

DECISION 13/2014/GB
OF THE GOVERNING BOARD OF THE EUROPEAN POLICE COLLEGE
ADOPTING THE DRAFT WORK PROGRAMME 2015

Adopted by the Governing Board
by written procedure
on 13 June 2014

THE GOVERNING BOARD,

Having regard to Council Decision 2005/681/JHA of 20 September 2005 establishing a European Police College (CEPOL) and repealing Decision 2000/820/JHA(hereinafter referred to as "the Council Decision")¹,

Having regard to Regulation (EU) No 543/2014 of the European Parliament and of the Council of 15 May 2014 amending Council Decision 2005/681/JHA establishing the European Police College (CEPOL), setting the new seat of CEPOL to Budapest, Hungary.

Having regard to the proposal of the Director;

Having regard to the Preliminary Draft Budget 2015²

HAS ADOPTED the Draft Work Programme 2015 as detailed in the Annex to this Decision.

Done in Athens, 13 June 2013

For the Governing Board

Vasilios Kontogiannis
Chair of the Governing Board

¹ OJ L 256, 1.10.2005, p. 63. Decision as amended by Regulation (EU) No 543/2014 (OJ L 163, 29.5.2014, p. 5).

² Decision 23/2013/GB of the Governing Board of the European Police College

European Police College

Draft Work Programme 2015

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List of Abbreviations

ATLAS	Cooperation of European Special Intervention Units
BSC	Balanced Score Card
CC	Common Curricula
COSI	Standing Committee on Operational Cooperation on Internal Security
CSDP	Common Security and Defence Policy
EEAS	European External Action Service
EJTN	European Judicial Training Network
EMCDDA	European Monitoring Centre for Drugs and Drug Addiction
e-Net	CEPOL's electronic network
EMPEN	European medical and psychological experts' network
ENFSI	European Network of Forensic Science Institutes
ENISA	European Network and Information Security Agency
ESDC	European Security and Defence College
EUCTF	European Union Cybercrime Task Force
EUCPN	European Union Crime Prevention Network
FRA	European Union Agency of Fundamental Rights
FSJ	Freedom, Security and Justice
IAS	Internal Audit Service of the European Commission
IOM	International Organisation for Migration
JHA	Justice and Home Affairs
JIT	Joint Investigation Team
KPI	Key Performance Indicators
LETS	European Law Enforcement Training Scheme
LMS	Learning Management System
MS	Member States
NCP	National Contact Points
OLAF	Anti-Fraud Office
OSCE	Organization for Security and Co-operation in Europe
PI	Performance Indicators
SOCTA	Serious and Organised Crime Threat Assessment
STNA	Strategic training needs assessment
TNA	Training needs analysis

1 Programming environment

Draft Work Programme 2015 is designed to be flexible as several significant developments will affect CEPOL business:

- Uncertainty with the agency's future will affect sound planning for 2015. The impact of CEPOL's relocation to another Member State of the European Union will have to be taken into consideration as a key factor in the agency's delivery capability and business continuity. During the first year of its relocation CEPOL will have to focus on building and strengthening the agency after a number staff leaving the agency due to relocation.
- Linked to the previous point is the European Law Enforcement Training Scheme (LETS) which is expected to become a cornerstone of CEPOL's core business and may result in enhanced outreach/scope of CEPOL support to training and learning. At this point of time it is thought premature to discuss and realistically programme for any additional tasks given resource limitations. European Commission tabled its Communication on LETS¹, however the Justice and Home Affairs Council of the European Union has not yet commented on its scope and implementation. Although the LETS gives new tasks to CEPOL, without prejudice to the form it will take in the future, currently no additional funds have been allocated to the agency in order to ensure implementation of these tasks. CEPOL will take LETS principles into consideration when developing its training portfolios; however implementation will be limited to the extent of current legal basis and available resources. This will have an impact on the agency's capacity in delivering analytical products for the whole range of the EU law enforcement community. It will affect delivery of comprehensive learning options aiming at all levels of the law enforcement community as not only LETS but also today's needs require.
- The multiannual financial framework (MFF) 2014-2020² will have an impact on CEPOL's budget and scope of operation. Although it is possible that allocation of new tasks may lead to an increase of the agency's budget, currently it is premature to discuss real scope of any change. It is assumed that an increase of the budget is unlikely, bearing in mind general climate of savings. This may call for serious re-evaluation of CEPOL's impact and the business models applied.
- Lessons learned from the evaluation of CEPOL's first multiannual strategy's³ implementation will have to be taken into consideration. Therefore full assessment of achievements and strategy success will be conducted. During the four years of its implementation CEPOL will have become a mature organisation applying modern planning and monitoring tools ensuring effective delivery of training products of excellence. 2015 will see the first years of implementation of a new strategic planning document, which will also take into consideration any new strategic document for the Justice and Home Affairs Policy Area that may have substituted the Stockholm

¹ European Commission Communication Establishing a European Law Enforcement Training Scheme, Com (2013) 172 final, 27.3.2013

² Communication from the commission to the European Parliament and the Council on programming of human and financial resources for decentralised agencies 2014-2020, COM (2013) 519 final, 10.7.2013

³ Decision 43/2010/GB of the Governing Board of the European Police College adopting CEPOL Strategy and Balanced Scorecard, 30.9.2010, as amended

Programme⁴; CEPOL activities will have to be adjusted to respond to the results of the evaluation of the Stockholm Programme and any successor.

- Implementation of CEPOL's five-year evaluation recommendations⁵, as agreed by the Governing Board, will equally be completed, while at the same time this will also be the year where a new five-year evaluation of CEPOL for the period 2011 – 2015 will be launched.
- Training Needs Analysis will have become an integral part of CEPOL's planning process and may need to be further fine-tuned.
- In the area of serious and organised crime, a fully-fledged EU Policy Cycle⁶ will be in full operation hence calling CEPOL to deliver on its objectives, taking into account the excellent results achieved by the agency during its pilot phase⁷.

All activities as defined in this document focus on the priorities deriving from the LETS, EU policies and identified by the training needs analysis. Bearing in mind that a new CEPOL Strategy is to be developed and adopted in 2014, at current stage the activities proposed are free standing and rather support the Strategy related to the period 2010-2014⁸. The progress of implementation will continue to be monitored by the Balanced Scorecard and/or successor instruments. Given that a new strategy and key performance indicators will be defined later in 2014 these are not reflected in this version of the Work Programme.

⁴ "The Stockholm Programme – An open and secure Europe serving and protecting the citizens", Official Journal of the European Union, L256/63, 1 October 2005

⁵ Decision 09/2011/GB adopting the five year report of the European Police College, 10 March 2011

⁶ Council Conclusions on setting the EU's priorities for the fight against serious and organised crime between 2014 and 2017, Council of the European Union, JHA Council meeting, Luxembourg, 6-7 June 2013

⁷ Council Conclusions on the creation and implementation of a EU policy cycle for organised and serious international crime, 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94, 9.11.2010

⁸ Decision 43/2010/GB of the Governing Board of the European Police College adopting CEPOL Strategy and Balanced Scorecard, 30.9.2010, as amended

2 Planning Principles

2.1. Circular planning principles will continue to prevail:

- Evaluation results of the activities implemented in 2014 will be assessed with a view of determining effectiveness of products delivered and any need of their adjustment;
- CEPOL's management tools such as the Risk Register and Management Plan will be coherently developed in line with the Work Programme.

2.2. The Work Programme will continue contributing to the EU policies, particularly any successor of the Stockholm Programme, Internal Security Strategy⁹ and its Action Plan¹⁰, EU Policy Cycle 2014-2017 for organised and serious international crime and the related multiannual strategy and operational action plans together with any SOCTA¹¹ recommendations;

2.3. Stakeholders, and especially CEPOL Network's input and involvement at all stages of the planning will be ensured by the continued use of the results of the stakeholder surveys and regular stakeholders' consultations.

2.4. Without prejudice to any future legal and operational developments CEPOL may have to be prepared to deal with:

- possible extension/revision of its mandate both in terms of target group and operational business;
- coordination role in the LETS framework;
- requirements for certification of its products and trainers;
- possible enhanced role *vis a vis* EU support to Capacity Building in Third Countries and in support of CSDP operations;
- the European dimension of the subjects of training likely continue to be a baseline for CEPOL's activities.

This will require re-programming and re-planning of 2015 activities later in 2014.

2.5. On 13 November 2013 the Governing Board established a working group for the development of a short-term strategy for the transition of CEPOL (2015-2016). It is expected that the new strategy will not significantly deviate from the current one. The general principles of the current strategy can, still, provide guidance for the development of the work programme 2015.

⁹ Draft Internal Security Strategy for the European Union: Towards a European Security Model", Council of the European Union, 7120/10, CO EUR-PREP8 JAI182, Brussels, 8 March 2010

¹⁰ COM (2010) 673 of 22 November 2010

¹¹ 12159/12 COSI 59 ENFOPOL 219 CRIMORG 88 ENFOCUSTOM 72

3 Core Processes

CEPOL delivers training to senior and middle management law enforcement personnel as well as experts dealing with crime combating and prevention. Portfolio based learning is the approach of the agency in programming and delivery of its activities. Widest diversity of traditional and ground-breaking learning options are offered to cater to the training needs. The general principles entail the following:

- Training needs of a particular area are assessed and best learning and educational options are selected;
- Learning portfolio is developed assessing availability of resources and best possible methods/tools to achieve the required learning outcomes;
- In general, awareness and outreach of wider law enforcement audiences is achieved through e-learning options. Exceptions are made when a new EU law enforcement cooperation tool is being implemented;
- Residential activities cater to a higher expertise level and specialisation.

3.1 Training and Learning Portfolio Management

Number	Activity	Performance indicators
3.1.1.	Programming of learning options is conducted on the basis of a strategic and operational training needs analysis	Number of analytical products. Target 2
3.1.2.	Quality Assurance of training and learning: <ul style="list-style-type: none"> - Updated evaluation methodology is applied across the learning options - Standardisation and certification mechanism for selected activities is developed 	Application of the reviewed course evaluation and data collection methodology

3.1.1 Programming of portfolio based learning options

Strategic Training Needs Assessment (STNA) is conducted by CEPOL on biennial basis (once in two years). The first STNA was delivered in 2012 and next one is planned for 2014, where evaluation of the progress achieved in relation to recommendations of 2012 STNA as well as an updated assessment of organisational performance and gaps will be performed. This will give a strategic outline to strategic planning of activities ensuring that they meet the EU internal security policy priorities providing high quality education to law enforcement officers.

Operational Training Needs Analysis (TNA) tool will be applied for assessing needs where EU level training is required and identified as the most suitable training and learning solution.

Multi-layered portfolio approach to thematic education

Based on the outcomes of the STNA and TNA CEPOL will decide on its response to the EU level training needs. Strict thematic based approach in line with the LETS principles will be applied where the following factors will be crucial in selection of intervention solutions:

- Competencies which need to be developed/strengthened;
- Training need (how many need to receive training and to which extent: awareness, in-depth and specialist/expert needs);
- Recommended choice of complimentary training and learning options;
- Available resources.

Selected themes will derive from the EU policies, such as ISS, EU Policy Cycle, successor of the Stockholm Programme, law enforcement cooperation instruments (especially emerging ones). Current set of 11 priorities, which are defined in the CEPOL's Strategy Plan 2010-2014, will be reassessed.

3.1.2 Quality assurance of training and learning

Continuous improvement of CEPOL activities aiming at achieving training of excellence, calls for application of a revised homogenous and comprehensive evaluation methodology, which can be applied to the entire array of training and learning options. This is necessary in order to assess success of applied portfolios. In such a manner portfolio activities will be looked at not only individually, indicating whether the aims of activities and the portfolio is general are achieved, but also as a whole investigating if invested resources are adequate.

Further certification of CEPOL products will be sought to ensure they are of the highest quality and contribute to the professionalization of law enforcement officers. Certification mechanisms will be looked at and adjusted encompassing relevant training and learning activities.

Evolving learning environment and knowledge management will be established and diverse training and learning systems offered. Standardisation of the products in form of course curricula adopted by CEPOL Governing Board will be implemented in a select number of topics/activities.

3.2 Implementation of Training and Learning

Number	Activity	Performance indicators
3.2.1.	Residential activities for specialist skills, knowledge and competencies	Implemented activities Target 95%
3.2.2.	Training on EU Policy Cycle priorities	Implemented activities target 95%
3.2.3.	CEPOL's Master Programme is implemented	Curriculum adopted Programme is accredited
3.2.4.	CEPOL contributes to building EU Law enforcement leadership	Curriculum adopted:
3.2.5.	Microsoft software tool	CRM software fully deployed in 2015
3.2.6.	Implementation: grant mechanism and/ or centralised event organiser	Number of activities receiving grants vs number of activities in the call: target 90% Implemented grant budget vs planned: target 85%
3.2.7.	E-learning - a supporting tool across all spectrum of CEPOL activities	Number of Online Modules adopted and revised
3.2.8.	Common Curricula are maintained relevant and further promoted	Number of CC adopted by the CEPOL GB
3.2.9.	European Police Exchange Programme continues to be among CEPOL's flagship products	Number of participants in the EPEP
3.2.10	CEPOL's Programme and Project Management capacity is further utilised	CEPOL to provide support for 8 capacity building projects in cooperation with MS or international organisations

3.2.1 Residential activities for specialist skills, knowledge and competencies

Residential (classroom) activities remain one of the key products of CEPOL delivered through the network of Framework Partners. Topics have been identified via an extensive consultation procedure taking into consideration both European and national priorities including LETS, SOCTA and stakeholder requirements. Training activities form part of a portfolio based approach where selected themes interact with other learning solutions, such as available e-learning modules, preparation of follow-up phases to be implemented through online seminars, etc. Application of various delivery tools ensures sustainable impact. The use of residential activities for awareness rising have generally been avoided and activities are based on specific and pre-defined competencies and skills.

The activities will be implemented within the following ten categories:

1. EU Policy Cycle 2014 – 2017;
2. Other organised international crime including financial crime;
3. Counter-Terrorism;
4. Special Law Enforcement Techniques;
5. EU Police and Judicial cooperation and networks;
6. External dimension of the area of Freedom, Security and Justice
7. Maintenance of law and order and public security;
8. Leadership, learning, training, language development;
9. Research and science, prevention;
10. Fundamental rights

Where possible (for example, EMPACT teams for Policy Cycle priorities), experts will determine pre-set requirements for residential activities. Evaluation results of the activities implemented in previous years will serve as a reference point and it will be required to take such outcomes and deriving recommendations on board when designing an activity.

In delivery of specialist training CEPOL will continue to work in close cooperation with its stakeholders:

- JHA agencies, particularly Europol, Eurojust, eu-LISA, Frontex, Fundamental Rights Agency, EMCDDA and EASO
- Council of the European Union, European Commission, European External Action Service, European Security and Defence College
- EU-wide expert networks such as EJTN, EMPEN, ENFAST, ENFSI, EUCPN, EEODN, ATLAS, EU think tank on football security.

CEPOL supports participation of EU Candidate Countries, by offering funding of flights for participants attending CEPOL residential activities. CEPOL will also facilitate training to cooperation agreement partners, Associate Countries and third countries (ENP, Western Balkan. Eastern Partnership) participation at their own cost in CEPOL's training and learning activities.

