

**Consolidated Annual Activity Report (CAAR)
of the European Union Agency for Law Enforcement Training (CEPOL)
for financial year 2020**

This Consolidated Annual Activity Report has been drawn up in compliance with Article 48 of the to the Commission Delegated Regulation of 18 December 2018 on the framework financial regulation for the bodies referred to in Article 70 of Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council

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Acronyms and abbreviations

AEPC	Association of European Police Colleges	FLETC (US)	Federal Law Enforcement Training Centres
ALEFA	Association of Law Enforcement Forensic Accountants	FPI	Foreign Policy Instruments
CAAR	Consolidated Annual Activity Report	FR	Financial Regulation
		FRA	The European Union Agency for Fundamental Rights
CEPOL	European Union Agency for Law Enforcement Training	FRONTEX	European Border and Coast Guard Agency
CEP	CEPOL Exchange Programme	HR	Human Resources
CA	Contract Agent	IAS	Internal Audit Service
CARIN	Camden Assets Recovery Interagency Network	IAP	Internal Audit Panel
CKCs	CEPOL Knowledge Centres	ICS	Internal Control Standards
CNUs	CEPOL National Units	IcSP	Instrument Contributing to Stability and Peace
COSI	Standing committee for the EU internal security	ICT	Information and Communications Technology
CRM	Customer Relationship Management tool	IP	Internet Protocol address
CT	Counter Terrorism	ISO	International Organisation for Standardisation
CSDP	Common Security and Defence Policy	INTERPOL	International Criminal Police Organisation
DCAF	The Geneva Centre for the Democratic Control of Armed Forces	JITs	Joint Investigation Teams
DG HOME	The Directorate-General for Migration and Home Affairs	JHA	Justice and Home Affairs
DG JUST	The Directorate-General for Justice and Consumers	KPI	Key Performance Indicators
DPO	Data Protection Office	LEEd	Law Enforcement Education platform
EASO	European Asylum Support Office	LETS	European Law Enforcement Training Scheme
EC	European Commission	LEWP	Law Enforcement Working Party
		LIBE	European Parliament's Committee on Civil Liberties, Justice and Home Affairs
EC3	European Cybercrime Centre at Europol	LMS	Learning Management System
ECA	European Court of Auditors	LTRdb	CEPOL Lecturers, Trainers and Researchers Database
ECTEG	European Cybercrime Training and Education Group	MENA	Middle East and North Africa
ECTC	European Counter Terrorism Centre	MB	Management Board
EEAS	European External Action Service	MS	Member State
EJMP	CEPOL European Joint Master Programme	OLAF	European Anti-Fraud Office
EJTN	European Judicial Training Network	OSCE	Organisation for Security and Co-operation in Europe
EMCDDA	European Monitoring Centre for Drugs and Drug Addiction	OTNA	Operational Training Needs Analysis
EMPACT	European Multidisciplinary Platform against Criminal Threats	PCC SEE	Police Cooperation Convention for Southeast Europe Secretariat
EMSC	European Migrant Smuggling Centre	PI	Performance Indicators
ENFAST	European Network on Fugitive Active Search Teams	RIPE NCC	Regional Internet Registry for Europe, the Middle East and parts of Central Asia
ENFSI	European Network of Forensic Science Institutes	SIS II	Schengen Information System
ENTRI	Europe's New Training Initiative for Civilian Crisis Management	SIRENE	Supplementary Information Request at the National Entries
EP	European Parliament	SNE	Seconded National Expert
ESDC	European Security and Defence College	SOC	Serious Organised Crime
EU	European Union	TA	Temporary Agent
EUIPO	European Union Intellectual Property Office	TNA	Training Needs Assessment
Eu-LISA	The European Agency for the operational management of large-scale IT Systems in the area of freedom, security and justice	UEFA	Union of European Football Associations
EUPST	The European Union Police Services Training	UNODC	United Nations Office on Drugs and Crime
EU-STNA	EU-Strategic Training Needs Assessment	WG	Working Group
Eurodac	European Dactyloscopy - European Union fingerprint database for identifying asylum seekers and irregular border-crossers	WP	Work Programme
EUROPOL	European Union Agency for Law Enforcement Cooperation		
EUROJUST	European Union Agency dealing with judicial co-operation in criminal matters		
FIU	Financial Intelligence Unit		

Management Board's analysis and assessment

The Management Board,

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

Having regard to Management Board Decision 13/2019/MB of 22 May 2019 adopting the Financial Regulation and repealing decision 01/2014/GB ('CEPOL Financial Regulation'), and in particular Article 48 thereof;

Having regard to the Consolidated Annual Activity Report (CAAR) for the financial year 2020 of the Authorising Officer of CEPOL;

General Observations

1. Considers that the Consolidated Annual Activity Report 2020 represents a comprehensive and transparent account of the Agency's activities and results of the year; takes note of the **declaration of assurance of the Executive Director**.
2. Acknowledges that the **Agency successfully delivered its mandate through the year**, and in some cases exceeding objectives set in its Annual Work Programme 2020, despite the challenges and limitations posed by the COVID-19 pandemics. In order to respond to this new working environment, the strategic objectives and deliverables of the Agency have been adjusted in a very agile way. **CEPOL continued to deliver training to law enforcement community, by reverting to online environment to the maximum extent possible**.
3. Notes with satisfaction that as far as **budget management** is concerned, at the end of December 2020, the total 2019 budget execution, including carried forward funds from 2019 to 2020, has reached 99%.

Regarding the regular budget for 2020, notes that COVID-19 pandemic severely impacted on the possibility of organising law enforcement training in onsite format, causing a **considerable underspending**, thus CEPOL returned to the Commission unused funds reducing its budget from € 10 439 000 to € 7 829 000. At the end of the year, CEPOL managed to implement 92% of the reduced budget at commitment level and payments reached 74%. In total M€ 1.370 (19%) commitments, were carried forward to 2021.

4. In terms of **human resources management**, takes notes of the Agency's continuous efforts to ensure business continuity while the staff fluctuation is still problematic, mainly due to low country coefficient factor combined with relatively low grades of staff. On the top of this, substantial internal adjustments in terms of re-allocation of staff and budget resources to cover for the prioritized activities in the context of pandemic, were successfully addressed.

Observations on the operational achievements

5. Welcomes that, in terms of the delivery of its core business, for the 10th year in a row, the outreach of CEPOL continued to increase: **number of participants** has grown to **39 401** compared to **34 723** in 2019 which represents an increase of **13%**.

The COVID-19 crisis has had a massive impact on the implementation rate due to the cancellation, mainly, of residential activities. In the domain of the e-learning however, there was a huge rise in demand and in consequence over-implementation, which generated additionally more than **4 000** participants than in previous year.

6. Positively notes that the quality of CEPOL products as measured by the **customers' satisfaction rate** remained exceptionally high with overall **97%** of participants stating that they were very satisfied or satisfied with the activities.
7. Welcomes that CEPOL acknowledged that COVID-19 pandemic also brought about new opportunities for improvement and further **digitalization of CEPOL processes** as well as rethinking the business model to further enable business continuity in a remote environment and better respond to online

training needs of the law enforcement communities. Takes note on the introduction of new IT tools in CEPOL such as SPEEDWELL for financial workflow, SYSPER for HR aspects and initiation of ARES as a document management system.

8. Welcomes that CEPOL's **new Law Enforcement Education (LEEd) platform**, was successfully launched on 30 April 2020 and is moving into the right direction with more user friendliness aiming at a better outreach for training participants. Notes with concern that the system was subject to a **cyberattack** which led to temporary shutdown of online training activities for approximately 3 weeks; acknowledges the swift measures adopted by CEPOL to duly inform stakeholders and keep their data secure while re-scheduling activities in a flexible manner.
9. Welcomes the initiative to set up the **COVID-19 Task Force** with the aim of providing the best possible support to CEPOL partners on training and education of law enforcement officials. In this context, the Agency provided advice on the possibilities for using e-infrastructure and online tools to deliver online activities and offered technical and administrative support to deliver training activities and meetings, **leveraging CEPOL's existing online technology and e-Learning infrastructure**.
10. Welcomes the set up of the pilot **CEPOL Knowledge Centre on Counter-terrorism** having the mandate to elaborate a comprehensive multiannual training portfolio composed of residential and online activities in the spirit of blended learning.
11. In the area of external cooperation, notes that CEPOL successfully completed the implementation of 2 international cooperation projects via EU-funded projects, **namely the EU/MENA Counter-Terrorism Training Partnership 2 (CEPOL CT2) and Financial Investigation in-service training programme in Western Balkans (FI WB)**.

Moreover, the Agency has successfully negotiated a **EUR 23.5 million project portfolio** covering the entire spectrum of the **EU Enlargement and Neighbourhood policy areas**, for which preparatory phase started in 2020. Welcomes that the Agency will continue to implement capacity building projects in third countries, demonstrating its ability to play a significant role in the achievement of the EU's policy objectives in the JHA area and its external aspects, directly contributing to strengthening the internal security of the EU.

12. Welcomes that the Agency successfully **addressed all pending audit recommendations** of the Internal Audit Service.
13. Notes with satisfaction that the Agency successfully renewed the **ISO 9001:2015 certification of CEPOL's Management System**, and maintained the additionally obtained certification for the relevant **ISO 29993:2017 standard for learning services**, which further demonstrates that CEPOL ensures efficient operating of the quality system.

Conclusion

The Management Board considers **CEPOL has effectively delivered the expected services in accordance with the 2020 Work Programme** and is satisfied by the overall performance of CEPOL as well as by the level and the adequacy of utilisation of the available human and financial resources. Despite the difficulties encountered due to pandemics throughout the year and the cyberattack causing temporary shutdown of LEEd training platform, CEPOL achieved excellent results, continuing to provide a substantial number of training activities and contributing to the e-learning options available to law enforcement officers in the European Union and beyond.

The Management Board expresses its appreciation to the Executive Director and his staff for their commitment and achievements through this especially challenging year.

The Management Board attaches this analysis and assessment to the CAAR for submission to the Court of Auditors, the Commission, the European Parliament and the Council by no later than 1 July, in accordance with Article 47(2) of the Financial Regulation applicable to CEPOL.

For the Management Board
<< Signature on file >>

.....
Mr. José Leitão
Chair of the Management Board

Executive Summary

Agency in brief

CEPOL was initially founded by Council Decision 200/820/JHA of 22 December 2000 as a body financed directly by the Member States of the European Union and functioned as a network, by bringing together the national training institutes in the Member States, whose tasks include the training of senior police officers. CEPOL was later established as an agency of the European Union by Council Regulation No. 2005/681/JHA of 20 September, 2005 (OJ L 256/63 of 1 October, 2005).

Since 1 July 2016, the entry into force of its current legal mandate¹, CEPOL's official name is 'The European Union Agency for Law Enforcement Training'.

CEPOL is headed by an Executive Director, who is accountable to a Management Board. The Management Board is made up of representatives from EU Member States² and the EU Commission. The Chair of the Management Board is a representative of one of the three Member States that have jointly prepared the Council of the European Union's 18-month programme. The Management Board meets at least two times per year. In addition, CEPOL has dedicated National Units (CNUs) in every Member State to provide information and assistance to law enforcement officials who wish to participate in CEPOL's activities. CNUs also support CEPOL's operations.

CEPOL contributes to a safer Europe by facilitating cooperation and knowledge sharing among law enforcement officials of the EU Member States and to some extent, from third countries, on issues stemming from EU priorities in the field of security; in particular, from the EU Policy Cycle on serious and organised crime. Moreover, CEPOL assesses training needs to address EU security priorities.

The agency's annual work programme is built with input from its network and other stakeholders, resulting in topical and focused activities designed to meet the needs of Member States in the priority areas of the EU internal security strategy.

CEPOL constantly strives to offer innovative and advanced training activities by integrating relevant developments in knowledge, research & technology, and by creating synergies through strengthened cooperation.

<p>Mission Making Europe a safer place through law enforcement training and learning.</p> <p>Vision To be the centre of European law enforcement training and learning, focusing on innovation and quality.</p> <p>Values</p> <ul style="list-style-type: none"> • Human rights and fundamental freedoms • European cooperation • Quality • Innovation • Reliability 	<p>Core competencies CEPOL brings together law enforcement professionals to:</p> <ul style="list-style-type: none"> • Offer them opportunities to grow personally and professionally through training; • Contribute by learning to solve issues related to European security; • Establish networks of training institutes and professionals. <p>Core promise With CEPOL, professionals can grow both their knowledge and networks.</p> <p>Motto CEPOL - Educate, Innovate, Motivate</p>
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¹ Regulation (EU) 2015/2219 of the European Parliament and of the Council of 25 November 2015

² Denmark is not considered Member State in relation to CEPOL in accordance with Protocol 22 on the position of Denmark in respect of the area of freedom, security and justice, annexed to the TEU and to the TFEU.

CEPOL's Quality Statement

The Agency is committed to implement internationally recognised management standards, such as ISO 9001:2015.

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

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

CEPOL focuses on customers, stakeholders and other interested parties, provides leadership, engages and involves people, uses a process approach, encourages improvement, uses evidence based decision-making, and manages effective stakeholder relationships.

The Agency commits to ensure compliance with the applicable ISO 9001:2015 requirements, and the Internal Control Framework.³



The Agency's Management System has been assessed by an independent accredited body Lloyd's Register (LRQA), and found in full compliance with the ISO 9001:2015 requirements.

The certificate was originally issued in February 2017 and renewed in February 2020 following successful recertification audit, for the same scope: **'Management of the Law Enforcement Residential Activities, Exchange Programme and Online Courses, Modules and Webinars: support, develop, implement and coordinate training for law enforcement officials'**.

The CEPOL's Management System will continue to be audited each year to ensure that compliance with internationally recognised quality management standard ISO 9001:2015 is being maintained.

³ <https://www.cepola.europa.eu/sites/default/files/26-2018-MB%20Revised%20CEPOL%20Internal%20Control%20Framework.pdf>

The Year in Brief

Key conclusions on training and learning activities, external relations (executive summary of Part I)

Due to the **COVID-19 outbreak** across Europe, and as a temporary precaution to ensure the safety of CEPOL staff and its stakeholders, the Executive Director activated on 10 March 2020, by Decision 16/2020/DIR, the scenario “Orange”. As a result, **all residential training activities** – including those carried out in the context of externally funded projects – and the CEPOL Exchange Programme, **were suspended** until the mid-April 2020. Additionally, **all CEPOL meetings**, including stakeholder meetings, seminars, study visits, staff missions, and planned group visits to the premises of the Agency **were put on hold**. The activation of scenario “Orange” had an impact on the organisation of recruitment procedures. By this Decision, **physical presence of staff** at the premises of the Agency **remained limited**.

Subsequently, by Decision 22/2020/DIR, the Executive Director decided on 20 March 2020 to extend the timeframe of this **suspension until 31 May 2020**, acknowledging the fact that such a decision would impact CEPOL’s budget implementation and Annual Work Programme in 2020. Later on, **the suspension was further extended until 31 July 2020**.

Assuming that business would resume in autumn, the preparation for the implementation of residential activities resumed in July - August. Many courses were finalised and ready for the implementation in September. However, the Hungarian government announced end of August that, in light of the COVID-19 situation, **severe country entry bans and strict travel restrictions were to be introduced as of 1 September 2020**. As a consequence, the Executive Director decided upon the suspension of all residential activities programmed to take place at CEPOL HQ in Budapest in September-October (43/2020 DIR on **Partial Suspension of Operational Activities until 31 October 2020**).

Further, due to worsening pandemic situation across Europe, the decision 51/2020/DIR on 29 October 2020 was taken that the residential activities and the Exchange program remains suspended until 30 June 2021. The core business was re-planned and **where possible residential activities were converted and prepared for implementation in online form**.

However, on 17 November LEEd, CEPOL’s electronic LMS had to be taken off due to a **cyberattack**. Following the security testing and configuration works, **LEEd had been restored on 9 December** leaving very limited possibility for implementation training activities still in 2020. Therefore, not only the on-site training activities were affected by the pandemic, but also online implementation was hampered by the necessary **LEEd shutdown time**.

Throughout the year, **the Single Programming Document/Work Programme 2020 has been amended multiple times⁴ by the Management Board** to formalise the substantial changes brought about by the COVID-19 pandemic, the further suspension or cancellation of activities and to adjust the original plan and relevant targets to the dynamic developments. Budget impact was calculated and the related **funds amounting to € 2 610 000, were returned to the European Commission**.

All in all, due to the pandemic the agency **converted 28 residential courses to online training actions** such as online courses, webinars and virtual courses. These **converted activities** focused on **key areas of serious organised crime** such as fighting facilitated illegal immigration, financial crimes, asset recovery, trafficking in human beings, cyber-attacks, online child-abuse, open sources intelligence, drug trafficking and document fraud. Besides conducting **courses in the EMPACT – Policy cycle areas**, the agency implemented converted training actions concerning various areas of **counter-terrorism and radicalisation, interoperability, forensics and CSDP missions** as well. As a result of national health measures and travel restrictions, regrettably **49 residential training activities had to be cancelled**, mainly courses that were originally granted to Framework Partner training institutions in the Member States.

The **2020 year required fast reaction and flexibility from the e-Learning team** of the Agency. By the time the Annual Work Programme got scheduled, the pandemic reached Hungary. First the team members were busy to create the infrastructure together with ICT and **upskill and prepare colleagues for the remote working to ensure smooth transition and business continuity**. In the first quarter they were also busy with sharing their experiences with the representatives of fellow institutions

⁴ For details please refer to annex IX. Amendments to the SPD 2020-2022 during the year of 2020

and MSs on the tools we use and best practices applied. Later on this service was continued to be provided in a structured manner by the established **COVID-19 Task Force team**.

Parallel to this, **the team resources were re-shuffled** to get ready to the planned learning platform switch plus satisfying the **new and increased needs towards online services**. The team got increased and extra support was received from the residential team. All new team members had to quickly get acquainted with the tools and processes used.

Massive time was invested and a core e-learning project group was formed to get ready for the launch of the **LEEd, the new Learning Management System** in April. The aim was to migrate to a more user-friendly platform with enhanced capabilities while keeping the core functionalities and achievements and ensure smooth transition to the 30 000 registered users. After the successful launch, the fine-tuning of the platform and the second phase development items were identified and will keep the team busy still in the first half of 2021.

The majority of the **suspended residential activities were transformed into online delivery format** as described above and all plans were adjusted to this massive increase. For the benefit of professional and quick results many teams had to cooperate and invest extra time and effort.

During the year together, **the budget was also revised and increased for the online activities**, this allowed to implement the **transferred learning products** plus to **introduce new e-learning tools and products (e.g. e-Workshops, e-Lessons)** for which full implementation is foreseen in 2021. Additional needs particularly in the area of **Personal Business Skills development** were addressed with the initiation of the project of launching an **external training portfolio** purchased from the market. Hundreds of well acknowledged publishers' self-paced online training resources shall be launched on CEPOL's learning platform for the benefit of 1 000 users from early 2021.

All in all, the COVID-19 crisis has had a **massive impact on the implementation rate due to the cancellation**, mainly, of **residential activities**: overall activity implementation rate comes to 5% (81 planned activities versus 4 implemented) while participants' implementation rate was 5% (**2 396 planned participants versus 108 implemented**).

In the domain of the **e-learning** however, there was a **huge rise in demand** and in consequence **over-implementation** – overall activity implementation rate comes to 117% (145 planned activities versus 169 implemented) while participants' implementation rate was 109% (**30 661 planned participants versus 33 583 implemented**). Additionally, **5 091 participants** took part in **COVID-19 Response Task Force** training activities.

In partnership with its network of training providers, following the guidance of the European Institutions (notably the European Commission), and in cooperation with other EU partners such as the European External Action Service, the European Security and Defence College and the EU JHA agencies, CEPOL has sought to export European know-how and foster fruitful training partnerships by progressively seeking to extend the **availability of CEPOL training to Third Countries**. In doing so, CEPOL has been promoting international law enforcement cooperation instruments, help widening networks of law enforcement specialists and transfer Third Countries professional experience to Europe.

Taking into account the limits of CEPOL resources, the objective of building third countries' capacity is being primarily pursued via the **implementation of ad-hoc projects financed through the European Commission's external assistance funds** and by pursuing informal or formal cooperation with selected countries and international organisations.

In 2020, CEPOL completed the implementation of 2 **EU-funded projects, the EU/MENA Counter-Terrorism Training Partnership 2 (CEPOL CT2)** financed by the European Commission through the Instrument contributing to Stability and Peace (IcSP) and the **Financial Investigation in-service training programme in Western Balkans (FI WB)**, financed by European Commission through the Instrument for Pre-Accession Assistance II (IPA II).

CEPOL has further negotiated a **EUR 23.5 million new projects portfolio**. As a result of this, CEPOL will implement the 4 new projects, for which the preparatory inception phase started in 2020, namely: **Enhancing Information Exchange and Criminal Justice Response to Terrorism in the Middle East and North Africa (CT INFLOW)**, **EUROMED POLICE**, **Training and Operational Partnership against Organized Crime (TOPCOP)**, **Partnership against Crime and Terrorism (WB PaCT)**.

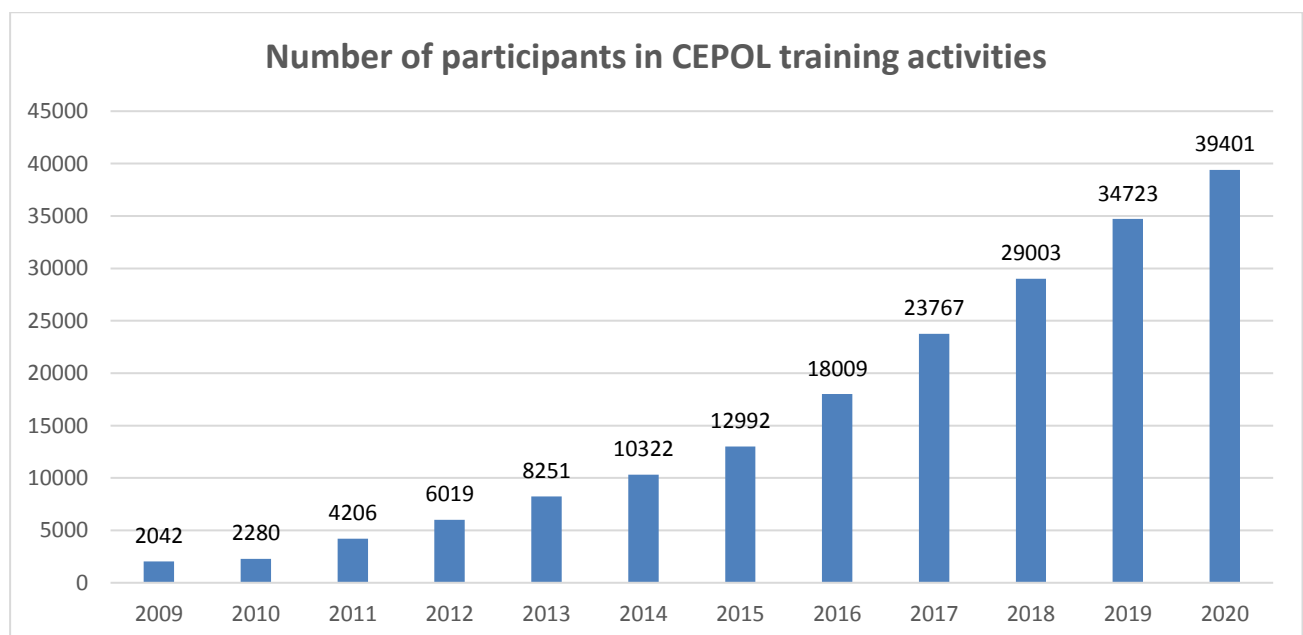
In 2020, altogether **572** law enforcement officials outside EU took part in 62 CEPOL training activities on counter terrorism, financial investigations, security and migration under completed and newly initiated external cooperation projects.

