-			-	-
48 Provision for contingency reserve	83,300	27,884	-			-	-
49 Taxes		-	-			-	-
TOTAL EXPENDITURE	10,291,700	9,819,804	12,004,500	-	0.00%	12,115,500	12,378,500

Expenditure	Payment appropriations						
	Executed Budget 2016[29]	**Budget 2017**	**DB 2018 Agency request**	**DB 2018 Budget forecast**	**VAR 2018 / 2017**	**Envisaged in 2019**	**Envisage in 2002**
Title 1 Staff Expenditure	1,569,972	3,833,656	4,851,500	-	0.00%	4,840,500	4,980,500
11 Salaries & allowances	975,232	3,098,800	3,960,000	0	0.00%	4,039,000	4,119,000
- of which establishment plan posts	756,367	2,387,860	2,855,000		0.00%	2,912,000	2,970,000
- of which external personnel	218,865	710,940	1,105,000		0.00%	1,127,000	1,149,000
12 Expenditure relating to Staff recruitment	137,959	40,000	142,500		0.00%	52,500	112,500
13 Mission expenses	20,855	35,000	35,000		0.00%	35,000	35,000
14 Socio-medical infrastructure	181,415	415,956	462,000		0.00%	462,000	462,000
15 Training	17,177	40,000	60,000		0.00%	60,000	60,000
16 External Services	233,987	198,900	182,000		0.00%	182,000	182,000
17 Receptions and events	1,346	3,000	5,000		0.00%	5,000	5,000
Social welfare	2,000	2,000	5,000		0.00%	5,000	5,000
Other staff related expenditure		-	-	0		-	-

[29] **2016 figures represent commitment rates at mid-September 2016. The final figures will be known at the end of 2016**

Title 2 Infrastructure and operating expenditure	209,209	452,000	553,000	0	0.00%	553,000	553,000
20 Rental of buildings and associated costs	26,411	40,000	49,000		0.00%	49,000	49,000
21 Information and communication technology	106,820	295,000	390,000		0.00%	390,000	390,000
22 Movable property and associated costs	7,794	15,000	15,000		0.00%	15,000	15,000
23 Current administrative expenditure	65,883	90,000	84,000		0.00%	84,000	84,000
24 Postage / Telecommunications	2,301	12,000	15,000		0.00%	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	2,750,756	4,994,344	6,600,000	0	0.00%	6,722,000	6,845,000
30 Bodies and organs	146,356	238,680	240,000		0.00%	240,000	240,000
31 Courses and seminars	1,847,124	3,499,664	5,064,000			5,166,000	5,269,000
32 Other programme activities	614,510	1,062,000	1,011,000			1,031,000	1,051,000
33 Evaluation	-	-	-			-	-
35 Missions	27,482	143,000	165,000			165,000	165,000
37 Other operational activities	115,283	51,000	120,000			120,000	120,000

Title 4 Operating expenditure	1,948,445	539,804	-	-	0.00%	-	-
41 Expenditure relating to persons working for CT MENA project	1,181,765	279,180				-	-
42 Travel	422,000	38,940				-	-
43 Equipment and supplies	6,900	3,600				-	-
44 Local office	10,800	5,200				-	-
45 Other costs, services	195,000	185,000				-	-
46 Other	-	-				-	-
47 Indirect costs	48,680	-				-	-
48 Provision for contingency reserve	83,300	27,884				-	-
49 Taxes	-	-				-	-
TOTAL EXPENDITURE	6,478,381	9,819,804	12,004,500	-	0.00%	12,115,500	12,378,500

Annex II - Table 2: Revenue

Revenues	2016[30]	2017	2018		VAR 2018/ 2017 (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	8,641,000	9,280,000	12,004,500		0.00%
of which assigned revenues deriving from previous years' surpluses	559,000	-	-		
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)	-	-	-	0.00	
Of which EFTA					
Of which Candidate Countries					
4 OTHER CONTRIBUTIONS	-	-	-	0.00	
Of which additional EU funding stemming from ad hoc grants (FFR Art. 7)					
Of which additional EU funding stemming from delegation agreements (FFR Art. 8)					
5 ADMINISTRATIVE OPERATIONS					

[30] **2016 figures represent commitment rates at mid-September 2016. The final figures will be known at the end of 2016**

Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)					
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT					
7 CORRECTION OF BUDGETARY IMBALANCES					
TOTAL REVENUES	8,641,000	9,280,000	12,004,500	0.00	0.00%

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

Calculation budget outrun

Budget outturn	**2014**	**2015**	**2016**[31]
Revenue actually received (+)	8,877,936	8,801,864	8,641,000
Payments made (-)	-7,140,188	-6,935,247	-4,111,063
Carry-over of appropriations (-)	-1,511,571	-1,704,728	-4,111,754
Cancellation of appropriations carried over (+)	57,272	180,662	345,532
Adjustment for carry-over arising from assigned revenue	72,556	227,970	297,745
Exchange rate differences (+/-)	-126,006	-11,521	2,693
Adjustment for negative balance from previous year (-)			
Total (Balance of the outturn account)	230,000	559,000	1,064,152

[31] 2016 figures represent commitment rates at mid-September 2016. The final figures will be known at the end of 2016

Result of year 2015 (+/-)	559,000	
Surplus from 2015 reimbursed to the EU budget (-)	-559,000	
Surplus to be reimbursed to the EU budget for 2016		1,064,152

Descriptive information and justification on:

Budget outturn

The balance of the budget outturn for the year 2016 (1,064,152€) is based on an estimation according to the open pre-financing from the 2016 at mid-September 2016 The final figure will be known at the beginning of January 2017.

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

At mid-September 2016 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 31.12.2015[32]**	**Staff population in EU Budget 2016[33]**	**Staff population actually filled at 31.12.2016[34]**	**Staff population in voted EU Budget 2017[35]**	**Staff population in Draft EU Budget 2018**	**Staff population envisaged in 2019[36]**	**Staff population envisaged in 2020[37]**
Officials	AD							
	AST							
	AST/SC							
TA	AD	15	17	17	20	29	29	29
	AST	11	11	10	11	11	11	11
	AST/SC							
Total[38]		26	28	27	31	40	40	40
CA GF IV			5	3	5	3	3	3

[32] 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.**

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

[34] Current Overview on the basis of situation **30 September 2016**; 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.**

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

[36] 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.

[37] **Ibid.**

[38] Headcounts

Staff population	Staff population actually filled in 31.12.2015[32]	Staff population in EU Budget 2016[33]	Staff population actually filled at 31.12.2016[34]	Staff population in voted EU Budget 2017[35]	Staff population in Draft EU Budget 2018	Staff population envisaged in 2019[36]	Staff population envisaged in 2020[37]
CA GF III	2	4	4	4	2	2	2
CA GF II	7	10	10	10	10	10	10
CA GF I		1	1	1	1	1	1
Total CA[39]	9	20	18	20	16	16	16
SNE[40]	9	5	6	4	4	4	4
Structural service providers[41]			0				
TOTAL	44	52	50	55	60	60	60
External staff[42]for occasional replacement[43]	11		9				

[39] FTE

[40] FTE

[41] **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

[42] FTE

[43] For instance replacement due to maternity leave or long sick leave.