Implementation of a total of 71 residential training activities including the 25 activities already approved by the Governing Board at its meeting in November 2013 is possible within the available budget. The list of activities is provided in Annex 3.

In response to austerity measures within the MS affecting opportunities for experts to participate in CEPOL activities, the majority of flights costs for course participants from the EU MS will be

borne by the agency, however, it is possible that due to financial constraints in the agency budget it may be necessary to limit the number of paid flights in order to ensure management of change and further development of CEPOL products in line with the strategic training needs assessment.

3.2.2 Training on the EU Policy Cycle priorities

As the second year of the full EU Policy Cycle is implemented there is more clarity as to the curriculum of the residential activities meeting the needs identified by EMPACT teams of priorities. These activities are complemented by webinars addressing the operational action plans similarly to the practice followed in the previous years.

A high level conference on EU Policy Cycle “Safer Europe – together against organised and serious international crime” will aim at enhancing multi-agency approach to EU priorities 2014-2017 and Operational Action Plans (OAPs). The conference will focus on aspects leading to success of implementation of OAPs for various priorities of the Cycle as well as facilitating dialogue between political and operational level.

3.2.3 CEPOL’s European Joint Master Programme

A Working Group for elaboration of a Master Programme on International Policing was established by the Governing Board in 2012. The working group consisting of 12 delegates from 10 EU Member States have produced a two-year part time, 6 module programme awarded with a Master Diploma with the equivalency of 60 ECTS (European Credit Transfer System) points to successful students. The modules of the programme are based on the experience gathered through the 3 module pilot course “Policing in Europe” organised and implemented by three Framework Partners in cooperation with three universities.

Following a Governing Board adoption of the European Joint Master Programme it will be accredited and fully in line with the Bologna criteria. The two year Programme will have a budget of around EUR 390,000 equalling 5 % of the operational budget. The master will be implemented through a cooperation agreement by a consortium of Framework Partners in cooperation with universities. This cooperation agreement precisely describes the roles and responsibilities for all parties involved with a Steering Board and Programme Committee ensuring the implementation of the European Joint Master Programme that with the Governing Boards’ approval is planned to commence in October 2015.

3.2.4 CEPOL contributes to building EU law enforcement leadership

CEPOL will develop previous years TOPSPOC training modules for senior law enforcement officers to modular training on European leadership in line with recommendations from the 2013 European Police Chiefs Convention. Police leadership in an international environment will require pro-active approach to drive policing forward to deal with international issues effectively and robustly while continuing the satisfactory delivery of the other core tasks of policing.

The training will offer an approach that enhances professional alignment of leadership development with security challenges of the European Union as well as contribute to better international cooperation. It could equally develop an alignment of principles, standards and instruments for accountability and reporting together with strategy development and of the role of police chiefs at international policy level.

3.2.5 Microsoft software tool

A new “CRM” software tool helping in organisation of courses, meetings and European Police Exchange Programme will be fully deployed in 2015. This will modernise the communication between nominees, participants, course managers, meeting organisers, EPEP participants, NCPs and NECs during the nomination/ confirmation process and reduce manual effort of organisers when dealing with data. The roles remain in line with current valid provisions regarding organisation of courses/seminars, meetings and exchange programme, however, the removal of time consuming “copy & paste” efforts will result in benefit for organisers and elimination of mistakes. Moreover, the use of a common tool will result in better transparency and enable having an overview of status of the activity for all involved, based on their access rights.

3.2.6 Implementation: grant mechanism and/or centralised event organiser

Without prejudice to further developments in CEPOL’s legal basis, CEPOL will continue to use Framework Partnership Agreements and specific Grant Agreements as instruments for implementation of CEPOL courses, seminars and conferences. The implementation through Framework Partners started in 2010 and in June 2011 changes were implemented to the grant agreement process to adjust them in order to be fully in line with the legal obligations.

All CEPOL courses, seminars and conferences, with few exceptions (i.e. European Joint Master Programme and EU Law Enforcement leadership) where specific expertise is available mainly outside the Network, will be subject to a call for proposals, thus high quality delivery of the activities, interlinking and transfer of the EMPACT activities into the national goals. Aims, objectives and general learning outcomes will be pre-defined and will be mandatory for implementing partners. Call for proposals will be restricted to the Framework Partners that have been established following the call for Framework Partners 2015-2018.

One call for proposals is planned for implementation of 2015 residential activities. Total budget programmed for the call for proposals is EUR 1,610,000.

The selection, evaluation and award criteria as well as financing provisions to be applied to all calls for proposals are given in Annex 4.

Timeline

Step	Date	Amount, €
Call for proposals	15 July 2014	EUR 1,610,000
Submission of Grant applications	30 October 2014	
Evaluation	November 2014	
Awarding decision	December 2014	
Conclusions of grant agreements	January-February 2015	

Alternatively, in order to implement more effective budget planning and execution the agency will look into a possibility of a centralised organisation of the activities through a contracted event organiser. In this context network training institutions will be responsible for course design and the content, but course organisation tasks (venue, accommodation booking, expert fees etc.) having financial implications will be handled by the event organiser.

3.2.7 e-Learning - supporting tool across all spectrum of CEPOL activities

Effective use of e-learning tools in learning process enables larger audiences to be reached. Existing tools will be used to a greater extent in activity implementation. The LMS will remain an integral part of residential activities, functioning as a learning and knowledge platform. Further e-learning opportunities will be sought in light of possible significant IT developments, which would open up more possibilities for online education.

Webinars will continue to evolve in a planned manner, while still maintaining the capacity to cater for *ad hoc* training needs. However, enhanced planning of webinars (including those targeting also general public) shall be pursued. This shall in turn allow for more adequate preparation by the organisers as well as for the participants, leading to better and more qualitative delivery. The practice followed in 2014, featuring the CEPOL network as prime actor in the planning and delivery of webinars shall be continued and strengthened. Further engagement of ENP/WB and other relevant Third Country partners will be sought by means of enhanced promotion.

Also in line with the process followed in earlier years, external stakeholders such as other EU agencies, bodies and other expert networks shall be consulted with a view to implementing joint webinars, or they shall be featured as content providers.

Support to experts' and users' platforms will continue to be one of the key activities to ensure effective tools for exchange of knowledge, experience and best practice.

By 2015 it is reasonable to expect that CEPOL will move towards a business model in which online modules shall be developed via a different set of sources and engaging a wider variety of actors. Modules will become multi-layered, complemented by specialised sub-modules in selected areas such as Cybercrime, the Policy Cycle or others. Involvement of the network in the provision of content shall remain a priority. Further attention will be devoted to ensuring the actuality of their content and their continued updating process rather than developing new modules.

3.2.8 Common Curricula are maintained relevant and further promoted

By 2015, it is reasonable to believe that a policy on the actual implementation of the European Law Enforcement Training Scheme (LETS) will have clearer traits. The Common Curricula (CC) instrument shall therefore be revised along the lines inspired by that policy. However, while on one hand CEPOL will focus on promoting existing CC and by making them available to wider audiences including CSDP Missions and Third Countries, on the other hand the focus shall remain on maintaining the actuality and relevance of these products.

3.2.9 European Police Exchange Programme continues to be among CEPOL's flagship products

In 2015, the European Police Exchange Programme (EPEP) will continue to be one of the flagship products of CEPOL, at the same time supporting and complementing the wide array of CEPOL learning products in line with the principle of layering training portfolios. Coherence and consistency with the priority areas defined in the Annual Work Programme shall be ensured.

Development of the EPEP as one of the means to foster European Police Leadership shall be further promoted. The inclusion of specialised networks, in line with the successful experience of 2014, shall be furthered and better structured while maintaining intact the pivotal role of the National Contact Points and National Exchange Coordinators in the Member States in ensuring the successful implementation of EPEP.

The EPEP may be incorporated into the European Law Enforcement Training Scheme, and shall continue to include Third Countries, with particular attention to Candidate, Potential Candidate Countries and European Neighbourhood Policy Countries in the Eastern Partnership; possibilities shall be explored to extend EPEP to other areas such as the MEDA Region and/or to Strategic Partners of the European Union. A multi-layered, interlocking approach should be adopted that may give the possibility of “clustering” exchanges according to regional and/or thematic perspectives, but at the same time maintaining the utmost level of flexibility to meet the needs of the law enforcement community. In 2015 the question of more sustainable funding for EPEP should be addressed, in order to offer EPEP longer and wider horizons to serve its aims.

The European Council invited to undertake an evaluation of the EPEP after the initial pilot four-year phase (from 2011 to 2014); as recommended by the European Commission this will be included in the general five-year evaluation of CEPOL for the period 2011-2015.

3.2.10 CEPOL’s Programme and Project Management capacity is further utilised

In addition to the development of specific learning products in the areas of e-learning and exchanges of staff, CEPOL shall maintain its capacity to support Member States implement projects across the agency’s mandated areas of competence. This shall be achieved, in the first place, by enhancing and promoting the role of network experts into key project activities. Geographical priorities should be in line with the general policy for this sector. Should EU funding become available, opportunities shall be sought in line with the Governing Board’s guidance.

3.3 Research and Science Dissemination

Number	Activity	Performance indicators
3.3.1.	CEPOL Annual European Police Research and Science Conference	Number of participants at research conferences
3.3.2.	Support to Member States with research and science products	Number of items (in total) published in the e-Library
3.3.3.	LTR Database in support of organisation of CEPOL activities	Number of experts (lecturers, trainers and researchers) in the database

3.3.1 CEPOL Annual European Police Research and Science Conference

CEPOL Annual Research and Science Conference, a flagship event, will be organised and implemented. It will encompass think-tank qualities providing insight into the future challenges of modern European policing. Programming for the conference will be conducted in close cooperation with the Working Group on the Implementation and Evaluation of Research and Science Activities supported by CEPOL. Outcomes of the event will be presented and discussed at the EU law enforcement leadership course (see chapter 3.2.4).

3.3.2 Support to Member States with access to research and science products

Further developments in the area of research and science will very much depend on possible extension of CEPOL’s mandate. Planning for the purpose of this document focuses on the mandate currently in place. CEPOL will continue:

- where necessary, to support, facilitate new research projects. For all potential target groups, the access to the relevant knowledge will be ensured by technical solutions;
- to enhance the capacity in the area of knowledge management. CEPOL will continue to monitor relevant sources of knowledge and scientific findings that are potentially relevant to the planning, implementation and further strategic development of CEPOL's core business; transfer of knowledge from the EU and outside it to LEA will remain a priority;
- to encourage and establish new cooperation channels among scientific experts, research projects and practitioners and to continue promotion of a European approach to the police science and policing;
- to publish the European Police Science and Research Bulletin. Its content will be managed by the Working Group on the Implementation and Evaluation of Research and Science Activities supported by CEPOL, which will work as an editorial body for the publication.

In achievement of the above tasks cooperation on knowledge management on police science in Europe with other EU agencies and partners, e.g. Europol, EUCPN, ENFSI, European Society of Criminology, and European Police Research Institutions Consortium etc., will be continued and reinforced.

3.3.3 LTR Database in support of organisation of CEPOL activities

The lecturers, trainers and researchers database - which was established in 2013 in order to assist the Member States and other stakeholders with access to specialist, research and scientific expertise - will continue to be developed and extended. Possibility of its further improvement towards a next stage of technical solutions to increase usability of the system will be investigated.

4 Support Processes

4.1 Corporate Services Management

Number	Activity	Performance indicators
4.1.1	CEPOL will continue to manage organisational changes	Timely implementation of audit recommendations
4.1.2	Activity based budgeting and management	Implementation of ABB/ABM
4.1.3	Managing human resources	Draft MASPP 2017-2019
4.1.4	ICT management supporting operation of the agency	Start implementation of ICT strategy

4.1.1 CEPOL will continue to manage organisational changes

There are two key management challenges CEPOL will need to consider:

- 2015 is expected to be the first year following relocation of the agency. At the time of drafting this document, planning is largely scenario based and will need to be adjusted to tackle the possible developments;
- It is expected that situation around new legal basis will be clarified and the agency needs to be prepared to manage implementation of new tasks from organisational perspective.

A change management team likely to be established in 2014 will continue to stabilise the agency and prepare for organisational change.

Impact of new legal basis as well as location on the management structures, processes and procedures that will be assessed. A priority within 2015 will be to ensure that the changes necessary to transform to the new legal basis are fully implemented. It should be considered that the changes will impact across all aspects of the operational and administrative business of CEPOL to some extent.

CEPOL in its new form, it is believed, will enter the stage of stabilisation, which is imperative for further streamlining of processes and development.

Additionally, the second five-year evaluation of CEPOL, covering the period 2011-2015, will be commissioned during 2015. This is also in accordance with the provisions of Article 21 of Council Decision 2005/681/JHA. This exercise will also combine the evaluation of the European Police Exchange Programme.

4.1.2 Activity Based Budgeting and Management

Activity Based Management (ABM) is defined as the allocation of resources by activity, rather than the organisations model such as human resources, accounting, etc. This allows the resources to be allocated to policy priorities and, conversely, decisions about priorities to be fully informed by the related resources requirements

In Activity Based Budgeting (ABB) the budget appropriations are organised by activities in order to demonstrate what policies are pursued, and within them, what activities make up the policies, how much money is spent on each of them, and how many people work on them.

Activity based budgeting and management (ABB/ABM) will be implemented at CEPOL during 2015. Programming and planning procedures will therefore be re-evaluated and adjusted. Annex 2 - *'Activity Based Budget and financial resources'* provides an overview of how CEPOL considers implementing ABB.

Since 2015 will see the further implementation of the new Financial Perspective (2014-2020), which will be closely linked with possible new legal basis, ABB/ABM processes will support effective programming of CEPOL activities and allocation of available resources. It should be anticipated to result in a new scope of activities for CEPOL and consequently new financial management instruments; for example indirect/direct, centralised/decentralised financial management systems. In the case of such developments, the budgetary and financial management of the agency will be enhanced correspondingly to ensure full compliance with the regulations.

4.1.3 Managing human resources

CEPOL's structural changes are aimed to be completed bearing in mind Multi-Annual Staff Policy Plan. It is expected that following relocation of the agency in 2014 will require stabilisation of human resources. Finalisation of recruitment of vacant positions (risk area of the relocation and uncertainty with CEPOL's future) will be one of the priorities.

A new legal basis and the new Financial Perspective (2014-2020) should be considered to have the potential to impact upon the Establishment Plan of CEPOL and future human resource planning. A Recruitment Plan will be defined and implemented within 2015 in accordance with the budget. Further, the planning of human resources on the longer term will be completed in accordance with the financial planning applicable to CEPOL.

4.1.4 ICT Management supporting operation of the agency

The ICT function will be significantly affected during the period of post-relocation of CEPOL. Dependent upon the precise timing of the move, all CEPOL ICT assets will need to be assessed in terms of the depreciated value versus the cost of removal. It may be that that cost/benefit analysis will show that a complete replacement of the infrastructure is preferable especially when business continuity is considered. It will need to be taken into account that technical support will be required in 2015 to complete full establishment of CEPOL's ICT structure in the new location.