Summary of the Agency's performance in 2020 (KPIs)

Goals and objectives reflected in the CEPOL's strategy 2020-2022 are subject to regular monitoring, analysis and reporting, both internally (management) and externally (Management Board). The Agency's Key Performance Indicators (KPIs) linked to the achievement of five Strategic Goals, demonstrate sustainable progress achieved in 2020 (see below table). More details on status of Performance Indicators (PIs) versus target in Work Programme 2020 are provided throughout the report under each activity.

No.	(Key) Performance Indicators ⁵	Target	Status	Comments
1	New developments in the area of quality assurance	1	1	Target achieved
2	Analytical reports on training needs in place	4	6	Target achieved
3	Completion/coverage rate of EMPACT priorities	90%	90%	Target achieved
4	Level of overall satisfaction with training activities	94%	94%	Target achieved
5	Number of active projects	4	6	Target achieved
6	Level of overall satisfaction with training activities (projects)	90%	100%	Target achieved
7	Number of downloads of online sources made available by CEPOL	1 000	33 434	Target exceeded
8	Number of published articles in the European Law Enforcement Research Bulletin	15	22	Target exceeded
9	Research & Science Conference organised	1	-	Target not achieved (cancelled in 2020)
10	% of audit recommendations closed in accordance with the agreed audit follow-up plan	90%	100%	Target achieved

Participation in CEPOL activities 2009-2020



Participation includes residential (on-site) activities, online activities (self-paced and instructor led including: webinars, online modules, online courses, cyberbites, e-Lessons and e-Workshops), the CEPOL Exchange Programme and international cooperation projects. For 2020, COVID-19 Task Force related training activities are also included.

⁵ source of information for status: reporting tool

Overview of number of activities per thematic area

Goal 2: CEPOL will further coordinate, support and implement training activities to the Law Enforcement Officials of the EU and, if applicable, of Third countries with particular emphasis on fundamental rights and crime prevention⁶

Activity	Thematic area	RESIDENTIAL (ON-SITE) ACTIVITIES		ONLINE ACTIVITIES ⁷		CEPOL EXCHANGE PROGRAMME	TOTAL	
		No. of activities	No. of participants	No. of activities	No. of participants	No. of participants	No. of activities	No. of participants
2.1	Serious and organised crime	0	0	86 ⁸	18 921 ⁹	12	86	18 933
2.2	Counterterrorism	1	13	9	1 597	0	10	1 610
2.3	Public order and Crime Prevention	1	52	7	1 227	3	8	1 282
2.4	Union missions	0	0	4	300	0	4	300
2.5	Law Enforcement Techniques, procedures and instruments	0	0	28	5 485	9	28	5 494
2.6	Law Enforcement Leadership and Management Skills, Language Skills and Train the trainers	1	24	14	2 277	7 ¹⁰	15	2 308
2.7	IT based information exchange instruments and law enforcement cooperation	1	19	12	2 465	16	13	2 500
2.8	Fundamental rights	0	0	9	1 311	0	9	1 311
2.9	Emerging internal security threats ¹¹	0	0	0	0	0	0	0
	TOTAL	4	108	169	33 583	47	173	33 738
2.9.1	COVID-19 Response Task Force	0	0	82	5 091	0	82	5 091
	TOTAL GENERAL	4	108	251	38 674	47	255	38 829

⁶ Fundamental rights, and where relevant crime prevention will be addressed in all our thematic trainings, and are therefore included horizontally in all the training activities that CEPOL implements.

⁷ Self-paced and instructor led, including webinars, online modules, online courses, cyberbites, e-Lessons and e-Workshops

⁸ Including 2 from 2019 carried forward activities

⁹ Including 57 from 2019 carried forward activities

¹⁰ 7 carried forward from 2019

¹¹ Residential (on-site) activities and exchanges (CEP) for emerging internal security threats are covered under 2.7 IT based information exchange instruments

Overview of CEPOL project activities 2020

Goal 3: CEPOL will further build capacity of Third Countries by tailored made training services ¹²

Projects	Residential (on-site) activities (including courses, regional workshops, seminars)		Online activities (self-paced and instructor led, if applicable)		Study visits (including Mentoring Programme)		Exchanges	TOTAL	
	No. of activities	No. of participants	No. of activities	No. of participants	No. of study visits	No. of participants	No. of exchanges	No. of activities	No. of participants
3.1.1 CEPOL CT2 project	6	181	7	104	2	16		15	301
3.1.2 CEPOL FI project	1	44	-	-	-	-	18	1	62
3.1.3 CEPOL CT INFLOW project	19	100	-	-	-	-	-	19	100
3.1.4 CEPOL EUROMED Police project	26	92	-	-	-	-	-	26	92
3.1.5 CEPOL TOPCOP project	1	17	-	-	-	-	-	1	17
3.1.6 CEPOL WB PaCT project	-	-	-	-	-	-	-	-	-
TOTAL 2020	53	434	7	2 544	2	16	18	62	572

¹² The main budget of these activities financed based on Delegation and Agreements

Key conclusions on management of human resources

CEPOL's establishment plan 2020 contained **33 Temporary Agents (TA)** of which 31 were in post by end 2020. In addition to the establishment plan, the Management Board approved for CEPOL regular activities **19 Contract Agents (CA)** of which 16 were in post by end 2020, and **6 SNE positions** of which all were in post by end 2020.

In addition, **30 CAs and 1 SNEs** were authorised for externally financed capacity building projects, of which all were in post by end of 2020.

Staff fluctuation, mainly due to the low correction coefficient applied to staff salaries, continues to have a significant impact on the organisation; the same factors combined with the lack of higher TA posts available, do not assist CEPOL in attracting the best talent from the broadest possible geographical basis from among nations of Member States.

There were **16 resignations** in 2020 of which 6 TAs (18% of TA positions), 6 CAs (12% of CA positions) and 4 SNEs left CEPOL, due to either closure of WB project or new job opportunities. Business continuity was ensured via continuous use of Interim staff and SNEs for core business areas such as e-Learning but also for support area, such as ICT, legal and management support.

In 2020 CEPOL published **16 recruitment procedure** and was dealing with another 7 that were launched in 2019 but managed in 2020, attracting **around 800 applicants**. Travel restrictions connected to COVID-19 made it impossible to continue the recruitment procedures as originally planned, with interview and written test organised onsite. To enable finalisation of certain recruitment procedures which were urgent, especially those connected to external projects, the Agency availed itself of the possibility to exceptionally waive written tests. Interviews took place on-line using Skype. The on boarding of successful candidates was also done remotely, via induction and working meetings organised online.

Regarding **geographical balance**, CEPOL continues to receive a significant number of applications from Hungarian citizens. This however does not impact on the quality of applications received and the Agency's ability to recruit suitable candidates. At the end of 2020, there were **34 Hungarian citizens (40%)** working for the agency, from a total of 84 staff (TA, CA & SNEs - CEPOL establishment plan and project related staff). There are 16 other nationalities present in CEPOL, which are relatively equally distributed. As of 31 December 2020 CEPOL only does not employ staff from Bulgaria, Cyprus, Czech, Denmark, France, Ireland, Luxembourg, Malta and Slovenia.

On **gender balance**, the ratio between man and women employed by CEPOL (excluding interims) is **49 females/35 males** with the highest difference being registered among Contract Agents where the ratio is 31 females/15 males. Women are well represented at all grades including at management level. The CEPOL management team (Executive Director, Heads of Departments and Heads of Units) on 31 December 2019 consists of 3 women and 3 men.

Further details on management of human resources can be found in Part II, point 2.5.

Key conclusions on management of financial resources

CEPOL is financed from the General Budget of the European Union in a form of subsidy. The budget in 2020 amounted to € 10 439 000. As the COVID-19 pandemic severely impacted on the possibility of organising law enforcement training in the traditional way due to travel restrictions and measures to protect public health in place caused a considerable underspending, **CEPOL returned to the Commission the unused funds reducing its budget from € 10 439 000 to € 7 829 000.**

The regular budget is consumed over three budget headings (titles). Title 1 covers staff related expenditure; Title 2 covers expenditure related to infrastructure and running costs; and Title 3 covers operational costs. At the end of the year, **CEPOL managed to implement 92% of the reduced budget at commitment level and payments reached 74%.** 17% of the commitments prepared in 2020 remained open at the end of the year. These commitments for a value of M€ 1.370 were carried forward to 2021. The final implementation taking into account the execution of those commitments will be known at the end of 2021.

In addition, CEPOL manages, in accordance with its legal basis, **dedicated Union External Assistance funds** to assist third countries in building their capacities in relevant law enforcement policy areas, in line with the established priorities of the Union. In 2020, the following two projects have been completed:

- Financial Investigation In-Service Training Programme, Western Balkans 2017-2019 (CEPOL FI), length: 24 months, budget: 2,5 MEUR, Contracting Authority: DG NEAR, IPA 2, Contract number Grant Agreement No. IPA/2017/393-268. The project concluded on 31 March 2020. DG NEAR approval of the final report is expected. The final budget implementation rate reached 83.4%.
- EU/MENA Counter-Terrorism Training Partnership (CEPOL CT 2), length: 36 months, budget: 6,5 MEUR, FPI, Delegation Agreement No. ICSP/2017/394-210. At the end of the implementation period by 31 December 2020, 64.6% of the budget has been used.

In 2020, CEPOL has signed agreements for 4 new multi-annual projects with a budget of EUR 23.5 million.

Further details on management of financial resources can be found in Part II, point 2.3.

Key conclusions on internal control effectiveness

CEPOL conducts its operations in compliance with the applicable rules and regulations, working in an open and transparent manner, and meeting the expected high level of professional and ethical standards.

CEPOL implements the **Internal Control Framework (ICF)**, which is based on European Commission's ICF, as latest adopted by Management Board Decision 26/2018/MB.

In addition to the ICF, CEPOL is following the **Quality Management System Standard ISO 9001:2015**, since February 2017, and is subject to regular surveillance audits by an independent auditor. Following ending the 3 years certification cycle, the re-certification audit was successfully passed in January 2020.

The Agency has systematically examined the observations and recommendations issued by internal auditors, the European Court of Auditors and the European Parliament. On this basis, it took actions as appropriate.

In November 2018, the IAS implemented the audit concerning 'Training implementation, knowledge sharing and monitoring of results'. To date, **all IAS audit recommendations have been closed** following desk review implemented by the auditor in 2020.

The European Court of Auditor's opinion on legality and regularity of transactions for the financial year 2020 is not available yet; however, the preliminary findings received so far do not raise any major concerns. The ongoing **audit of the 2020 provisional annual accounts** provided so far a positive conclusion.

The agency has assessed the effectiveness of its key internal control systems during the reporting year and has concluded that the **internal control system is working effectively**. Further details regarding the assessment of the effectiveness of the internal control systems can be found in Part III.

The Executive Director, in his capacity as Authorising Officer, has signed the Declaration of Assurance.

Part I. Achievements of the year

General overview

Based on the outcomes of the EU Strategic Training Needs Assessment and Operational Training Needs Analyses, which encompasses consultations with the MS and stakeholders, CEPOL develops its response to the EU level training needs deriving from the EU security threats in line with CEPOL mandate.

A thematic based approach in line with the European Law Enforcement Training Scheme (LETS) principles is applied when preparing a selection of training interventions. As a principle online solutions are used for awareness raising or where large audiences need to be reached, while high level specialist training needs are met by tailor made residential activities (applying blended training methodology) and CEPOL exchange programme (**details on various tools can be found in Annex I b**). CEPOL training approach is based on circular training cycle:



The CEPOL Single Programming Document (SPD) 2020 planned for **226 training activities** (81¹³ residential courses, and 145 e-Learning activities)¹⁴.

The travel restrictions imposed by the pandemics led to an increased focus on E-learning activities and by the end of 2020 CEPOL implemented **255 training activities** (4 residential, 251 E-learning activities of which 82 connected to COVID-19 Response Task Force).

Under the General CEPOL Exchange Programme, also impacted by the pandemic, **47 exchanges** were implemented thereby having an implementation rate of 9% (versus **planned 535 exchanges**). The CEPOL-Frontex Joint Exchange Programme fully funded by Frontex succeeded in implementing of a total of 13 exchanges.

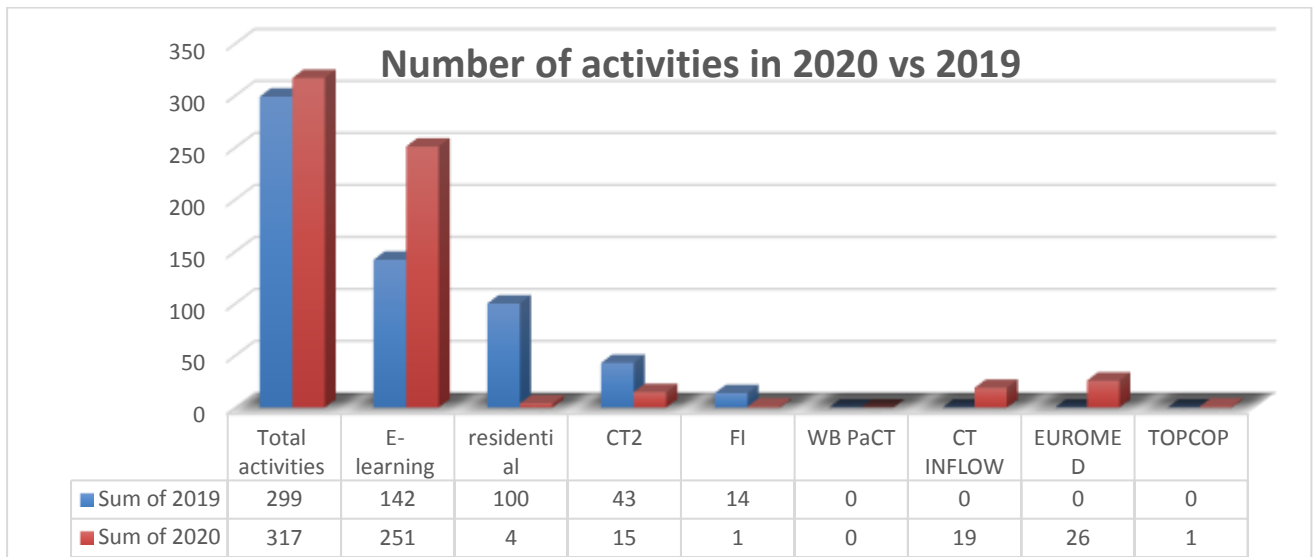
Under activities financed from annual budget, **38 829** law enforcement officials took part in CEPOL training on issues vital to the security of the EU and its citizens. The implementation of external projects continued with **572** law enforcement officials taking part in CEPOL training activities on counter terrorism, financial investigations, security and migration in 2020.

Altogether, **39 401** law enforcement officials participated in **317** training activities, which represents 13% increase compared to 2019. The **overall satisfaction rate for 2020 is 97%** (98% residential, 94% e-learning, 94% CEP, 100% CT2, 100% FI).

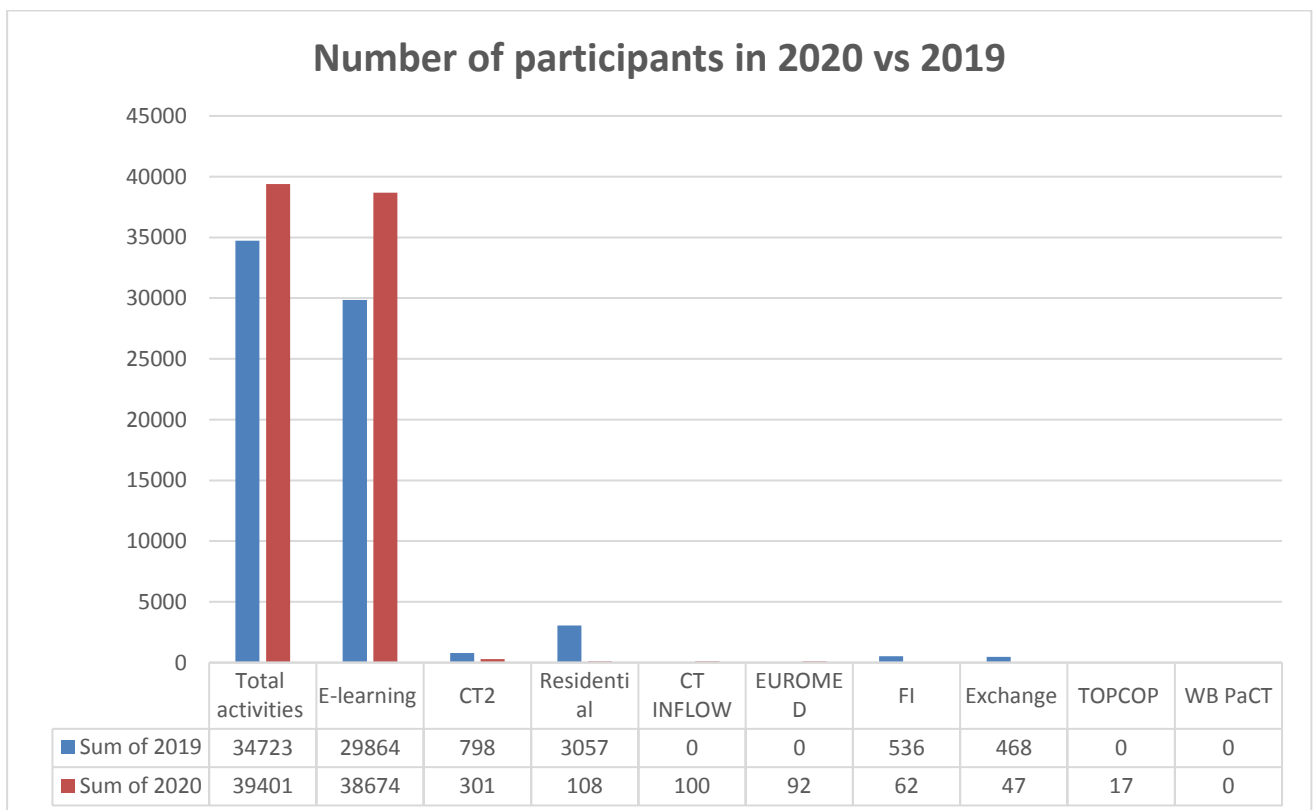
¹³ Including 1 Research and Science Conference

¹⁴ See Annex 2 for the list of CEPOL Training Activities as per SPD 2020-2022

Number of activities implemented in 2020



Participation and satisfaction rate in 2020



Goal 1: CEPOL will plan, develop and coordinate high quality training services (Quality Objective)

Key Performance Indicator 1

New developments in the area of quality assurance¹⁵ (target: 1; status 2020:1)
 Analytical reports on training needs in place¹⁶ (target: 4; status 2020:6)

Strategic areas of intervention:

- 1.1 Training Needs Assessment and coordination
- 1.2 Ensure high quality training services

Activity 1.1: Training needs assessment and coordination

CEPOL conducts training needs assessment and analyses on strategic and on operational level. Regulation (EU) 2015/2219 tasks CEPOL to develop “multiannual strategic training needs analyses and multi-annual learning programmes” ensuring that conclusions from training needs assessments are part of its planning. To this end, CEPOL completed the first EU Strategic Training Needs Assessment (EU-STNA) in 2018 identifying training priorities for law enforcement officials across the for the period of 2018-2021. In 2020, an independent provider contracted by CEPOL conducted a process and impact evaluation of the first, pilot EU-STNA. Outcomes of the evaluation fed to the review of the EU-STNA methodology. Based on the revised methodology, CEPOL launched the new EU-STNA that will define strategic training priorities on EU level for the next policy cycle 2022-2025.

To gain detailed understanding on training needs in priority areas, CEPOL conducts Operational Training Needs Analysis (OTNA). OTNAs aim at the identification of gaps in knowledge and skills that law enforcement officials might have. Based on the experience in the implementation of the first OTNAs and the feedback gained from MB meetings (May and November 2019) and CNUs (September 2019), CEPOL updated the OTNA methodology (9/2020/MB). To define its 2021 training portfolio CEPOL conducted OTNAs in the following thematic areas: Trafficking in human beings, Facilitation of illegal immigration, Drugs trafficking and Criminal finance, money laundering and asset recovery.

CEPOL, in cooperation with the European Council and EMPACT completed ad-hoc training needs analysis on the impact of COVID-19 on crime patterns, operations and training needs of law enforcement officials in the area of serious and organised crime. In this survey, respondents indicated that cases of domestic violence have substantially increased as a consequence of the pandemic. To get better insight to the specifics of these cases and to how law enforcement officials should be prepared to addressing them, in August 2020, CEPOL completed a survey on the impact of COVID-19 on domestic violence. Outcomes of both analyses are used to develop training products as a response to altered training needs due to COVID-19.

Activity 1.1 Training needs assessment and coordination				
Objectives 2020	Expected results (Outcome)	Main Outputs	Indicators	Target vs status for 2020
1.1.1 CEPOL's EU Strategic Training Needs Assessment process will be evaluated and improvement measures will be identified according to timeline (Quality Objective)	EU-STNA will provide reliable data of the performance gaps where EU training is necessary, particularly: <ul style="list-style-type: none"> ➤ EU-STNA will provide the necessary framework for a coordinated and prioritised Union action and will support the decision-making process in law enforcement training at Union 	<ul style="list-style-type: none"> ➤ The EU-STNA evaluation report; ➤ EU-STNA methodology amendment ➤ EU-STNA 2022-2025 desk research launched 	<ul style="list-style-type: none"> ➤ Evaluation completed and recommendations for improvement implemented ➤ EU-STNA 2022-2025 launched 	<ul style="list-style-type: none"> ➤ <i>Completed evaluation, recommendations implemented</i> <p><i>Status: complete</i></p>

¹⁵ Such as EQF certification and accreditation, further ISO certification; in 2020 the ISO 9001:2015 certificate was renewed

¹⁶ Thematic areas assessed through the OTNA

	level with evidence-based analytical findings. ➤ Improvement measures will be identified and applied to the EU-STNA methodology ➤ EU-STNA 2022-2025 will be launched			
1.1.2 The scope of the Operational Training Needs Analysis ¹⁷ will be applied to a set number of thematic areas. A multiannual plan for OTNAs per year will be presented Quality Objective	OTNA will provide reliable data of the performance gaps where CEPOL training is necessary, particularly: ➤ The OTNA will identify training interventions tailored for the MS needs and will constitute the basis for the CEPOL training portfolio. All thematic areas will be analysed based on the Operational Training Needs Analysis methodology	➤ The annual operational training needs analysis reports outlining the tactical level training requirements	➤ 4 thematic areas will be assessed through the OTNA	➤ <i>A relevant multiannual plan shall be prepared</i> <i>Status: complete OTNA multiannual planned prepared; 4 thematic areas assessed by OTNA 2 ad-hoc TNAs completed</i>

Activity 1.2: Further develop and ensure high quality training services

The ISO 29993:2017 certificate was maintained while the ISO 9001:2015 was renewed. The Business Case for extension of ISO 29993:2017 was not yet developed due to cancellation of residential activities in view of pandemic. Extended certification will be considered in the light of future developments.