Annex III- Table 2: Multi-annual staff policy plan Year 2018 -Year 2020

Category and grade	Establishment plan in EU Budget 2016		Filled as of 31 December 2016		Modifications in 2016 in application of flexibility rule[44]		Establishment plan in voted EU Budget 2017		Modifications in 2017 in application of flexibility rule[45]		Establishment plan in Draft EU Budget 2018		Establishment plan 2019		Establishment plan 2020	
	O[46]	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA
AD 16																
AD 15																
AD 14												1		1		1
AD 13		1		1		0		1								
AD 12																
AD 11		1						2		0		2		2		2
AD 10		2		2		1		2		+1		3		3		3
AD 9		2		3		-1		1		0		1		1		2
AD 8						1				1		1		1		1
AD 7		2		1		-1		2		-1		2		4		3
AD 6		3		1		3		6		+3		12		11		12
AD 5		6		9		-3		6		-3		7		6		5

[44] 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.

[45] *Ibid*.

[46] O = Officials

Category and grade	Establishment plan in EU Budget 2016		Filled as of 31 December 2016		Modifications in 2016 in application of flexibility rule[44]		Establishment plan in voted EU Budget 2017		Modifications in 2017 in application of flexibility rule[45]		Establishment plan in Draft EU Budget 2018		Establishment plan 2019		Establishment plan 2020	
	O[46]	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA
Total AD		17		17		0		**20**				**29**		**29**		**29**
AST 11																
AST 10																
AST 9																
AST 8																
AST 7														1		1
AST 6		1				1		1				2		2		2
AST 5		2		2		-1		3				2		2		2
AST 4		4		2		1		6				6		5		5
AST 3		4		6		-1		1				1		1		1
AST 2																
AST 1																
Total AST		**11**		**10**		0		**11**				**11**		**11**		**11**
AST/SC6																
AST/SC5																
AST/SC4																

Category and grade	Establishment plan in EU Budget 2016		Filled as of 31 December 2016		Modifications in 2016 in application of flexibility rule[44]		Establishment plan in voted EU Budget 2017		Modifications in 2017 in application of flexibility rule[45]		Establishment plan in Draft EU Budget 2018		Establishment plan 2019		Establishment plan 2020	
	O[46]	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA
AST/SC3																
AST/SC2																
AST/SC1																
Total AST/SC																
TOTAL		**28**		**27**		0		**31**				**40**		**40**		**40**

ANNEX: IV – Human Resources qualitative

Annex IV, Section A: Recruitment Policy

1. Recruitment Policy

CEPOL recruitment policy (in force since 1 March 2014) needs to be reviewed in the light of the following developments:

- The adopting by the Governing Board of the Implementing Rules on engagement of Temporary Agents under article 2(f) of the Staff Regulations (TA2f);
- The soon expected introduction of an e-Recruitment system; and
- The soon expected communication of the Commission on a model decision on the engagement of Contract Agents under article 3(a) of the Staff Regulations (CA3a).

The Decision on engagement of TA2f lays in an annex a framework for the recruitment of TA2f staff. It is expected that the awaited decision on CA3a will have quite similar conditions.

The introduction of an e-Recruitment system will be obviously mean that a number of details from the recruitment policy will have to be amended. It will be obvious that the use of an electronic tool will have consequences for the current paper/PDF/XL based practices.

The current recruitment procedure is largely aligned with the framework as laid down in the decision on TA2f, but there are a few differences. One of these differences relates to the three different types of recruitment: internal, interagency job market and external. At this moment the discussion within the Agencies and between the Agencies and the Commission on the exact interpretation of the decision on TA2f is still on-going.

CEPOL plans to have the recruitment policy fully reviewed by the moment when the model decision on engagement of CA3f will be brought to the Management Board for adoption.

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. Where the entry grade is provided in a bracket of grades, this relates to the option of horizontal (interagency) recruitment as provided for in the implementing rule on selection and

engagement of Temporary Agents under Article 29(f) of the Conditions of Employment of Other Servants of the European Union as adopted by the CEPOL GB[47]. It is the expectation that opening a position in a bracket of posts will increase the attractiveness of the vacancy to staff currently employed in other EU Agencies.

Unit	Position	Entry grade	Job summary
Office of the Executive Director			
	Executive Director	AD-14	The Executive Director shall manage CEPOL. S/He is accountable to the Management Board. The Executive Director shall be the legal representative of CEPOL and shall be responsible for the implementation of the tasks assigned to CEPOL in the founding regulation.
	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.
	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 as well as Legal, Travel, Facility Management and Security. 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	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

[47] Decision 26/2015/GB of 16 October 2016

Unit	Position	Entry grade	Job summary
Finance, Procurement and Travel Unit			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 Financial & Accounting Correspondent replaces the Accounting Officer position with a change of tasks for the jobholder.
	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 Team leader	AD-5	The new tasks for CEPOL as laid down in Regulation (EU) 2015/2219 make it necessary to strengthen its procurement and contract management function. The Procurement Officer shall be leading the procurement team and be responsible for the coordination, drafting and implementation of the annual procurement plan. The jobholder shall also be responsible for contract management in the Agency especially with regards to the interpretation of contractual provisions, rights and obligations of contracting parties. Joint procurement with national authorities as included in grants will also be part of the package of responsibilities for the procurement officer.
	Procurement Support Officer	AST-3	Procurement and asset management services to the organisation to ensure compliance with the Financial Regulations.
	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 team leader	AD-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. This position used to have an entry grade of AST-5, but in order to align with the GB

Unit	Position	Entry grade	Job summary
			decision on engagement of Temporary Agents under article 2(f) it is necessary to change the entry grade to AD5. Lowering the entry grade to AST-4 would make it impossible to recruit the expected quality for such an important position.
ICT	ICT team leader	AD-6	This new post in the 2018 establishment plan will support the definition and implementation of the (ICT) strategy and related action plans ensuring effective, efficient and secure information systems and infrastructure. The jobholder will coordinate the effective and efficient planning and implementation of CEPOL's IT projects and ensure maintenance and upgrading of existing systems.
	IT Officer	AD-5	Development of ICT Strategy. First and second level ICT support for the organisation, back-office systems and user administration. This position used to have an entry grade of AST-5, but in order to align with the GB decision on engagement of Temporary Agents under article 2(f) it is necessary to change the entry grade to AD5. Lowering the entry grade to AST-4 would make it impossible to recruit the expected quality for such an important position.
	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.
Facility Management	Facility / Logistics Officer	AD5	The organisation of 30 to 35 events per year at the CEPOL premises as well as a strong increase in the number of high level visits make the establishment of this new position of utmost importance. The facility logistics officer will coordinate in-house events, the practical cooperation with national authorities as well as responsible for the maintenance of CEPOL owned furniture and equipment. The coordination of the in-house events (especially around the high-level visits) includes an important role with regards to protocol.
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