4.2 Agency Support

Number	Activity	Performance indicators
4.2.1	External Relations underpin CEPOL's institutional standing and operational delivery	Organise stakeholder meeting
4.2.2	External and Internal Communications: <ul style="list-style-type: none"> Develop, edit and produce corporate communications publications; Produce multimedia content, including short promotional film; Supply CEPOL branded merchandise Improve media outreach Develop mobile web application Stakeholder engagement survey 	Annual Report submitted to GB Annual training catalogue produced Review and update communications strategy Stakeholder satisfaction at 80%

4.2.3	Quality Management <ul style="list-style-type: none"> • The Balanced Scorecard analysis and reporting • Review of the learning and training Quality Assurance system • Development of the Quality Documents' system 	<ul style="list-style-type: none"> • Timely submission of reports • Learning and quality system assurance reviewed. • Submitted documents timely published.
4.2.4	Internal Control <ul style="list-style-type: none"> - Internal and external ex-post verifications, including assessment of the effectiveness of the internal control system - Internal Control Standards action plan follow-up - Audit recommendation implementation follow-up 	<p>Implementation of Internal Control Plan</p> <p>Timely implementation of audit recommendations</p>

4.2.1 External Relations

External Relations shall continue to play a key role in supporting CEPOL's core business activities, making sure that the agency remains engaged at all relevant level of EU policy making in the JHA area so to contribute to better integrating CEPOL training products within the overall approach to police and law enforcement training, and to promoting EU policies outside of the geographical borders of the Union. The External Relations function shall also contribute to communicating the agency's key products and achievements among partners and stakeholders, with a view to expanding CEPOL's outreach and further build its reputation as a network of excellence.

While cooperation with other EU agencies and bodies has by now become a key feature of CEPOL training products and of the agencies' activities in general, further efforts to best synergize also within the context of the LETS will be explored and the External Relations function will assist in that process. By 2015, CEPOL will have concluded Working Arrangements with all countries which will have achieved Candidate status by 2014, and expanded its reach to Eastern Partnership as well as Strategic Partners of the EU via concrete and enhanced participation of those partners to CEPOL activities.

CEPOL shall continue to act in line with the priorities determined by the European Commission and the EEAS with regard to the external aspects of internal security, and with a constant eye on the sustainable employment of agency resources.

CEPOL shall explore ways to further assist Third Countries, primarily the Candidate and ENP Eastern Partnership countries, to reach their European Partnership objectives by further involving them into CEPOL activities and by devising specific initiatives for their benefit. Towards this end, the use of the European Police Exchange Programme and the Webinar instrument shall be maximized. Engagement with other Third Countries, including strategic partners of the EU, shall continue to develop in line with the approach taken by the EU with regard to those areas.

Engagement with Third Countries other than Candidates and ENP Eastern Partnership countries shall be pursued primarily through ad-hoc projects, when those funds do become available. In particular, dialogue towards this end shall be pursued with the relevant European Commission services as well as with the European External Action Service, always in line with the advice of the relevant parent DG (Home Affairs).

4.2.2 External and Internal Communications

Communications will be used to promote new CEPOL and build its reputation as a centre of excellence for learning.

CEPOL will build upon its established communications products (e.g. Annual Report; fact sheets; etc.) to provide information to key decision makers. In addition, CEPOL will continue to provide its network partners with promotional materials targeted to current and potential course participants.

CEPOL website will continue to be the main communications channel and CEPOL will therefore focus on developing communications materials that are web-friendly (for use of public website and e-Net), such as e-books and materials that can be disseminated through handheld devices. Social media will continue to play a role. CEPOL will also try to engage with appropriate media to ensure that messages reach the widest audience possible.

In 2015, CEPOL will undertake its second stakeholder engagement survey. The survey takes place every two years.

4.2.3 Quality Management

2015 priorities in the Quality Management function focus on the following:

The Balanced Scorecard analysis and reporting

The Balanced Scorecard (BSC) is a tool that provides management with a periodic (quarterly) assessment of how well the agency is progressing toward achieving its strategic goals and operational targets. The ultimate goal of the BSC is to learn from the measures to identify how well the agency is performing and areas for further improvement.

The management is recognising the vital role of the strategy to respond to the accountability and performance measurement required to satisfy the stakeholders. The BSC measures systematically the achievement of four strategic objectives through stakeholder, financial, process and growth dimension.

Creating the Balanced Scorecard is a critical step in the strategic process. As the 2010-2014 Multi-annual Strategy Plan expires, a new BSC metrics is introduced to reflect new goals and objectives. The management continues to support the BSC during planning and implementation phases, and takes into account emerging aspects such as staff and stakeholder engagement along with administrative changes.

Review of the learning and training Quality Assurance system

The system for Quality Assurance requires all involved parties to create and work within a quality culture. This means that all actors must strive to understand the factors that affect the quality of the experience the agency provides to the learners and the services that the agency offers to support this experience.

The Quality Assurance system therefore is based on planning for and taking action in order to enhance the quality of services where the reflection (participant feedback), external evaluation and evidence sources have identified a need for improvement or development.

The agency offers a wide range of courses to meet the needs of its stakeholders, its courses are designed to develop the learners' skills and knowledge. There are high levels of learner satisfaction and success. A good use of learning technologies is made both within the classroom and for online learning (webinars) in most areas; however greater use of blended learning in a few areas would improve the active engagement of learners.

The agency is taking a more robust approach to the setting and monitoring of the Balanced Scorecard targets in the learning and training area to ensure the increased effectiveness of training. A new learning and training Quality Assurance system will be introduced to better design the courses and understand participant expectations.

Development of the Quality Documents' system

Documentation is at the heart of the any management system. The creation, approval, effectiveness, revision control and auditing of the Quality Documents provide the agency with a road map for continuous process improvement, increased stakeholder satisfaction, and in-depth understanding of things that contribute to the quality of design, creation, delivery and support of its training and learning products.

The Quality Documents' hierarchy includes policies, procedures, user guides, work instructions, templates, forms, lists, checklists, reports, and are supported by records. Once uniquely identified and centrally approved, copies of these documents are filed together and made available for both internal and external use. The agency's Quality Documents' system will continue to be developed to better manage the processes and to comply with audit recommendations.

Data Protection

Increase of awareness

The right to protection of personal data is a fundamental right. Regulation (EC) No 45/2001 regulates the protection of individuals with regard to the processing of personal data and the free movement of such data on the level of the EU institutions and bodies. It also establishes the European Data Protection Supervisor (EDPS) as independent supervisory authority with the task of ensuring that the Regulation is complied with.

Only those authorised by the Data Controller to process personal data (basis on a legitimate reason) may do so within the limits of the authorisation. The agency's Data Controllers, Data Processors and the newcomers will continue be trained to ensure that the agency undertakes technical and organisational measures so as to protect the personal data with an appropriate level of security.

Enhancement of compliance

The agency shall protect the fundamental rights and freedoms of natural persons, in particular their right to privacy with respect to the processing of personal data. The agency shall neither restrict nor prohibit the free flow of personal data between themselves or to recipients subject to the national law of the Member States implementing the Data Protection Directive 95/46/EC.

The agency's personal data processing operations will continue to be developed to better manage the requirements and to enhance compliance with the European Data Protection Supervisor's thematic guidelines.

4.2.4 Internal Control

In order to ensure functional discipline, creation and maintenance of an effective internal control system, CEPOL management adopts on annual basis an Internal Control Plan addressing both the administrative and operational aspects of the business. Accordingly there are scheduled internal ex-post verifications at the level of the agency, including assessment of the effectiveness of the internal control system, as well as external ex-post verifications at the level of the grant beneficiaries.

On an annual basis, and in particular, during the preparation of the Annual Activity Report, the management assess compliance with the requirements of the Internal Control Standards. There is regular follow-up of the action plan in order to ensure the established measures for developing, maintaining and strengthening the internal control are implemented.

With the entry into force of the revised Staff Regulations in January 2014 and changes to the Financial Regulation, compliance with these changed regulations will be assured through the on-going implementation of the Internal Control Standards.

The Internal Audit Service (IAS) provides independent, objective assurance and consulting services designed to add value and improve the operations of CEPOL. As stated in the Financial Regulation of CEPOL, the internal auditor of CEPOL is mandated to assess the suitability and effectiveness of the management and control systems in accordance with the applicable regulations.

As an external auditor, the European Court of Auditors audits the annual accounts of the CEPOL on annual basis.

Additionally, by Decision 24/2010 of the CEPOL Governing Board, an Internal Audit Panel has been established in order to deal with matters related to audit process, the system of internal control and the financial reporting process, being a GB advisory organ for decisions regarding the financial management of CEPOL.

The audit findings of the internal and external auditors are subject to specific action plans that are regularly monitored with regards to their implementation in view of continuously improving the operations of CEPOL.

Annex 1 Overview of Main Risks and Mitigating Measures

It should be noted that the following risks and mitigating measures cover the main activities across all CEPOL areas.

However, a detailed risk assessment has been developed regarding the CEPOL relocation to its new seat. The detailed risk assessment forms part of the CEPOL relocation plan.

Activity	Identified critical risk	Likelihood of occurrence	Mitigating response action
All	Uncertainty concerning CEPOL's future status and mandate may continue in 2015 affecting planning	High	Close communication with involved stakeholders Development of change management plan, including internal and external communication. Monitoring its implementation
All	Post-relocation stabilisation efforts can be hindered by deficit of sufficient resources	High	Update, implementation and close monitoring of relocation plan. Development and implementation of business continuity and resource allocation plan.
Chapter 3: Core Business	Quality assurance measures are not implemented due to lack of commitment from involved stakeholders	Low	Efficient communication and consultations with involved partners. Development of early planning and sharing it with partners. Close monitoring of implementation
3.2. Implementation of training and learning: activities 3.2.1-3.2.5	Over budgeting of residential activities leads to under spending of allocated budget	Medium	Accurate planning of available budget for individual activities Budget negotiations with Framework Partners on grant budgets applying historical budget consumption information.

3.2. Implementation of training and learning: activities 3.2.1-3.2.5	Effective provision of travel arrangements for participants can be affected by clustering of large quality of activities in certain time periods. This may also increase budget consumption due to increasing average price per ticket due to late bookings.	High	<p>Planning of dates shall be communicated early with the Framework Partners increasing awareness of effects of postponing the activities.</p> <p>Development of travel booking schedule and implementation of pro-active mitigating actions, such as contacting organisers in advance, work distribution among travel team staff.</p> <p>Close monitoring of the budget consumption.</p>
3.2. Implementation of training and learning: activity 3.2.6	e-Net vulnerabilities and possible downtime affects access to LMS and online modules	Medium	<p>Regular updating of the software and effective communication with service providers</p> <p>Implementation of <i>ad hoc</i> intrusion tests</p>
4.1 Corporate services management, Activity 4.1.2	Activity based budgeting and management is not fully implemented	Medium	<p>Detailed planning and timely involvement of all related staff organised.</p> <p>Close monitoring of implementation timeline.</p> <p>Consideration given to engaging external consultancy.</p>

Annex 2 Activity Based Budget (ABB) and financial resources

ABB table

WP section	WP Activity	Full time Equivalent (FTE)	Indirect Cost (Title 1 + Title 2) EUR	Relevant Budget line(s) in Title 3	Direct Cost (Title 3) EUR
3.1.1.	Programming of learning options is conducted on the basis of a strategic and operational training needs analysis	2.80	218,600	n/a	0
3.1.2.	Quality Assurance of training and learning:	1.70	135,200	301 Working Groups	10,874
3.2.1.	Residential activities for specialist skills, knowledge and competencies	5.20	417,400	301 Working Groups 310 Training activities 311 Travel for participants 351 Missions	21,750 1,850,000 969,000 37,500
3.2.2.	Training on EU Policy Cycle priorities	2.60	202,700		
3.2.3.	CEPOL's Master Programme is implemented	0.40	27,800		
3.2.4.	CEPOL contributes to building EU Law enforcement leadership	0.80	66,300		
3.2.6.	Implementation: grant mechanism and/ or centralised event organiser	0.80	59,600	301 Working Groups 313 e-Learning Modules 351 Missions	16,313 110,000 9,000
3.2.7	E-learning - a supporting tool across all spectrum of CEPOL activities	3.20	251,800	302 Network meetings 320 Common curricula 351 Missions	24,285 30,000 4,500
3.2.8	Common Curricula are maintained relevant and further promoted	0.50	42,400	324 Exchanges 351 Missions	296,000 13,500
3.2.9	European Police Exchange Programme continues to be among CEPOL's flagship products	4.90	397,500	351 Missions	10,500
3.2.10	CEPOL's Programme and Project Management capacity is further utilised	0.70	53,000		

3.3.1.	CEPOL Annual European Police Research and Science Conference	0.50	39,800	301 Working Groups 302 Network meetings	16,313 24,285
3.3.2.	Support to Member States with research and science products	0.50	39,800	321 Research and good practice	40,000
3.3.3.	LTR Database in support of organisation of CEPOL activities	0.30	26,500	351 Missions	9,000
4.1.1	CEPOL will continue to manage organisational changes	0.50	37,100	300 Governing Board 301 Working Groups 302 Network meetings 330 Evaluation 351 Missions	94,000 21,750 57,144 100,000 28,500
4.1.2	Activity based budgeting and management	1.50	119,300	n/a	0
4.1.3	Managing human resources	4.60	364,400	n/a	0
4.1.4	ICT management supporting operation of the agency	3.80	298,200	302 Network meetings 322 Electronic Network	24,286 70,000
4.2.1	External Relations underpin CEPOL's institutional standing and operational delivery	1.60	128,500	325 External Relations 351 Missions	10,000 30,000
4.2.2	External and Internal Communications:	3.50	278,300	351 Missions 370 Communications	7,500 40,000
4.2.3	Quality Management	0.90	68,900	n/a	
4.2.4	Internal Control	1.70	132,500	n/a	
	Totals	43.00	3,405,600	n/a	3,976,000

ABB methodology

Step 1

Heads of Unit have allocated the percentage of time each staff member is expected to spend for each activity listed in the Draft Work Programme (DWP) 2015. Effectively, the total number of FTE (TAs, CAs and SNEs) has been allocated to each activity. For the purpose of this methodology we call it '*Direct FTE involvement per activity*'. This totals **25.70 FTEs**.

Step 2

Additionally, staff members dedicate a significant amount of their time to supporting activities and overall management (e.g. Director, Personal Assistant to the Director, etc.). This was allocated as '*Management and/or support*' and it sums up to **17.30 FTE**

Step 3

This '*Management and/or support*' FTEs have been apportioned to the 22 activities as **overheads**. Each activity drew a proportion of these overheads based on its overall 'weighting' to the DWP 2015

E.g. Activity 3.2.1-'*Residential activities for specialist skills, knowledge and competencies*'; attracts directly 3.15 FTEs (Step 1). This amount represents 12.3% of the total '*Direct FTE involvement*' (25.70 FTE * 0.123).

The same weighting (0.128) has been used to determine the amount of '*Management and/or support*' FTEs that should be allocated to this activity; i.e. 17.30 FTEs * 0.123 = 2.12 FTE

In total 5.30 FTEs have been allocated under this activity. This way, **all 43.00 FTEs** have been allocated to the 22 activities

Step 4

Title 3 has been allocated in detail across all 22 activities and this has become the **direct cost** for each of the activities.