Due to the pandemic, only 4 residential courses had been implemented throughout the year. Out of these, activities testing was organised in two activities ("Schengen evaluation - Police cooperation" and "Language development - Instruments and systems of European police cooperation in English").

CEPOL transformed from the 2020 portfolio, 28 residential courses to online activities (online courses, virtual meetings, webinars) some fully implemented in 2020, some in January-February 2021 due to LEEed shutdown in November-December. In 18 of these transformed online activities testing had been implemented in various formats (quiz, assessment). However due to the different nature of these online activities testing occurred in different standards and forms than in residential activities.

A CKC on Counter-terrorism has been established (14/2020/DIR). Guidelines on the CKC Composition and Tasks, the Implementation Model and the Roles and Responsibilities for CKCs, CEPOL and hosting institutions were developed. No new business model has been established due to the fact that no human resources, a prerequisite for the new business model, have been provided to CEPOL by the Commission or will be in the near future.

¹⁷ MB decision 32/2017

Activity 1.2 Further develop and ensure high quality training services				
Objectives 2020	Expected results (Outcome)	Main Outputs	Indicators	Target and status for 2020
1.2.1 CEPOL will further pursue a possibility to have its products recognised in line with the EQF Quality Objective	<ul style="list-style-type: none"> ➤ CEPOL has a better picture of possibilities to align further with the EQF 	<ul style="list-style-type: none"> ➤ CEPOL attends relevant meetings and presents its portfolio 	<ul style="list-style-type: none"> ➤ All relevant meetings identified and attended 	<ul style="list-style-type: none"> ➤ CEPOL provides an annual summary of findings to MB <p>Status: on going (EQF to be achieved into multi-annual perspective)</p>
1.2.2 CEPOL will further expand ISO certification of its services, where relevant, depending on the budget availability and human resources	<ul style="list-style-type: none"> ➤ Compliance with the ISO 9001:2015 QMS as well as with requirements for learning services outside formal education according to the ISO 29993:2017 standard for learning services, providing generic frame of reference for quality learning service. 	<ul style="list-style-type: none"> ➤ Maintain ISO certifications ➤ preparations for additional CEPOL courses certified in accordance with ISO 29993:2017 requirements 	<ul style="list-style-type: none"> ➤ ISO 9001:2015 and ISO 29993:2017 for already certified courses maintained ➤ Business case for certifying additional courses in place 	<ul style="list-style-type: none"> ➤ 2 ISO certificates maintained <p>Status: complete</p> <ul style="list-style-type: none"> ➤ 1 business case for extending certification <p>Status: in progress (certified residential activities on hold due to pandemic)</p>
1.2.3 CEPOL will further develop its evaluation of training activities based on Kirkpatrick' methodology and requirement related to certification and accreditation Quality Objective	<ul style="list-style-type: none"> ➤ Not only the reaction but also the knowledge acquired through the training activity is measured 	<ul style="list-style-type: none"> ➤ Training activities are evaluated using Kirkpatrick's methodology 	<ul style="list-style-type: none"> ➤ CEPOL will implement entry and exit testing of participants in line with certification/acc reditation 	<ul style="list-style-type: none"> ➤ Testing applied according to 12/2016/GB (for courses that are at least 5 days long) <p>Status: on hold (due to residential activities cancelled due to pandemics)</p>
1.2.4 CEPOL will design and implement from 2020 onwards a new CKC concept and a new business model of the implementation of training services Quality Objective	<ul style="list-style-type: none"> ➤ The results of the CKC evaluation will be taken into account to assess whether the CKC model is administratively and operationally solid enough to be further developed and rolled out, or whether alternative business models have to be looked at 	<ul style="list-style-type: none"> ➤ Pilot CEPOL Knowledge Centres are evaluated ➤ New alternative model is established and operational 	<ul style="list-style-type: none"> ➤ At least one CKC based on the new model established and operational 	<ul style="list-style-type: none"> ➤ 1 new CKC <p>Status: complete</p>

1.2.5 CEPOL will ensure the use of e-learning services to better address its broad audiences	➤ The European, cross-border dimension of law enforcement is further addressed by the enhanced access to CEPOL's online learning component;	➤ Extended support to learning, training and research activities through continuous further development of LEEd	➤ New/revised portfolio of online learning services available	➤ LEEd operational (by end April 2020) Status: complete
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Goal 2: CEPOL will further coordinate, support and implement training activities to the Law Enforcement Officials of the EU and, if applicable, of Third countries with particular emphasis on fundamental rights and crime prevention¹⁸

Key Performance Indicator 2

Completion/coverage rate of EMPACT priorities (target: 90%; status 2020: 90%)
 Level of overall satisfaction with training activities (target: 94%; status 2020: 94%)

Strategic areas of intervention:

Training activities in the area of:

- 2.1 **Serious and Organised Crime**
- 2.2 **Counterterrorism**
- 2.3 **Public Order and Crime prevention**
- 2.4 **Union missions**
- 2.5 **Law Enforcement Techniques, procedures and instruments**
- 2.6 **Law Enforcement Leadership, Language Skills and Train the trainers**
- 2.7 **IT based information exchange instruments and law enforcement cooperation**
- 2.8 **Fundamental rights**
- 2.9 **Emerging internal security threats**

Activity 2.1 Training activities in the area of Serious and Organised Crime

Serious and organized crime constituted the most significant part of CEPOL training and learning portfolio. Policy cycle training activities exchanged good practices of intelligence and investigation concerning the established priority areas such as: trafficking in human beings, facilitated illegal immigration, cyber-attacks, online child abuse, non-cash payment fraud, environmental crime, excise fraud, drug trafficking, missing-trader intra-community fraud, firearms trafficking, drugs trafficking, synthetic drug production, organized property crime, financial investigations and document fraud. Training and learning actions discussed traditional and emerging criminal modus operandi, focusing on intelligence, analysis and investigative methods by exchanging up to date knowledge on operational and international cooperation matters. Asset recovery, crime prevention and fundamental rights were treated as horizontal issues that were integrated into the curriculum of relevant training events.

The training activities had been designed along the criminal threats identified by the EMPACT delegates while expertise were secured from Member States, Europol, Eurojust, Frontex, EJTN, FRA, EASO, EC3, ECTEG, Interpol and other relevant stakeholders. CEPOL's full integration into the EMPACT mechanism guaranteed that emerging crime threats are responded with updated training actions in agile, flexible manner.

Due to the Covid-19 pandemic, CEPOL organised residential activities together with small number of granted courses were converted to online courses and webinars to ensure the continuity of learning. Thanks to the special efforts of the agency, these activities took place though in different format, focusing on key policing threats and issues such as child trafficking, migrant smuggling groups, digital facilitation of wildlife trafficking, illegal fishing, cigarette crime, modern methods of financial analysis, cocaine and heroin trafficking, false documents in crime etc.

¹⁸ Fundamental rights, and where relevant crime prevention will be addressed in all our thematic trainings, and are therefore included horizontally in all the training activities that CEPOL implements.

Nevertheless, despite all efforts due to the travel restrictions and lockdown, several granted residential activities had to be cancelled. To fill this gap, the agency organized more webinars in the field of serious crime, several of them focusing on the operational law enforcement challenges created by the pandemic situation.

Cybercrime received special attention from the agency given the strong and constantly growing training need in the area. Last year CEPOL activities thematically focused on digital forensics, cyber-attacks and non-cash payment fraud in strong collaboration with specialised cybercrime knowledge hubs and centres such as EC3, EMPACT, ECTEG, ENISA and EUCTF. Combatting child sexual exploitation via effective international cooperation and in partnership with the private sector was also covered. Subjects like open sources intelligence, darknet and trace and seizure of cryptocurrencies are now recognized as horizontal training elements. Therefore these subjects were not only covered in specialized cybercrime activities, but modules on these topics had been incorporated in other serious and organized crime activities as well.

Serious organised crime activities discussed financial investigative techniques, money laundering typologies and asset recovery practice to ensure that the capacity of European law enforcement of recovering criminal proceeds is enhanced. In this regard the use of international cooperation instruments such as Europol, Eurojust, OLAF, the exploitation of networks like FIU, CARIN, Egmont Group had been widely discussed as well as the financial intelligence, analysis and investigation practices adopted in the Member States.

Activity 2.1 Training activities in the area of Serious and Organised Crime				
Objectives 2020	Expected results (Outcome)	Main Outputs	Indicators	Target and status for 2020
2.1.1 CEPOL will further develop, support and implement training activities in the area of Cybercrime and Cyber enabled crime for Law Enforcement Officials of the EU, and, if applicable, of third countries.	Having attended CEPOL learning and training activities, law enforcement officials will: <ul style="list-style-type: none"> ➤ Enhance their specialist skills and competencies to deal with cross border investigations and operations in dealing with serious and organised international crime; ➤ Reinforce their ability to deal with crosscutting elements in order to broaden the spectrum of investigations, particularly with regard to the financial aspects thereof, as well as the use of online tools, while upholding fundamental rights. 	<ul style="list-style-type: none"> ➤ Residential (on-site) activities ➤ Online self-paced activities (such as online modules)¹⁹ ➤ Online instructor-led activities (such as webinars/online courses) ➤ Exchanges ➤ Blended training curricula 	<ul style="list-style-type: none"> ➤ Number of activities (implemented vs. planned, number and %) ➤ Number of participants (actual vs. planned, number and %) ➤ Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%) 	<u>Initially planned:</u> <ul style="list-style-type: none"> ➤ 89 activities ➤ 10 856 participants ➤ 94% satisfaction
2.1.2 CEPOL will further develop, support and implement training activities in the area of Facilitation of illegal immigration for Law Enforcement Officials of the EU, and, if applicable, of Third countries. ²¹				<u>COVID-19 review:</u>²⁰ <ul style="list-style-type: none"> ➤ 107 activities ➤ 13 836 participants ➤ 94% satisfaction
2.1.3 CEPOL will further develop, support and implement training activities in the area of Criminal finances for Law Enforcement Officials of the EU, and, if applicable, of Third countries.				<u>Status:</u> <ul style="list-style-type: none"> ➤ 86 activities ➤ 18 933 participants ➤ 95% satisfaction
2.1.4 CEPOL will further develop, support and implement training activities in the other areas of Serious and Organised Crime ²² for Law Enforcement Officials of the EU, and, if applicable, of Third countries.				

¹⁹ Including Cyberbites

²⁰ As latest revised in November 2020 (similarly under all subsequent "COVID-19 review" headings)

²¹ In cooperation with Frontex and other JHA agencies

²² Other EMPACT priorities 2018-2021 such as: Drug trafficking, Organised property crime, Trafficking of human beings, Excise and MTIC fraud, Illicit firearms trafficking, Environmental crime, Document fraud. This area also includes Corruption.

Activity 2.2 Training activities in the area of Counterterrorism

In 2020, a reviewing of the planned training activities, necessary due to the pandemic, was done by the CKC CT, who assessed, which of the residential activities could be transferred into online activities. This resulted in two residential activities being converted into two webinars each; and, out of the remaining six, it was possible to organise one activity as onsite. Out of the remaining five online activities, only two were implemented in 2020 due the LEED shutdown at the end of 2020. In addition, five webinars were implemented as planned and one adhoc webinar. No exchanges could take place, however, the three online modules were well used for self-learning. In total, 10 learning and training opportunities on Counter-terrorism, including the online modules, were provided to the learners in 2020.

Activity 2.2 Training activities in the area of Counterterrorism				
Objectives 2020	Expected results (Outcome)	Main Outputs	Indicators	Target and status for 2020
2.2.1 CEPOL will further develop, support and implement training activities in the area of Counterterrorism for Law Enforcement Officials of the EU, and, if applicable, of Third countries.	<p>Having attended CEPOL learning and training activities, law enforcement personnel will:</p> <ul style="list-style-type: none"> ➤ Increase the understanding of root causes and actual trends of terrorism and radicalisation, including in prisons, and exchange experience on prevention and de-radicalisation methods; ➤ Enhance specialist skills and competencies at strategic and tactical level to deal with cross border cooperation in counterterrorism actions while balancing the actions with the fundamental rights principles; ➤ Utilise existing instruments available to support counterterrorism actions, particularly those established at Europol²³; ➤ Be familiar with the activities and operation of the Radicalisation Awareness Network (RAN), as well as the best practices and recommendations defined in relevant documents²⁴. 	<ul style="list-style-type: none"> ➤ Residential (on-site) activities ➤ Online self-paced activities (such as online modules) ➤ Online instructor-led activities (such as webinars/online courses) ➤ Exchanges ➤ Blended training curricula 	<ul style="list-style-type: none"> ➤ Number of activities (implemented vs. planned, number and %) ➤ Number of participants (actual vs. planned, number and %) ➤ Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%) 	<p><u>Initially planned:</u></p> <ul style="list-style-type: none"> ➤ 16 activities ➤ 2 135 participants ➤ 94% satisfaction <p><u>COVID-19 review:</u></p> <ul style="list-style-type: none"> ➤ 19 activities ➤ 2 032 participants <p><u>Status:</u></p> <ul style="list-style-type: none"> ➤ 10 activities ➤ 1 610 participants ➤ 94% satisfaction

²³ European Counter Terrorism Centre, including the Counter Terrorism Programme Board

²⁴ Such as the final report of the Commission Expert Group on Radicalisation (HLCEG-R)

Activity 2.3 Training activities in the area of Public Order and Crime prevention

The originally planned public order portfolio had been hit hard by the spread of the pandemic as the out of the originally planned 5 residential courses, only one the Pan-European Football security could have been organised. This course was focusing on the secure implementation of international football fixtures via extended international cooperation, modern crowd control and management techniques. In view of the inability of implementing residential activities, CEPOL carried out webinars on good public order practices that complemented the existing two modules focusing on major events organisation and community policing.

To respond the challenge of the pandemics, the agency had training actions discussing new issues such as policing of social distancing, demonstrations in the context of the COVID-19 lockdown, mental health support for law enforcement officers in view of Covid-19.

Crime prevention as horizontal issue was covered by the thematic focused learning actions, however the agency also had specific training activities on the topic discussing the prevention of minors, the administrative solutions for crime prevention in view of multi-disciplinary approach and fraud prevention practices.

Activity 2.3 Training activities in the area of Public Order and Crime prevention				
Objectives 2020	Expected results (Outcome)	Main Outputs	Indicators	Target and status for 2020
2.3.1 CEPOL will support and implement training activities in the area of Public order for Law Enforcement Officials of the EU, and, if applicable, of Third countries.	By attending CEPOL learning and training activities, law enforcement officials will: <ul style="list-style-type: none"> ➤ Increase the awareness of existing instruments and mechanisms, with a view to enhance their application and frequency of use. ➤ Specialist officials will: ➤ Understand in detail the existing instruments and cooperate on the basis of commonly applied standards fully in line with fundamental rights and freedoms; ➤ Acquire new skills and knowledge of law enforcement investigation techniques with particular implications on Union level investigations; ➤ Strengthen professional networks. 	<ul style="list-style-type: none"> ➤ Residential (on-site activities) ➤ Online instructor-led activities (such as webinars/on line courses) 	<ul style="list-style-type: none"> ➤ <i>Number of activities (implemented vs. planned, number and %)</i> ➤ <i>Number of participants (actual vs. planned, number and %)</i> ➤ <i>Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%)</i> 	<p><u>Initially planned:</u></p> <ul style="list-style-type: none"> ➤ 11 activities ➤ 1 598 participants ➤ 94% satisfaction <p><u>COVID-19 review:</u></p> <ul style="list-style-type: none"> ➤ 10 activities ➤ 1 885 participants ➤ 94% satisfaction <p><u>Status:</u></p> <ul style="list-style-type: none"> ➤ 8 activities ➤ 1 282 participants ➤ 91% satisfaction
2.3.2 Where relevant, CEPOL will include Crime prevention in its thematic trainings which is addressed to Law Enforcement Officials of the EU, and, if applicable of Third Countries.	Having attended CEPOL training and learning activities the participants will be able to: <ul style="list-style-type: none"> ➤ describe prevention activities and exchange practices on prevention; ➤ understand roles and responsibilities of different actors involved in crime prevention; ➤ involve relevant prevention professionals to support operational work. 			

Activity 2.4 Training activities in the area of Union missions

Similarly to previous years, CEPOL implemented two types of mission trainings, one type of activities designed for the future mission commanders and the other designed for regular officers. Senior level mission related training activities concentrated on issues of strategic planning, change management, security sector reform programming, linkage of internal and external security instruments and leadership in diverse environment. Pre-deployment training activities targeted regular mission officers providing knowledge on good practices of monitoring, mentoring and advising, sharing mediation and negotiation tactics in multi-ethnic environment, deepening cultural sensitivity and methods of fighting organised crime and corruption in the hosting countries.

All of the concerning learning actions relied on the trainers with extensive practical mission experience and aimed to debate CSDP realities and security sector reform possibilities in post-conflict countries.

Activity 2.4 Training activities in the area of Union missions				
Objectives 2020	Expected results (Outcome)	Main Outputs	Indicators	Target and status for 2020
2.4.1 CEPOL will, support and implement training activities in the area of CSDP missions for Law Enforcement Officials of the EU.	Having attended CEPOL training and learning activities the participants will: <ul style="list-style-type: none"> ➤ Understand and be able to apply the CSDP relevant legal framework. ➤ Be able to operate in Union missions in line with their mandate and needs consistently, implementing EU values and approaches. 	<ul style="list-style-type: none"> ➤ Residential (on-site) activities ➤ Online instructor-led activities (such as webinars/online courses) 	<ul style="list-style-type: none"> ➤ <i>Number of activities (implemented vs. planned, number and %)</i> ➤ <i>Number of participants (actual vs. planned, number and %)</i> ➤ <i>Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%)</i> 	<p><u>Initially planned:</u></p> <ul style="list-style-type: none"> ➤ 4 activities ➤ 518 participants ➤ 94% satisfaction <p><u>COVID-19 review:</u></p> <ul style="list-style-type: none"> ➤ 4 activities ➤ 432 participants ➤ 94% satisfaction <p><u>Status:</u></p> <ul style="list-style-type: none"> ➤ 4 activities ➤ 300 participants ➤ 92% satisfaction

Activity 2.5 Training activities in the area of Law Enforcement Techniques, procedures and instruments

CEPOL offered a variety of training actions on the correct application and improvement of law enforcement techniques that have significant impact on cross border investigations. Online training solutions were offered on joint investigation teams demonstrating the set-up, funding operation and evaluation of JITs via case examples.

Techniques of social network analysis, methods of strategic intelligence and the challenges and opportunities of social media were also widely discussed in respective webinars to provide learning opportunity despite of the cancellation of residential courses. Enforcement practice regarding the counterfeiting of goods and piracy of non-tangible intellectual property also received special attention, while a residential course was converted to virtual sessions on CBRN forensics developments and safety issues of CBRN cases.

Activity 2.5 Training activities in the area of Law Enforcement Techniques, procedures and instruments				
Objectives 2020	Expected results (Outcome)	Main Outputs	Indicators	Target and status for 2020
2.5.1 CEPOL will support and implement training activities in the area of Forensics for Law Enforcement Officials of the EU, and, if applicable, of Third countries in line with the outcomes of the Needs Assessment and Policy Documents	Having attended CEPOL training and learning activities the participants will: <ul style="list-style-type: none"> ➤ <i>Understand current forensic practices and share experiences;</i> ➤ <i>select relevant forensic service provider and understand the possibilities and limitations of forensic science</i> 	<ul style="list-style-type: none"> ➤ Residential (on-site) activities ➤ Online self-paced activities (such as online modules) ➤ Online instructor-led activities (such as webinars/on line courses) ➤ Exchanges 	<ul style="list-style-type: none"> ➤ <i>Number of activities (implemented vs. planned, number and %)</i> ➤ <i>Number of participants (actual vs. planned, number and %)</i> ➤ <i>Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%)</i> 	<p><u>Initially planned:</u></p> <ul style="list-style-type: none"> ➤ 32 activities ➤ 4 376 participants ➤ 94% satisfaction <p><u>COVID-19 review:</u></p> <ul style="list-style-type: none"> ➤ 27 activities²⁵ ➤ 4 737 participants ➤ 94% satisfaction <p><u>Status:</u></p> <ul style="list-style-type: none"> ➤ 28 activities ➤ 5 494 participants ➤ 92% satisfaction
2.5.2 CEPOL will support and implement training activities in the Other Law Enforcement Techniques, procedures and instruments ²⁶ for Law Enforcement Officials of the EU, and, if applicable, of Third countries.	Having attended CEPOL training and learning activities the participants will: <ul style="list-style-type: none"> ➤ <i>Understand and apply different law enforcement techniques;</i> ➤ <i>Exchange knowledge and practices on law enforcement procedures and instruments</i> 			

²⁵ Including 1 OSCE-CEPOL e-Workshop

²⁶ Including but not limited to law enforcement cooperation instruments, criminal analysis, witness protection, undercover, informant handling, crisis negotiations, cross-border surveillance, joint investigations, disaster victim identification, social media in law enforcement

Activity 2.6 Training activities in the area of Law enforcement leadership and management, Language skills and Train the trainers

Despite of the fact that several key residential activities had to be cancelled in the area of leadership and train the trainers (e.g. EU Law enforcement leadership development - Future leaders - module 1-2, Train the trainers – Step 1-2) the agency managed to provide a comprehensive training portfolio in the field thanks to the exiting online modules and the new webinars offered. Specific products were discussing the remote management techniques and the maintenance of law enforcement cooperation during the lockdown characterised by massive home- and tele-working. The agency also provided tailor made support to national training institutions and academies to build-up their own online training capacities by sharing experience on online training solutions, the use of interactive delivery methods and blended learning techniques.

Owing to the fact that English is the main language of cross-border cooperation in Europe, CEPOL offered a number of training products - including a three weeks long residential activity that had been implemented with extra health-related measures-, three specialised online course and two dedicated online modules – to improve the English language skills of law enforcement officers having key functions in international cooperation.

Activity 2.6 Training activities in the area of Law enforcement leadership and management, language skills and Train the trainers				
Objectives 2020	Expected results (Outcome)	Outputs	Indicators	Target and status for 2020
2.6.1 CEPOL will support and implement training activities in the area of Leadership, language and other skills for Law Enforcement Officials of the EU, and, if applicable, of Third countries. EU, and, if applicable, of Third countries.	<ul style="list-style-type: none"> ➤ Future leaders of national law enforcement services having attended CEPOL training will develop the competencies necessary to manage law enforcement structures in a European cooperation perspective; ➤ Professional language capacity of law enforcement officers attending CEPOL learning activities will contribute to enhance their ability to cooperate internationally, including at the specialist level. 	<ul style="list-style-type: none"> ➤ Residential (on-site) activities ➤ Online self-paced activities (such as online modules) ➤ Online instructor-led activities (such as webinars/online courses) ➤ Exchanges 	<ul style="list-style-type: none"> ➤ <i>Number of activities (implemented vs. planned, number and %)</i> ➤ <i>Number of participants (actual vs. planned, number and %)</i> ➤ <i>Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%)</i> 	<p><u>Initially planned:</u></p> <ul style="list-style-type: none"> ➤ 19 activities ➤ 3 303 participants ➤ 94% satisfaction <p><u>COVID-19 review:</u></p> <ul style="list-style-type: none"> ➤ 19 activities ➤ 3 381 participants ➤ 94% satisfaction <p><u>Status:</u></p> <ul style="list-style-type: none"> ➤ 15 activities ➤ 2 308 participants ➤ 95% satisfaction
2.6.2 CEPOL will support and implement training activities in the area of Train the trainers for Law Enforcement Officials of the EU, and, if applicable, of Third countries. ²⁷	<p>Having attended CEPOL training and learning activities the participants will:</p> <ul style="list-style-type: none"> ➤ <i>Organise effective learning environments for adult learners;</i> ➤ <i>Recognise different approaches to learning;</i> ➤ <i>Know the basics of writing learning objectives.</i> 			

²⁷ Eu-LISA expressed its commitment to continue contribution to the development and delivery of the relevant joint train-the-trainers initiatives.