Unit	Position	Entry grade	Job summary
			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 3rd 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 of on-going projects.
Governance and 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 National Contact Points meetings, with particular reference to Governing Board matters.
Training 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 CEPOL training and learning activities and cooperate with quality management to continuously improve CEPOL training and learning products. The Jobholder also provides back up to the Head of Unit to ensure business continuity in accordance with the Internal Control standards.
	Analysts (2 positions)	AD-6	The Analysts 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

Unit	Position	Entry grade	Job summary
			training efforts within the Union bodies. The positions are directly stemming from the CEPOL regulation, especially articles 4(1) and 4(4).
	Thematic Portfolio Officer	AD-5	This policy officer will oversee the implementation of working arrangements and integration of innovation/research developments into training activities. S/he will design (common) curricula, training material, be involved in the selection and contracting of experts for all training and learning activities belonging to the thematic priority. The position is directly related to the increase (widening) of tasks for CEPOL related to the extension of CEPOL's target group from police officers to law enforcement officials (Art 2(1)). Also the requirement of CEPOL to develop and implement training by addressing specific thematic areas (Art 3(1) and the development and implementation of learning products on specific sets of professional skills (Art 4(2) make this additional position absolutely necessary.
	Certification and Accreditation officer	AD-5	The certification and accreditation officer shall develop a methodology for competency frameworks in line with eth EQF standards, support and facilitate accreditation and certification. This new position is directly linked to CEPOL's new mandate (Art 4(5)) that tasks CEPOL to promote mutual recognition of training. Within the current organisation there is no spare capacity that can be used without having significant, negative impact on the deliverables in the field where such a position would be taken away from.
	Online Learning team leader	AD-7	This new position relates directly to the CEPOL regulation (Art 4.2a & 3.2) with regards to developing innovative and advanced training activities (web-based and e-learning) and learning tools and methodologies for life-long learning. This post will therefore be involved in the development of a blended learning approach that is focused on incorporation of innovation; the development of policy concepts that identify education needs and continuous improvement in existing on-line activities.
	Grants team leader	AD-6	The CEPOL regulation stipulates that CEPOL may benefit from Union funding in the form of ad-hoc grants (Art 17(4) and tasks CEPOL to support Union missions and capacity building in 3rd countries by managing dedicated Union External assistance funds (Art 4(4)).

Unit	Position	Entry grade	Job summary
			This post is directly linked to these new elements will accommodate the shift from the current practice of managing small-scale funding (for the implementation of single residential activities) to managing grants concluded with Knowledge Centres for the implementation of a range of activities pertaining to a thematic priority area and/or research.
	Programme Officer	AD-5	This post is designated to the preparation and implementation of the CEPOL work programme particularly to ensure the development of training manuals and common curricula. 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.
	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. 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
	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.
	Quality Management Officer	AD-5	This post is responsible for CEPOL's quality management development, especially the core activities.

Unit	Position	Entry grade	Job summary
	Finance & Budget Support Officer	AST-3	This post is designated for the processing of all reimbursement claims from Member States and invoices form service providers related to residential activities.
	Programme Support Officer	AST-3	This post is designated to conduct evaluation of and 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 assistant	AST-3	This new position relates directly to the CEPOL regulation (Art 4.2a & 3.2) with regards to developing innovative and advanced training activities (web-based and e-learning) and learning tools and methodologies for life-long learning. This post is linked to the increase in deployment of e-learning and the extended number of services that CEPOL needs to set up, maintain and make available to portfolio managers, Framework Partners and Knowledge Centres.
	Course organiser team leader	AST-3	CEPOL Regulation Art 3(1) and 4(2) calls explicitly for CEPOL not only to support and coordinate but to implement training activities and learning products. This means that annually the Agency will have to organise between 30 and 35 events. Whereas the portfolio managers are responsible for the quality of the content and contractual arrangement for experts to participate, the course manager will deal with all other organisational details. The course organiser team leader will provide overall work coordination to the current team of course organisers as well as be dealing with the facility/logistics officer, Procurement , ICT and other in-house and external parties involved in course organisation and taking care of administrative /logistical aspects around course organisation.

1.2.2.Selection procedure

All Temporary Agents are recruited via formal selection procedures according to the CEPOL Recruitment Guide. 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 Authority authorised to conclude contracts respectively.
- The Executive Director acting as Authority authorised to conclude contracts makes the final selection from a list of suitable candidates.

1.2.3.Entry grades

CEPOL aims at applying Commission decision C(2013) 8979 of 16 December 2013 on types of post and post titles. However, a number of posts at CEPOL have been established before this decision and it will therefore not be possible to fully apply this decision. Background for this is that until 2016, CEPOL did not have a reclassification instrument in its HR tool box. With the first reclassification exercise in 2016 it also became clear that only a limited number of Temporary Agents can provide proof of a third language ability at level B2 as laid down in the reclassification decision. In the establishment plan for 2016 and following years, the Agency started to create room in the grading to align the entry grades with the Commission decision.

<table>
<tr><th>AST</th><th>Assistants</th><th>AD</th><th colspan="3">Experts, Managers, Directors</th></tr>
<tr><td></td><td rowspan="5"></td><td>16</td><td rowspan="4"></td><td></td><td></td></tr>
<tr><td></td><td>15</td><td rowspan="5">Head of Department

Head of Unit</td><td rowspan="2">Executive Director</td></tr>
<tr><td></td><td>14</td></tr>
<tr><td></td><td>13</td></tr>
<tr><td></td><td>12</td><td rowspan="6">Administrator

(Team leader, Officer, functional / operational)</td><td rowspan="6"></td></tr>
<tr><td>11</td><td>11</td></tr>
<tr><td>10</td><td>10</td></tr>
<tr><td>9</td><td rowspan="7">Assistant

(Assistant, Support Officer etc.)</td><td>9</td></tr>
<tr><td>8</td><td>8</td></tr>
<tr><td>7</td><td>7</td></tr>
<tr><td>6</td><td>6</td></tr>
<tr><td>5</td><td>5</td></tr>
<tr><td>4</td><td></td></tr>
<tr><td>3</td><td></td></tr>
<tr><td>2</td><td></td></tr>
<tr><td>1</td><td></td></tr>
</table>

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. As from 2018 the post of Executive Director will have an entry grade in AD14. The Heads of Department should be – in line with the above mentioned Commission decision – be graded at AD13 or AD14; however this doesn't seem to be realistic as at present the (2) heads of department are graded at AD10.

Administrators 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 with an entry grade AD6 – AD8. However, at CEPOL due to historical reasons officers having high level specialisation in various fields have an entry grade 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. With the new establishment plan as presented in this document, two positions will change their entry grade from AST5 to AD5. With this change, it will be possible to recruit key staff at the grade that corresponds with the responsibilities.

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 at this moment (1 October 2016) no specific model decision for the Agencies on engagement of Contract Agents 3(a), CEPOL applies 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			
	Web & Communication assistant	FG-II	The post is tasked with supporting the development and implementation of online learning activities and administering Learning Management System
	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.