Step 5

To allocate Title 1 and Title 2 across the DWP 2015 activities, the **FTE per activity** has been used as 'weighting' to spread the total amount.

Annex 3 List of residential activities 2015

No	Category	Topic	Title	Days	Participants	Budget			Target Group	Aim	Learning outcomes	Justification
						Course	Fights	Both				
1	EU Policy Cycle (2014-2017)	EU Policy Cycle (Presidency Conference)	Safer Europe - together against organised and serious international crime	2	75	33,000	33,750	66,750	Highest law enforcement representatives, judiciary, and experts from relevant agencies outside LE	To improve multi-agency approach and investment into EU priorities 2014-2017	<ul style="list-style-type: none"> • Recognise the synergies in combating international organised crime in cooperation with other MS; • Identify the potential for more effective response to prevention of organised crime when engaging with relevant players outside the law enforcement; • Discuss and revise the choice of law enforcement and non-law enforcement partners for applying targeted approach for some EU priorities; • Asses their engagement in the EU Policy Cycle 2014-2017 and re-arrange the allocation of resources, if appropriate; 	<p>In line with CEPOL training role as stated in the Council's EMPACT Terms of Reference (14518/12/3 October 2012) - a CEPOL conference is to be considered as a part of continuous CEPOL portfolio to Policy Cycle.</p> <p>In 2015 an Interim SOCTA is expected.</p>
2	EU Policy Cycle (2014-2017)	Illegal Immigration	Illegal Immigration	3	28	18,480	12,600	31,080	Senior police and expert officers involved in combating illegal immigration and/or related crimes	To enhance participants' knowledge and competences by means of study OSGs cases, the main transnational investigation techniques as well as of developments and initiatives taken at the European Union level to combat illegal immigration.	<ul style="list-style-type: none"> - analyse the complexity of the activities carried out by OSGs and their modus; - increase the knowledge of EU initiatives in this field so as to enable the improvement of the law enforcement; - evaluate and define more precisely the routes used between the source countries and those of destination of illegal immigration; - examine repatriation possibilities; - identify trends relating to the abuse of legal channels for migration including the use of fraudulent documents; - increase the knowledge of types of international cooperation that can be provided, as defined by the Organized Crime Convention. 	<p>One of EU Priorities for 2014-2017;</p> <p>Will be aligned with Operational Action Plan 2015</p>
3	EU Policy Cycle (2014-2017)	Trafficking in Human Beings	Trafficking in Human Beings - labour exploitation	3	28	18,480	12,600	31,080	Law enforcement officials - experts on THB, policy developers within Home Affairs in the area of THB	To improve multiagency approach to THB, and specifically labour exploitation tackled via labour inspectors	<ul style="list-style-type: none"> • Distinguish labour exploitation from other types of exploitation and outline its contemporary modus operandi; • Provide an overview of national legislation and relevant European and International legislation on labour exploitation; • Explain the opportunities for close cooperation with EU agencies; • Identify and build profiles of both the victims and traffickers; • Show the possible routes and destinations used by traffickers; • Identify relevant means and actors for cooperation. 	<p>One of EU Priorities for 2014-2017;</p> <p>Will be aligned with Operational Action Plan 2015;</p> <p>EU Strategy towards the Eradication of THB 2012-2016, in priority D "Enhance coordination and cooperation among key actors and policy coherence" - Action 6, is tasking CEPOL to continue the training in this field.</p>

No	Category	Topic	Title	Days	Parti- cipants	Budget			Target Group	Aim	Learning outcomes	Justification
						Course	Flights	Both				
4	EU Policy Cycle (2014-2017)	Counterfeit goods	Goods and intellectual properties counterfeiting	4	28	24,640	12,600	37,240	Senior law enforcement officers (police, customs), judiciary (prosecutors) and non-law enforcement state officials with inspective functions leading the investigation/detection (e.g. criminal investigation/administrative inspection) of counterfeit goods.	To recognise European criminal patterns on counterfeiting, share good practices on inter-agency and public-private cooperation, and identify the best investigative and administrative measures in the anti-counterfeit combat. To focus on counterfeiting in general with a specific module on fake pharmaceutical products and one on food fraud, these being particularly perilous forms of counterfeiting.	<ul style="list-style-type: none"> • identify traditional and emerging patterns of counterfeiting in the EU; • understand the advantages/weaknesses of the measures available to combat counterfeiting (e.g. criminal investigation, licensing, administrative inspections related to food, health and quality standards etc.) • identify the potential points of intervention/disruption in the life cycle of counterfeit goods (manufacturing, online advertising, shipping, exporting/importing, warehousing, distribution, payment) • recognise the most effective methods in the fields of prevention, detection and repression; • become familiar with guiding examples of public-private partnership in the field • acknowledge initiatives on enhanced international cooperation in the field 	One of EU Priorities for 2014-2017; Will be aligned with Operational Action Plan 2015
5	EU Policy Cycle (2014-2017)	Excise Fraud and Missing Trader Intra Community Fraud	Excise Fraud	4	28	24,640	12,600	37,240	Law enforcement and excise experts from Member States who have working experience in the field of analysis.	To provide operational analysis with an in-depth understanding of operational intelligence analysis and its context	<ul style="list-style-type: none"> • Describe criminal intelligence analysis in an excise context • Explain the difference between reactive and proactive control • Use the concepts of intelligence and intelligence cycle • Describe a collection plan for an analytical assignment • Understand and apply critical thinking: in deductive and inductive logic, hypotheses development, when constructing conclusions and intelligence requirements • Practise different data integration techniques • Understand and apply analyst – customer relationship 	One of EU Priorities for 2014-2017; Will be aligned with Operational Action Plan 2015

No	Category	Topic	Title	Days	Participants	Budget			Target Group	Aim	Learning outcomes	Justification
						Course	Fights	Both				
6	EU Policy Cycle (2014-2017)	Excise fraud	Cigarette smuggling	3	28	18,480	12,600	31,080	Senior police and customs officers having leading role in anti-contraband departments/units	To improve the knowledge of senior police and customs officers on the combat against illicit tobacco trafficking discussing modern prevention, control and investigation techniques with particular emphasis on tracking and tracing, cooperation possibilities with the industry, the impact of technological innovations and the European dimension of the anti-smuggling struggle.	<ul style="list-style-type: none"> • Distinguish the main forms of illicit trafficking of tobacco in the EU and understand the range of challenges law enforcement faces due to the diverse modus operandi of cigarette smugglers. • Explain the importance of the Cooperation Agreements between European Commission (OLAF) and the leading multinational tobacco companies with particular focus on tracking and tracing, due diligence and supplementary payments. • Recognise the significance of EU law enforcement instruments and actions combatting cigarette smuggling such as the Eastern Border Action plan, Focal Point SMOKE in Europol, Joint Customs Operations. • Compare the efficiency of contemporary anti-contraband measures of EU law enforcement agencies discussing key aspects of prevention, integrated border control, mobile control, investigation, inter-agency cooperation and anti-corruption. • Describe emerging possibilities to enhance the supply chain security in the view of the requirements set by the WHO sponsored Framework Convention on Tobacco Control. • Explore how technological innovations facilitate control and investigation possibilities in the field of counter-smuggling. 	<p>One of EU Priorities for 2014-2017; Will be aligned with Operational Action Plan 2015</p> <p>Communication from the Commission to the Council and the European Parliament on Stepping up the fight against cigarette smuggling and other forms of illicit trade in tobacco products - A comprehensive EU Strategy; Brussels, 6.6.2013 COM(2013) 324 final</p> <p>Commission Staff Working Document on Anti-smuggling Action Plan; Brussels, 6.6.2013, SWD(2013) 193 final</p> <p>Council conclusions on stepping up the fight against cigarette smuggling and other forms of illicit trade in tobacco products in the EU, Economic and Financial Affairs Council meeting, Brussels, 10 December 2013</p>

No	Category	Topic	Title	Days	Budget				Target Group	Aim	Learning outcomes	Justification
					Parti- cipants	Course	Fights	Both				
7	EU Policy Cycle (2014-2017)	Excise Fraud	Container Shipment trafficking	3	28	18,480	12,600	31,080	Senior and middle ranking police officers responsible for combatting smuggling of illicit commodities in containers arriving to seaports, as well as customs officers dealing with risk assessment on pre-arrival/pre-departure manifests.	To strengthen the multi-agency approach to detection and investigation of trafficking of illicit goods in container shipments, in particular by encouraging pro-active sharing of information and intelligence detected by customs during risk assessment on pre-arrival and pre-departure manifests, with police or other relevant law enforcement agencies. Europol's support shall be requested by organisers.	<ul style="list-style-type: none"> Identify possibilities for police derived from information discovered during the risk assessment on pre-arrivals/pre-departure manifests performed by customs (e.g. intelligence regarding car trafficking or drug smuggling in containers) Apply knowledge on inter-agency cooperation as presented during the port visit Gain efficient understanding of services provided by Europol regarding crimes committed via smuggling in container shipments (e.g. tobacco products), Gain efficient understanding of pre-arrival and pre-departure risk assessment procedures at seaports, and the common risk assessment framework stipulated in the COM Regulation <p>NOTE: Training should be provided in a police facility and participants must have relevant security clearance.</p>	One of EU Priorities for 2014-2017; Will be aligned with Operational Action Plan 2015
8	EU Policy Cycle (2014-2017)	Excise Fraud and Missing Trader Intra Community Fraud	Missing Trader Intra Community fraud (MTIC)	3	28	18,480	12,600	31,080	Law enforcement officers investigating economic crimes, particularly VAT fraud	To enhance knowledge on the instruments and techniques in the fight against MTIC	<ul style="list-style-type: none"> Describe the crime and the use of the "good practice guide" on tackling MTIC Summarise the need and the way to provide Europol with information on high level suspects Identify ways to exchange information under different legal systems Explain third country cooperation areas and use of liaison possibilities. 	One of EU Priorities for 2014-2017; Will be aligned with Operational Action Plan 2015
9	EU Policy Cycle (2014-2017)	Synthetic drugs	Illicit laboratory dismantling - advanced	10	28	35,000	12,600	47,600	Law enforcement officers and forensic experts who deal with this form of drugs phenomenon (especially synthetic drugs), on a regular basis.	To train of law enforcement officers and forensic personnel, how in safe and secure way dismantling the illicit drug laboratories, and how in proper way conduct crime scene investigation of these sites	<ol style="list-style-type: none"> recognise the production methods of drugs, especially synthetic ; identify the production equipment; implement precautions and safety measures to protect themselves during raid operations on illicit drugs laboratories, including decontamination process; to plan and organise future raids as well as the collection of evidence explain and utilise all Europol expert systems, which can be practically used during live investigations; explain how the Early Warning System on new psychoactive substances works in the European Union 	One of EU Priorities for 2014-2017; Will be aligned with Operational Action Plan 2015

						Budget						
No	Category	Topic	Title	Days	Parti- cipants	Course	Fights	Both	Target Group	Aim	Learning outcomes	Justification
10	EU Policy Cycle (2014-2017)	Synthetic drugs	Illicit laboratory dismantling - follow-up	3	28	18,480	12,600	31,080	Law enforcement officers and forensic experts who deal with this form of drugs phenomenon (especially synthetic drugs), on a regular basis.	To refresh and deepen knowledge and understanding of methods of detecting and dismantling laboratories	TO BE DETERMINED	One of EU Priorities for 2014-2017; Will be aligned with Operational Action Plan 2015
11	EU Policy Cycle (2014-2017)	Synthetic drugs	Synthetic drugs	3	28	18,480	12,600	31,080	LE officers involved in combating drug- related crime. Must be planned and organised in cooperation with Policy Cycle EMPACT Driver, Europol and EMCDDA.	To enhance police cooperation and the fight against production and trafficking of synthetic drugs and the newest synthetic drugs, including NPS. In cooperation with EMCDDA	1. Differentiate between synthetic drugs and new psychoactive substances; 2. Describe the newest developments on new psychoactive substances and synthetic drugs; 3. Discuss EU’s early warning system; 4. Explain the EU-level strategies; 5. Give examples of online availability; 6. Identify psychoactive substance guidance methods; 7. Identify the used production methods, the equipment and the chemicals.	One of EU Priorities for 2014-2017; Will be aligned with Operational Action Plan 2015
12	EU Policy Cycle (2014-2017)	Cocaine and heroin trafficking	Cocaine rip- off	3	28	18,480	12,600	31,080	Law enforcement officers (including customs) detecting cocaine smuggled in containers or targeting cocaine supply chain and involved OCGs	To increase MS engagement in targeting cocaine rip- off deliveries	<ul style="list-style-type: none">• Identify capability for cooperation with customs risk assessment teams responsible for risk assessment on container shipments;• Recognise intelligence potential of information contained in customs related documents (e.g. bill of lading, pre-arrival and pre-departure manifest) and explore this when working with the customs;• Establish contact to counterparts from other EU MS and non EU MS with experience on OCGs acting internationally as brokers within the EU with direct contact to suppliers;• Analyse the possibility of executing more container controls in their MS targeting the rip-off deliveries, using the experience of other MS (e.g. Rotterdam port); hence increase the number of detection of cocaine concealed among legal cargo without knowledge of its owner (rip off), in container ports of Europe;• Utilize the products and services offered by Europol, mainly for information exchange and analytical support with regard to cocaine smuggling;	One of EU Priorities for 2014-2017; Will be aligned with Operational Action Plan 2015

						Budget						
No	Category	Topic	Title	Days	Parti- cipants	Course	Fights	Both	Target Group	Aim	Learning outcomes	Justification
13	EU Policy Cycle (2014-2017)	Cocaine and heroin trafficking	Heroin smuggling - new criminal opportunities	3	28	18,480	12,600	31,080	Law enforcement officers (including customs) detecting heroin smuggled to EU and targeting OCGs involved in supply chain	To increase MS engagement capacity to tackle new modus operandi in heroin supply chain	<ul style="list-style-type: none">• Identify opportunities for coordinated approach with global partners – UNODC, Interpol, Paris Pact Initiative;• Explore intelligence potential with regard information via customs – Balkan Information System and other;• Examine intelligence potential of information contained in customs related documents (e.g. bill of lading, pre-arrival and pre-departure manifest)• Assess cooperation with private sector regarding heroin smuggled in postal parcels;• Collect experience on use of untraditional modus operandi, specifically an anonymizing network (darknet) and software anonymising Internet traffic (Tor), for heroin trafficking; share knowledge on use of undercover investigation techniques;• Analyse investigation opportunities arising from interface between the untraceable (darknet) and traceable environment (financial transactions);• Utilize the products and services offered by Europol.	One of EU Priorities for 2014-2017; Will be aligned with Operational Action Plan 2015
14	EU Policy Cycle (2014-2017)	Cyber Crime - child sexual exploitation	Combating child sexual exploitation on the internet through undercover activities	4	28	24,640	12,600	37,240	Specialised police officers and officers from law enforcement institutions that are engaged in the fight against sexual exploitation of children and production and dissemination of child abuse material in Internet. Must be organised in consultation with Policy Cycle EMPACT Driver and Europol particularly European Cybercrime Centre.	To enhance cooperation between law enforcement institutions from the EU Member states, the Associate countries and the Candidate countries dealing with countering crimes on the level of sexual exploitation of children and the production and dissemination of child abuse material on the internet also through organised crime groups.	TO BE DETERMINED	One of EU Priorities for 2014-2017; Will be aligned with Operational Action Plan 2015 Cybersecurity Strategy of the European Union: An Open, Safe and Secure Cyberspace. 7.2.2013 JOIN (2013) 1final, par.2.2.