Activity 2.7 Training activities in the area of IT based information exchange instruments and law enforcement cooperation

In 2020, the assessment, necessary due to the pandemic, of the possibility to convert residential training activities in this thematic area into online activities resulted in one residential activity being withdrawn and six being cancelled.

Three further activities were converted into online activities, two out of which took place in 2020; one had to be postponed to 2021 due the LEEed shutdown at the end of 2020. Out of the six planned webinars, four took place, one was cancelled, and one was replaced by a package of ten SIS-related webinars to be implemented in 2020.

In addition, one ad-hoc webinar on EES took place. It was possible to organise two exchanges and the five online modules were well frequented for self-learning. In total, in 2020, 13 learning and training opportunities on this thematic field, including the online modules, were provided to the learners.

Activity 2.7 Training activities in the area of IT based information exchange instruments				
Objectives 2020	Expected results (Outcome)	Outputs ²⁸	Indicators	Target and status for 2020
2.7.1 CEPOL will further develop, support and implement training activities in the area of law enforcement cooperation and in particular IT based information exchange instruments for Law Enforcement Officials of the EU, and, if applicable, of Third countries, including the Interoperability package ²⁹	<p>By attending CEPOL learning and training activities, law enforcement officials will:</p> <ul style="list-style-type: none"> ➤ Increase the awareness of existing instruments and mechanisms, with a view to enhance their application and frequency of use. ➤ Specialist officials will: ➤ Understand in detail the existing instruments and cooperate on the basis of commonly applied standards fully in line with fundamental rights and freedoms; ➤ Acquire new skills and knowledge of law enforcement investigation techniques with particular implications on Union level investigations; ➤ Strengthen professional networks. 	<ul style="list-style-type: none"> ➤ Residential (on-site) activities ➤ Online self-paced activities (such as online modules) ➤ Online instructor-led activities (such as webinars/online courses) ➤ Exchanges 	<ul style="list-style-type: none"> ➤ <i>Number of activities (implemented vs. planned, number and %)</i> ➤ <i>Number of participants (actual vs. planned, number and %)</i> ➤ <i>Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%)</i> 	<p><u>Initially planned:</u></p> <ul style="list-style-type: none"> ➤ 20 activities ➤ 3 152 participants ➤ 94% satisfaction <p><u>COVID-19 review:</u></p> <ul style="list-style-type: none"> ➤ 15 activities ➤ 2 728 participants ➤ 94% satisfaction <p><u>Status:</u></p> <ul style="list-style-type: none"> ➤ 13 activities ➤ 2 500 participants ➤ 93% satisfaction

Activity 2.8 Training activities in the area of Fundamental rights

The two-step residential activity on Fundamental rights, Police Ethics (1) and Management of Diversity (2), had to be cancelled due to the pandemic.

As for webinars, seven planned and one ad-hoc webinars were implemented in cooperation with the Fundamental Rights Agency (FRA).

²⁸ Residential (on-site) activities and exchanges (CEP) also address Emerging internal security threats

²⁹ Eu-LISA expressed its commitment to continue providing input to training activities in the area of IT-based information exchange instruments (in particular through development, update and delivery of joint training initiatives related to the Entry-Exit System, ETIAS, interoperability and trainings for Schengen evaluators), as well as supporting the training of SIRENE Officers.

In addition, three webinars in this thematic field took place in the context of the COVID-19 series of webinars. No exchanges took place, however, the two online modules on Hate Crime, which was updated in 2020, and on Gender-based Violence were frequented to a satisfactory level by self-learners. In total, including the online modules, nine activities took place in 2020, while 4 additional ones were postponed to 2021 due to the LEED shutdown at the end of 2020.

Activity 2.8 Training activities in the area of Fundamental rights				
Objectives 2020	Expected results (Outcome)	Outputs	Indicators	Target and status for 2020
2.8.1 CEPOL will further develop, support and implement training activities in the area of Fundamental rights, and Fundamental rights will also be addressed in all CEPOL's thematic trainings organised for Law Enforcement Officials of the EU, and, if applicable, of Third countries.	<p>Through training efforts CEPOL supports the achievement of balanced law enforcement responses to security threats, better identification of fundamental rights violations, and the provision of adequate actions.</p> <p>Having attended CEPOL training and learning activities the participants will be able to:</p> <ul style="list-style-type: none"> ➤ explain the relation between integrity, ethics and human rights; ➤ identify and analyse the risks and challenges of managing diversity within and outside law enforcement; ➤ Engage in cooperation in the field in particular with regard to human rights protection. 	<ul style="list-style-type: none"> ➤ Residential (on-site) activities ➤ Online self-paced activities (such as online modules) ➤ Online instructor-led activities (such as webinars/on line courses) ➤ Exchanges 	<ul style="list-style-type: none"> ➤ <i>Number of activities (implemented vs. planned, number and %)</i> ➤ <i>Number of participants (actual vs. planned, number and %)</i> ➤ <i>Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%)</i> 	<p><u>Initially planned:</u></p> <ul style="list-style-type: none"> ➤ 11 activities ➤ 2 195 participants ➤ 94% satisfaction <p><u>COVID-19 review:</u></p> <ul style="list-style-type: none"> ➤ 13 activities ➤ 2 290 participants ➤ 94% satisfaction <p><u>Status:</u></p> <ul style="list-style-type: none"> ➤ 9 activities ➤ 1 311 participants ➤ 95% satisfaction

Activity 2.9 Training activities in the area of emerging internal security threats

In June 2020, CEPOL organised and implemented an online-Conference on "Policing the Pandemic" under the auspices of the Croatian Presidency, Representatives of EU Agencies and Experts from the Member States reported about developments and measures taken in the area of law enforcement.

The conference focused on the challenges European law enforcement faced regarding the lockdown in particular in the context of maintenance of public order, police management and international cooperation.

Representatives of EU Agencies and Experts from the Member States reported about developments and measures taken in the area of law enforcement.

The planned 23 `ad-hoc` webinars were originally registered under this category however these activities are reported under the relevant thematic fields (serious organised crime, counter-terrorism, information exchange etc.).

Activity 2.9 Training activities in the area of Emerging internal security threats				
Objectives 2020	Expected results (Outcome)	Outputs ³⁰	Indicators	Target and status for 2020
2.9.1 CEPOL will develop, support and implement training activities to address emerging internal security threats for Law Enforcement Officials of the EU	<p>By addressing urgent training needs CEPOL will support closure of performance gaps on emerging security threats, thus contributing to a faster response to the security needs of Union citizens.</p> <p>Having attended CEPOL training and learning activities the participants will be able to:</p> <ul style="list-style-type: none"> ➤ understand the phenomena, roles and responsibilities of different actors involved in operational cooperation. 	<ul style="list-style-type: none"> ➤ Online self-paced activities (such as online modules) ➤ Online instructor-led activities (such as webinars/online courses) 	<ul style="list-style-type: none"> ➤ <i>Number of activities (implemented vs. planned, number and %)</i>³¹ ➤ <i>Number of participants (actual vs. planned, number and %)</i>³² ➤ <i>Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%)</i>³³ 	<p><u>Initially planned:</u></p> <ul style="list-style-type: none"> ➤ 23 activities ➤ 5 359 participants ➤ 94% satisfaction <p><u>COVID-19 review:</u></p> <ul style="list-style-type: none"> ➤ 6 activities³⁴ ➤ 1 100 participants ➤ 94% satisfaction <p><u>Status:</u></p> <p>reported under the relevant thematic fields</p>
2.9.2 CEPOL will provide assistance to EU member states, partner agencies and organisations in the context of the COVID-19 crisis	As for the activities provided in the context of the COVID-19 crisis, substantial and tailored e-learning assistance and support is provided to EU member states, partner agencies and organisations	<ul style="list-style-type: none"> ➤ E-learning assistance and support 		<p><u>COVID-19 review:</u></p> <ul style="list-style-type: none"> ➤ 72 activities ➤ 3 800 participants <p><u>Status:</u></p> <ul style="list-style-type: none"> ➤ 82 activities ➤ 5 091 participants

³⁰ Residential (on-site) activities and exchanges (CEP) for emerging internal security threats are covered under 2.7 IT based information exchange instruments and law enforcement cooperation

³¹ Number of activities provided under objective 2.9.2 is not added to total figures of CEPOL regular activities as these activities are not directly implemented by CEPOL

³² Number of participants trained under objective 2.9.2 is not added to total figures of CEPOL regular activities as these participants are not directly trained by CEPOL

³³ Satisfaction is not recorded for activities provided under objective 2.9.2

³⁴ Including Policing the Pandemic online conference

Goal 3: CEPOL will further build capacity of Third Countries by tailored made training services ³⁵

Key Performance Indicator 3

Number of active projects (target: 4; status 2020: 6)

Level of overall satisfaction with training activities (target: 90%; status 2020: 100%)

Strategic areas of intervention:

3.1 Prepare, design, implement and follow-up capacity building projects in Third Countries

Activity 3.1 Prepare, design, implement and follow-up capacity building projects in Third Countries

CEPOL manages, in accordance with its legal basis, dedicated Union External Assistance funds to assist third countries in building their capacities in relevant law enforcement policy areas, in line with the established priorities of the Union. In 2020, the following two projects have been successfully completed:

1. EU/MENA Counter-Terrorism Training Partnership 2 (CEPOL CT2):

The implementation period of this project took place between on **1 January 2018 – 31 December 2020**. The implementation of the multiannual action plan of the project continued smoothly for the first quarter of 2020, with a sudden suspension of residential activities in mid-March due to the COVID-19 crisis.

The onsite capacity building activities have been completed as follows:

- 1 residential activity was organised in Morocco. Overall, **20 participants** participated in the activity, with a satisfaction rate of 100%.
- 1 residential activity was organised in Jordan, 1 round table in Hungary, 1 regional workshop in Turkey and 2 study visits in Cyprus and Spain. Overall, **104 participants** participated in all mentioned activities, with a satisfaction rate of **100%**.
- 1 workshop was organised in Algeria, with **56 participants** and 100% satisfaction rate.

In response to the suspension of the residential activities, the project developed **4 online modules** for the beneficiary partners:

- Police and gendarmerie officers' self-protection in coronavirus risky environments. The module is available in English and being translated to French as well.
- Cyber Dimension in Counteracting Terrorism, with the focus on Bioterrorism. The module is available in French and English
- The pandemic situation: potential and real profits for criminals and terrorists. The module is available in English and French.
- UNCCT - CEPOL AirTravel Cycle. The module is available in English.

A number of **71 participants** registered in LEEd and were granted access to view the four online modules developed by the project. The participants represent the beneficiary countries as follows: Morocco, Turkey, Jordan, Lebanon, Tunisia, Algeria and one independent organisation (AFRIPOL).

As a result of the announced call for CEPOL CT2 Exchange Programme in the beginning of 2020, there were applications received from 97 candidates. Among them, there were 41 candidates from 16 EU MS, and 56 from 2 MENA countries and Turkey. Following the evolution on travel restrictions and the reception of the negative answer from counterparts to host CEPOL CT2 activities, the project took the decision to cancel the planned exchanges and the study visits.

The project entered into the final closing phase and contracted the company Optimum Results Ltd. to provide external final evaluation services. The overall purpose of the end-of-project evaluation is to assess programmatic progress (and challenges) at the outcome level, with measurement of the achievement (and non-achievement) of project outputs, including identification of factors that affected the implementation.

2. Financial Investigation in Service Training Programme, Western Balkan (CEPOL FI):

The first quarter of 2020 represented the last part of the implementation phase for the FI project which was closed on 31 March 2020.

³⁵ The main budget of these activities financed based on Delegation and Agreements

In January, the CEPOL FI Exchange Programme and the preparation of the activities for February and March continued as planned in the activity plan.

In February 2020, a regional training course was carried out in Sarajevo, Bosnia and Herzegovina on the topic “Financial Investigations related to Public Procurement Fraud and Money Laundering”. In total, **44 officials** took part, out of which 16 participants were from WB beneficiary jurisdictions and 28 participants from EU Member States. This training course was monitored and reviewed by a STE / peer reviewer. The satisfaction rate of this activity was **100%**.

In January and February, **18 participants** took part in the CEPOL FI Exchange Programme. 9 participants were from the beneficiaries of the WB and 9 participants were from the EU Member States. The satisfaction rate of the *exchanges* was **100%**.

The regional conference “EU and WB training activities in the area of financial investigations” for Heads of WB and EU training institutions, planned for 3-4 March 2020 and the high level closing conference of the FI Project planned for 5 March 2020 (both planned to take place in Rome-Italy), were cancelled, due to the COVID-19 crisis.

New project portfolio

In order to ensure the long-term sustainability of the ongoing projects and to comprehensively support respective EU strategies, CEPOL has advanced in the dialogue with the Commission services, notably the Directorate-General for Neighbourhood Policy and Enlargement Negotiations (DG NEAR) and International Cooperation and Development (DEVCO). The dialogue has focussed on four capacity-building actions, all of which are relevant to the mandate of the agency.

For 2020, CEPOL has successfully negotiated a EUR 23.5 million project portfolio covering the entire spectrum of the EU Enlargement and Neighbourhood policy areas.

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

The Delegation Agreement with the Contracting Authority, DG DEVCO, under the Instrument Contributing to Stability and Peace was signed on 17 December 2019 and the implementation period started on 1 April 2020. The project duration is 48 months for the value of EUR 7.5 million.

The inception phase of the project is focused on the recruitment of project staff as well as outreaching the partner countries and coordinating with other projects in the region. The Project documentation was developed and endorsed by the Project Board established at Agency level. Furthermore, the tender specifications for the Criminal Justice Response component were developed.

The Project kick-off meeting was held online, during which Project Implementation Plan and the strategy was presented to the EU key stakeholders. One of the outcomes of the kick-off meeting was also the future inclusion of Turkey as a beneficiary country in the project, introduced as an Addendum to the Agreement.

In order to facilitate future implementation, letters to partner countries were sent and meetings with EU Delegations were held with the aim to facilitate the nomination of national points of contact. As a result, Single Points of Contact were nominated in Jordan, Lebanon, Morocco, Tunisia and Algeria, involving 18 Law Enforcement Agencies and Institutions, including International Organisations such as AFRIPOL, African Union with ACSRT/CAERT and the League of Arab States with the Arab Interior Ministers Council in the name of the Arab Office for countering Terrorism and Extremism, the General Secretariat of the Council and the Naif University for Security Sciences. The Turkish National Police Academy has also nominated a Point of Contact for the bilateral relationship under this project.

Online coordinating and introductory meetings were held with different stakeholders such as AFRIPOL, Interpol, GIZ, ACT Lebanon and CT MENA project team.

The High Level Meetings were implemented online with the partner countries. As outcome of the meetings, all the partners nominated Points of Contacts for the project and for the networks of ANASPOC and SPOCs.

In the Training component, the project kick started the OTNA and developed the questionnaire based on the EU CT Strategy and later shared with the partner countries.

With regard to the Component 3 (Criminal Justice Responses) the tender documentation for outsourcing the Component was developed at project level and was presented to other business units within CEPOL.

EUROMED POLICE

The project targets nine partners in the European Neighbourhood South (Euromed follow-up). Funded by DG NEAR – ENPI financial instrument with a value of EUR 7 Mil, it has a duration of 48 months (1 April 2020 – 31 March 2024).

The inception phase is focused on the recruitment of staff, as well as outreaching the partner countries and coordinating with other projects in the region.

Letters to partner countries requesting the appointment of contact points and illustrating the main features of the project have been sent out via the partner countries' embassies in Budapest or Brussels and a follow-up has been made via the EU Delegations in each partner country. Project team has sent out e-mails to the former EUROMED IV national coordinators in the beneficiary countries to further identify the contact points. Obtaining contact points from beneficiaries was a difficult process, which impacted the implementation of the activities. All the national coordinators were appointed, except from Libya, but a small number of CAPASPOCs (Capacity Building single point contact) and ANASPOCs (Strategic Analysis single point contact) still remains to be designated. In the inception phase National Assessment Missions (NAM) were organised with the partner countries and organisations online, only the meetings with Egypt and Libya were postponed to 2021, due to lack of responses from the countries.

The project documentation package was drafted in line with PM² methodology, including the Project Handbook, Project Implementation Plan and Project Breakdown Structure.

CEPOL and Europol have conducted regular meetings to coordinate actions under project components and reporting. Service Level Agreement between CEPOL and Europol covering the different CEPOL-Europol projects funded by DG NEAR is signed. First Project Board meeting was implemented with the purpose of establishing internal coordination mechanism at Agency level. The kick off meeting took place with the purpose of presenting the project and the progress to stakeholders at EU level on 22 October 2020. The meeting was co-chaired by DG NEAR and CEPOL.

The project introduced the OTNA methodology and developed a questionnaire following the EU Policy Cycle. In the period 5 October - 15 December, 15 activities were held online: 14 national OTNA meetings with beneficiaries, and one regional workshop with the participation of 7 partner countries.

An important element of the project is to further develop the EUROMED Knowledge Base (EKB) which will be further integrated in the LEED platform in the first half of 2021.

CEPOL Communication team drafted the logos for the project and build a dedicated webpage on the website. Communication activities (joint press release and social media promotion) were developed with close coordination of DG NEAR and Europol.

Training and Operational Partnership Against Organised Crime (TOPCOP) project

The project indicative period of implementation is 48 months (1 July 2020 - 30 June 2024), and the earmarked fund is EUR 6 million. The Contribution Agreement was signed on 29 June 2020. The project beneficiary countries are the Eastern Partnership (EaP) countries, including Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine (noting that co-operation with Belarus has been temporarily suspended until further notice in line with council conclusions on Belarus adopted on 12 October 2020).

The project aims to improve effectiveness in fighting transnational organised crime in priority crime areas, more specifically to strengthen strategic and operational cooperation between law enforcement authorities in the EaP countries, EU MS and EU agencies, and to build the capacity of relevant law enforcement services of the partner countries to fight against organised and serious international crime.

The inception phase started in 1 July 2020 and several activities were implemented under the three (3) project components, starting with the kick-off meeting on 29 October 2020.

In 2020, under Component I (Enhancing of Regional Networks), the joint National Assessment Missions (NAMs) were held with the partner countries (Ukraine, Moldova and Georgia) together with Europol's Fighting Against Organised Crime in the Eastern Partnership Region (EaP project). The purpose was to present both projects and to establish high-level contacts with policy-and decision-makers in the area of law enforcement training in the partner countries. Strategic and operational training priorities were collected concerning serious and organised international crime priorities at the national level. The project team developed communication with the

project stakeholders in order to prepare the grounds for the next activities. CEPOL requested nominations from the beneficiary countries for SPOCs (Single point of contact), CAPASPOCs (Capacity Building single point contact) and ANASPOCs (Strategic Analysis single point contact). These networks will facilitate the involvement of capacity-building and analysis experts in project implementation.

In Component II (Training), the Operational Training Needs Assessment (OTNA) process was launched through the preparation of the first draft of the OTNA questionnaire. A desk research on the beneficiary countries was finalised with a consolidated summary report on findings related to crime priorities in the EaP countries (December 2020);

Component III (Regional TA and ad-hoc assistance), implemented in cooperation with Europol, comprised several activities such as preparatory work for creating and designing the ANASPOC Online Platform and establishing of ANASPOC network.

Information about TOPCOP project has been published on CEPOL website in order to assure the visibility of the project.

Western Balkans project against Crime and Terrorism (WB PaCT)

Funded by the Instrument of Pre-accession (IPA II) via DG NEAR, the project covers the six WB jurisdictions. The contract was signed by CEPOL on 19 October 2020 for a budget of EUR 3 Mil and a duration of 36 months. In the inception phase, the focus was on the recruitment of staff as well as outreaching the partner countries.