Unit	Job Title	Function group (Entry)	Job summary
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 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
	Travel and Missions Assistant	FG-II	Three posts. Travel booking for operational travel (course, training attendees and EPEP), 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			
	Secretary to the Executive Director	FG-I	This post provides secretarial support to the Executive Director and the Head of Operations Department (Deputy Director).

Unit	Job Title	Function group (Entry)	Job summary
Governance and 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.
Training Unit	E-Learning Support Assistant	FG-III	The post is tasked with supporting the development and implementation of online learning activities and administering Learning Management System
	Cyber Crime Portfolio manager	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.
	European Police Exchange Programme	FG-II	This posts supports the organisation of the European Police Exchange Programme
	Residential events assistant	FG-II	The role of the Residential events assistant is to provide support for the organisation of the events. In this role the assistant will cooperate with internal and external partners, collect data for and prepare evaluation reports as well as carry out administrative tasks related to the organisation of residential activities.

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 2016		How many staff members were reclassified in 2017		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					
AD 10		2			
AD 9		3			
AD 8					
AD 7		1			
AD 6					
AD 5		8			
Total AD		**15**			
AST 11					

Category & Grade	Staff in active employment at 1 January 2016		How many staff members were reclassified in 2017		Average number of years in grade of reclassified staff members
	Officials	TA	Officials	TA	
AST 10					
AST 9					
AST 8					
AST 7					
AST 6					
AST 5		2			
AST 4		2			
AST 3		7			
AST 2					
AST 1					
Total AST		**11**			
AST/SC 1					
AST/SC 2					
AST/SC 3					
AST/SC 4					
AST/SC 5					

Category & Grade	Staff in active employment at 1 January 2016		How many staff members were reclassified in 2017		Average number of years in grade of reclassified staff members
	Officials	TA	Officials	TA	
AST/SC 6					
Total AST/SC		**0**			
TOTAL		**26**			

The model decision on the implementing rule for reclassification of Temporary Agents 2(f) has been adopted by the CEPOL Governing Board on 25 May 2016[48]. The first reclassification procedure will take place in the second half of 2016. At this moment it is impossible to indicate how many staff members have been reclassified in 2017; this data can only be provided after the finalisation of the 2017 reclassification exercise. As at this time it is not possible to indicate how many staff members have been reclassified, it is also impossible to indicate the average number of years in the grade for the reclassified staff.

CEPOL aims at maximising the number of staff to be reclassified in each given year; however, at present the main obstacle is that only a limited number of staff are eligible for reclassification as most staff lack evidence on the ability to work in a 3rd Union language.

Table 2 - Reclassification of contract staff

Function Group	Grade	Staff in activity at 1 January 2016	How many staff members were reclassified in 2017	Average number of years in grade of reclassified staff members
FG IV	18			
	17			
	16			

[48] 14/2016/GB (25 May 2016)

Function Group	Grade	Staff in activity at 1 January 2016	How many staff members were reclassified in 2017	Average number of years in grade of reclassified staff members
	15			
	14			
	13			
FG III	12			
	11			
	10			
	9	2		
	8			
FG II	7			
	6			
	5	6		
	4			
	3			
	2			
	1			
TOTAL		8		

The model decision on the implementing rule for reclassification of Contract Agents 3(a) has been adopted by the CEPOL Governing Board on 25 May 2016[49]. The first reclassification procedure will take place in the second half of 2016. At this moment it is impossible to indicate how many staff members have been reclassified in 2017; this data can only be provided after the finalisation of the 2017 reclassification exercise. As at this time it is not possible to indicate how many staff members have been reclassified, it is also impossible to indicate the average number of years in the grade for the reclassified staff.

In 2016 only a limited number of staff members were eligible for reclassification. A large majority of staff members didn't have sufficient years of seniority in the grade.

CEPOL's GB has approved in October 2015 the model decision on the Implementing Rules for appraisal of Temporary Agents and Contract Agents under articles 43 and 44 of the Staff Regulations. This procedure will be used for the annual appraisal procedure as from 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.

[49] 15/2016/GB (25 May 2016)

Annex IV, Section C: Mobility policy

1. Internal mobility

On 16 October 2015 the CEPOL Governing Board adopted the general implementing provisions on the procedure governing the engagement and use of temporary staff[50]. This decision clearly states the different options for filling a post, including internal mobility. As from this date, vacancies for temporary agents have been opened internally for staff member in the grade bracket of the vacancy. So far, no staff members have used this tool for internal mobility.

2. Mobility between Agencies

The same decision as mentioned above also lays down an option for interagency publication of a post. CEPOL is consistently opening Temporary Agent positions also for the interagency job market. Yet as a result of the relative low grades as mentioned before and the negative correction coefficient, CEPOL has not received applications from the interagency job market.

However, we have received 'external' applications from candidates currently working for other Agencies but in a grade outside the bracket in which the position has been opened. Some of these have been successful, but they cannot be counted in the statistics related to the interagency job market.

3. Mobility between the Agencies and the institutions

CEPOL has been successful in recruiting experienced staff from other agencies and institutions. Approximately 40% of staff recruited in 2016 joined from other agencies or institutions. Another 20 percent was already engaged by CEPOL as interim or SNE. On the other hand, it should be noted 80% of staff leaving (5 out of 6) have found employment with other institutions or Agencies.

[50] 26/2015/GB of 16 October 2015

Annex IV, Section D: Gender and geographical balance

Data in graphs and text per estimated situation on 31 December 2016.

At present there is a reasonable gender balance in CEPOL. The ratio between man and women employed by CEPOL is 27 / 32. This difference is largely related to Interim staff where the ratio is 2 / 7 (men / women) and AST (3 / 6).

As there is at present not a significant gender imbalance in CEPOL there are no direct measures foreseen.

As expected, an overrepresentation of the Host Member State national has been developed in the last year. At present there are 15 Hungarians working for the agency (excluding interims): 30%. Other nationalities (19 other nationalities are present in CEPOL) are relative equally distributed with a maximum of 5 (Greek) nationals from one Member State.

At present CEPOL doesn't employ staff from Cyprus, Ireland, Lithuania, Luxembourg, Malta, Poland and Sweden.

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.