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No	Category	Topic	Title	Days	Parti- pants	Course	Fights	Both	Target Group	Aim	Learning outcomes	Justification
15	EU Policy Cycle (2014-2017)	Cyber Crime - child sexual exploitation	Train the Trainers to combat child sexual exploitation on the internet	3	28	18,480	12,600	31,080	Senior Police Officers and specialists who are involved in the coordination, investigation and training regarding the fight against the sexual exploitation of children over the internet. Must be organised in consultation with Policy Cycle EMPACT Driver and Europol particularly European Cybercrime Centre.	To enhance cooperation and to harmonise investigative methods between law enforcement institutions from the EU Member states, the Associate countries and the Candidate countries dealing with countering crimes on the level of sexual exploitation of children and the production and dissemination of child abuse material in the internet also through organised crime groups.	TO BE DETERMINED	One of EU Priorities for 2014-2017; Will be aligned with Operational Action Plan 2015 Cybersecurity Strategy of the European Union: An Open, Safe and Secure Cyberspace. 7.2.2013 JOIN (2013) 1final, par.2.2. In line with OAP 2015
16	EU Policy Cycle (2014-2017)	Cybercrime - cyber attacks	First responders and cyber forensic	4	28	24,640	12,600	37,240	Law enforcement experts - first cybercrime responders. Must be organised in consultation with Policy Cycle EMPACT Driver and Europol particularly European Cybercrime Centre.	To enhance cooperation and to harmonise investigative methods between law enforcement institutions from the EU Member states, the Associate countries and the Candidate countries on how to intervene on the crime scene in case of cyber incident and deal with electronic evidences.	TO BE DETERMINED	One of EU Priorities for 2014-2017; Will be aligned with Operational Action Plan 2015 Cybersecurity Strategy of the European Union: An Open, Safe and Secure Cyberspace. 7.2.2013 JOIN (2013) 1final, par.2.2. In line with OAP 2015

						Budget						
No	Category	Topic	Title	Days	Parti- cipants	Course	Fights	Both	Target Group	Aim	Learning outcomes	Justification
17	EU Policy Cycle (2014-2017)	Cybercrime - cyber attacks	Cybercrime - strategic	3	28	18,480	12,600	31,080	Heads of Specialised Units and their deputies who are involved in dealing with cross-border cybercrime cases. Must be organised in consultation with Policy Cycle EMPACT Driver and Europol particularly European Cybercrime Centre.	To enhance cooperation and to harmonise investigative methods between law enforcement institutions from the EU Member states, the Associate countries and the Candidate countries dealing with cross- border cases involving cyber-attacks perpetrated by organised crime groups.	TO BE DETERMINED	One of EU Priorities for 2014-2017; Will be aligned with Operational Action Plan 2015 Cybersecurity Strategy of the European Union: An Open, Safe and Secure Cyberspace. 7.2.2013 JOIN (2013) 1final, par.2.2. In line with OAP 2015
18	EU Policy Cycle (2014-2017)	Cybercrime card fraud	Combating card fraud	4	28	24,640	12,600	37,240	Specialised LE officers engaged in fight against card frauds. Must be organised in consultation with Policy Cycle EMPACT Driver and Europol particularly European Cybercrime Centre.	To enhance cooperation and to harmonise investigative methods between LE institutions from the EU MS, the Associate countries and the Candidate countries dealing with crimes in the field of forensic on the skimming devices and non-cash payment fraud investigations.	TO BE DETERMINED	One of EU Priorities for 2014-2017; Will be aligned with Operational Action Plan 2015 Cybersecurity Strategy of the European Union: An Open, Safe and Secure Cyberspace. 7.2.2013 JOIN (2013) 1final, par.2.2. In line with OAP 2015
19	EU Policy Cycle (2014-2017)	Firearms trafficking	Firearms trafficking - managers	3	28	18,480	12,600	31,080	Senior law enforcement officers (managerial position) with decision making power in the area of firearms	To enhance police and judicial cooperation in the area of firearms trafficking	<ul style="list-style-type: none">• Recognise differences in legal situation in individual MS;• Discuss ways of preventing diversion of legal firearms deliveries;• Analyse possible steps for unification of deactivation standards in order to avoid illegal re-activation;• Compare tools for prevention in various MS(keeping records/ control on a legal firearm during its lifecycle);• Utilise and develop contacts to specific regions and source countries;• Plan building of working relations with other departments (traffic police) and beyond LE (administrative authorities, contacts with legal dealers) at national level;	One of EU Priorities for 2014-2017; Will be aligned with Operational Action Plan 2015 Moreover, the Communication from the Commission COM(2013) 716 final, 21.10.2013 'Firearms and the internal security of the EU: protecting citizens and disrupting illegal trafficking' calls on CEPOL with requirement 'targeting law enforcement training where it is most needed'.

No	Category	Topic	Title	Days	Budget				Target Group	Aim	Learning outcomes	Justification
					Parti- cipants	Course	Fights	Both				
20	EU Policy Cycle (2014-2017)	Firearms trafficking	Firearms trafficking - investigations	4	28	24,640	12,600	37,240	Law enforcement officers with advanced experience on combatting international firearms trafficking	To prevent illegal use of firearms and enhance police cooperation in this field	<ul style="list-style-type: none"> Examine possibilities for firearms tracing as a routine procedure at national level for each seized item, with standardised debriefing and further information input into EU information systems (e.g. Europol Information System); Promote use of controlled deliveries as a tool for firearms related investigation (simulation displaying the role of Europol and Eurojust); Compare the de-activation standards in various MS as a crime enabling factor for illegal re-activation (compare which parts of firearms are crucial in different MS) Describe the use of anonymised internet communication for firearms trafficking (internet trade on darknet); Promote EU intelligence gathering exploiting the information flow via EU channels (Europol, Eurojust) Analyse the most important partners in specific regions and in source countries. 	<p>One of EU Priorities for 2014-2017; Will be aligned with Operational Action Plan 2015</p> <p>Moreover, the Communication from the Commission COM(2013) 716 final, 21.10.2013 'Firearms and the internal security of the EU: protecting citizens and disrupting illegal trafficking' calls on CEPOL with requirement 'targeting law enforcement training where it is most needed'.</p>
21	EU Policy Cycle (2014-2017)	Organised property crime	Special law enforcement techniques to efficiently tackle Organised Property crime committed by major European and Eurasian MOCGs	3	28	18,480	12,600	31,080	Experienced Law enforcement officers dealing with organised property crime on cross border scale	To share knowledge and modus operandi including countermeasures related to major European and Eurasian Mobile Organised Crime Groups.	<ul style="list-style-type: none"> Understand major European and Eurasian Mobile Organised Crime Group structures; Discuss application of the special law enforcement techniques on cross border scale; recognise various modus operandi and social dimension of European Organised Property Crime (e.g. organised burglaries, vehicle thefts, property crimes against elderly people, metal/copper thefts damaging infrastructure, etc.); detect organised crime elements in property crimes appearing as local level problem; explain capacities offered by Europol, to be used for information exchange and analytical support in order to tackle the cross-border dimension of the organised property crime; understand the EU Policy Cycle steps and prioritisation on EU level resulting from SOCTA 2013 	<p>One of EU Priorities for 2014-2017; Will be aligned with Operational Action Plan 2015</p>
22	Other Organised International Crime	Environ mental crime	Environ mental and wildlife trafficking crime	4	28	24,640	12,600	37,240	Senior Police Officers and experts directly involved in combating and investigating environmental and wildlife trafficking	To improve the fight against environmental and organised wildlife trafficking	<ul style="list-style-type: none"> raise awareness of the different types of crimes concerning the environment at national, EU and international level; describe the trafficking of illicit waste and the illegal trades of special waste, electronic waste, flora & fauna, including timber trafficking; identify the types of wildlife trafficking crime through the use of case studies; improve the ENVICRIME.NET – the European Network for Environmental Crime launched in May 2011; 	<p>Document of the EU Council nr. 10291/11 dated 20 May 2011 inviting CEPOL to create a common curriculum on minimum training standard for all senior law enforcement staff engaged in countering environmental crime and the network between experts called ENVICRIME.NET. ENFOPOL 152. Env. 368 Commission recommendation 425/EC - 13/6-2007 actions related to Council Regulation 338/97 on protection of wildlife.</p>

No	Category	Topic	Title	Days	Parti- cipants	Budget			Target Group	Aim	Learning outcomes	Justification
						Course	Fights	Both				
23	Other Organised International Crime	EU anti corruption	Investigating and preventing corruption	4	28	24,640	12,600	37,240	Senior law enforcement officers involved in investigation and prevention of corruption	To improve professional skills in the fight against corruption.	<ul style="list-style-type: none"> • explain roles of the police in fighting against corruption; • provide an overall view of corruption enablers, transparency standards and legislation in the fight against corruption; • describe investigative tools and techniques of investigation and prevention; • discuss large scale investigation of corruption/corrupt practices i.e. public procurement: experience-sharing workshops/seminars and training of police. • discuss small scale corruption/corrupt practices i.e. abuse of official power and its impact on public institution credibility. 	The Communication from the Commission COM(2013) 172 final, Establishing a European Law Enforcement Training Scheme in Strand 3: "EU thematic policing specialism" tasks CEPOL to organise training on specific themes such as corruption. This topic is a top priority for COM, according to Commission opinion of 25.04.2012 within the framework of Council Decision 681/JHA/2005, relating to CEPOL Work Programme 2013, par. 14.
24	Other Organised International Crime	Economic crime	Money Laundering	5	28	30,800	12,600	43,400	Financial crime experts and/or criminal investigation team leaders.	To enhance knowledge and competences in financial crime investigations, money Laundering in particular as well as transnational investigation techniques.	<ul style="list-style-type: none"> • explore common approaches to investigate money laundering and organised financial crime issues; • provide an overview of the role of EUROPOL and other European and worldwide agencies in the fight against money laundering; • recognise the prevention work made by the competent authorities – FIUs, bank system, insurance companies, etc.; • utilise the existing international networks to trace, freeze and seize assets and the use of forensic financial analysis; • identify patterns on money laundering criminal investigations; • work on best practices for teams investigating money laundering and organised financial crime. 	Council of the EU on the JHA meeting at Luxembourg, 06-07.06.2013, calls for considering disrupting OCGs involved in money laundering. This topic is a priority for CEPOL, according to Commission opinion of 25.04.2012 within the framework of Council Decision 681/JHA/2005, relating to CEPOL Work Programme 2013, par. 17.
25	Other Organised International Crime	Asset recovery	Asset recovery	4	28	24,640	12,600	37,240	Senior law enforcement officers investigating organised crime with a transnational asset dimension.	To enhance the ability through financial investigations to seize, freeze and confiscate assets of organised crime groups	<ul style="list-style-type: none"> • examine and compare national and EU legal approaches to identifying, tracing and confiscating proceeds of crime; • analyse legislative regulations of seized assets administration in EU countries; • describe non-conviction based confiscation • administrative approach to identification, freezing and confiscation of assets; • best practice of seized assets administration; • discuss asset declarations institute; • describe best practices in this field in EU countries. • confiscated asset management 	Council of the EU on the JHA meeting at Luxembourg, 06-07.06.2013, calls for considering asset recovery and this should be addressed as priority by CEPOL; The Communication from the Commission COM(2013) 172 final, Establishing a European Law Enforcement Training Scheme in Strand 3: "EU thematic policing specialism" is tasking CEPOL to organise training on specific themes such as confiscation of criminal assets, and financial investigations.

						Budget						
No	Category	Topic	Title	Days	Parti- cipants	Course	Fights	Both	Target Group	Aim	Learning outcomes	Justification
26	Other Organised International Crime	Financial crime	Financial investigations	3	28	18,480	12,600	31,080	Senior Law Enforcement and expert officers responsible for organised crime investigations with financial crime links	To enhance knowledge on gathering proof of crime through financial Investigations including forensic financial analysis	<ul style="list-style-type: none">• Identify options for financial investigations• Understand forensic financial analysis• Discuss income management, asset identification, valuation and investigative measures• Explain structures in place for financial investigation assistance• Understand Risk analysis and profiling• Formulate administrative and multidisciplinary approaches• Demonstrate non-conviction measures	JUSTICE and HOME AFFAIRS Council Conclusions Luxembourg, 6 and 7 June 2013 setting out the EU’s priorities for the fight against serious and organised crime between 2014 and 2017 The Communication from the Commission COM(2013) 172 final, Establishing a European Law Enforcement Training Scheme in Strand 3: ""EU thematic policing specialism"" is tasking CEPOL to organise training on specific themes such as confiscation of criminal assets, and financial investigations. Manual of Best Practices in Fight against Financial Crime, 9741/13 of 04.06.2013
27	Other Organised International Crime	Cooperation with Russia	Cooperation with Russia	3	28	20,000	12,600	32,600	Senior police officers representing police services from EU member states, EU associated countries and the Russian Federation, being involved in international police cooperation, including police training, and being able to develop visions of future forms of police cooperation between the EU and Russia	To enhance police cooperation and increase the mutual understanding between Russia and Europe and to establish professional contacts.	<ul style="list-style-type: none">• To improve cooperation between EU countries and Russia• To increase knowledge on current procedures and organisations involved in the cooperation• To reflect on the needs of enhanced police cooperation and share of information• To deepen mutual understanding of various police cultures• To establish visions of future forms of police cooperation between the EU and the Russian Federation• To establish professional contacts among participants	CEPOL should address training in this field as priority based on the Strategic Partnership Agreement with Russia: OJ L 327, 28.11.1997, p. 3–69