Activity 3.1 Prepare, design, implement and follow-up capacity building projects in Third Countries					
Objectives 2020	Expected results (Outcome)	Outputs	Indicators	Target 2020	Actual 2020
3.1.1 Implementation of the EU/MENA Counterterrorism Training Partnership 2 (CEPOL CT2) project	<i>As defined in Delegation Agreement on the CEPOL CT2 project with the European Commission Service for Foreign Policy Instruments (FPI)</i>	<i>As defined in Delegation Agreement [...]</i>	<ul style="list-style-type: none"> ➤ Number of activities (implemented vs. planned, number and %) ➤ Satisfaction with CEPOL training (%) ➤ Number of participants (actual vs. planned, number and %) 	Residential (on-site): 11 Online: 0 Study visit: 5 90% Residential (on-site): 220 Online: 0 Study visit: 40 Exchange: 10	Residential (on-site): 6 Online: 7 Study visit: 2 100% Residential (on-site): 181 Online: 104 Study visit: 16 Exchange: 0
3.1.2 Implementation of the Financial Investigation in Service Training Programme, Western Balkan (CEPOL FI) project	<i>As defined in the Grant Agreement on the CEPOL FI project with Directorate-General of Neighbourhood and Enlargement Negotiations (DG NEAR)</i>	<i>As defined in the Grant Agreement [...]</i>	<ul style="list-style-type: none"> ➤ Number of activities (implemented vs. planned, number and %) ➤ Satisfaction with CEPOL training (%) ➤ Number of participants (actual vs. planned, number and %) 	Residential (on-site): 2 Online: 0 Study visit: 0 90% Residential (on-site): 76 Online: 0 Study visit: 0 Exchange: 20	Residential (on-site): 1 Online: 0 Study visit: 0 90% Residential (on-site): 44 Online: 0 Study visit: 0 Exchange: 18
3.1.3 Implementation of the Enhancing Information Exchange and Criminal Justice Responses to Terrorism in the Middle	<i>As defined in the Contribution Agreement on the CEPOL CT INFLOW project with the Directorate-General</i>	<i>As defined in the Contribution Agreement [...]</i>	<ul style="list-style-type: none"> ➤ Number of activities (implemented vs. planned, 	Residential (on-site): 23 Online: 0 Study visit: 0	Residential (on-site): 19 Online: 0 Study visit: 0

East and North Africa (CEPOL CT INFLOW) project	for International Cooperation and Development (DG DEVCO)		number and %) ➤ Satisfaction with CEPOL training (%) ➤ Number of participants (actual vs. planned, number and %)	90% Residential (on-site): 203 Online: 0 Study visit: 0 Exchange: 0	N/A Residential (on- site): 100 Online: 0 Study visit: 0 Exchange: 0
3.1.4 Implementation of the CEPOL EUROMED Police project	As defined in the Contribution Agreement on the CEPOL EUROMED Police project with the Directorate-General of Neighbourhood and Enlargement Negotiations (DG NEAR)	As defined in the Contribution Agreement [...]	➤ Number of activities (implement ed vs. planned, number and %) ➤ Satisfaction with CEPOL training (%) ➤ Number of participants (actual vs. planned, number and %)	Residential (on-site): 14 Online: 0 Study visit: 0 90% Residential (on-site): 144 Online: 0 Study visit: 0 Exchange: 0	Residential (on- site): 26 Online: 0 Study visit: 0 N/A Residential (on- site): 92 Online: 0 Study visit: 0 Exchange: 0
3.1.5 Implementation of the Training and Operational Partnership against Organised Crime (CEPOL TOPCOP) project	As defined in the Contribution Agreement on the CEPOL TOPCOP project with the Directorate-General of Neighbourhood and Enlargement Negotiations (DG NEAR)	As defined in the Contribution Agreement [...]	➤ Number of activities (implement ed vs. planned, number and %) ➤ Satisfaction with CEPOL training (%) ➤ Number of participants (actual vs. planned, number and %)	Residential (on-site): 12 Online: 0 Study visit: 0 90% Residential (on-site): 108 Online: 0 Study visit: 0 Exchange: 0	Residential (on- site): 1 Online: 0 Study visit: 0 N/A Residential (on- site): 17 Online: 0 Study visit: 0 Exchange: 0
3.1.6 Implementation of the Western Balkans Project against Crime and Terrorism (CEPOL WB PaCT) project	As defined in the Contribution Agreement on the CEPOL WB PaCT project with the Directorate-General of Neighbourhood and Enlargement Negotiations (DG NEAR)	As defined in the Contribution Agreement [...]	➤ Number of activities (implement ed vs. planned, number and %) ➤ Satisfaction with CEPOL training (%) ➤ Number of participants (actual vs. planned, number and %)	Residential (on-site): 0 Online: 0 Study visit: 0 90% Residential (on-site): 0 Online: 0 Study visit: 0 Exchange: 0	Residential (on- site): 0 Online: 0 Study visit: 0 N/A Residential (on- site): 0 Online: 0 Study visit: 0 Exchange: 0

Goal 4: CEPOL will promote, contribute and encourage research relevant for law enforcement training
Key Performance Indicator 4

Number of downloads of online sources made available by CEPOL (target: 1 000; status 2020: 26 597 (Bulletin) 6 837 (e-journals & e-books))³⁶
 Number of published articles in the European Law Enforcement Research Bulletin (target: 15; status 2020: 22)
 Research & Science Conference organised (target: Y; status 2020: N, postponed to 2021)

Strategic areas of intervention:

4.1 **Research** relevant for law enforcement training

Activity 4.1: Research relevant for training and education

Due to the change to the new learning platform, access to the broad range of e-journals and e-book titles, relevant for law enforcement education, training and practice was technically possible for potential users only from the 2nd quarter of the year. For this reason, and because of the initially significantly reduced numbers of readers, download figures are not meaningfully comparable with the previous year. The full potential of this rich asset for European law enforcement officials is still to be discovered.

In contrast, 2020 was a good year for the European Law Enforcement Research Bulletin: A new group of Editors was appointed and introduction to the tasks and workflow could be managed, even under adverse circumstances. Twenty-two articles were published in two regular issues (Nr.19, Nr. 20). The outreach of the Bulletin as a peer-reviewed, open access electronic journals has been extraordinary for this year: articles were download in more than 26 000 instances.

In 2020, CEPOL has been approached frequently with a request to engaging in or endorsing research proposals for the H2020 programme in the area of justice and security. Those proposals were assessed in accordance with formal internal procedures. In less than half of the cases, CEPOL agreed to consider to take a role in the project's stakeholder or advisory boards, in case the applications will be funded.

Due to the unfolding of the Pandemic Crisis, the planned CEPOL Research & Science Conference, to be organised in cooperation with the Mykolas Romeris University (LT) had to be eventually cancelled as an onsite-event. It is now foreseen to take place in an online format in May 2021.

Activity 4.1 Research relevant for training and education

Objectives 2020	Expected results (Outcome)	Main Outputs	Indicators	Target and status for 2020
4.1.1 CEPOL will encourage and support the inclusion of scientific knowledge to its training activities and will disseminate relevant research findings	Access to research findings will support law enforcement personnel in strategic and tactical decision making; CEPOL research products will support further development of law enforcement training and education based on scientifically sound findings.	➤ Services supporting research dissemination are provided: access to scientific journals and e-books	➤ Measurable amount of downloads of online sources made available by CEPOL	➤ 1 000 <i>Status: 33 434</i>
4.1.2 CEPOL will contribute to and encourage the development of research relevant to law enforcement training activities, with a special emphasis on its thematic priorities and e-	In line with the MB decision 11/2017/MB	➤ Research projects implemented ➤ Research & Science	➤ CEPOL becomes a partner in Horizon 2020 research project(s)	➤ 21 applications received; CEPOL endorsed 10 proposals

³⁶ Technically available via LEEed only from May 2020 onwards.

learning/modern learning tools ³⁷		Conference organised	➤ CEPOL organises a Research & Science Conference	(some conditionally) ➤ Not possible in 2020 – moved to 2021 as online event
4.1.3 CEPOL will implement the policy for a transparent treatment of all research and innovation requests submitted to the Agency	New transparent approach to assessing research requests channelled to the Agency	➤ Policy, templates and public communication in place	➤ Better informed public, better internal assessment of the volume and scope of research projects channelled, better overview of enquiries for CEPOL	➤ No presentation to the MB in 2020

³⁷ MB decision 11/2017/MB

Part II. (a) Management

Goal 5: CEPOL is an efficient and effective organisation promoting digital development³⁸

Key Performance Indicator

% of audit recommendations closed in accordance with the agreed audit follow-up plan (target: 90%; status 2020:100%)

Strategic areas of intervention:

5.1 Governance, Administration and Stakeholder Relations

Performance Indicators:

- Budget implementation (target: 99% for commitment, and 95% of payment – over 2 years); status 2019 budget: achieved; status 2020 budget: 92% for commitment, and 74% of payment, and 17% carried over to 2021)
- Average recruitment time³⁹ (target: <13 weeks; status 2020: achieved)
- New certification acquired (renewal of the current certification and new processes⁴⁰); status 2020: ISO 9001:2015 certificate maintained; business case for further certification in place; status 2020: not started
- External Sub-Strategy successfully implemented; status 2020: achieved
- Communications Sub-Strategy and Action Plan successfully implemented; status 2020: achieved

2.1 Management Board

The Management Board adopted 17 decisions under the Croatian Presidency (12 via written procedure and 5 via oral proceedings), while 18 decisions under the German Presidency (10 via written procedure and 8 via oral proceedings). No physical CEPOL Management Board meeting took place during the reported period, but the following online Management Board meetings were held to keep the Management Board updated during the COVID-19 situation:

- 31 March 2020: 1st Online meeting of CEPOL Management Board,
- 29 April 2020: 2nd Online meeting of CEPOL Management Board,
- 27 May 2020: 3rd Online meeting of CEPOL Management Board,
- 30 June 2020: 4th Online meeting of CEPOL Management Board,
- 12 November 2020: 5th Online meeting of CEPOL Management Board.

MB decisions are publicly available on CEPOL website <https://www.cepola.europa.eu/who-we-are/key-documents/management-board-decisions>

The SPD 2020-2022 originally approved by MB decision 23/2019/MB on 20 November 2019 has been amended via MB Decisions 33/2019/MB, 03/2020/MB, 07/2020/MB, 15/2020/MB, 17/2020/MB, 25/2020/MB and 33/2020/MB. Please refer to Annex IX for more details on Amendments to the SPD 2020-2022 during the year of 2020.

In 2020, the Executive Director took 65 decisions mainly concerning nomination of content experts, delegation of roles in the financial workflow, decisions dealing with the COVID-19 crisis, introducing non-substantial changes to the Work Programme, Framework Partnership and Grant procedures.

2.1.1 Other aspects

Stakeholder relations

CEPOL continued to work in close collaboration with the European Commission and, in particular, with its partner Directorate-General, the DG for Migration and Home Affairs (DG HOME), on all aspects of the agency's activities, be they administrative, financial or operational/policy oriented. Throughout the reporting period, active contacts have been kept with fellow agencies and other external stakeholders.

In 2020, CEPOL's external relations continue to be guided by the 2016 External Relations Sub-Strategy, but due to its expiry, a new document was due to be elaborated to replace it. The new Strategy has been adopted as an Annex to the SPD. General policy lines of external action of the EU also keep determining CEPOL's external relations.

³⁸ Digitalisation of operations are included under Goal 1

³⁹ Average number of weeks from the day when the position is published until the reserve list is established

⁴⁰ E.g. ISO 27000

The preferential scheme (“5-seats offer”) introduced by Decision 32/2017/DIR came to an end in 2020. In this sense, for 2020, eligible third countries were requested to send their nominations only to those residential activities that should have taken place until 30 June. Due to the COVID-19 outbreak, most of these activities have been postponed.

CEPOL has actively participated in the JHA Agencies’ Network meetings and keep active contacts with external stakeholders. This has been done via calls and e-mails, as physical meetings throughout Europe were cancelled (on-line meetings of the Network took place on 28 May, 17 June and 23/24 September, while an extraordinary on-line meeting of the Heads of JHA Agencies took place on 9 July).

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

The Working Arrangement with Ukraine was signed on 5 February 2020 in Kiev. Another two new Working Arrangements were signed with Liechtenstein and the European Crime Prevention Network (EUCPN) by exchanging the signed copies on 13 March and on 23 June 2020 respectively. The revised Working Arrangement with Frontex was signed remotely on 21 October 2020. Negotiations on the revision of the existing agreements with three Schengen associated countries (Iceland, Norway, Switzerland) have continued.

Furthermore, CEPOL received guidance that all existing working arrangements (<https://www.cepola.europa.eu/who-we-are/partners-and-stakeholders/external-partners>) will need to be revised due to the new requirements of the data protection legislation of the EU. This process will continue in 2021. CEPOL’s role in supporting EU security via training has continuously been promoted among its stakeholders and the general public.

Liaison Office in Brussels

The Liaison Officer (LO) represented CEPOL at permanent Council preparatory bodies and Commission working parties held in Brussels. The two most important working parties for CEPOL are the high-level strategic committee COSI and the Law Enforcement Working Party LEWP. At the latter the new LEEd platform and CEPOL’s response to COVID-19 were presented to the Member States in 2020.

Secondly, the LO established bilateral relationships with Member States, international organizations, think-tanks, other JHA LOs and EU institutions based in Brussels. Thanks to the physical presence in Brussels, the LO has also managed to build stronger cooperation with the European Judicial Training Network (EJTN), the European Union Intellectual Property Office (EUIPO), the United Nations Office on Drugs and the United Nations Liaison Office for Peace and Security. We are now able to extend regular invitations to mutual stakeholder and coordination events.

In addition, a stronger and regular cooperation was established between the European Parliament and CEPOL. The ED was invited to address the LIBE committee on several occasions and met with individual MEPs on relevant issues. The LO helped coordinate and prepare such meetings and kept in contact with the assistants of the MEPs.

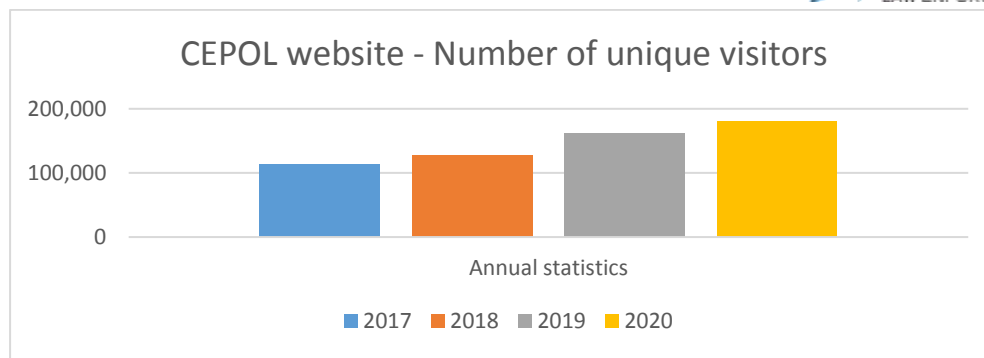
In 2020, the LO was a part of the CEPOL COVID-19 Task Force to support Member States and EU Institutions. Here the LO took part of the weekly meetings, and maintained contacts with the presidency, COM and Council Secretariat.

As part of the LOs advisory and administrative role in the Agency, the LO also actively helped organise the 2020 Online Conference of Policing the Pandemic organised on 25 June together with the Croatian Presidency of the EU and attended by 125 high-level participants. The concept, agenda, invitations, technical and visual details were developed together with a taskforce formed by different CEPOL colleagues.

Communications

Last year, the coronavirus outbreak largely impacted the agency’s communication milestones. The team had to recalibrate priorities, resources and efforts, and integrate into its daily routines new communication tactics to ensure stakeholders (both internal and external) were kept informed about the latest COVID-19 developments and their impact on CEPOL’s business operations.

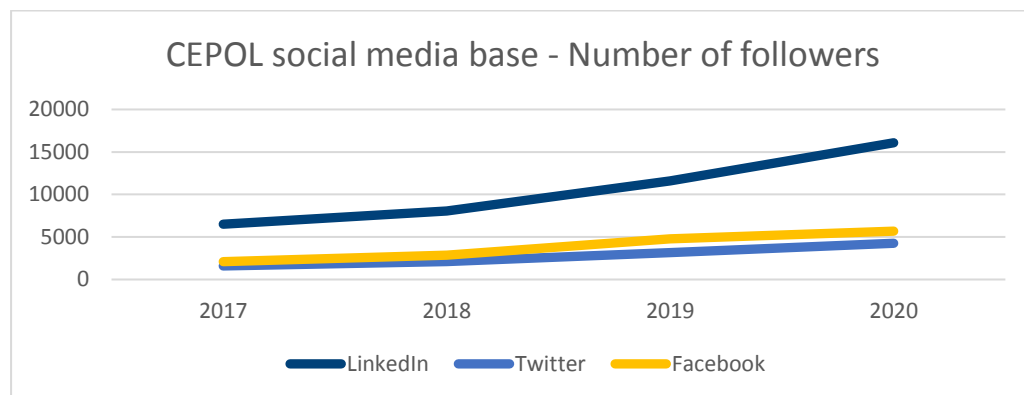
With more than 15 000 unique visitors monthly (average), CEPOL’s corporate website represents a key corporate asset –and a pivotal communication channel to connect with its external audiences.



The fluctuation experienced in the training portfolio, mostly due to the suspension and the rounds of revision of planned onsite training activities, and the subsequent boost in the eLearning offer, posed numerous challenges to the Communications team that had to strategize efforts to promote these endeavours appropriately –as a result, continuous adjustments on CEPOL’s corporate website were required. All in all, the team uploaded more than 340 files and over 70 news items on the web –replicating some of these in LEEd wherever appropriate.

A major milestone in 2020 was the transfer of the corporate web hosting service to a new contractor. Additionally, the development of CEPOL’s new corporate website began to take off in October. The Communications team set up a dedicated Task Force to steer the project and launched a user needs assessment to understand how stakeholders use the website, to identify their needs and to gather insights to inform the new portal’s requirements.

CEPOL social media channels continued to grow into a fundamental platform for interacting with stakeholders on a regular basis. Our social media base increased by 38% in LinkedIn, by 35% in Twitter and by 19% in Facebook against the previous year. The Agency accounts enjoy a high volume of impressions (over 300 000 only in LinkedIn) and healthy organic engagement rates, close to 3,5% –which is good, as an industry standard in the EU agencies’ JHA field.



A regular COVID-19 Brief for staff started to be dispatched in late March to keep colleagues constantly informed about the evolution of the pandemic. The Communications team produced 105 email alerts and 41 weekly internal newsletters (Inside CEPOL) to keep staff in the loop about what was happening and to reinforce the internal communication system.

At the height of the first wave of the pandemic, it was deemed imperative to strengthen our communications with stakeholders via a newsletter to address any immediate information needs. To that purpose, the team designed an electronic newsletter (Weekly communication to partners) which went live on 1 April. A total of 28 e-newsletters were dispatched in 2020 to MB members, CNU, Nacional Contact points, Framework Partners and stakeholders alike.

The security breach on LEEd strained the Agency’s ability to respond to a crisis from a communications point of view. This incident required immediate, robust and clear communications – to that purpose the team was tasked with centralizing the information flow with all CEPOL stakeholders (MB, CEPOL staff, CNU, NCP, NLM, EU partners, users).

2.2 Major developments

COVID-19 Task Force

A COVID-19 response Task Force was set up on 30 March 2020. Its goal was to provide – in line with CEPOL's legal mandate – support to the Member States and partner agencies in the context of the coronavirus outbreak crisis. The Task Force, of temporary nature, aimed, in line with Articles 3 and 4 of the CEPOL legal mandate, to ensure that the best possible support would be provided to partners on training and education of law enforcement officials by leveraging CEPOL's existing online technology and e-Learning infrastructure. Thus, the main focus was to assist MS to provide digital training to implement their national training curricula within the national training institutes, as some MS had to shift to e-Learning from in-presence learning rapidly and without the necessary infrastructural background.

To enable this, CEPOL's available GoTo licenses were made available upon request. The Task Force activities have not been considered part of CEPOL's core business activities.

The Task Force was led by the ED and coordinated by the Policy Officer and the Liaison Officer, supported by the ED's Assistant. A functional mailbox (CEPOL-COVID19-Response@cepol.europa.eu) was created with access for the above-mentioned coordinators. The ED assigned contact persons (mostly from TRU staff) to facilitate the communication flow with the stakeholders and better understand their specific needs and requirements. Requests were discussed and analyzed in regular online meetings of the Task Force. The actual support for the defined activities was provided by CEPOL's e-Learning Team.

Under the Task Force umbrella, a total of 75 webinars by 7 MS with 4 641 participants and 7 on-line courses by 1 MS with 450 participants were implemented.

Detailed figures are as follows:

WEBINARS		
Country	Sessions	Participants
Slovenia	1	20
Greece	4	1137
Bulgaria	25	1301
Portugal JP	9	515
Germany	4	80
Austria	3	99
Luxembourg	27	1425
OSCE	2	64
TOTAL WEBINARS	75	4 641
LMS COURSES		
Country	Active courses	Participants
Bulgaria	7	450
TOTAL LMS COURSES		450
TOTAL WEBINARS & LMS COURSES	82	5 091

Law Enforcement Education (LEEd) platform and further digitalization

To enhance the online learning experience of users, and as a first action under the digitalisation strategy, on 30 April 2020, CEPOL released its brand new eLearning platform, LEEd. CEPOL's novel online training system has been engineered to be simple to use yet powerful, with built in customisation capabilities, a powerful search engine as part of its core infrastructure and advanced data functionalities for streamlined reporting and easy track of learners' progress. In addition to the training offer, the platform offers research and science resources in the form of a repository of documents with browsing and filter capabilities by categories.

LEEd also includes a forum for the users to communicate among themselves and publish or modify content; a connection with the EBSCO Discovery Service to consult e-books and e-journals; and a space for conference management. On top, the platform also allows closer collaboration with other partners and organisations from the Justice and Home Affairs (JHA) agencies' network through a new Virtual Training Centre. This new e-learning environment is made available to iOS and Android phone users through a mobile app.

The project has been funded through an additional IT investment budget allocated to CEPOL in December 2018 by the European Commission (1.2 million EUR).

Further digitalization of support processes in the Agency took place via introduction of common EC HR tool SYSPER (1st modules in operation as of February 2020).

CEPOL has signed in 2020 the necessary working arrangements to implement an electronic workflow for Finance, so called Speedwell System, which became functional in September.

CEPOL has initiated in 2020 the process to implement ARES as document management system. The partner agency EIT provides direct support for this project to CEPOL in Budapest. Subject to the necessary contract with the European Commission it is planned that this should be realised in first quarter 2021.

New business model

The Management Board gathered in Tampere in November 2019, mandated the Expert Group on the new business model to review the concept of CKC composition and implementation.

The Expert Group on the New Business Model consists of 8 MS experts and 1 expert from the European Commission, and it is chaired by the CEPOL Executive Director and the MB Chair.

The group met twice, on 24-25 February 2020 in Budapest and on 3 July (online). During the second meeting, the group decided to convene in 3 sub-groups with the task to review: **Sub-group 1:** CKC composition; **Sub-group 2:** CKC implementation; **Sub-group 3:** Network of CEPOL Partner Institutions (CPIs).

As the idea of CPIs has been strictly connected to the new business model with no grants where no FPs are envisioned, and this model has not been so far supported in terms of the allocation of sufficient resources, the sub-group decided to change the focus of their discussions. The new focus is on how to attract more MS interest in hosting the CKC activities.

CEPOL Knowledge Centre on Counter-terrorism (CKC CT)

The pilot CEPOL Knowledge Centre on Counter-terrorism was established by ED Decision 14/2020. The CKC consists of a co-chair (NL) and 6 MS experts (IT, 2 x ES, IE, MT, FIN) and colleagues from JHA agencies and EU bodies (2 x DG HOME, CTC Office, Europol, Frontex) as well as CEPOL, who also co-chairs the CKC.

The main aim of the CKC CT is to elaborate a comprehensive multiannual training portfolio composed of onsite, online activities as well as follow-up activities, e.g. the exchange programme requirements, in the spirit of blended learning.

Two CKC onsite meetings were envisaged for 2020. They were turned into online meetings which were held in April, May, July, September, October and November.

For 2021, six (6) residential activities had been planned by the CKC on Counter-terrorism, one for the beginning of 2022. Moreover, online activities and exchange/study visit has been defined as part of the portfolio.

New CEPOL Building

The Headquarters' Agreement between CEPOL and the Hungarian Government⁴¹ signed in 2014, stipulates that the Hungarian Government puts at the disposal of CEPOL the current location of the Agency, 27 Ó utca, Budapest, for 10 years, free of charge. According to the Headquarters Agreement, the Hungarian Government and CEPOL may enter into negotiations as to the conditions governing the further utilization of the premises, not later than 8 years after the Agreement enters into force. This entails the perspective to open such a negotiation at the latest in 2022, but possibly earlier.