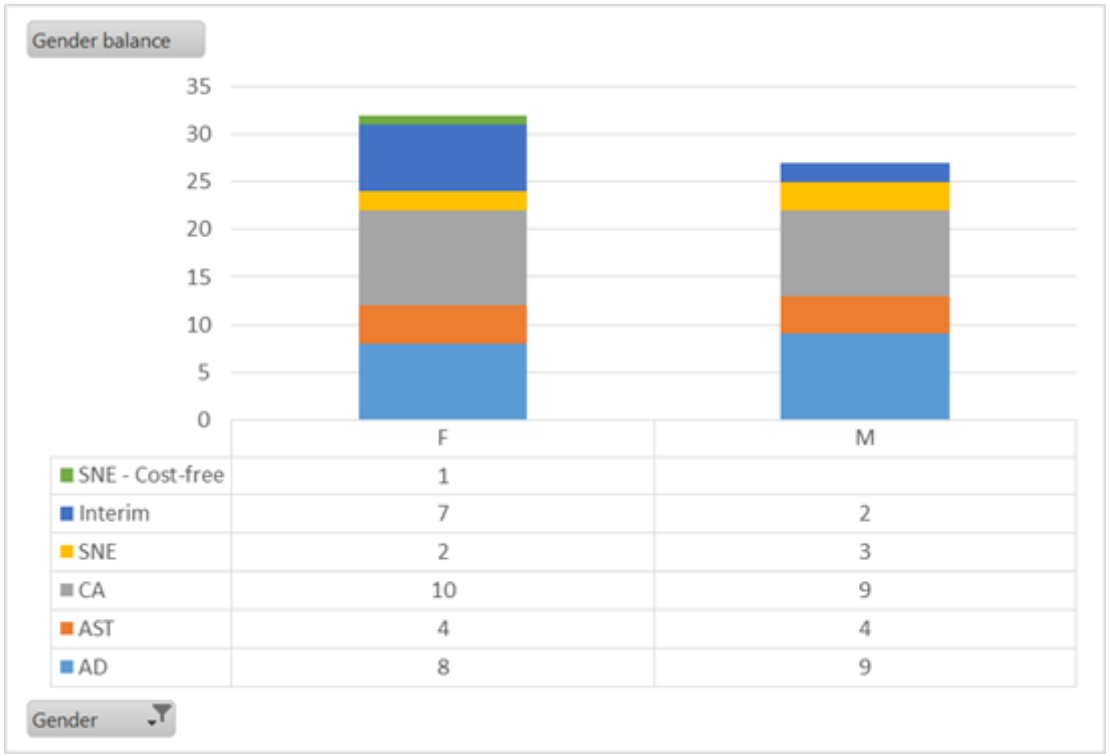


Figure 1 - estimated gender balance on 31 December 2016

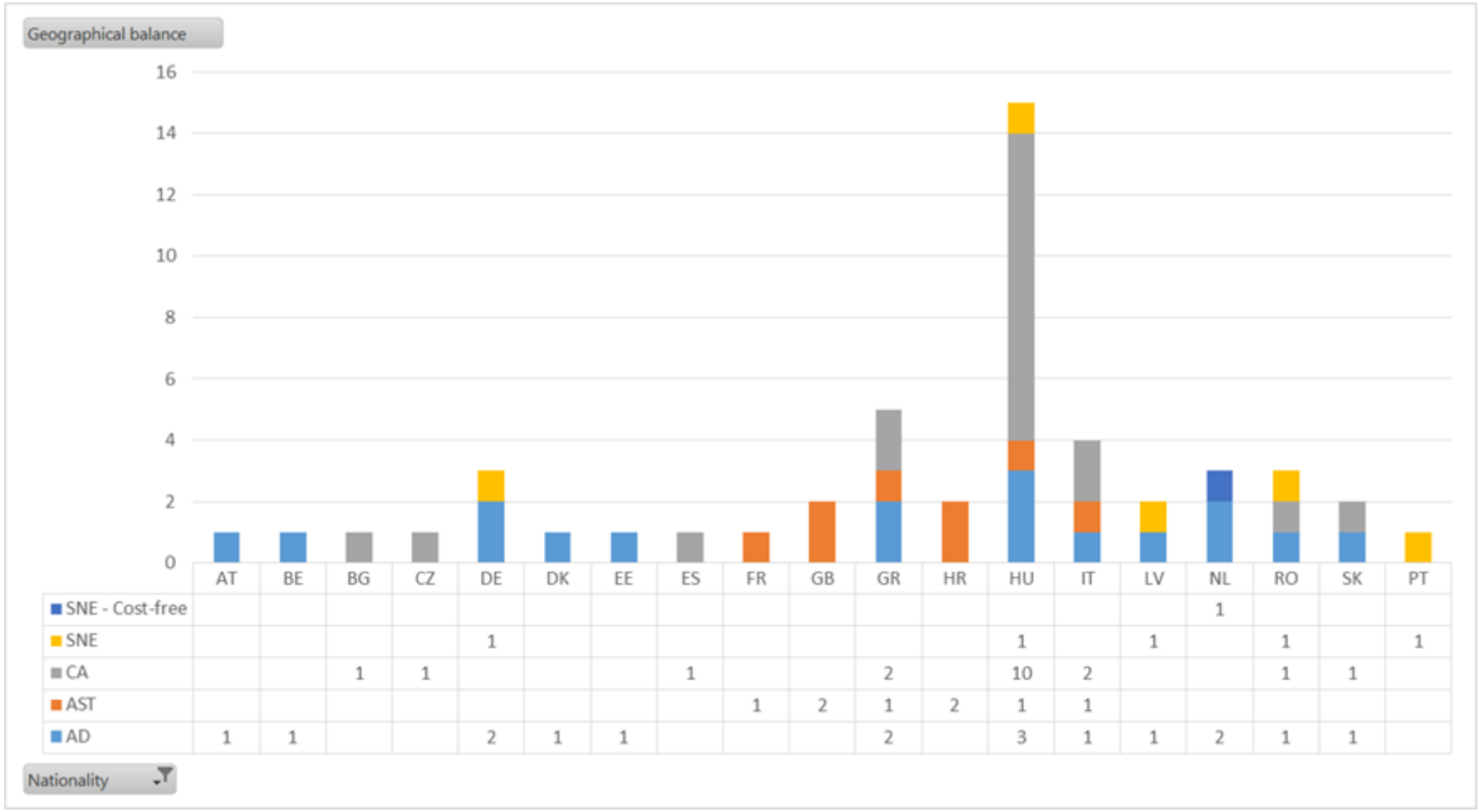


Figure 2 - Estimated geographical balance per 31 December 2016

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

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 also covers utility fees, maintenance of the building, 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 staff contracted for projects granted to CEPOL, 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 were initiated at the end of 2015.

In the coming years, especially under the perspective of project activities related to the external dimension of the new mandate of CEPOL, a solution for the limited space in the Headquarters is required. The additional posts planned for CEPOL staff need to be factored in as well.

At this moment these issues are only orienting discussions without 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. They are 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. The Protocol of privileges and immunities applies to the Executive Director of CEPOL and the staff of the Agency, with the exception of staff seconded from the Member States and Hungarian nationals. CEPOL staff are 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. CEPOL 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.	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. The CEPOL Governing Board decided that CEPOL shall pay the school fees. As a consequence, the school shall be considered as non-fee paying and the staff member concerned shall not receive the education allowance provided for in Article 3 of Annex VII of the Staff Regulations. The costs covered by CEPOL shall be: • The registration and attendance fees • The school transportation costs. All other costs are excluded, in conformity with Commission Decision C (2004)131-53-2004 on general implementing provisions for the grant of the education allowance.

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 operate 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.cepol.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.