No	Category	Topic	Title	Days	Parti- cipants	Budget			Target Group	Aim	Learning outcomes	Justification
						Course	Fights	Both				
28	Counter Terrorism	Passenger Name Record (PNR) analysis	Passenger Information analysis – Train the trainers.	3	28	18,480	12,600	31,080	Analysts working in a national Passenger Information Unit (PIU's)	To train analysts in the processing of PNR data with assessment criteria in order to identify persons who may be involved in a terrorist offence or serious transnational crime.	<ul style="list-style-type: none"> • use and update assessment criteria for the automated processing of passenger name record (PNR) data; • create pre-defined, targeted, specific, proportionate and fact-based assessment criteria that are founded on experience and criminal intelligence • analyse data in order to identify persons who may be involved in a terrorist offence or serious transnational crime and who may require further examination; Summarize standardization and certification of training and monitoring procedures; • ensure that the assessment criteria are not based on sensitive data (a persons' race or ethnic origin, religious or philosophical belief, political opinion, trade union membership, health or sex life).; • compare "Train the trainers " methods; • Reduce the vulnerabilities of the air freight process; • Contribute to write a "best practices guidelines" to lead an EU "Airport security and counter terrorism in civil aviation - Train the trainers" project. 	COM 654/2007 and Council document 11304/07 on PNR data exchange with USA. New Commission Directive proposal COM 32/2011
29	Counter Terrorism	Radicalisation	Threats and trends	4	28	24,640	12,600	37,240	Intelligence officers/special service personnel	To understand radicalisation and how extremists use Internet	<ul style="list-style-type: none"> • Identify the signs of radicalisation that the police can detect • explain how police can identify Internet use for radicalisation purposes. • describe recruiting methods • demonstrate police role in prevention and possible ways to prevent people joining crisis zones abroad to (foreign fighters' phenomenon) • summarise a multi-actor approach 	Council strategy combating radicalisation doc 14781/1/05 disrupting network activity ensuring mainstream voices securing FSJ to all. To prevent public violent attacks in accordance with EU Counter-Terrorism Strategy (doc no. 14469/4/05 November 2005), The EU Strategy for Combating Radicalisation and Recruitment to Terrorism (doc no. 14781/1/05 November 2005).
30	Counter Terrorism	Counter Terrorism	Seminar on ATLAS network (Special Intervention Units)	4	28	24,640	12,600	37,240	senior officers and experts from intervention/anti-terrorist units being part of the Atlas network	To facilitate information sharing and trust building and contribute to the identification of best practice and up to date knowledge	<ul style="list-style-type: none"> o Discuss the newest technologies in the field; o Identify best practice; o describe training possibilities in the area; o recognise effective strategies. o compare crises response scenarios 	Council Decision 2008/617/JHA on the improvement of cooperation between the special intervention units of the EU-MS in crisis situations

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No	Category	Topic	Title	Days	Parti- cipants	Course	Fights	Both	Target Group	Aim	Learning outcomes	Justification
31	Counter Terrorism	Counter Terrorism	European Explosive Ordnance Disposal; 1. CBRN 2. Explosives 3. Training	5	56	50,000	25,200	75,200	Senior Police Officers or experts specifically involved in CBRN and Explosives as well as trainers in the field All planning and organisational measures shall be conducted in cooperation with Europol	To facilitate information sharing and trust building and contribute to the identification of best practice and up to date knowledge	<ul style="list-style-type: none">• Discuss the newest tendencies;• Identify best practice;• have awareness on the Protocols;• describe training possibilities in the area;• recognise effective strategies.	Annual report on the implementation of the EU Counter-Terrorism Strategy (doc.16471/12 ADD 1 REV 1, pag.21) submitted on 7 December 2012 to the Council by the EU Counter-Terrorism Coordinator (CTC) states that CEPOL, as from 2013, will start to contribute to the organisation of EODN's conferences and training courses. It should be noted that the Commission is currently working on new proposals on Chemical, Biological, Radiological, Nuclear and Explosives (CBRN-E) security at EU level.
32	Counter Terrorism	Counter Terrorism	Counter-Terrorism Special Techniques	3	28	18,480	12,600	31,080	Police Officers or experts specifically involved in Counter-Terrorism activities within their organisations.	To share experience in Counter-Terrorism and develop new skills and techniques against future threats.	<ul style="list-style-type: none">• Recognise the different counter-terrorism special techniques to control areas.• Compare different ways to integrate uniformed counter-terrorist units and intelligence/information services.• Design training programs in counter-terrorism for third countries.• Review different counter-terrorism special techniques against future threats.	The European Counter-Terrorism strategy stresses the importance of sharing know-how between the states and improving the technical procedures. This activity will fill a training gap in a specialized police theme (counter-terrorism special techniques to control areas and the integration between uniformed units and intelligence/information services). It will also enhance us to help third countries about this issue
33	Special Law Enforcement Techniques	Social network analysis	Social network analysis training	5	30	33,000	13,500	46,500	Law enforcement analysts specialised on Social Network Analysis (SNA).	To map and measure network relationships, interactions or behaviour and handle large complex volumes of data in order to explore criminal structures.	<ul style="list-style-type: none">• explain the importance of network thinking and applications• present a conceptual analytical framework consisting of Centrality, Sub-groups, Components, Cut points and Key Player measures• identify various sources and types of network data in operational projects• analyse various network data sets using SNA tools (e.g., NetDraw, Ucinet, Key Player and Analysts' Notebook 8)	European Commission "COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS: An open and secure Europe: making it happen" SWD(2014) 63 final, Brussels, 11.3.2014, COM(2014) 154 final
34	Special Law Enforcement Techniques	Forensic Science	Forensic Science including DNA and Policing Challenges	4	28	24,640	12,600	37,240	Police officers and forensic experts who are involved in aspects of the crime scene investigation.	To increase awareness of modern forensic techniques, their deliverance and impact on policing as well as of developments and initiatives taken at the European Union level in harmonising approaches.	<ul style="list-style-type: none">• discuss application of Prüm instruments;• identify peculiarities of the validation of matches, near-matches and “wild-cards” in the DNA profiles exchange process;• recognise physiognomic comparison techniques• examine ways of acquiring digital evidence• familiarise with application process of the EN ISO/IEC 17025 standard’s requirements in the forensic laboratories;• discuss current forensic science finding and challenges in policing.	European Commission "COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS: An open and secure Europe: making it happen" SWD(2014) 63 final, Brussels, 11.3.2014, COM(2014) 154 final

No	Category	Topic	Title	Days	Parti- cipants	Budget			Target Group	Aim	Learning outcomes	Justification
						Course	Fights	Both				
35	Special Law Enforcement Techniques	Social Media	Social Media implications in Law Enforcement	4	28	24,640	12,600	37,240	Senior law enforcement officials interested in sharing concepts and best practice in how social media can be applied for investigations and other law enforcement procedures.	To inform participants about the options of how various forms of social media (e.g. Twitter, Facebook, YouTube etc.) can be applied for law enforcement purposes and to share good professional practice.	<ul style="list-style-type: none"> • demonstrate sufficient theoretical and empirical knowledge about most relevant social media channels • comprehend the effects of various Social Media on law enforcement procedures and operations • identify best procedure and architecture to acquire digital evidence. • describe physiognomic comparison possibilities • reflect on new investigative opportunities as well as legal, ethical and professional limits • understand the impact of social media for cross-border and transnational police cooperation 	European Commission "COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS: An open and secure Europe: making it happen" SWD(2014) 63 final, Brussels, 11.3.2014, COM(2014) 154 final
36	Special Law Enforcement Techniques	Informant handling	Informant handling advanced level	4	28	24,640	12,600	37,240	Experienced Law Enforcement informant controllers	To improve knowledge on existing informant practices. To enhance cross-border cooperation and build on mutual understanding of national legal practices related to informants. To increase use of Europol products as the basis for good informant handling practices across the EU and beyond.	<ul style="list-style-type: none"> • recognise the need for a comprehensive risk assessment to be adopted for the management of informants, protection of staff and proceedings • recognise the importance of a national codification system in order to organise national coordination • cooperate with EU partners and third countries regarding informants • utilise Covert Human Intelligence Sources in a cost effective way • apply trust building and cooperate when handling the informants 	European Commission "COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS: An open and secure Europe: making it happen" SWD(2014) 63 final, Brussels, 11.3.2014, COM(2014) 154 final
37	Special Law Enforcement Techniques	Undercover Operations	Undercover Operations	4	28	24,640	12,600	37,240	Senior Police Officers who use undercover techniques in their investigation.	To improve knowledge, cross border cooperation and understanding of the implications and requirements for undercover operations	<ul style="list-style-type: none"> • describe the fundamentals of covert operations; • summarise the legislation of the use of undercover officers in Europe; • list the main types of undercover operations; • identify the most vulnerable aspects of undercover operations; • list the international co-operation possibilities for undercover operations • Identify best practice 	European Commission "COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS: An open and secure Europe: making it happen" SWD(2014) 63 final, Brussels, 11.3.2014, COM(2014) 154 final

No	Category	Topic	Title	Days	Parti- cipants	Budget			Target Group	Aim	Learning outcomes	Justification
						Course	Fights	Both				
38	Special Law Enforcement Techniques	Operational integrated analysis	Operational integrated analysis training	5	30	33,000	13,500	46,500	Law enforcement officials who have knowledge and working experience in the field of criminal analysis	To provide an in-depth understanding of operational intelligence analysis and its context.	<ul style="list-style-type: none"> • use the concepts of intelligence and intelligence cycle • describe and use available sources of criminal intelligence • describe a collection plan for an analytical assignment • explain and use the 4 x 4 information evaluation model and assess the source in terms of its intelligence value • understand and apply critical thinking: in deductive and inductive logic, hypotheses development, when constructing conclusions and intelligence requirements • explain and apply criminal case mapping • apply database model in criminal intelligence analysis • use written and oral reporting formats in analysis 	European Commission "COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS: An open and secure Europe: making it happen" SWD(2014) 63 final, Brussels, 11.3.2014, COM(2014) 154 final
39	Special Law Enforcement Techniques	Witness Protection	Witness Protection advanced level	4	28	24,640	12,600	37,240	Senior police officers and experts who have experience in witness protection programmes and operations.	To enhance participants' existing knowledge and expertise in the operational arena of Protected Persons, establishing a network of experts to promote European Police Cooperation	<ul style="list-style-type: none"> • examine and analyse the psychological impact experienced by protected persons; • examine and analyse case studies; • establish awareness of the advantage of creating credible and realistic legends for protected persons; • assess and examine longer term risk management issues affecting protected persons. • discuss entry and exit strategies including handling non-compliance issues. 	European Commission "COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS: An open and secure Europe: making it happen" SWD(2014) 63 final, Brussels, 11.3.2014, COM(2014) 154 final

No	Category	Topic	Title	Days	Parti- cipants	Budget			Target Group	Aim	Learning outcomes	Justification
						Course	Fights	Both				
40	EU Police and Judicial cooperation and networks	Master Programme	European Joint Master programme			138,000	42,000	180,000	Senior Officers with minimum of 180 ECTS credits aiming at a Master Degree in "Policing in Europe"	In a two year part time study to provide a Master Diploma with 60 ECTS credits aiming to provide added value at an academic level enabling participants to carry out (comparative) research into particular and international aspects of policing and transforming academic findings into operational recommendations, scenarios, projects plans or job devices and to provide an opportunity for participants to analyse practices or cases in the light of academic findings.	<ol style="list-style-type: none"> 1. Understand the new challenges of the European society; analyse differences between the Member States 2. Recognise real and potential tensions and conflict situations in the diverse European society 3. Plan adequate law enforcement responses in different societal scenarios and apply shared good practices 4. Understand and accept the necessity of the common European law enforcement culture 	According to it's mandate established by Council Decision 681/JHA/2005, par. 5 and 7 (c), CEPOL is tasked to develop a European approach to the main problems facing Member States and to provide specialist training for police officers playing a key role in combating cross-border crime, with a particular focus on organised crime.
41	EU Police and Judicial cooperation and networks	JIT's	Joint Investigation Team leadership	4	28	24,640	12,600	37,240	Senior law enforcement officials, prosecutors including potential leaders of JIT's	To enhance the competences and deepen the understanding of leading, set- up and functioning of Joint Investigation Teams	<ul style="list-style-type: none"> • understand team leadership • apply the concept of JITs; • compare JIT with other forms of criminal investigations; • identify legal practice and procedural issues in JITs; • illustrate in general terms how to set up and operate a JIT; • select appropriate services offered by the European Union to support JITs; • differentiate the roles of the different actors in a JIT; • complete and submit applications for JIT funding; • draft a JIT agreement based on the model agreement available in the JITs Manual; evaluate a JIT based on the evaluation template from CEPOL JIT Online Learning Module / the JITs Network Secretariat. 	Framework Decision 2002/465/JHA on Joint Investigation Teams (OJ L 162 20.06.2002) and Council Resolution of 26 February 2010 on a Model Agreement for setting up a Joint Investigation Team (JIT)

No	Category	Topic	Title	Days	Budget				Target Group	Aim	Learning outcomes	Justification
					Parti- cipants	Course	Fights	Both				
42	EU Police and Judicial cooperation and networks	JIT's	Joint Investigation Teams	4	28	24,640	12,600	37,240	Senior law enforcement officials and prosecutors	To enhance the competences and deepen the understanding of the participants of the set- up and functioning of Joint Investigation Teams	<ul style="list-style-type: none"> • apply the concept of JITs; • compare JIT with other forms of criminal investigations; • identify legal practice and procedural issues in JITs; • illustrate in general terms how to set up and operate a JIT; • select appropriate services offered by the European Union to support JITs; • differentiate the roles of the different actors in a JIT; • complete and submit applications for JIT funding; • draft a JIT agreement based on the model agreement available in the JITs Manual; evaluate a JIT based on the evaluation template from CEPOL JIT Online Learning Module / the JITs Network Secretariat. 	Framework Decision 2002/465/JHA on Joint Investigation Teams (OJ L 162 20.06.2002) and Council Resolution of 26 February 2010 on a Model Agreement for setting up a Joint Investigation Team (JIT)
43	EU Police and Judicial cooperation and networks	Schengen	Train the trainers SIS II	3	20	13,200	9,000	22,200	Senior SIRENE officers who have participated in internal or European SIRENE courses as trainers at least once or intend to become a trainer	To provide information to the trainers on the most recent developments in the interpretation of the SIS II legal instruments and the related national procedures and practices.	<p>The participant will have up-to-date knowledge about the recent development in relation to the SIS II in the legal as well as in the technical sense. They will become familiar with the most effective training methods and case studies which they could be able to implement at national/European level.</p> <p>It will also give an overview of the enhanced functionalities of the SIS II Central System.</p> <p>It also allows the trainers to exchange experiences about the national training methods and develop best practices for training activities. Trainers can develop case studies together.</p>	The regular training activities of SIRENE officers are required by 1.17.4 the SIRENE Manual. It has been an established practice to organise courses at European level at least once a year as, in addition to enhancing the knowledge of SIRENE officers it fosters the good cooperation between SIRENE Bureaux
44	EU Police and Judicial cooperation and networks	Schengen	Training for SIRENE Officers	4	28	24,640	12,600	37,240	SIRENE operators, defined as persons using primarily the SIRENE channel of communication and working currently, or are in process to work with SIRENE forms according to provisions of the SIRENE Manual.	To enhance legal and operational competences related to SIRENE cooperation	<ul style="list-style-type: none"> • present main legal provisions and documents related to SIRENE tasks; • outline main tasks of the eu-LISA • give an overview of main technical aspects of SIS II • describe different categories of the SIS II; • explain main rules and practices used in work of SIRENE bureaux; • discuss relevant issues concerning the daily communication of the SIRENE bureaux 	Schengen Information System - Convention implementing the Schengen Agreement of 14 June 1985, OJ L 239, 22.9.2000;