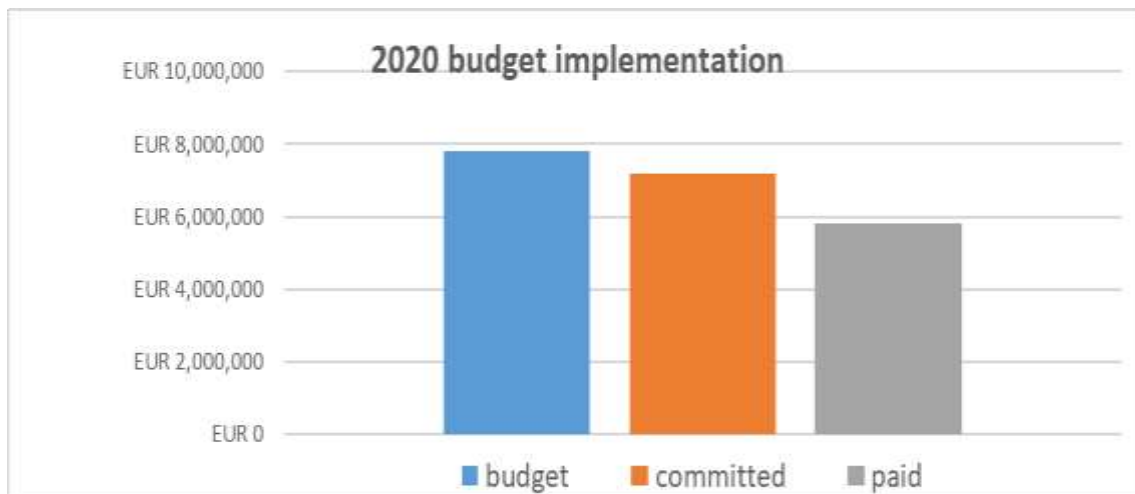
In the meantime, CEPOL has gone through significant developments insofar as the new legal mandate was adopted in 2015 entailing increase of tasks of the Agency; as the business has been growing, the premises of CEPOL have become limited in terms of all angles of the Agency's day-to-day operation, be it office, training and meeting spaces. Since 2018, the International Cooperation Unit operates from a rented office in the vicinity of CEPOL, financed by the available resources of the externally funded capacity building projects.

The Executive Director of CEPOL contacted the Hungarian authorities to explore options of providing a suitable office solution and concrete proposals are awaited.

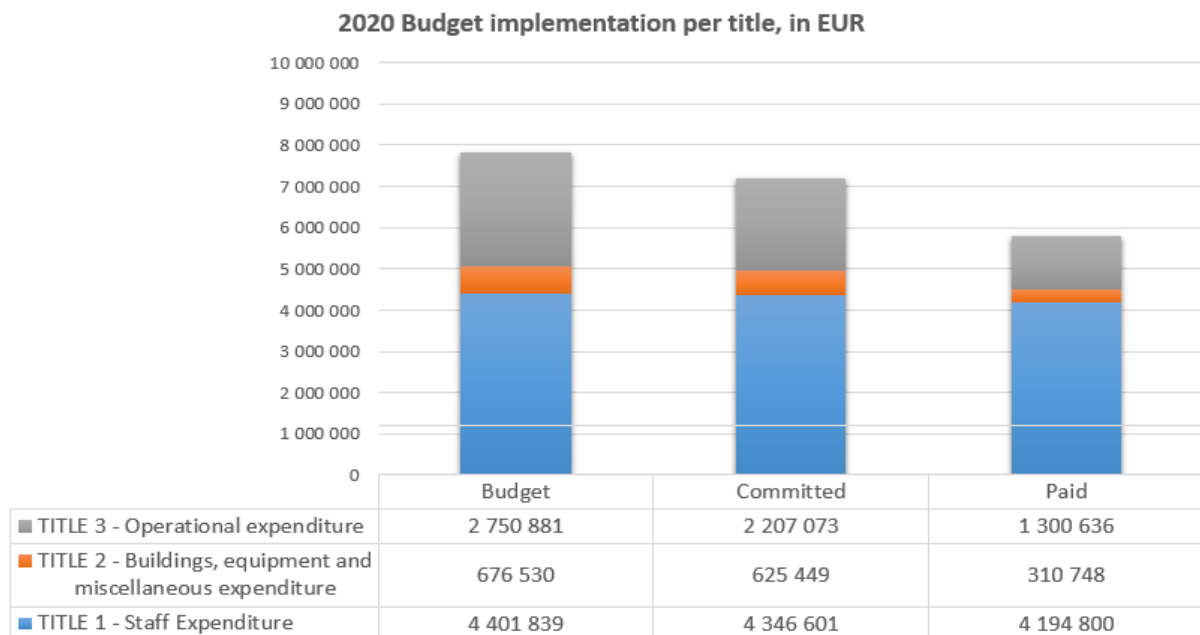
⁴¹ Act XLIII/2014

2.3 Budgetary and Financial Management

2.3.1 Budget 2020 execution



Budget 2020 – Implementation at 31.12.20 (per Titles)



CEPOL's total voted budget for 2020 amounted to € 10 439 000. In December € 2 609 750 unused funds were transferred back following cancellation of residential activities due to travel restrictions generated by pandemics. The final budget for 2020 amounted to € 7 829 250.

By the end of December 2020, 92% of the regular (C1) budget has been committed, out of which 74% has been paid:

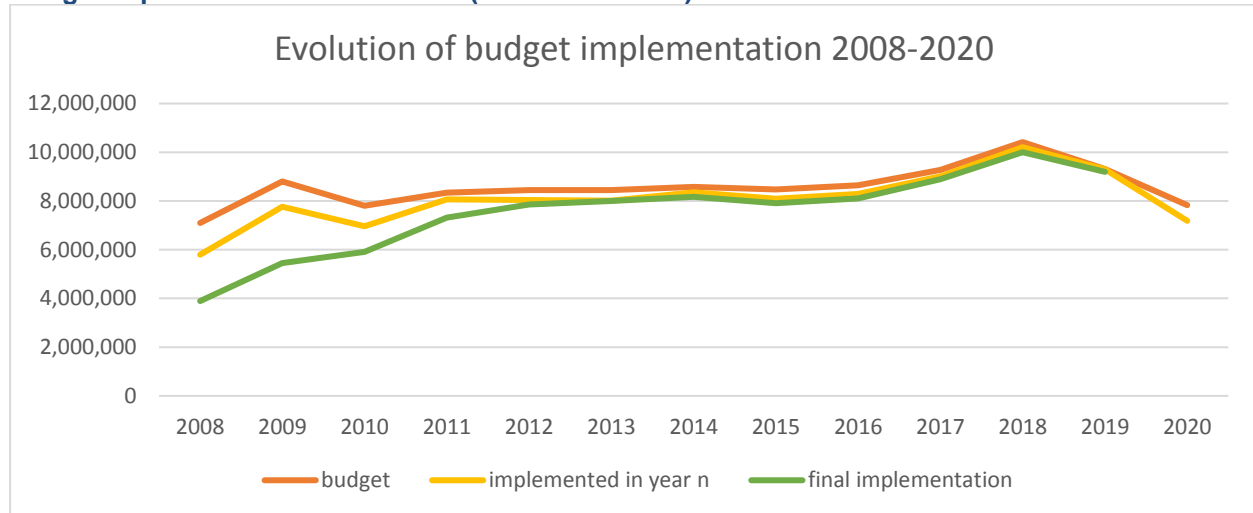
- For Title 1; 99% of the C1 credits available has been committed and 95% has been paid;
- For Title 2; 92% of the C1 credits has been committed and 46% has been paid;
- For Title 3; 80% of the available C1 funds have been committed and 47% has been paid.

The 2020 budget implementation in 2020 reached the level of 92%. A total of € 1 370 471 has been carried over to 2021, amounting to 17% of the overall 2020 budget.

The final implementation taking into account the execution of those commitments will be known at the end of 2022.

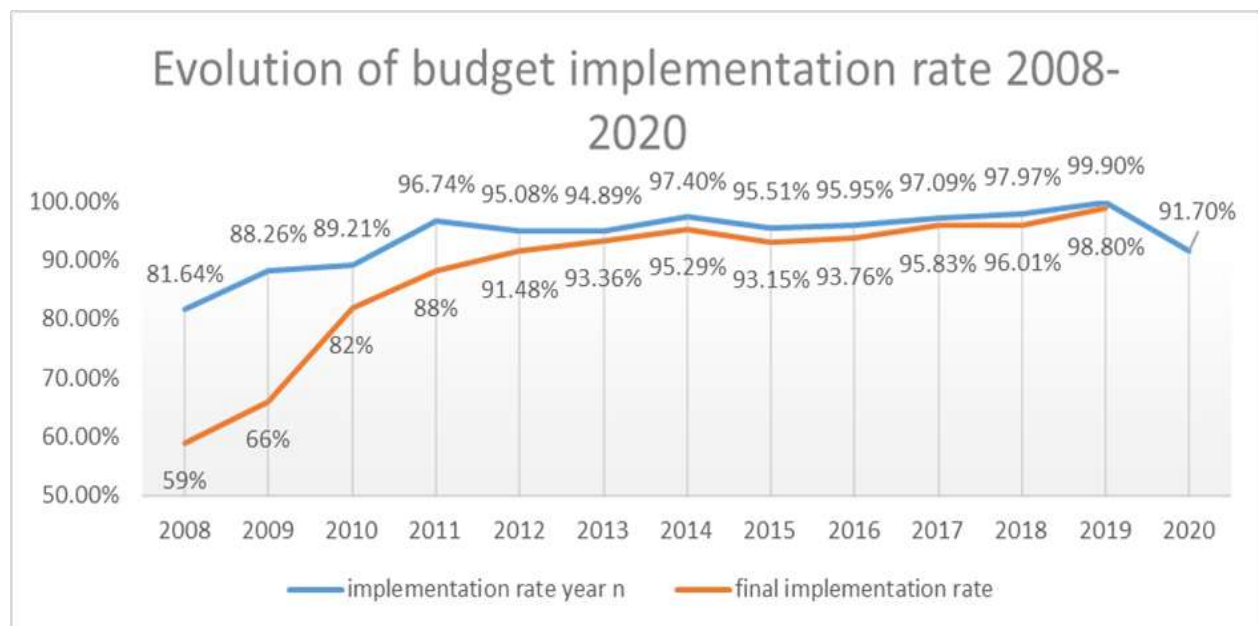
Overview on Budget 2020 execution, status as of 31 December 2020 is provided in Annex II Table 2.2

Budget implementation 2008 – 2020 (amounts in EUR)*



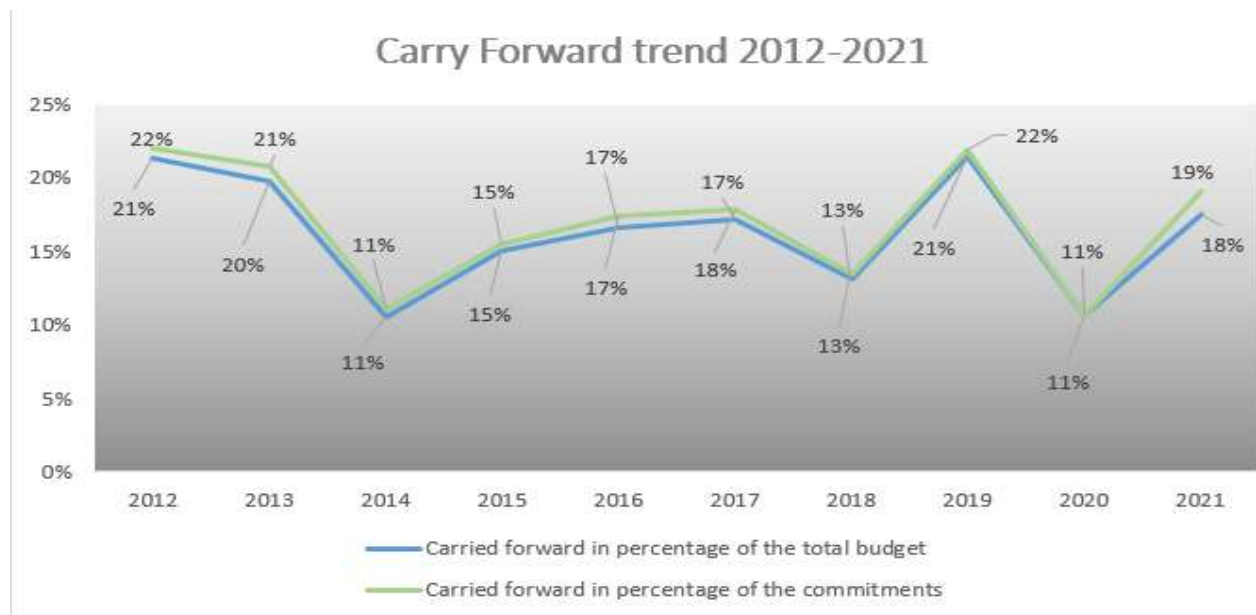
*In 2018 CEPOL requested an additional 1.2M€ for specific IT developments in the Agency, which has been granted and the budget has been added to the subsidy in December 2018.

Budget execution (in % of available budget)⁴²



⁴² The final execution rate for 2020 will be known only at the end of 2021.

Carry-over of funds 2012-2021



2.3.2 Budget 2020 Implementation per Titles

Title 1: Expenditure relating to persons working with CEPOL - C1: Regular budget 2020

Budget Implementation/ Execution Regular budget 2020 (C1)		Voted Budget	Final Budget	Committed	Budget implementation %	Paid	Budget execution %	% (Compared to commitments)	Carry forward for payments in 2021
		A	C (A+B)	D	D/C	E	E/C	E/D	D-E
1 TITLE 1 Staff expenditure									
11	Staff in active employment	3,600,000.00	3,589,032.12	3,589,032.12	100%	3,589,032.12	100%	100%	0.00
12	Allowances and expenses on entering and leaving the service and on transfer, excluding Seconded National Experts and other experts	9,000.00	97,000.00	91,700.58	95%	213.91	0%	0%	91,486.67
13	Missions and duty travel	30,000.00	3,901.00	3,900.15	100%	3,900.15	100%	100%	0.00
14	Socio-medical infrastructure	434,500.00	382,000.00	368,857.82	97%	365,210.37	96%	99%	3,647.45
15	Further training, language courses, retraining for staff	87,000.00	83,000.00	60,609.31	73%	30,242.39	36%	50%	30,366.92
16	External services	200,500.00	238,406.00	229,523.73	96%	203,223.45	85%	89%	26,300.28
17	Receptions and events	3,000.00	1,000.00	996.59	100%	996.59	100%	100%	0.00
18	Social welfare	4,000.00	7,500.00	1,980.88	26%	1,980.88	26%	100%	0.00
1	TITLE 1 Staff expenditure	4,368,000.00	4,401,839.12	4,346,601.18	98.75%	4,194,799.86	95.30%	96.51%	151,801.32

By the end of December 98,75% of the final budget for Title 1 has been committed and 95,3% paid. The correction coefficient applied in Hungary for salaries has decreased in November with retroactive effect as from July.

C8: Amounts carried over from 2019 for payment in 2020

Budget execution of commitments carried forward from 2019 to 2020 (C8)		Final Budget 2019	Committed 2019	Paid in 2020	Total Paid (in 2019 & 2020)	Budget Execution %	De-committed (excess carry forward)	Cancellation rate
		A	B	E	F=D+E	F/A	G	H/A
1	TITLE1 Staff expenditure							
11	Staff in active employment	3,556,149.48	3,556,149.48	0.00	3,556,149.48	1.00	0.00	0.0%
12	Allowances and expenses on entering and leaving the service and on transfer, excluding Seconded National Experts and other experts	38,120.37	38,064.35	8,685.62	27,970.02	73.4%	10,094.33	26.6%
13	Missions and duty travel	29,000.00	26,131.19	1,193.49	24,924.68	85.9%	1,206.51	14.1%
14	Socio-medical infrastructure	432,393.17	432,393.17	2,467.51	431,830.85	199.9%	562.32	0.1%
15	Further training, language courses, retraining for staff	20,619.76	20,619.76	7,199.50	18,856.76	91.4%	1,763.00	8.6%
16	External services	179,449.43	179,449.43	56,519.90	179,448.32	100.0%	1.11	0.0%
17	Receptions and events	2,474.46	2,474.46	0.00	2,474.46	100.0%	0.00	0.0%
18	Social welfare	6,861.87	6,861.87	0.00	6,861.87	100.0%	0.00	0.0%
1	TITLE1 Staff expenditure	4,265,068.54	4,262,143.71	76,066.02	4,248,516.44	99.6%	13,627.27	0.4%

The cancellation rate of carried over payment credits (C8) in Title 1 was 0,4%. These minor amounts relate mainly to the forecasted expenditure, where the real cost were slightly lower than the planned cost.

C4: Internally assigned revenue

Internally assigned revenue is generated where CEPOL recovers overpaid amounts. By the end of December 2020, EUR 19 586,35 has been made available for re-use; These credits representing the C4 internal assigned revenues of CEPOL were not used during the implementation year 2020 and were therefore carried over to 2021 as C5 credits.

Title 2: Buildings & equipment and miscellaneous expenditure - C1: Regular budget 2020

Budget Implementation/ Execution Regular budget 2020 (C1)		Voted Budget	Final Budget	Committed	Budget implementation %	Paid	Budget execution %	Carry forward for payments in 2021
		A	C (A+B)	D	D/C	E	E/C	D-E
2	TITLE 2 Buildings, equipment and miscellaneous expenditure							
20	Investments in immovable property and rental	32,500.00	28,267.00	26,691.50	94%	23,777.41	84%	445.78
21	Information and communication technology	361,970.00	594,371.00	575,799.49	97%	268,127.29	45%	307,672.20
22	Movable property and associated costs	15,500.00	26,410.00	2,801.74	11%	2,477.48	9%	324.26
23	Current administrative expenditure	33,030.00	22,275.00	16,549.68	74%	13,715.52	62%	2,834.16
24	Postal charges	10,000.00	5,207.00	3,606.51	69%	2,650.02	51%	956.49
2	TITLE 2 Buildings, equipment and miscellaneous expenditure	453,000.00	676,530.00	625,448.92	92.45%	310,747.72	45.93%	312,232.89

By the end of December 92,45% of the available budget has been committed and 45,93% of payment credits have been used.

C8: Amounts carried over from 2019 for payment in 2020

Budget execution of commitments carried forward from 2019 to 2020 (C8)		Final Budget 2019	Committed 2019	Paid in 2020	Total Paid (in 2019 & 2020)	Budget Execution %	De-committed (excess carry forward)	Cancellation rate
		A	B	E	F=D+E	F/A	G	H/A
2	TITLE2 Buildings, equipment and miscellaneous expenditure							
20	Investments in immovable property and rental of buildings	18,028.38	18,028.38	1,157.08	17,985.00	99.8%	43.38	0.2%
21	Information and communication technology expenditure	345,944.44	345,944.44	98,148.92	338,981.82	98.0%	6,962.62	2.0%
22	Movable property and associated costs	10,452.54	10,452.54	4,671.91	9,774.16	93.5%	678.38	6.5%
23	Current administrative expenditure	40,866.50	40,866.50	3,248.08	40,396.99	98.9%	469.51	1.1%
24	Postal charges	7,649.06	7,649.06	409.58	7,302.91	95.5%	346.15	4.5%
2	TITLE2 Buildings, equipment and miscellaneous expenditure	422,940.92	422,940.92	107,635.57	414,440.88	98.0%	8,500.04	2.0%

The main reason for cancellations was the uncertainty on VAT. Refundable VAT has been committed in certain cases.

C4: Internally assigned revenue

Internally assigned revenue is generated where CEPOL recovers overpaid amounts. By the end of December 2020, EUR 2 715,00 has been made available for re-use; These credits representing the C4 internal assigned revenues of CEPOL were not used during the implementation year 2020 and were therefore carried over to 2021 as C5 credits.

Title 3 – Operational expenditure - C1: Regular budget 2020

Budget Implementation/ Execution Regular budget 2020 (C1)	Voted Budget	Final Budget	Committed	Budget implementation %	Paid	Budget execution %	Carry forward for payments in 2021
	A	C (A+B)	D	D/C	E	E/C	D-E
3 TITLE 3 Operational expenditure							
30 Bodies and organs	205,000.00	13,000.00	11,338.94	87%	11,338.94	87%	0.00
31 Courses, Flight Schemes, E-Net	4,046,000.00	1,537,868.88	1,037,892.41	67%	755,040.63	49%	282,851.78
32 Other programme activities	885,000.00	552,275.00	536,259.58	97%	159,700.19	29%	376,559.39
33 Evaluation	0.00	0.00	0.00	N.A.	0.00		0.00
35 Missions	141,000.00	31,000.00	29,912.56	96%	29,912.56	96%	0.00
37 Other operational activities	341,000.00	616,737.00	591,669.36	96%	344,643.35	56%	247,026.01
3 TITLE 3 Operational expenditure	5 619 000.00	2 750 868.88	2 207 072.85	80.23%	1 300 635.67	47.28%	906 437.18
GRAND TOTAL	10 439 000.00	7 829 250.00	7 179 122.95	91.70%	5 806 183.25	74.16%	1 370 471.39

By the end of December 91,70% of the available budget has been committed. Payments represents 74,16% of the available payment credits.

C8: Amounts carried over from 2019 for payment in 2020

Budget execution of commitments carried forward from 2019 to 2020 (C8)	Final Budget 2019	Committed 2019	Paid in 2020	Total Paid (in 2019 & 2020)	Budget Execution %	De-committed (excess carry forward)	Cancellation rate
	A	B	E	F=D+E	F/A	G	H/A
3 TITLE3 Operational expenditure							
30 Bodies and organs	120,704.78	120,704.78	17,595.26	120,300.04	99.7%	404.74	0.3%
31 Courses, Flight Schemes, E-Net	3,294,680.20	3,294,212.47	316,948.30	3,240,687.15	98.4%	53,525.32	1.6%
33 Evaluation	0.00	0.00	0.00	0.00	0.0%	0.00	0.0%
35 Missions	225,000.00	219,297.32	4,778.80	212,407.35	94.4%	6,889.97	5.6%
37 Other operational activities	296,663.58	296,663.58	150,474.80	295,686.08	99.7%	977.50	0.3%
3 TITLE3 Operational expenditure	4,619,990.54	4,613,663.58	695,629.11	4,530,691.63	98.1%	82,971.95	1.9%

Cancellation of funds for operational activities were mainly justified by the business model (use of grants, CKCs where information on real expenditure can hardly be controlled by CEPOL in time), the underperformance of service providers and delayed invoicing of the Publication Office. These factors are beyond CEPOL's control.

C4: Internally assigned revenue

Internal assigned revenues under Title 3 amounted to EUR 303 298.62 in 2020. In line with the general priority rules for the use of fund sources, the C4 credits were entirely transferred to 2021.

Final implementation rate of 2019 budget

The final implementation of 2019 budget taking into account the C8 payments (89.3%)⁴³ in 2020 was 98.8%.

Budget execution of commitments carried forward from 2019 to 2020 (C8)	Final Budget 2019	Committed 2019	Budget Implementation %	Cancelled in 2019	Paid in 2019	Carried forward from 2019 to 2020 (C8)	Paid in 2020	Total Paid (in 2019 & 2020)	Budget Execution %	Potential final budget execution %	De-committed in 2020	Total cancelled (in 2019 & 2020)	Cancellation rate
1 TITLE1 Staff expenditure	4 265 068,54	4 262 143,71	99,9%	2 924,83	4 172 450,42	89 693,29	76 066,02	4 248 516,44	99,6%	99,6%	13 627,27	16 552,10	0,4%
2 TITLE2 Buildings, equipment and miscellaneous expenditure	422 940,92	422 940,92	100,0%	0,00	306 805,31	116 135,61	107 635,57	414 440,88	98,0%	98,0%	8 500,04	8 500,04	2,0%
3 TITLE3 Operational expenditure	4 619 990,54	4 613 663,58	99,9%	6 326,96	3 835 062,52	778 601,06	685 629,11	4 530 691,63	98,1%	98,1%	82 971,95	89 298,91	1,9%
GRAND TOTAL	9 308 000,00	9 298 748,21	99,9%	9 251,79	8 314 318,25	984 429,96	879 330,70	9 193 648,95	98,8%	98,8%	105 099,26	114 351,05	1,2%

Internally assigned revenue (C4) summary

In 2020 overpaid credits for a total amount of 325 599.97 EUR has been re-covered. These credits representing the C4 internal assigned revenues of CEPOL were not used during the implementation year 2020 and were therefore carried over to 2021 as C5 credits.