Risk	Countermeasure	Timeframe
CORE PROCESSES AREA		
Delay in implementing the first STNA	Clear and timely communication to all involved stakeholders	Continuous
	Establish risk triggers and early warning	
New concept of Centres of Excellence does not meet Management Board approval	Revert to previous system	Continuous
	Envisage new/amended system	
Underspending resulting in budget cuts in the following budgetary appropriation (N+1)	Regular budget monitoring;	Continuous
	Signature of multiannual 2018-2020 consortia agreements with CEPOL Centre's of Excellence (CoE) to enable direct grants to CoEs	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	Continuous
	Timely publication of vacancy announcements	Continuous

CEPOL lacks the human resources to fulfil its tasks	Request for additional new posts	Continuous
	Scaling down CEPOL operational activities in the event new posts are not grated	Continuous
GOVERNANCE AND STAKEHOLDER RELATIONS		
Discrepancy between enhanced mandate and available resources	Streamlining of processes and redeployment of resources	Continuous
	Manage stakeholder expectations	
Management of Enterprise Content Management and E-Net projects	Regular reporting	Continuous
	Management steer and monitoring	

Annex IX Procurement plan for the year 2018 - 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, within the meaning of Article 84 FR and Article 94 RAP, includes the following information:

Part 1 – Multiannual framework contracts (strategic decision)

- Subject of the framework contracts for operational expenditure foreseen to be awarded in 2018 (Title 3);
- Their link to specific activities of the Work Programme 2018;
- 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 2018 (budgetary decision)

- Subject of the contracts for operational expenditure foreseen in 2018 (Title 3);
- Their link to specific activities of the Work Programme 2018;
- Estimated value of contracts having an effect on the budget 2018;
- Indicative number and type of contracts

In 2018 CEPOL estimates that total budget for operational procurement will be indicatively **EUR 5,507,500.**

Part 1 – Multiannual framework contracts (strategic decision)

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2018	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)
No multi-annual framework contract is planned to be launched in 2018					

Part 2 – Direct and specific contracts foreseen in 2018 (budgetary decision)

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2018	Indicative value of the contract for 2018 (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)	30,000	Q1 – Q4 2018	Multiple specific contracts in execution of a 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 2018	Indicative value of the contract for 2018 (EUR)	Indicative time frame for launching the procurement (per quarter)	Indicative number of contracts and their type
2	**Services related to communication activities:** • Development of a virtual reality platform allowing better communication between CEPOL, centres of excellence and stakeholders • Website related services • Event management	Development of education and training products (Activity area 1) External relations (Objective 4.D) Stakeholders relation and communication (Objective 4.D)	146,000	Q1 – Q4 2018	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)	3.4.7 Stakeholders relation and communication (Objective 4.D)	54,000	Q1 – Q4 2018	Multiple specific contracts in execution of a framework service contract for communication services (awarded in 2016)
4	**Translations and proofreading**	3.4.7 Stakeholders relation and communication (Objective 4.D)	5,000	Q1 – Q4 2018	Multiple service requests under the Service Level Agreement with CdT

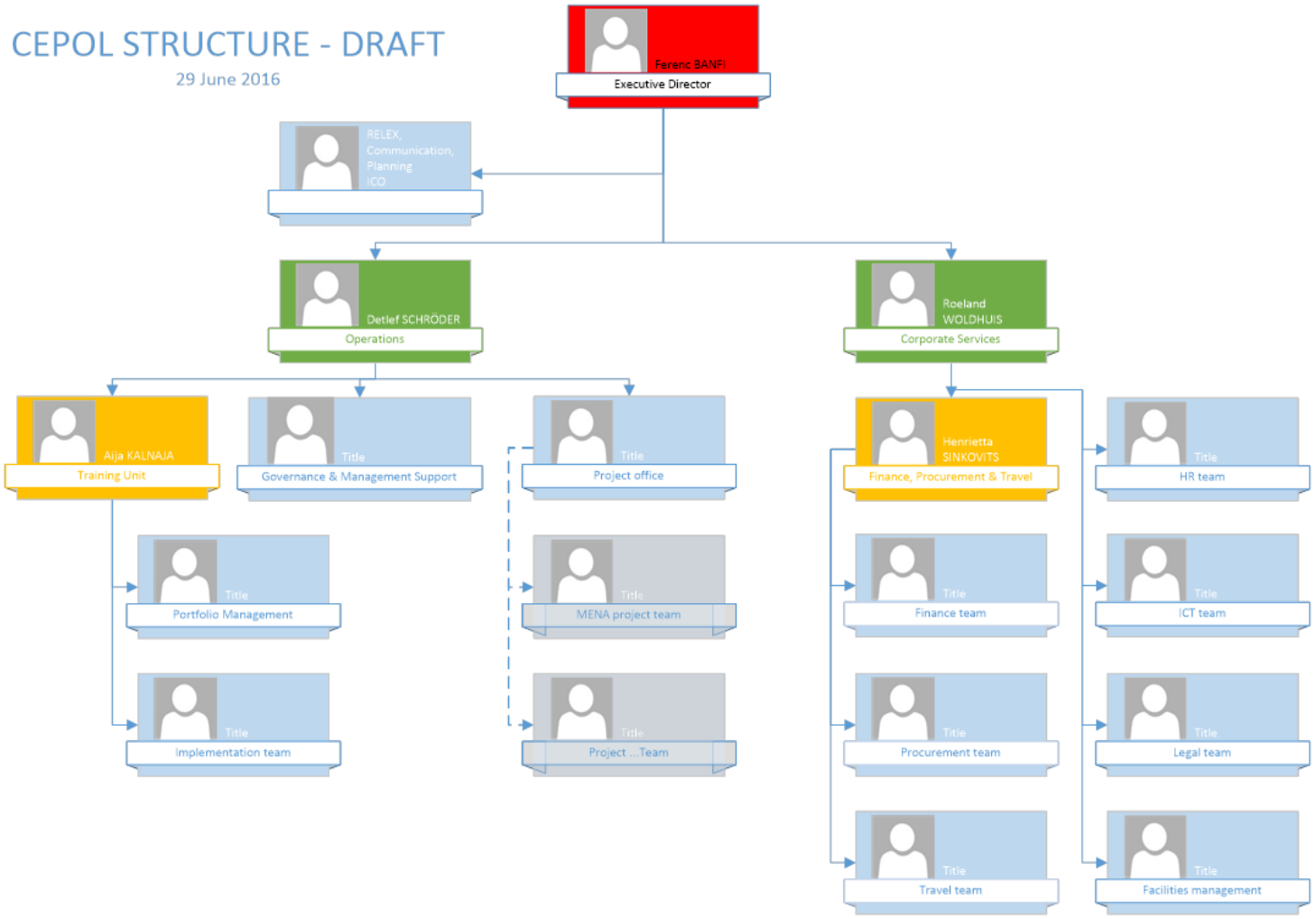
Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2018	Indicative value of the contract for 2018 (EUR)	Indicative time frame for launching the procurement (per quarter)	Indicative number of contracts and their type
5	**Editorial services:** • Publication related to the CEP • Production of recorded webinars • Editorial services related to communications (publications)	Annual publication on the progress of the CEPOL Exchange Programme (CEP) (Activity area 2) Stakeholders relation and communication (Objective 4.D)	131,500	Q1 – Q4 2018	Multiple service requests under the Service Level Agreement with the Publications Office
6	**Editorial services for update of seven existing and development of one new online modules**	(Activity area 2)	300,000	Q1 2018	Multiple order forms in execution of FWC 10573 via the Publications Office
7	**Further development of the Customer Relationship Management**	Education and training activities (All activities) European Police Exchange Programme (Activity area 1) Managing human resources as the greatest assets of CEPOL (missions, meetings)	65,000	Q1 – Q4 2018	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 2018	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 2018	Indicative value of the contract for 2018 (EUR)	Indicative time frame for launching the procurement (per quarter)	Indicative number of contracts and their type
9	**Purchase of Webinar licences**	Activity area 2	20,000	Q3 2018	1 order form, in execution of the existing inter-institutional framework contract DI/07360
10	**Provision of access to scientific journals and e-books**	Activity 2 Objective 2.C	**30,000**	Q1-Q4	Multiple specific contracts in execution of framework service contract
11	**Costs for webinar implementation services**	Activity 2	70,000	Q1-Q4 2018	Multiple order forms in execution of the framework service contract for the organisation and implementation of webinars (to be launched in 2016)
12	**Costs for provision of online course implementation services**	Activity 2	200,000	Q1-Q4 2018	Multiple order forms in execution of the framework contract for online courses services (to be awarded in 2017)
13	**Update of authoring tool**	Activity 2	50,000	Q2	One direct service contract
14	**Course online support**	Activity 2	20,000	Q1	One direct service contract
15	**Maintenance of webinar tool**	Activity 2	100,000	Q1-Q4	One direct service contract
16	**Administration services of Learning Management System**	Activity 2	25,000	Q1	One direct service contract