						Budget							
No	Category	Topic	Title	Days	Parti- cipants	Course	Fights	Both	Target Group	Aim	Learning outcomes	Justification	
45	EU Police and Judicial cooperation and networks	Schengen	Training for SIRENE Officers (Advanced)	4	28	24,640	12,600	37,240	Experienced SIRENE operators with at least 2 years’ experience of operational work within SIRENE.	To enhance the knowledge of SIRENE officers on SIS II and SIRENE operations facilitating analytical approach to handling everyday procedures and their improvement	<ul style="list-style-type: none">• Explain the SIS II legal basis, the SIS II SIRENE Manual and the related new SIRENE procedures and SIS II forms• Use the relevant elements of the SIS II SIRENE Manual as a common point of reference for application within the framework of national procedures• Have an overall understanding of the role of the European Agency for the Operational Management of Large Scale Information Systems (eu-LISA)• Recognise how other countries apply the specific procedures;• Apply general rules as well as country-specific exceptions within the context of specific cases;• Analyse, draft and propose within the scope of their work remit, national work procedures in order to improve them based on the information provided in the SIRENE Fact Sheets;• Give an overview about the technical aspects of SIS II• Define SIS II related data protection matters	Schengen Information System - Convention implementing the Schengen Agreement of 14 June 1985, OJ L 239, 22.9.2000;	
46	EU Police and Judicial cooperation and networks	Schengen	Schengen Evaluation	4	20	17,600	9,000	26,600	Leading experts and evaluators participating in the Schengen Evaluation Missions in the field of police cooperation and SIS/SIRENE	To prepare leading experts and evaluators for Schengen Evaluation Missions in the field of police cooperation and SIS/SIRENE	<ul style="list-style-type: none">• summarise the key principles of a Schengen Evaluation, its stages and key players’ roles;• discuss leadership and management issues including cultural awareness, conflict management and cross-cultural competences;• describe how an evaluation mission is prepared and carried out including drafting the final report;• outline preparation of a practical evaluation.	Regulation of the European Parliament and of the Council on the establishment of an evaluation and monitoring mechanism to verify the application of the Schengen acquis (COM(2011) 559 final - 16.9.2011; Schengen Governance legislative package - Council of the European Union (doc. 10239/13/0 May 2013).	
47	EU Police and Judicial cooperation and networks	Schengen	Train the technical trainer SIS	2	56	24,640	25,200	49,840	First line: National SISII system operators (medium and senior level users), two participants per Member States (future trainers of the national IT operators) Second line: National IT operators managing the SISII system on national level (number differ between the MS)	To support MS in unified use of SIS II and enhance the knowledge on good practices	Introduction to technical aspects and use of the SISII System and creation of the group of Trainers on SISII System at National level. Topics: -Train the trainer course -Functionalities and correct use of SISII System from the Technical point of view. -Best practices	SIS II (facilitates the exchange of information on persons and objects between national border control authorities, police, customs, visa and judicial authorities throughout the Schengen Area). The use of SIS II concerns all end users of the system (Police and SIRENE officers included). Consequently, a correct functioning of the system at national level is essential.	

No	Category	Topic	Title	Days	Budget				Target Group	Aim	Learning outcomes	Justification
					Parti- cipants	Course	Fights	Both				
48	EU Police and Judicial cooperation and networks	Schengen	Train the technical trainer EURODAC	2	56	24,640	25,200	49,840	First line: EURODAC National system operators, medium and senior level users, two participants per Member States (future trainers of the national IT operators) Second line: National EURODAC IT operators managing the system on national level (number differ between the MS)	To support MS in unified use of EURODAC and enhance the knowledge on good practices	Introduction to technical aspects and use of the EURODAC System and creation of the group of Trainers on EURODAC System at National level. Topics: -Train the trainer course -Functionalities and correct use of EURODAC System from the Technical point of view. -Best practices	EURODAC (it is an information system for comparing the fingerprints of asylum seekers and irregular border-crossers. It facilitates the application of the Dublin II Regulation). Each Member State has its own institutional setup for the management of those systems. Consequently, a correct functioning of the system at national level is essential.
49	EU Police and Judicial cooperation and networks	EU networks	ENFAST (European Network on Fugitive Active Search Teams)	3	28	18,480	12,600	31,080	Police officers within the ENFAST Network and officers dealing with wanted persons	To promote cooperation and enhance the knowledge on innovative methods and techniques of the field	<ul style="list-style-type: none"> • Describe the European Arrest Warrant; • Enhance European cooperation on fugitives; • discuss the main dangers and precautionary measures via case studies; • Identify cooperation and legislative measures and investigation techniques. 	Council Resolution on ENFAST - European Network on Fugitive Active Search Teams (doc. 15382/10 of 27 October 2010) is also tasking CEPOL to organise training activities in this field.
50	EU Police and Judicial cooperation and networks	EU networks	EMPEN (European Medical and Psychological Experts' Network for law enforcement)	3	28	18,480	12,600	31,080	Senior police medical experts and psychologists	To understand healthcare, medical protection and psychological aid for Law Enforcement officers. To improve psychological assessment for recruitment of Law Enforcement officers and personnel in units with special demands.	<ul style="list-style-type: none"> • discuss the core areas related to the healthcare for officers, e.g. health prevention and education, handling stress, rehabilitation, mental health; • compare and suggest protection of Law Enforcement officers against illnesses from immigrants and animals crossing the borders; • explain how to detect the need for psychological aid, how to discover drug/alcohol addiction within the police community; • share different practices for recruitment and compare the effectiveness of psychological assessment. • ensuring psychological resilience within Law Enforcement 	Council Resolution on the creation of EMPEN - the European medical and psychological experts' network for law enforcement (doc. 9044/11 of 15 April 2011) is tasking CEPOL to organise training for EMPEN.

No	Category	Topic	Title	Days	Parti- cipants	Budget			Target Group	Aim	Learning outcomes	Justification
						Course	Fights	Both				
51	External dimension of the area of Freedom, Security and Justice	CSDP and External Aspects of Internal Security	CSDP/ FSJ nexus, structures and instruments	2	28	12,320	12,600	24,920	Official deployed or to be deployed on missions	To improve the knowledge of officials deployed/to be deployed to missions on the link between the EU internal (Freedom Security and Justice - FSJ) and external (Common Security and Defence Policy - CSDP) security in order to enhance the exchange of intelligence.	<ul style="list-style-type: none"> • discuss CSDP and FSJ concepts as well as the EU security architecture. • explain the strengthened ties between CSDP and FSJ in accordance with the Council implementation road map (council doc 14130/12). • evaluate the developments and efforts to enhance the interaction between CSDP and FSJ, with a particular focus on the role of Europol and other agencies in intelligence sharing and criminal analysis. 	European External Action Service - Strengthening Ties between CSDP and FSJ road map implementation, Area 5, action no. 3 is tasking CEPOL to implement training activities in this field, particularly Training Package on the CSDP/FSJ nexus, structures and instruments, Training Package on Security Sector Reform and Training Package on Mentoring, Monitoring and Advising (MMA) tasks for Police Officers in CCM contexts; Also the Communication from the Commission COM(2013) 172 final, Establishing a European Law Enforcement Training Scheme in Strand 4: "Civilian missions and capacity-building in third countries" tasks CEPOL to include training in this field in future programmes;
52	External dimension of the area of Freedom, Security and Justice	Crisis Management	"SPOPCOP" - Senior Police Officer Planning and Command Course for Crisis Management	19	28	60,000	12,600	72,600	Senior LE officers, likely to be deployed to a civilian crisis management mission, or to relevant EU bodies dealing with crisis management, with positions on the level of high management, planning or command. Also EU Police planning personnel and National Heads of Non-Military Crisis Management Training.	To provide planning and command training to senior Law Enforcement officers eligible for high level positions within EU crisis management missions and operations.	<ul style="list-style-type: none"> • to explain the planning and decision making processes involving political and other stakeholders, including the relevant documents; • to draft an OPLAN and manage programmes and command,; • to lead and manage a multicultural workforce; • to build/maintain cooperation with local and international partners. 	European External Action Service - Strengthening Ties between CSDP and FSJ road map implementation, Area 5, action no. 3 is tasking CEPOL to implement training activities in this field, particularly Training Package on the CSDP/FSJ nexus, structures and instruments, Training Package on Security Sector Reform and Training Package on Mentoring, Monitoring and Advising (MMA) tasks for Police Officers in CCM contexts; Also the Communication from the Commission COM(2013) 172 final, Establishing a European Law Enforcement Training Scheme in Strand 4: "Civilian missions and capacity-building in third countries" tasks CEPOL to include training in this field in future programmes;

No	Category	Topic	Title	Days	Budget				Target Group	Aim	Learning outcomes	Justification
					Parti- cipants	Course	Fights	Both				
53	External dimension of the area of Freedom, Security and Justice	Crisis Management	Security Sector Reform (in cooperation with ESDC)	2	28	12,320	12,600	24,920	Primarily Police Officers working on Institution Building with a particular focus on Police Services.	To understand the SSR concept developed for CSDP Missions and the internal/external security nexus for officials deployed on missions with a view to enhance knowledge of instruments for the exchange of information.	<ul style="list-style-type: none"> • Apply EU SSR principles: International Human Rights Standards, respect of local ownership, coherence with other areas of EU external action; • Explain Police assistance in EU SSR and good practice; • Compare with other SSR approaches i.e.. United Nations, African Union, NATO; • Discuss the EU SSR concept in the framework of the general mission's mandate, understanding its meaning with reference to its basic principles; • Formulate practical problems and challenges related to the implementation of SSR police missions; • Understand the meaning of Institution building and how to manage mentoring, monitoring and advising as effective tools for its achievement; 	European External Action Service - Strengthening Ties between CSDP and FSJ road map implementation, Area 5, action no. 3 is tasking CEPOL to implement training activities in this field, particularly Training Package on the CSDP/FSJ nexus, structures and instruments, Training Package on Security Sector Reform and Training Package on Mentoring, Monitoring and Advising (MMA) tasks for Police Officers in CCM contexts; Also the Communication from the Commission COM(2013) 172 final, Establishing a European Law Enforcement Training Scheme in Strand 4: "Civilian missions and capacity-building in third countries" tasks CEPOL to include training in this field in future programmes;
54	External dimension of the area of Freedom, Security and Justice	Crisis Management	Mentoring, Monitoring and Advising (MMA) tasks	3	28	18,480	12,600	31,080	Official deployed or to be deployed on missions	To strengthen skills to carry out the MMA efficiently	<ul style="list-style-type: none"> • Identify, describe and summarise and compare MMA methods • Explain the MMA relationship process for the formal and informal transmission of knowledge • Demonstrate the development of handbooks and manuals and the use of presentation techniques • MMA best practices • Formulate successful MMA in line with mission mandate. • Evaluate action plans and achievement of local host nation ownership. 	European External Action Service - Strengthening Ties between CSDP and FSJ road map implementation, Area 5, action no. 3 is tasking CEPOL to implement training activities in this field, particularly Training Package on the CSDP/FSJ nexus, structures and instruments, Training Package on Security Sector Reform and Training Package on Mentoring, Monitoring and Advising (MMA) tasks for Police Officers in CCM contexts; Also the Communication from the Commission COM(2013) 172 final, Establishing a European Law Enforcement Training Scheme in Strand 4: "Civilian missions and capacity-building in third countries" tasks CEPOL to include training in this field in future programmes;

No	Category	Topic	Title	Days	Parti- cipants	Budget			Target Group	Aim	Learning outcomes	Justification
						Course	Fights	Both				
55	External dimension of the area of Freedom, Security and Justice	Crisis Management	Train the Civilian Crisis Management Mission trainers	5	20	22,000	9,000	31,000	Officials who are to be used as trainers for staff to be deployed on missions or officials who are deployed as trainers in missions	To prepare trainers for mission learning situations and organise appropriate learning environments using modern adult training methods and blended learning techniques.	<ul style="list-style-type: none"> • Define the different phases for the planning of a mission course • Summarise the theories, factors and processes of learning in challenging situations • Identify the different methods and techniques of learning • Distinguish the different methods and techniques of learning and skills in their specific use, to bring the trainees to achieve the training objectives established • Prepare and conduct one theoretical and one practical training session. • Justify the importance of ethical behaviour and cultural sensitivity in the training and in the relationship with the other international partners and trainees in missions • Demonstrate the capacity to use presentation techniques 	According to his mandate established by Council Decision 681/JHA/2005, par.7 (e), CEPOL is tasked to develop and provide training to prepare police forces for participation in non-military crisis management.
56	External dimension of the area of Freedom, Security and Justice	CSDP missions	Intelligence Led Policing related to Common Security and Defence Policy (CSDP)	2	28	12,320	12,600	24,920	Senior law Enforcement officers and experts to be deployed on missions	To understand the concept and guidelines of ILP (Intelligence Led Policing) related to CSDP missions	<ul style="list-style-type: none"> • describe Intelligence Led Policing (ILP) concepts • explain mission related use of ILP • demonstrate the use of the ILP Toolbox • summarise the guidelines for development of the ILP in CSDP missions 	European Security Strategy- to enhance consistency between the internal and external dimensions of security. Political and Security Committee (PSC) and the Standing Committee on Internal Security (COSI) to implement the roadmap on strengthening ties between the Common Security and Defence Policy and actors dealing with Freedom, Security and Justice (doc. 15562/11 from 17 October 2011) where in Area 5 (Capabilities: Human Resources and Training) under item 3 CEPOL was tasked to establish proposals for new training courses for police to be deployed in the wider Rule of Law operations within the CSDP framework and FSJ external activities.
57	Maintenance of law and order and public security	Public order	Crowd Management	4	28	24,640	12,600	37,240	Police Officers Gold or Silver Commandment in charge during major events	To deepen the knowledge and increase the competences of participants on the level of security requirements for large scale events and of cross-border cooperation in that context.	<ol style="list-style-type: none"> 1. Understand the reference framework in different countries. 2. Assess specific security issues linked to major events. 3. Analyse the relevance of setting up joint (international) teams during major events. 4. Use relevant technologies to facilitate crowd management 5. Integrate community policing/ Intelligence Led Policing approach in his/her crowd management plans. 6. Organise the coordination between public order and judiciary police tasks. 7. Draft of handbook of European good practices. 8. Exchange intensively with European experts in the field. 	According to its mandate established by Council Decision 681/JHA/2005, art. 5 – CEPOL is tasked to support and develop a European approach in the maintenance of law and order and public security.