The recovered amount is higher than usual, as a high number of pre-financing payments for on-site training activities were recovered in consequence of the COVID-19 related restrictive measures in place during the year.

Budget Implementation / Execution 2020 C4		Recovery cashed in 2020	Committed	C5 in 2021
1200	Expenditure on recruitment	34.47		34.47
1300	Mission expenses, travel expenses, incidental expenditure for administrative missions	135.41		135.41
1430	Schooling and nursery	19,416.47		19,416.47
1	TITLE 1 Staff expenditure	19,586.35	0.00	19,586.35
2105	Commission IT systems	2,715.00		2,715.00
2	TITLE 2 Buildings, equipment and	2,715.00	0.00	2,715.00
3020	Network meetings	7,396.76		7,396.76
3100	Training activities	290,800.29		290,800.29
3111	Reimbursement of travel expenses -	2,921.95		2,921.95
3130	E-Learning	986.49		986.49
3240	Exchanges	468.86		468.86
3510	Network related missions	724.27		724.27
3	TITLE 3 Operational expenditure	303,298.62	0.00	303,298.62
	GRAND TOTAL	325,599.97	0.00	325,599.97

2.3.3 Other financial and budgetary topics

Budget transfers

In 2020, 5 internal transfers of the regular budget (C1 commitment and payment appropriations) were done in line with articles 27§1a, 27§1b, 27§3 and 28§1 of the CEPOL Financial Regulation. These transfers aimed to align the initial budget distribution to the real budget needs.

More detailed information on this is provided in Annex II Table 2.3.

Recovery orders

At the end of December 2020, there was 1 recovery order (€ 254) not cashed, however during the closure of the accounts write-down is booked on open ROs as the due date is more than 2 years.

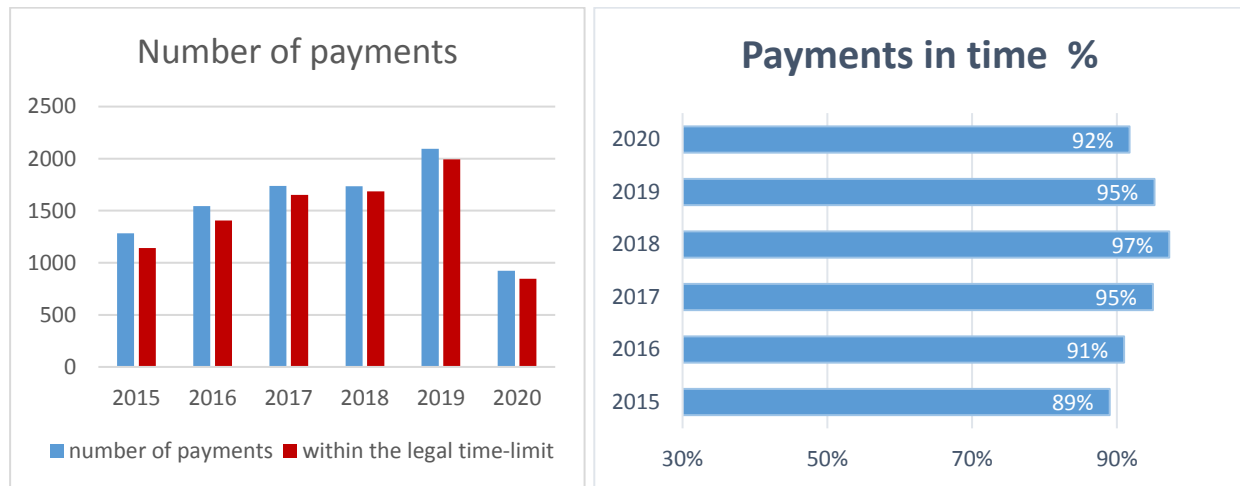
⁴³ % of total C8 funds carried forward from 2019 to 2020

Payment statistics

In 2020, CEPOL made a total of 923 regular payments (2 095 in 2019). This is actually a significant drop in the number of payments realised and also in the number of payments executed in time, compared to previous years, which is due to the impact of the COVID-19 related measures in place throughout 2020.

No interest has been paid on late payments.

More details on payment statistics is provided in Annex II Table 2.4-2.5.



Procurement

In 2020, a total of **259 contracts** were signed, comprising of:

- 10 framework contracts
- 7 direct contracts
- 13 purchase orders
- 121 order forms under existing framework contracts (CEPOL and inter-institutional)
- 28 specific contracts under existing framework contracts (CEPOL and inter-institutional)
- 80 contracts for short-term experts under 2 calls for expression of interest

In addition, one amendment for the increase of ceiling of a FWC for services was signed, indicated in () in the table below.

Number of contracts signed based on the type of procedure	2019 Total (CEPOL & CEPOL Projects)	2019 CEPOL Projects only	2020 Total (CEPOL & CEPOL Projects)	2020 CEPOL Projects only
Open procurement procedure	2	0	1	0
Negotiated procurement procedure with at least five candidates	3	3	5	0
Negotiated procurement procedure with at least three candidates	4	1	0	0
Negotiated procurement procedure with a single tender	33	11	22	11
Negotiated procedure without publication of a contract notice under Point 11.1.e Annex 1 FR (increase of ceiling of FWC for services)	1	1	(1)	0
Negotiated procedure without publication of a contract notice under 11.1.g Annex 1 FR (building contracts)	1	0	1	1
Negotiated procedure without publication of a contract notice under 11.1.b Annex 1 FR (absence of competition for technical reasons)	0	0	1	1
Order Form / Specific contract in execution of framework contracts	223	69	149	24
Procedure following a call for expression of interest	141	141	80	62
Total number of contracts signed	408	226	259 (+1)	99
Total value of contracts (direct contracts, framework contracts and specific contracts implementing framework contracts)	€2,875,000	€1,177,100	€4,188,800 (+€700,000)	€1,420,828

Exceptional negotiated procedures under point 11.1 (a) to (f) of Annex 1 FR

Ref.	Procedure type	Contractor name	Subject of contract	Contract amount
1	Annex 1 - 11.1 (b) - artistic/technical reasons or exclusive rights or technical monopoly/captive market	NEO Property Services Zrt.	Fitting out of CEPOL's Offices at Octogon House	68,253 EUR
2	Annex 1 - 11.1 (e) - new services/works consisting in the repetition of similar services/works	Manpower Munkaerő-Szervezési Kft.	Temporary Employment Agency Services in Budapest	700,000 EUR

Exceptional negotiated procedure under point 11.1 (g) of Annex 1 FR for building contracts

Ref.	Procedure type	Contractor name	Subject of contract	Contract amount
1	Annex 1 - 11.1 (g) - building contracts, after prospection of the local market	Hunpro Properties Hungary Kft.	Rental of Offices at Octogon House	833,116.27 EUR

2.3.4 Information on grant, contribution and service level agreements (Annex VI)

External assigned revenue - Title 5

EU MENA CTT2 project (R0)

The Delegation Agreement on the EU/MENA Counter Terrorism Training Partnership 2 (CEPOL CTT2) project with the European Commission Service for Foreign Policy Instruments (FPI) was signed on 21 December 2017. The CEPOL CTT2 has a budget of EUR 6 444 698 and a duration of 36 months and is financed under the Instrument contributing to Stability and Peace (IcSP). The first instalment of the pre-financing was received in 2017 (EUR 1 946 037). The second instalment amounted to EUR 2 381 389 has been received in May 2019, while the third instalment received in 2020 was of 1 369 984 EUR. 72.8% of the received budget has been paid up to the end of 2020.

The implementation of activities, therefore the budget consumption has been heavily impacted by the COVID-19 related restrictions in 2020. The final report is under preparation and will be finalised in the first half of 2021.

EU-MENA CT 2 Overall Budget Implementation

Overall Budget Implementation / Execution of the EU-MENA CTT2 project	Total Budget of the project (full lifecycle)	Budget appropriations received in 2018 (first instalment)	Budget appropriations received in 2019 (second instalment)	Budget appropriations received in 2020 (third instalment)	Total Budget Received	Total PAID	Budget execution % (vs. Total Budget Received)	Budget execution % (vs. Total Contractual Budget)
Budget line B05100	A	B	F	L	B+F+L	D+I+N		
	6,444,698	1,946,037	2 381 389	1 369 984	5 697 410	4 147 702	72.8%	64.4%
CTT2-2018-1.1.1 - SALARIES PROJECT MGR & SENIOR OFFICERS	655,812	218,604	218 604	297 085	734 293	645 597	88%	98%
CTT2-2018-1.1.2 - SALARIES OF PROJECT OFFICERS	1,069,488	356,496	356 496	293 147	1 006 139	891 182	89%	83%
CTT2-2018-1.2 - STAFF MISSIONS (PER DIEM)	76,200	29,600	34 000	59 372	122 972	92 911	76%	122%
CTT2-2018-2.1 - INTERNATIONAL TRAVEL	959,200	278,400	424 000	230 354	932 754	576 432	62%	60%
CTT2-2018-2.2 - SHORT TERM EXPERTS AND PARTICIPANTS (PER DIEM)	1,275,582	328,482	570 570	305 854	1 204 906	697 532	58%	55%
CTT2-2018-3.2 - FURNITURE, COMPUTER EQUIPMENT	52,695	52,695	17 565	24 000	46 260	47 460	103%	90%
CTT2-2018-4.4 - OTHER SERVICES (MOBILE COSTS)	100,800	33,600	33 600	1 323	68 523	56 324	82%	56%
CTT2-2018-5.1 - SHORT TERM EXPERT FEES	907,200	331,200	387 000	125 100	843 300	603 675	72%	67%
CTT2-2018-5.4 - EVALUATION COSTS	0	0	15 500	15 000	30 500	15 000	49%	-
CTT2-2018-5.5 - TRANSLATION, INTERPRETERS	540,000	196,500	247 500	14 811	458 811	259 685	57%	48%
CTT2-2018-5.7 - COSTS OF CONFERENCES/SEMINARS	102,460	47,960	39 240	13 780	100 980	103 357	102%	101%
CTT2-2018-5.8 - VISIBILITY ACTIONS	50,000	12,500	18 750	5 401	36 651	17 901	49%	36%
CTT2-2018-8.1 - INDIRECT COSTS	405,261	60,000	18 564	32 757	111 321	140 645	126%	35%
CTT2-2018-10.1 - CONTINGENCY RESERVE	250,000	0	0	0	0	0	0%	0%

CEPOL FI

The Financial Investigation In-Service Training Programme in Western Balkans project had a budget of EUR 2 500 000 and a duration of 24 months and was financed under the Instrument of Pre-accession Assistance (IPA 2). The project implementation period has been extended by 3 months within the original total budget. The implementation ended on 31 March 2020. The first pre-financing of EUR 1 217 051 representing 48,7 % of the total 2 year budget has been received in 2018. The second instalment of the pre-financing amounting to EUR 1 164 756 was received end of May 2019. The total budget including recoveries of EUR 11 788 amounted to EUR 2 393 595 of which 87.1% has been consumed. The final report has been approved by the Contracting Authority during 2020.

CEPOL FI Overall Budget Implementation

Overall Budget Implementation / Execution of the Financial investigation in-service training programme - Western Balkan project	Total Budget of the project (full lifecycle)	Budget appropriations received in 2018 (first instalment)	Budget appropriations received in 2019 (second instalment)	Budget appropriations received in 2020 (recovery)	Total Budget Received	Total PAID	Budget execution % (vs. Total Budget Received)	Budget execution % (vs. Total Contractual Budget)
Budget Line B05200	A	B	F	L	B+F+L	D+I+N		
	2 500 000	1 217 051	1 164 756	11 788	2 393 595	2 084 797	87.1%	83.4%
WB-2018-11 - SALARIES	882 000	426 000	456 000	446	882 446	851 989	97%	97%
WB-2018-12 - SHORT TERM EXPERT FEES	155 600	108 000	47 600	0	155 600	121 988	78%	78%
WB-2018-13 - PER DIEM FOR MISSIONS/TRAVEL	454 112	195 300	258 812	0	454 112	446 399	98%	98%
WB-2018-2.1 - INTERNATIONAL TRAVEL	361 600	184 000	177 600	0	361 600	335 584	93%	93%
WB-2018-2.2 - LOCAL TRANSPORTATION	18 920	12 720	6 200	0	18 920	11 407	60%	60%
WB-2018-3.2 - FURNITURE, COMPUTER EQUIPMENT	46 800	46 800	0	0	46 800	34 556	74%	74%
WB-2018-4.4 - OTHER SERVICES (TEL/FAX)	32 800	26 400	6 400	0	32 800	20 316	62%	62%
WB-2018-5.1 - PUBLICATIONS	12 000	6 500	5 500	0	12 000	0	0%	0%
WB-2018-5.2 - STUDIES, RESEARCH	0	0	0	0	0	0	-	-
WB-2018-5.3 - EXPENDITURE VERIFICATION/AUDIT	0	0	0	0	0	0	-	-
WB-2018-5.4 - EVALUATION COSTS	0	0	0	0	0	0	-	-
WB-2018-5.5 - TRANSLATION, INTERPRETERS	133 500	67 500	66 000	0	133 500	87 131	65%	65%
WB-2018-5.6 - FINANCIAL SERVICES (BANK GUARANTEE COSTS ETC)	0	0	0	0	0	0	-	-
WB-2018-5.7 - COSTS OF CONFERENCES, SEMINARS, WEBINARS	68 675	35 711	32 964	0	68 675	85 087	124%	124%
WB-2018-5.8 - VISIBILITY ACTIONS	60 000	30 000	30 000	0	60 000	17 274	29%	29%
WB-2018-8.1 - INDIRECT COSTS	155 800	78 120	77 680	11 342	167 142	73 067	44%	47%
WB-2018-10 - CONTINGENCY RESERVE	118 193	0	0	0	0	0	-	-

Joint CEPOL-Frontex Exchange Programme 2020

The European Border and Coast Guard Agency (Frontex) and CEPOL have signed the second agreement, by which Frontex supports a Pilot Joint Exchange Programme under the auspices of CEPOL for participants exercising border and coast guard duties from European Union Member States, candidate countries, as well as ENP partner countries on a pilot basis. The planned total value of action for 2020 was EUR 130,000 for a minimum of 80 participants exercising border and coast guard duties to benefit from this cooperation. The implementation of this pilot projects, therefore the budget execution has been heavily impacted by the restrictive measures put in place related to the COVID-19 pandemic situation.

Budget Implementation / Execution in 2020 Externally Assigned Revenue (RO) for Exchanges (from FRONTEx)	Total Budget of the project (full lifecycle)	Budget appropriations inscribed	Committed	Budget implementation %	Still to be used	Paid	Budget execution %	% (Compared to commitments)	Potential Carry forward for payments in 2021	Implementation of Total budget % (full lifecycle)
Budget Line 3240	B	C	D	D/C	C-D	E	E/C	E/D	D-E	D/B
TOTAL:	0	130 000	43 893	33.8%	86 107	41 158	31.7%	93.8%	2 735	N.A.

COUNTER-TERRORISM INFLOW

The Contribution Agreement IFS/2019/410-531 was signed between CEPOL and DG DEVCO (International Cooperation and Development) on 17 December 2019. The purpose of this agreement is to provide financial contribution to finance the implementation of the Action "CT INFLOW- Enhancing Information Exchange and Criminal Justice Response to Terrorism in the Middle East and North Africa". The CEPOL CT INFLOW has a maximum budget of EUR 7 500 000 and a duration of 48 months and is financed under the Instrument contributing to Stability and Peace (IcSP). The first instalment of the pre-financing amounting to EUR 3 750 000 was received in December 2019.

Overall Budget Implementation / Execution of the CTInflow	Total Budget of the project (full lifecycle)	Budget appropriations received in 2020 (first Instalment)	Commitments in 2020	Paid in 2020	Available for commitment	Budget execution % (vs. Total Budget Received)	Budget execution % (vs. Total Contractual Budget)
Budget Line B05300	A	B	C	D			
	7 497 203	3 750 000	1 185 823	377359	2 564 177	10%	5%
headings							
CTI-2020-1.1 - SALARIES	3 359 808	1 680 531	826 750	267 421	853 781	16%	8%
CTI-2020-1.2 - PER DIEM FOR MISSIONS/TRAVEL	1 216 915	608 684	0	0	608 684	0%	0%
CTI-2020-2.1 - INTERNATIONAL TRAVEL	815 250	407 777	0	0	407 777	0%	0%
CTI-2020-3.1 - FURNITURE, COMPUTER EQUIPMENT	102 000	51 019	39 157	22 407	11 862	44%	22%
CTI-2020-3.2 - TECHNICAL SUPPLY	550 000	275 103	77 623	10 251	197 480	4%	2%
CTI-2020-4.1 - OFFICE RENT	259 200	129 648	89 985	50 724	39 663	39%	20%
CTI-2020-4.2 - CONSUMABLES - OFFICES SUPPLIES	8 160	4 082	8 160	944	- 4 078	23%	12%
CTI-2020-4.3 - OTHER SERVICES (TEL/FAX, ELECTRICITY/HEATING, MAINTENANCE)	216 000	108 040	54 935	22 913	53 105	21%	11%
CTI-2020-5.1 - SHORT TERM EXPERT FEES	280 350	140 227	86 000	2 700	54 227	2%	1%
CTI-2020-5.2 - TRANSLATION, INTERPRETERS	481 500	240 840	0	0	240 840	0%	0%
CTI-2020-5.3 - COSTS OF CONFERENCES, SEMINARS	150 420	75 238	3 212	0	72 026	0%	0%
CTI-2020-5.4 - VISIBILITY ACTIONS	57 600	28 811	0	0	28 811	0%	0%
CTI-2020-8.1 - INDIRECT COSTS	0	0	0	0	0		
CTI-2020-10.1 - CONTINGENCY RESERVE	0	0	0	0	0		

EUROMED POLICE

The Contribution Agreement ENI/2020/414-940 was signed between CEPOL and DG NEAR (Neighbourhood Policy and Enlargement Negotiations) on 24 April 2020. The purpose of this agreement is to provide financial contribution to finance the implementation of the Action "Euromed Police". The CEPOL Euromed Police has a maximum budget of EUR 6 960 542 and a duration of 48 months and is financed under the European Neighbourhood Instrument. The pre-financing amounting to 100% of the budget was received in May 2020.

Overall Budget Implementation / Execution of the Euromed Police	Total Budget of the project (full lifecycle)	Budget appropriations received	Commitments in 2020	Available for commitment	Paid in 2020	Budget implementation % (use of commitment appropriations)	Budget execution % (use of payment appropriations)
Budget Line B05400	A	B	C	B-C	D	C/B	D/B
	6 960 542	6 960 542	1 503 708	5 456 834	698785	22%	10%
headings							
EP-2020-1.1 - SALARIES	3 639 792	3 639 792	1 116 128	2 523 664	543 851	31%	15%
EP-2020-1.2 - PER DIEM FOR MISSIONS/TRAVEL	869 750	869 750	0	869 750	0	0%	0%
EP-2020-2.1 - INTERNATIONAL TRAVEL	642 000	642 000	0	642 000	0	0%	0%
EP-2020-3.1 - FURNITURE, COMPUTER EQUIPMENT	110 500	110 500	103 997	6 503	74 740	94%	68%
EP-2020-3.2 - EKB DEVELOPMENT, SOFTWARE AND SERVICES	200 000	200 000	0	200 000	0	0%	0%
EP-2020-4.1 - OFFICE RENT	259 200	259 200	98 718	160 482	53 581	38%	21%
EP-2020-4.2 - CONSUMABLES - OFFICES SUPPLIES	8 160	8 160	2 040	6 120	813	25%	10%
EP-2020-4.3 - OTHER SERVICES (TEL/FAX, ELECTRICITY/HEATING, MAINTENANCE)	222 000	222 000	57 524	164 476	24 097	26%	11%
EP-2020-5.2 - SHORT TERM EXPERT FEES	242 100	242 100	60 300	181 800	0	25%	0%
EP-2020-5.5 - TRANSLATION, INTERPRETERS	520 500	520 500	65 000	455 500	1 704	12%	0%
EP-2020-5.7 - COSTS OF CONFERENCES, SEMINARS	180 940	180 940	0	180 940	0	0%	0%
EP-2020-5.8 - VISIBILITY AEONS	65 600	65 600	0	65 600	0	0%	0%
EP-2020-8.1 - INDIRECT COSTS	0	0	0	0	0		
EP-2020-10.1 - CONTINGENCY RESERVE	0	0	0	0	0		

TOPCOP

The Contribution Agreement ENI/2020/415-941 was signed between CEPOL and DG NEAR (Neighbourhood Policy and Enlargement Negotiations) in 2020. The purpose of this agreement is to provide financial contribution to finance the implementation of the Action "CEPOL training and operational partnership against organised crime project - TOPCOP". The CEPOL TOPCOP has a maximum budget of EUR 6 000 000 and a duration of 48 months and is financed under the European Neighbourhood Instrument. The pre-financing amounting to 100% of the budget was received in July 2020.

Overall Budget Implementation / Execution of the Topcop	Total Budget of the project (full lifecycle)	Budget appropriations received	Commitments in 2020	Available for commitment	Paid in 2020	Budget implementation % (use of commitment appropriations)	Budget execution % (use of payment appropriations)
Budget Line B05500	A	B	C	B-C	D	C/B	D/B
	6 000 000	6 000 000	1 327 730	4 672 270	573888	22%	10%
headings							
TOPCOP-2020-1 - STAFF COST	2 799 840	2 799 840	939 329	1 860 511	474 532	34%	17%
TOPCOP-2020-2 - TECHNICAL ACTIVITIES	2 736 360	2 736 360	198 000	2 538 360	0	7%	0%
TOPCOP-2020-3 - PROCUREMENT (Supplies, equipment, local office)	409 800	409 800	190 402	219 398	99 356	46%	24%
TOPCOP-2020-4 - COMMUNICATION	54 000	54 000	0	54 000	0	0%	0%
TOPCOP-2020-5 - INDIRECT COST	0	0	0	0	0	0%	0%

WB PaCT

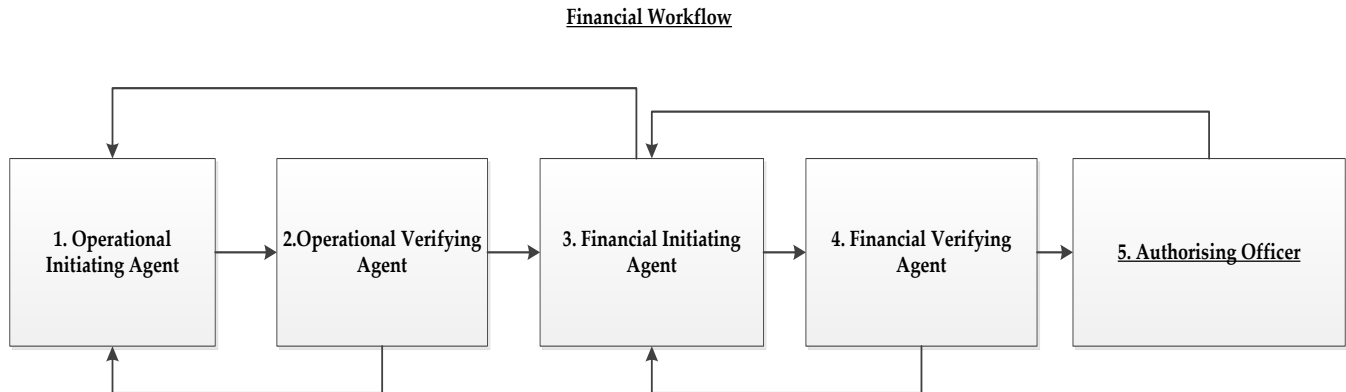
The Contribution Agreement 2019/413-822 was signed between CEPOL and DG NEAR (Neighbourhood Policy and Enlargement Negotiations) on 19 October 2020. The purpose of this agreement is to provide financial contribution to finance the implementation of the Action "Partnership against Crime and Terrorism – CEPOL WB PaCT". The CEPOL WB PaCT has a maximum budget of EUR 3 000 000 and a duration of 36 months and is financed under the Instrument for Pre-Accession Assistance (IPA). The pre-financing amounting to 100% of the budget was received in November 2020.