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2018	Indicative value of the contract for 2018 (EUR)	Indicative time frame for launching the procurement (per quarter)	Indicative number of contracts and their type
17	**Development of reference guides for thematic areas**	Activity 2	18,000	Q1-Q4	Multiple orders in execution of a framework service contract
18	**e-NET 3.0 hosting and maintenance**	Activity 2	200,000	Q1-Q4	Multiple specific contracts in execution of the framework service contract for e-NET (to be awarded in 2017)
19	**Content experts**	Activity 1 to 3	60,000	Q1-Q4	Multiple contracts on the basis of a call for expression of interest
20	**Catering** for: • meeting of the National exchange coordinators • residential activities • expert meetings • other meetings, as required	All activities	315,500	Q1-Q4 2018	Multiple order forms in execution of the existing framework contract for catering services

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2018	Indicative value of the contract for 2018 (EUR)	Indicative time frame for launching the procurement (per quarter)	Indicative number of contracts and their type
22	**Travel and accommodation** for: • participation in the CEP programme • meeting of the National exchange coordinators • CEPOL residential activities participants • TNA expert group meeting (Design of the Training catalogue) • Various expert meetings • Travel and accommodation for missions	All activities	**3,655,500**	Q1-Q4 2018	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			**5,507,500**		

Annex X – Organisation chart



Annex XI - The European Code of Good Administrative Behaviour[51][52]

The Code approved by the European Parliament contains the following substantive provisions[53]

Article 1

General provision

In their relations with the public, the institutions and their officials shall respect the principles which are laid down in this Code of Good Administrative Behaviour, hereafter referred to as "the Code".

Article 2

Personal scope of application

1. The Code shall apply to all officials and other servants to whom the Staff Regulations and the Conditions of employment of other servants apply, in their relations with the public. Hereafter the term "official" refers to both the officials and the other servants.

2. The institutions and their administrations will take the necessary measures to ensure that the provisions set out in this Code also apply to other persons working for them, such as persons employed under private law contracts, experts on secondment from national civil services, and trainees.

3. The term "public" refers to natural and legal persons, whether they reside or have their registered office in a Member State or not.

4. For the purpose of this Code:
a. the term "institution" shall mean an EU institution, body, office, or agency;
b. "Official" shall mean an official or other servant of the European Union.

Article 3

Material scope of application

1. This Code contains the general principles of good administrative behaviour which apply to all relations of the institutions and their administrations with the public, unless they are governed by specific provisions.

2. The principles set out in this Code do not apply to the relations between the institution and its officials. Those relations are governed by the Staff Regulations.

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1. The text that follows has been updated to take account of the changes made by the Treaty of Lisbon to the nomenclature of the Treaties and the numbering of their articles, as well as the 2008 revision of the Statute of the Ombudsman. Certain typographical and linguistic errors have also been corrected.

[51] The original text of European Ombudsman's 'European Code of Good Administrative Behaviour' can be found following the link: http://www.ombudsman.europa.eu/en/resources/code.faces#/page/1

[52] CEPOL applies this code by analogy

[53] **1.** The text that follows has been updated to take account of the changes made by the Treaty of Lisbon to the nomenclature of the Treaties and the numbering of their articles, as well as the 2008 revision of the Statute of the Ombudsman. Certain typographical and linguistic errors have also been corrected.

Article 4

Lawfulness

The official shall act according to law and apply the rules and procedures laid down in EU legislation. The official shall in particular take care to ensure that decisions which affect the rights or interests of individuals have a basis in law and that their content complies with the law.

Article 5

Absence of discrimination

1. In dealing with requests from the public and in taking decisions, the official shall ensure that the principle of equality of treatment is respected. Members of the public who are in the same situation shall be treated in a similar manner.

2. If any difference in treatment is made, the official shall ensure that it is justified by the objective relevant features of the particular case.

3. The official shall in particular avoid any unjustified discrimination between members of the public based on nationality, sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age, or sexual orientation.

Article 6

Proportionality

1. When taking decisions, the official shall ensure that the measures taken are proportional to the aim pursued. The official shall in particular avoid restricting the rights of the citizens or imposing charges on them, when those restrictions or charges are not in a reasonable relation with the purpose of the action pursued.

2. When taking decisions, the official shall respect the fair balance between the interests of private persons and the general public interest.

Article 7

Absence of abuse of power

Powers shall be exercised solely for the purposes for which they have been conferred by the relevant provisions. The official shall in particular avoid using those powers for purposes which have no basis in the law or which are not motivated by any public interest.

Article 8

Impartiality and independence

1. The official shall be impartial and independent. The official shall abstain from any arbitrary action adversely affecting members of the public, as well as from any preferential treatment on any grounds whatsoever.

2. The conduct of the official shall never be guided by personal, family, or national interest or by political pressure. The official shall not take part in a decision in which he or she, or any close member of his or her family, has a financial interest.

Article 9

Objectivity

When taking decisions, the official shall take into consideration the relevant factors and give each of them its proper weight in the decision, whilst excluding any irrelevant element from consideration.