						Budget						
No	Category	Topic	Title	Days	Parti- cipants	Course	Fights	Both	Target Group	Aim	Learning outcomes	Justification
58	Maintenance of law and order and public security	Football security	Pan European Football Security training	5	56	61,600	25,200	86,800	Police football commanders/ NFIP contacts/ football intelligence officers	To enhance safety and security by increasing the effectiveness and harmonisation of the policing of football matches with an international dimension within Europe.	<ul style="list-style-type: none">• Discuss Football handbook and recognise best practices;• Identify UEFA, NFIP and supporter's structure and Law Enforcement roles;• Be familiar with risk assessment;• Ensure better planning;	At the last meeting of the EU Think-Thank on football security CEPOL was requested to deliver training on this issue.
59	Maintenance of law and order and public security	Public order	Public Order and Crowd Management (HOUSE - EUSEC III) - Step 1	4	28	24,640	12,600	37,240	Senior Police Officers and Police Staff working in planning, tactical direction and evaluating large scale public order operations.	In line with EU recommendations to deepen the knowledge and increase the competences of participants on the level of security requirements for large scale events and of cross-border cooperation in that context.	<ul style="list-style-type: none">• identify areas of planning and deployment strategies affected by national requirements (legal, operational, practical);• examine national, EU and international guidance in respect of security for international summits;• exchange good practice in preventative measures;• discuss methods of EU cross border police cooperation large scale events;• describe the required security measures during large scale events, especially international summits improving international Police cooperation during large scale events;• discuss common problems and comparing solutions for commanding and training Public Order Units.	According to his mandate established by Council Decision 681/JHA/2005, par.5, CEPOL is tasked to support and develop a European approach in the maintenance of law and order and public security.
60	Maintenance of law and order and public security	Public order	Public Order - Security During Major events/Public -Private Partnerships (HOUSE EUSEC III) - Step 2	4	28	24,640	12,600	37,240	Senior Police Officers and Police Staff working in planning, tactical direction and evaluating large scale public order operations.	In line with EU recommendations to improve and exchange knowledge regarding the process of risk analysis leading to conclusions and measures.	<ul style="list-style-type: none">• discuss the concept and the need for thorough risk analysis before major events;• analyse various cases of public order management during major events and summarise relevant lessons learned;• formulate more efficient police measures and operations during major events.• examine Public Private partnership possibilities.	According to his mandate established by Council Decision 681/JHA/2005, par.5, CEPOL is tasked to support and develop a European approach in the maintenance of law and order and public security.
61	Leadership, Learning, Training and Language development	EU Leadership development	EU Law Enforcement Leadership	tb d	tbd	100,000	37,000	137,000	Senior law enforcement leaders	To develop strong joint EU leadership culture	To be specified after the work of the expert group finishes; could have two segments - leadership & language development	According to his mandate established by Council Decision 681/JHA/2005, par. 6 (2), par. 7 (a) and (i), CEPOL is tasked to provide training sessions for senior police officers and to enable them to acquire relevant language skills.

No	Category	Topic	Title	Days	Parti- cipants	Budget			Target Group	Aim	Learning outcomes	Justification
						Course	Fights	Both				
62	Leadership, Learning, Training and Language development	Train the Trainers	Train the Trainers Step 1	4	20	17,600	9,000	26,600	Nationally competent trainers/experts and police officers who want to increase their competences towards training, group working and understanding diversity in a multicultural training/working environment.	To train trainers in order to enable them to implement modern delivery methods and blended learning techniques and to ensure good quality of police training in the EU MS and in the CEPOL activities.	<ul style="list-style-type: none"> • organise effective European/CEPOL learning environments; • identify and clarify the benefits of diversity in CEPOL and in European learning communities as well as to organise the learning process • facilitate and moderate learning processes by implementing appropriate learning methods and coaching; • review opportunities for continuous quality improvement during the course. • analyse their applicability in the learning environment and make use of it, and encourage participants to access and contribute to the European Learning Network. 	According to its mandate established by Council Decision 681/JHA/2005), par. 7 (b), (i) and (h), CEPOL is tasked to provide training for trainers.
63	Leadership, Learning, Training and Language development	Train the Trainers	Train the Trainers Step 2	4	20	17,600	9,000	26,600	Nationally competent trainers/experts and police officers who want to increase their competences towards training, group working and understanding diversity in a multicultural training/working environment.	To train trainers in order to enable them to implement modern delivery methods and blended learning techniques and to ensure good quality of police training in the EU MS and in the CEPOL activities.	<ul style="list-style-type: none"> • organise effective European and CEPOL learning environments, especially regarding the multicultural environment; • identify and clarify the benefits of diversity in CEPOL and in European learning communities as well as to organize the learning process; • evaluate opportunities for continuous quality improvement during the course; • use CEPOL's Learning Management System and knowledge bases. 	According to its mandate established by Council Decision 681/JHA/2005), par. 7 (b), (i) and (h), CEPOL is tasked to provide training for trainers.
64	Leadership, Learning, Training and Language development	Language development	ENGLISH Language Development : Instruments and Systems of European Police Cooperation	19	28	70,000	12,600	82,600	Senior police officers and senior police staff who are, or will be involved in cross border work or international police co-operation in either operational or educational arenas.	Via language abilities to improve operational cooperation between law enforcement authorities and increase participants' knowledge of European police systems and instruments of cooperation.	<ul style="list-style-type: none"> • compare and contrast at least three different policing systems within the European context; • demonstrate increased use of police terminology especially the use of legal and technical terms; • Demonstrate increased knowledge of at least three European Union institutions. 	According to its mandate established by Council Decision 681/JHA/2005), par. 7 (i), CEPOL is tasked to enable the senior police officers to acquire relevant language skills.

No	Category	Topic	Title	Days	Parti- cipants	Budget			Target Group	Aim	Learning outcomes	Justification
						Course	Fights	Both				
65	Leadership, Learning, Training and Language development	Language development	ENGLISH Language Development : Instruments and Systems of European Police Cooperation	19	28	70,000	12,600	82,600	Senior police officers and senior police staff who are, or will be involved in cross border work or international police co-operation in either operational or educational arenas.	Via language abilities to improve operational cooperation between law enforcement authorities and increase participants' knowledge of European police systems and instruments of cooperation.	<ul style="list-style-type: none"> • compare and contrast at least three different policing systems within the European context; • demonstrate increased use of police terminology especially the use of legal and technical terms; • Demonstrate increased knowledge of at least three European Union institutions. 	According to its mandate established by Council Decision 681/JHA/2005), par. 7 (i), CEPOL is tasked to enable the senior police officers to acquire relevant language skills.
66	Leadership, Learning, Training and Language development	E-learning	Training of webinar educators	4	15	13,200	6,750	19,950	Police educators and training developers, who are competent Internet users and who wish to increase their learning and training toolbox using online webinars.	To train webinar educators to enable them to prepare, implement and organise webinars with expert presenters.	<ul style="list-style-type: none"> • Identify topics suitable to be delivered in webinars; • Set up a webinar using CEPOL services; • Embed measures to ensure webinar attendees active participation; • Coach experts and presenters preparing and running their contribution; • Run a webinar and monitor experts' and attendees' online activities; • Evaluate webinars; • Report webinars products and outcomes. 	According to its mandate established by Council Decision 681/JHA/2005), par. 7 (h), CEPOL is tasked to develop electronic network in order to provide back-up for CEPOL.
67	Research and Science and crime prevention	Police Research and Police Science	CEPOL Annual European Police Research and Science Conference	3	100	66,000	45,000	111,000	Police academies and academics from universities and research institutions. Senior Police Officers engaged in police practice, science, research, training and transfer of scientific knowledge into police practice; Scholars and practitioners from various disciplines contributing to police science from a European perspective	To facilitate and foster a stimulating intellectual environment focusing on new scientific findings, ongoing research projects and challenges for police and policing lying ahead.	<ul style="list-style-type: none"> • findings of new specific research projects and the latest developments in police science with an emphasis of the European dimension • methods of analysis of emerging police issues and relevant trends in society • international standards of knowledge production and distribution in the field of police science and research. <p>With a (non-exclusive) emphasis on European issues, projects and insights, sharing of new evidence-based knowledge is as well as part of the event as the invitation of new perspectives and encouragement of critical debate. To serve as an established forum of bringing together ideas and perspectives of police practitioners and academic scholars alike</p>	According to its mandate established by Council Decision 681/JHA/2005), par. 7 (d), CEPOL is tasked to disseminate best practice and research findings.

						Budget						
No	Category	Topic	Title	Days	Parti- cipants	Course	Fights	Both	Target Group	Aim	Learning outcomes	Justification
68	Research and Science and crime prevention	Community Policing	Community policing	3	28	18,480	12,600	31,080	Senior police and expert officers involved in organizing missions of prevention and communication. To oversee the implementation of a strategy of reconciliation between police and population.	To improve the dialogue through prevention devices developed by the police for the benefit of population.	Understand and control all existing systems and their interaction with local partners.	To strengthen mutual trust between police and population.
69	Fundamental Rights	Hate crime	Management of Hate Crimes	4	28	24,640	12,600	37,240	Law enforcement officials involved in hate crime investigation.	To provide law enforcement officials with up-to-date information in identifying hate crimes and in taking appropriate actions to investigate these crimes.	<ul style="list-style-type: none">• realise that hate crime victimisation is a serious problem• identify the unique features of hate crimes and understand the devastating trauma of hate crimes• use critical thinking skills to synthesise historical information and relate it to their own culture’s ethnic/gender perception• identify the typically target groups: African, Jews, new immigrants, lesbians, gay• identify options they can take to reduce and prevent hate crimes• discuss the investigative strategies and collection and preservation of evidence	<p>The Council Framework Decision 2008/913/JHA of 28 November 2008 on combating certain forms and expressions of racism and xenophobia by means of criminal law, defines a common EU-wide criminal law and criminal justice approach to combating racism and xenophobia, as well as the anti-discrimination.</p> <p>The Justice and Home Affairs Council adopted conclusions on combating hate crime in the EU at its meeting on 6 December 2013. The Council invited CEPOL to continue its efforts to counter hate crime and highlighted the importance of training for practitioners coming into contact with victims of hate crime in order to increase their awareness of the needs of victims of hate crime and to enable them to deal with these victims in a respectful and professional manner, inter alia with a view to facilitate reporting of this type of crime.</p>

No	Category	Topic	Title	Days	Parti- cipants	Budget			Target Group	Aim	Learning outcomes	Justification
						Course	Rights	Both				
70	Fundamental Rights	Fundamental Rights	Fundamental Rights and Police Ethics - Step 1	4	28	24,640	12,600	37,240	Senior police officers and trainers involved in the practice, training and/or promotion of integrity, ethics and fundamental rights in policing and managing diversity.	To raise awareness about the importance of ethical behaviour in day to day police work and to enhance the integration of diversity issues into police management.	<ul style="list-style-type: none"> • explain the importance of a personal integrity in policing; • describe the scientific approach to measuring personal integrity and awareness of the importance of integrity within the police; • explain the relation between integrity, ethics and human rights; • discuss experiences within the European police services and police education 	Based on communication from the Commission - Strategy for the effective implementation of the Charter of Fundamental Rights by the European Union (COM(2010) 573 final - 19.10.2011) CEPOL should address training in this field. According to its mandate established by Council Decision 681/JHA/2005, par.6 (3), CEPOL is tasked to provide appropriate training with regard to respect for democratic safeguards.
71	Fundamental Rights	Fundamental Rights	Management of Diversity - Step 2	4	28	24,640	12,600	37,240	Senior police officers and trainers involved in the practice, training and/or promotion of integrity, ethics and fundamental rights in policing as well as managing diversity.	To raise awareness about the importance of ethical behaviour in day to day police work and to enhance the integration of diversity issues into police management.	<ul style="list-style-type: none"> • compare and compare police approaches and policies among Member States; • identify and analyse the risks, dilemmas, challenges and advantages of managing diversity within and outside of Police; • define the key role of the police in managing diversity; • reflect on professional duty and role in managing diversity 	Based on communication from the Commission - Strategy for the effective implementation of the Charter of Fundamental Rights by the European Union (COM(2010) 573 final - 19.10.2011) CEPOL should address training in this field. According to its mandate established by Council Decision 681/JHA/2005, par.6 (3), CEPOL is tasked to provide appropriate training with regard to respect for democratic safeguards.

Annex 4 Grant Agreements - Selection, Evaluation, Award and Financing Criteria

The following selection, evaluation and award criteria as well as financing provisions will be applied to all calls for proposals.

Evaluation criteria

Evaluation will be done by an independent Evaluation Committee, appointed by the Director of CEPOL, on the basis of pre-defined quality criteria as described in the call for applications. Criteria for conferences will differ on the level of learning outcomes and delivery/methodology as conferences do not have the same educational methodology and approach as courses and seminars (please refer to "Guidelines for Grant Application Procedure").

No observers will be admitted during the assessment of eligibility and evaluation process.

Evaluation criteria for single activities:

Evaluation of the proposal will be done in three steps for each individual application:

- a) The content proposal will be evaluated in accordance with the pre-defined criteria. Only if this proposal reaches a minimum of 60 (out of 80) points will the application qualify for the second step, which will consist in the evaluation of
- b) the financial proposal. In order to qualify for a grant, the application must reach at least 10 (out of 20) points.
- c) An application can be proposed for a grant by the Evaluation Committee provided the application has reached at least 70 points **and** the highest rating within a group of applicants for the specific activity/ies.

The evaluation procedure will be done on the basis of evaluation criteria and awarding criteria.

a) **Evaluation criteria** assess the following areas:

▪ Content	– maximum points 30
▪ Learning outcomes (for courses/seminars/workshops) or Objectives (for conferences only)	– maximum points 10
▪ Delivery/methodology	– maximum points 30
▪ Organisation	– maximum points 10
▪ Cost effectiveness	– maximum points 20
Total	maximum points 100

Evaluation criteria for a set of activities:

Evaluation of the proposal will be done in three steps for each individual application:

- d) The content proposal for each activity within a set will be evaluated in accordance with the pre-defined criteria. Average result for all activities within the set will be used. Only if the average of the proposal reaches a minimum of 60 (out of 80) points will the application qualify for the second step, which will consist in the evaluation of
- e) the financial proposal. Total budget of all activities within the set will be evaluated. In order to qualify for a grant, the application must reach at least 10 (out of 20) points.
- f) An application can be proposed for a grant by the Evaluation Committee provided the application has reached at least 70 points **and** the highest rating within a group of applicants for the specific set of activities.

The evaluation procedure will be done on the basis of evaluation criteria and awarding criteria.

b) **Evaluation criteria** assess the following areas:

▪ Content	– maximum points 30
▪ Learning outcomes (for courses/seminars/workshops) or Objectives (for conferences only)	– maximum points 10
▪ Delivery/methodology	– maximum points 30

▪ Organisation	– maximum points 10
▪ Cost effectiveness	– maximum points 20
Total	maximum points 100

Awarding criteria

Awarding criteria refer to the conditions to be fulfilled in order to receive a grant:

- reaching the threshold

and

- the highest rating within a group of applicants for a specific activity.

The Authorising Officer may depart from the recommendations made by the Evaluation Committee, if he/she feels this is appropriate and justified, e.g. in accordance with certain strategic priorities, while observing the compliance with submission criteria, the selection criteria (content and financial) and the award criteria laid down in the call for proposals.

Financial Provisions:

- CEPOL finances 95% of the total costs of the activities in line with the financing provisions of the Governing Board decision 30/2006/GB;
- Activities must be strictly non-profit making;
- The funding is provided in two instalments: a pre-financing payment corresponding to up to 75% of the budgeted costs following the signature of the grant agreement and the balance on receipt and approval by CEPOL of the final report.

Annex 5: Procurement - Financing Decision

Legal basis:

- Council decision 2005/681/JHA of 20 September 2005 establishing the European Police College (CEPOL)

The operational procurement overview includes the following information:

- main operational procurement initiatives (Title 3);
- their link to specific activities of the Work Programme 2015;
- estimated value of contracts having an effect on the budget 2015;
- indicative number and type of contracts

In 2015 CEPOL estimates that total budget for operational procurement will be indicatively EUR <TBD>

Ref. no.	Procurement initiative (Subject of the contract)	Reference to specific activities of the CEPOL Work Programme 2015	Estimated value for 2015 (EUR)	Indicative time frame for launching the procurement	Indicative number of contracts and their type
<The exercise will be finalised at a later stage when additional information becomes available and will be presented before the second GB meeting in 2014>					