Article 10

Legitimate expectations, consistency, and advice

1. The official shall be consistent in his or her own administrative behaviour as well as with the administrative action of the institution. The official shall follow the institution's normal administrative practices, unless there are legitimate grounds for departing from those practices in an individual case. Where such grounds exist, they shall be recorded in writing.

2. The official shall respect the legitimate and reasonable expectations that members of the public have in light of how the institution has acted in the past.

3. The official shall, where necessary, advise the public on how a matter which comes within his or her remit is to be pursued and how to proceed in dealing with the matter.

Article 11

Fairness

The official shall act impartially, fairly, and reasonably.

Article 12

Courtesy

1. The official shall be service-minded, correct, courteous, and accessible in relations with the public. When answering correspondence, telephone calls, and e-mails, the official shall try to be as helpful as possible and shall reply as completely and accurately as possible to questions which are asked.

2. If the official is not responsible for the matter concerned, he or she shall direct the citizen to the appropriate official.

3. If an error occurs which negatively affects the rights or interests of a member of the public, the official shall apologise for it and endeavour to correct the negative effects resulting from his or her error in the most expedient way and inform the member of the public of any rights of appeal in accordance with Article 19 of the Code.

Article 13

Reply to letters in the language of the citizen

The official shall ensure that every citizen of the Union or any member of the public who writes to the institution in one of the Treaty languages receives an answer in the same language. The same shall apply as far as possible to legal persons such as associations (NGOs) and companies.

Article 14

Acknowledgement of receipt and indication of the competent official

1. Every letter or complaint to the institution shall receive an acknowledgement of receipt within a period of two weeks, except if a substantive reply can be sent within that period.

2. The reply or acknowledgement of receipt shall indicate the name and the telephone number of the official who is dealing with the matter, as well as the service to which he or she belongs.

3. No acknowledgement of receipt and no reply need be sent in cases where letters or complaints are abusive because of their excessive number or because of their repetitive or pointless character.

Article 15

Obligation to transfer to the competent service of the institution

1. If a letter or a complaint to the institution is addressed or transmitted to a Directorate General, Directorate, or Unit which has no competence to deal with it, its services shall ensure that the file is transferred without delay to the competent service of the institution.

2. The service which originally received the letter or complaint shall inform the author of this transfer and shall indicate the name and the telephone number of the official to whom the file has been passed.

3. The official shall alert the member of the public or organisation to any errors or omissions in documents and provide an opportunity to rectify them.

Article 16

Right to be heard and to make statements

1. In cases where the rights or interests of individuals are involved, the official shall ensure that, at every stage in the decision-making procedure, the rights of defence are respected.

2. Every member of the public shall have the right, in cases where a decision affecting his or her rights or interests has to be taken, to submit written comments and, when needed, to present oral observations before the decision is taken.

Article 17

Reasonable time-limit for taking decisions

1. The official shall ensure that a decision on every request or complaint to the institution is taken within a reasonable time-limit, without delay, and in any case no later than two months from the date of receipt. The same rule shall apply for answering letters from members of the public and for

answers to administrative notes which the official has sent to his or her superiors requesting instructions regarding the decisions to be taken.

2. If a request or a complaint to the institution cannot, because of the complexity of the matters which it raises, be decided upon within the above mentioned time-limit, the official shall inform the author as soon as possible. In such a case, a definitive decision should be communicated to the author in the shortest possible time.

Article 18

Duty to state the grounds of decisions

1. Every decision of the institution which may adversely affect the rights or interests of a private person shall state the grounds on which it is based by indicating clearly the relevant facts and the legal basis of the decision.

2. The official shall avoid making decisions which are based on brief or vague grounds, or which do not contain an individual reasoning.

3. If it is not possible, because of the large number of persons concerned by similar decisions, to communicate in detail the grounds of the decision and where standard replies are therefore sent, the official shall subsequently provide the citizen who expressly requests it with an individual reasoning.

Article 19

Indication of appeal possibilities

1. A decision of the institution which may adversely affect the rights or interests of a private person shall contain an indication of the appeal possibilities available for challenging the decision. It shall in particular indicate the nature of the remedies, the bodies before which they can be exercised, and the time-limits for exercising them.

2. Decisions shall in particular refer to the possibility of judicial proceedings and complaints to the Ombudsman under the conditions specified in, respectively, Articles 263 and 228 of the Treaty on the Functioning of the European Union.

Article 20

Notification of the decision

1. The official shall ensure that persons whose rights or interests are affected by a decision are informed of that decision in writing, as soon as it is taken.

2. The official shall abstain from communicating the decision to other sources until the person or persons concerned have been informed.

Article 21

Data protection

1. The official who deals with personal data concerning a citizen shall respect the privacy and the integrity of the individual in accordance with the provisions of Regulation (EC) 45/2001 of the European Parliament and of the Council of 18 December 2000 on the protection of individuals with regard to the processing of personal data by the Community institutions and bodies and on the free movement of such data.

2. The official shall in particular avoid processing personal data for non-legitimate purposes or the transmission of such data to non-authorised persons.

Article 22

Requests for information

1. The official shall, when he or she has responsibility for the matter concerned, provide members of the public with the information that they request. When appropriate, the official shall give advice on how to initiate an administrative procedure within his or her field of competence. The official shall take care that the information communicated is clear and understandable.

2. If an oral request for information is too complicated or too extensive to be dealt with, the official shall advise the person concerned to formulate his or her demand in writing.

3. If an official may not disclose the information requested because of its confidential nature, he or she shall, in accordance with Article 18 of this Code, indicate to the person concerned the reasons why he or she cannot communicate the information.

4. Further to requests for information on matters for which he or she has no responsibility, the official shall direct the requester to the competent person and indicate his or her name and telephone number. Further to requests for information concerning another EU institution, the official shall direct the requester to that institution.

5. Where appropriate, the official shall, depending on the subject of the request, direct the person seeking information to the service of the institution responsible for providing information to the public.

Article 23

Requests for public access to documents

1. The official shall deal with requests for access to documents in accordance with the rules adopted by the institution and in accordance with the general principles and limits laid down in Regulation (EC) 1049/2001.

2. If the official cannot comply with an oral request for access to documents, the citizen shall be advised to formulate it in writing.

Article 24

Keeping of adequate records

The institution's departments shall keep adequate records of their incoming and outgoing mail, of the documents they receive, and of the measures they take.

Article 25

Publicity for the Code

1. The institution shall take effective measures to inform the public of the rights they enjoy under this Code. If possible, it shall make the text available in electronic form on its website.

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2. The Commission shall, on behalf of all institutions, publish and distribute the Code to citizens in the form of a brochure.

Article 26

Right to complain to the European Ombudsman

Any failure of an institution or official to comply with the principles set out in this Code may be the subject of a complaint to the European Ombudsman in accordance with Article 228 of the Treaty on the Functioning of the European Union and the Statute of the European Ombudsman.

Article 27

Review of operation

Each institution shall review its implementation of the Code after two years of operation and shall inform the European Ombudsman of the results of its review.