Overall Budget Implementation/Execution of the WBPACT	Total Budget of the project (full lifecycle)	Budget appropriations received	Commitments in 2020	Available for commitment	Paid in 2020	Budget implementation % (use of commitment appropriations)	Budget execution % (use of payment appropriations)
Budget Line B05210	A	B	C	B-C	D	C/B	D/B
	3 000 000	3 000 000	687 392	2 312 608	272248	23%	9%
headings							
WBPACT-2020-1 - STAFF COST	1 259 984	1 259 984	623 412	636 572	242 990	49%	19%
WBPACT-2020-2 - TECHNICAL ACTIVITIES	1 519 096	1 519 096	63 980	1 455 116	29 258	4%	2%
WBPACT-2020-3 - PROCUREMENT (Supplies, equipment, local office)	184 920	184 920	0	184 920	0	0%	0%
WBPACT-2020-4 - COMMUNICATION	36 000	36 000	0	36 000	0	0%	0%
WBPACT-2020-5 - INDIRECT COST	0	0	0	0	0	0%	0%

2.3.5 Control results

Financial workflow and ex ante controls

The financial workflow implemented in CEPOL is a partially decentralised model and follows the four eyes principle. Each financial transaction needs to be verified after initiation before it is authorised, as provided in the below financial workflow chart.



The member of CEPOL staff responsible for verification of an operation (“verifier”), exercises ex-ante control of each transaction by checking its legal correctness and conformity with the principle of sound financial management.

The operational functions of the verification include: verification of its justifications, necessity, and conformity with the project documents, contracts, agreements and other relevant documents. The financial functions of the verification include: the verification of procedural and financial aspects of the transactions, their legal correctness and consistency.

CEPOL implements delegation of authority via Executive Director’s decision on financial workflow, which is amended on continual basis, whenever changes occur in the staff having a role in the financial circuit.

In 2014 CEPOL outsourced its accounting services to the European Commission, therefore the EC Accounting Officer provides all services required by Articles 36 and 50 of the Framework Financial Regulation applicable to Agencies, as follows: Treasury; Accounting; Central budgetary framework; Recovery actions; Validation of local systems.

Following outsourcing, CEPOL nominated a Finance & Accounting Correspondent, responsible for: control of the reliability of the accounting information of each financial operation (e.g. use of the adequate GL account) and ensuring the completeness of the accounting operations (e.g. reconciliation of G/L accounts with operational information); prepare annual closure file.

The outsourcing arrangement produced positive outcomes since established, resulting in continuously favourable opinions on reliability of accounts from the external auditor.

In 2020 DG Budget has carried out the evaluation of the local financial systems set up in CEPOL as provided in Article 50 (e) of the Financial Rules of CEPOL. The evaluation has not identified any weaknesses on the internal control systems which would have a material impact on the accuracy, completeness and timeliness of the information required to draft the annual accounts and produce reliable reporting. On the basis of the available evidence, the report concluded that the internal control systems are working as intended. The accounting systems implemented in CEPOL were therefore validated.

Management review of the exceptions’ register for 2020

In line with principle # 10 ‘Processes and procedures’ CEPOL implements a process for registration and authorisation of exceptions. Every year, the exceptions registered are analysed to identify specific areas of concern and relevant improvement actions. In addition, they enable the management team to handle exceptional circumstances with a reasonable degree of flexibility and in a transparent and justified way.

The 2020 report on exceptions confirms that CEPOL's internal control system is well functioning, non-compliance events are detected and mitigated with corrective and preventive actions.

In 2020 a total of 36 exceptions were raised (vs 40 exceptions in 2019) in value of €174,791 (vs €108 473 in 2019). There was one exception exceeding the ceiling limit (€25,000) requiring approval by the Authorising Officer, concerning deviation from 'FR, art 32 - specification of budget for Aradi rental, in value of €126,230. CEPOL signed a lease agreement for premises accommodating staff joining the Agency for the implementation of externally funded projects. Having in view that projects were in different stages and related budget lines not yet in place, the rental cost foreseen for 2020 was charged exclusively to CT Inflow budget line following to be regularized as soon as all project agreements are signed and pre-financings inscribed in CEPOL budget. The regularization was completed in December 2020.

Having in view that the deviation from the rule was justified in order to prevent delays in project implementation, and considering the proposed remedial action, this exception should not be subject to a formal reservation in the assurance declaration of the Authorising Officer, in the context of the Consolidated Annual Activity Report 2020.

None of the non-compliance or justified deviation events involved any significant financial loss or systematic weakness within the existing controls. The Court of Auditors examined the exceptions during their audits and raised no observations.

The most frequently occurring deviation from the rules in 2020 is connected with COVID-19 pandemic, where staff members applied for periods of teleworking from abroad due to travel restrictions, family reasons or medical conditions raising health risk.

Ex post controls

CEPOL implements ex post controls in accordance with Article 45 of the CEPOL Financial Regulation, stating that the Authorising Officer may put in place ex post controls to verify operations already authorized. Such controls are organised on a sample basis according to risk.

In 2020 CEPOL implemented ex post controls on internal control standards, ABAC access rights, use of corporate mobile phones, payments to external experts, procurement. The ex post controls did not identify any critical weaknesses; recommendations were made to update the corporate policy on use of phones and refresh staff awareness about their responsibility to ensure that the telephone access provided to them is not misused.

Cost and benefits of controls

Both ex ante and ex post controls as described above are implemented via desk reviews by staff members having multiple roles in the Agency, therefore not exclusively dedicated to control activities.

The implementation of *ex-ante* controls (verifications in the financial circuits, exceptions recording) covering 100% of the Agency's budget, remains the primary means of ensuring sound financial management and legality and regularity of transactions.

The effectiveness and benefits of the controls are ultimately demonstrated by the positive opinion of the external auditor on the legality and regularity of transactions.

2.4 Delegation and sub-delegation

The Executive Director of CEPOL is the Authorising Officer. The Authorising Officers by Delegation (AOD) have been appointed via Executive Director's decision on financial workflow, defining the budget line, maximum amount, source of funds and transaction type for each of the delegate. The decision is valid until circumstances requires an amend to be adopted by the Authorising Officer. The controlling requirements are defined in the checklist adopted by the Authorising Officer, while reporting requirements are established via internal practice taking the form of regular reports on budget implementation.

Weaknesses identified are resolved before authorisation of transactions or formalised as non-compliances or justified deviations from the rules via exception register, which is regularly reviewed by the Authorising Officer.

In their capacity as Authorising Officers by Delegation, each Head of Department provides a Declaration of Assurance on the appropriate allocation of resources and their use for their intended purpose and in accordance with the principles of sound financial management, as well as on the adequacy of the control procedures in

place; this declaration covers both the state of internal control in the department and the completeness and reliability of management reporting. These declarations serve to ground the Executive Director's Declaration of Assurance (see Part V Declaration of Assurance).

2.5 Human Resources (HR) Management

Overall situation

In line with the budget as adopted by the Budgetary Authority and the Management Board, CEPOL's establishment plan 2020 contained 33 Temporary Agents (TA). In addition to the establishment plan, the Management Board approved 19 Contract Agents (CA) and 6 SNE positions (excluding capacity building projects, additional 2 SNE posts were approved by MB decision 33-2019-MB on 19 December 2019).

By the end of 2020, the agency had in post 31 TAs (two post as vacancy in recruitment procedure) and 46 CAs, of which 16 CAs for regular activities and 30 CAs for externally financed capacity building projects. In addition 7 SNEs were in post (6 financed from CEPOL budget and 1 CTT2 project).

There were 16 resignations in 2020 (versus 6 in 2019) due to either closure of WB project or due to new job opportunities in CEPOL and outside CEPOL. Staff fluctuation in 2020 was higher than in 2019 and had a significant impact on the organisation, beside the Covid-19 pandemic. Interim staff and SNEs have been contracted to fill in for staff absences and to cope with peak periods. The areas covered by the interim staff are mainly those related to core business such as e-Learning but also few in other Units and departments, such as ICT, legal and management support.

For expert level positions dealing with specialised training in different operational areas, CEPOL used SNEs to ensure business continuity and successful implementation of projects.

Regarding gender balance, the ratio between man and women employed by CEPOL (excluding interims) is 49F and 35M. This difference is largely related to contract agents where the ratio is 31/15 female/male. The CEPOL management team (Executive Director, Heads of Departments and Heads of Units) on 31 December 2020 consists of 3 women and 3 men.

More details are presented in Annex IV. Establishment Plan and additional information on HR Management.

Recruitment

In 2020 CEPOL published 16 recruitment procedure and processed 7 recruitment procedures that were launched in 2019 but managed in 2020, attracting around 800 applicants. CEPOL continues to receive a significant number of applications from Hungarian citizens. This however does not impact on the quality of applications received and the Agency's ability to recruit suitable candidates.

Host Member State nationals are still overrepresented in total number of staff. At the end of 2020, there were 34 Hungarian citizens (40%) working for the agency, from a total of 84 staff (TA, CA & SNE - CEPOL establishment plan and project related staff). There are 16 other nationalities present in CEPOL, which are relatively equally distributed. As of 31 December 2020 CEPOL only does not employ staff from Bulgaria, Cyprus, Czech, Denmark, France, Ireland, Luxembourg, Malta and Slovenia.

Implementing Rules on the Staff Regulations

CEPOL is closely following all developments with regards to the Implementing Rules on the Staff Regulations, in order to be able to prepare MB decisions on the application or the request for deviation or opt out in a timely manner.

In the course of 2020, the following Decisions on Implementing Rules have been approved by the Management Board:

- On the non-application of the Commission Decision on the maximum duration for the recourse to non-permanent staff (Commission Decision C(2019)2548).
- On the application of Commission Decision C(2020) 1559 amending decision C(2013) 9051 of 16 December 2013 on leave.
- On the non-application of the Commission Decision on the maximum duration for the recourse to non-permanent staff in the Commission Services (Commission Decision C(2013)9028).
- On the application of Commission Decisions C (2011) 1278 and C (2020) 4818 on the transfer of pension rights.

The afore-mentioned decisions are available on CEPOL's website in line with the standard practice of the Agency.

Benchmarking exercise

Outcome of the benchmarking exercise 2020 shows that only 9% of the CEPOL's staff are involved in administrative support. All other staff members are linked to operational (71%), neutral (10%) and coordination (9%) activities.

Details of the establishment plan 2020 and the results of the screening exercise compared to last year are available in Annex IV (Table 4.2-4.3).

Human Resources allocation

An overview of the actual against the planned allocation of human resources (expressed in Full Time Equivalent (FTE)) and budget, for the activities included in the Work Programme 2020 is provided in Annex V. Significant deviations occurred in case of Title 3 budget due to cancellation of onsite training activities in view of COVID-19 pandemic, however no impact on the FTE side, due to re-allocation of staff to respond to increased demand of online training activities. Otherwise, the FTE and budget usage only marginally differs from what has been originally planned.

Staff Training

The 2020 Training Plan has been adopted by the management team. It has been done based on the Annual Appraisal Exercise 2019 and on corporate level needs. Due to COVID-19 pandemic all of the trainings have been organised online.

CEPOL has organised the following horizontal trainings:

- DPO meeting – 1 training organised
- Clear writing form the project management perspective
- ISO 29993 training in 2 occasions
- ISO 90001
- PM2 training – in 3 occasions
- Procurement cycle and practice
- BASE/SAFE – on-line learning provided by EEAS on safety during missions.
- Online language training – throughout the year, in 4 subscription periods
- EUSA trainings offer to staff as per the AN-2020-08
- all other trainings available in EU-learn at no costs.

Data Protection

CEPOL is committed to collect and use personal data in a responsible way by complying with the applicable data protection legislation.

In 2020, the data controllers with the support of the Data Protection Officer ('DPO') focused on the following areas: Organisation of a Data Protection Workshop for the staff,⁴⁴ finalisation of a data privacy impact assessment for the new learning platform ('LEED') of the Agency, negotiations with vendors of software as a service ('SaaS') to ensure that appropriate contractual clauses are in place, negotiation of standard contractual clauses to cover transfer scenario to a third country and update of privacy statements to reflect the reform of the legal framework regarding personal data protection. CEPOL adopted 7 new privacy statements and 4 existing were updated.

In October, the Agency has also published its first record of data processing operations. This document provides the data subjects more information on how CEPOL is complying with the general principles set in the EU-GDPR (lawfulness, purpose definition, data minimisation, accuracy, storage limitation, transparency, access and others rights of data subjects, integrity and confidentiality).

2.6 Strategy for efficiency gains

CEPOL is committed to continuously improve its functioning, streamline its processes, optimise the engagement of its staff, allow for the reallocation of resources to the most efficient and economic actions for the set objectives. To this end, as of 2020, various efficiency measures have already been implemented, some of the most noteworthy being:

⁴⁴ Initiated in March 2020, it has to be put on hold due to the Covid-19 outbreak.

- CEPOL has advanced relatively well with its digitalisation initiatives and has already achieved a relatively high level of digitalisation through many of its processes having been converted to paperless/electronic – often in close cooperation with DG DIGIT:
 - e-Procurement submission system for open procedures and e-Tendering,
 - e-Recruitment,
 - e-HR management (SYSPER),
 - e-Invoicing,
 - electronic travel booking;
- CEPOL has regular, substantial and close cooperation with national authorities, networks and agencies relevant to increasing efficiency:
 - Host Member State authorities (NOK-ITC): building & facility management,
 - Budapest-based EU bodies (EIT, EC & EP representation): staff matters (e.g. schooling, training), joint procurements, joint recruitments, mutual usage of recruitment reserve lists, mutual usage of functional rooms with, best practice exchange on IT system implementation (e.g. Speedwell), planning towards a mutual establishment of IT backup solution with EIT, planning towards a full scale disaster recovery solution with EIT, joint social events, other corporate and administrative matters
 - JHA Agencies Network (EASO, EIGE, EMCDDA, eu-LISA, Eurojust, Europol, FRA, Frontex & CEPOL): ensuring cooperation on EU security, justice, fundamental rights and gender equality matters, joint strategy on the role of JHA agencies, annual work programme consultation,
 - EU Agencies Network (EUAN): coordination, shared services (incl. joint procurements),
 - EU Commission (DG DIGIT, DG BUDGET, DG HR&Security, CERT-EU): implementation of digital EU tools and software, outsourcing of support services (e.g. accounting);
- While COVID-19 had a serious impact on its on-site activities in 2020, CEPOL has responded duly and reallocated resources to ensure a high level of Work Programme 2020 implementation by:
 - Emergency response via CEPOL COVID-19 Task Force giving direct support to training institutions in EU Member States via CEPOL electronic tools, approx. 5 000 individuals have benefited from these services
 - Going online of LEEd – e-learning training portfolio was extended, incl. products covering COVID-19,
 - Reallocating resources – across CEPOL structure staff were qualified and (temporarily) reassigned to support e-learning activities and to support digitalisation projects,
 - Taking over – activities formerly planned to be implemented by framework partners via grants were taken over by CEPOL for in-house implementation.

In multi-annual perspective, the outreach of CEPOL became more than double: number of participants has grown from ca. 18,000 in 2016 to ca. 39,000 in 2020 which represents an increase of 180% already in the last 5 years and reflects exploding demand and necessity for the training activities that the Agency delivers.

Due to insufficient resources, this demand could be only followed by increasing the online learning component, which did not entirely satisfied the need of the stakeholders. The number of tasks assigned to the Agency and its stakeholder expectations continue to grow, which CEPOL cannot satisfy due to the lack of available financial and human resources.

2.7 Assessment of audit and ex-post evaluation results during the reporting year

2.7.1 Internal Audit Service (IAS)

In November 2018, the IAS implemented the audit concerning 'Training implementation, knowledge sharing and monitoring of results'. CEPOL drafted the action plan including the corrective actions for the six audit recommendations, of which one critical (EJMP), one very important (FWP agreements for residential training) and four important (e-Net, training evaluation, e-Learning process; internal and external reporting on new target group, non-substantial changes to the SPD, CEP narrative reports).

To date, all IAS audit recommendations have been closed following desk review implemented by the auditor in 2020, as notified via letter ARES(2020)4739516 dated 10/09/2020, shared with the Chair of the Management Board.

2.7.2 External quality audits

CEPOL does not have an Internal Audit Capability, therefore this section shall cover external quality audits conducted in the context of ISO certification.

ISO 9001:2015 quality audit

The first ISO 9001:2015 certificate expired on 1 February 2020. At the end of the 3-year certification cycle, CEPOL successfully passed the recertification audit in January 2020, with no non-conformities identified. The next surveillance audit is scheduled for January 2021.

ISO 29993:2017 certification audit

Following the certification audit implemented in May 2019, CEPOL has been granted ISO certificate 29993:2017 for providing learning services outside formal education to CEPOL residential courses on key topics:

- [Child trafficking](#)
- [Drug crime and markets – strategic analysis](#)
- [Open Source Intelligence and IT solutions](#)
- [False identity documents – crime facilitator](#)

This audit has been launched as a pilot project, following that the ISO 29993:2017 quality framework for training to be progressively extended to other training activities and further certification to be obtained.

The certificate is valid for 3 years and a surveillance audit is implemented every year to check that ISO requirements are maintained. The first surveillance audit was done remotely on 5 June 2020, and it didn't result in any non-conformities.

2.7.3 European Court of Auditors (ECA)

The audit of financial year 2019 has been completed in 2020, with the following positive opinions:

Opinion on the reliability of the accounts

In our opinion, the accounts of the Agency for the year ended 31 December 2019 present fairly, in all material respects, the financial position of the Agency at 31 December 2019, the results of its operations, its cash flows, and the changes in net assets for the year then ended, in accordance with its Financial Regulation and with accounting rules adopted by the Commission's accounting officer. These are based on internationally accepted accounting standards for the public sector.

Legality and regularity of the transactions underlying the accounts

In our opinion, revenue and payments underlying the accounts for the year ended 31 December 2019 are legal and regular in all material respects.

2.8a Follow up of recommendations and action plans for audits and evaluations

Internal Audit Service

No pending IAS audit recommendations.

European Court of Auditors (ECA)

The ECA report for the financial year 2019 provides no critical findings, with the following observations, including CEPOL reply and follow-up actions:

OBSERVATIONS ON INTERNAL CONTROL

1. In one occasion, a budgetary commitment for EUR 180 000 was approved in ABAC by an inappropriately authorised authorising officer. The Agency should ensure consistency between ABAC authorization rights and written Decision signed by the Executive Director.

CEPOL reply: The Agency agrees there was an inconsistency between ABAC authorization rights and Executive Director's decision on sub-delegations, which was caused by an administrative error. Following the audit finding, this was addressed via amended decision on sub-delegations, where specific rights for commitment were granted to the respective AOD. The identified non-compliance was documented via exception register, together with actions for improvement, in order to strengthen the controls over ABAC rights.

2. In another occasion, a framework contract with a value of EUR 100 000 was signed by an authorising officer whose authorisation limit for legal commitments was EUR 60 000. The Executive Director should provide specific sub-delegations during his absences in order to ensure the continuity of Agency's operations.

CEPOL reply: The Agency took note of the Court's findings. The framework contract was signed by AOD on behalf of the AO, during his absence, in order to ensure business continuity. The understanding was that the back-up scheme which complements the decision on sub-delegation, would suffice to allow the signature. Following the audit finding, this was addressed via amended decision on sub-delegations, where allocated ceilings for AOD were increased to better enable continuity of operations.

ECA follow-up of previous years' observations:

Year	Court's observations	Status of corrective action
2016	There is a high staff turnover which may impact business continuity and the Agency's ability to implement the activities provided for in its work programme. There was only a limited number of applications from other Member States.	Ongoing In 2020 the staff turnover continued to be relatively high, therefore CEPOL continued to implement staff retention and business continuity measures. The Agency used a number of interim staff and SNEs to fill in for staff absence, until recruitment of statutory staff was completed and continued reclassification of staff and functions, maintaining the social arrangement (e.g. schooling for staff's children), teleworking and flexitime arrangements. Regarding geographical balance, CEPOL continues to receive a significant number of applications from Hungarian citizens. This however does not impact on the quality of applications received and the Agency's ability to recruit suitable candidates. At the end of 2020, there were 34 Hungarian citizens (40%) working for the agency, from a total of 84 staff (TA, CA & SNEs - CEPOL establishment plan and project related staff). There are 16 other nationalities present in CEPOL, which are relatively equally distributed. As of 31 December 2020 CEPOL only does not employ staff from Bulgaria, Cyprus, Czech, Denmark, France, Ireland, Luxembourg, Malta and Slovenia.
2017	The Agency publishes vacancy notices on its own website and on social media, but not on the website of the European Personnel Selection Office (EPSO).	Outstanding Considering the changes in publication policy of the EPSO, the Agency shall re-visit its procedures to establish to what extent it can make use of the capability to publish titles of such vacancies in all the official languages of the Union with a link to the full text in English language only
2017	E-procurement: by the end of 2017 the Agency had introduced e-invoicing and e-tendering, but not e-submission.	Completed
2018	CEPOL signed a four-year framework contract with a tenderer with a very low financial offer. The Agency did not request any explanation from the winning tenderer about why the price of the tender was low, possibly abnormally so. In such cases, the Agency should request explanations to ascertain whether such tenders are viable.	Completed

2.8b Follow up of recommendations issued following investigations by OLAF⁴⁵

No OLAF investigation took place in 2020 concerning Agency's activity. In 2017 CEPOL on its own initiative, asked for support with regards to one case of external fraud suspicion; the investigation was concluded in 2020 and the final report became available in early 2021. Recommendations are currently under implementation.

2.9 Follow up of observations from the Discharge Authority

CEPOL received the EP Discharge Decision for Financial Year 2018⁴⁶. Status and detailed information on the measures taken by CEPOL in the light of observations and comments made by the European Parliament in decision of 13 May 2020 on discharge in respect of the implementation of the budget of the European Union Agency for Law Enforcement Training (CEPOL) for the financial year 2018 (2019/2082(DEC)) is provided below.

OBSERVATION OF THE DISCHARGE AUTHORITY	RESPONSE AND MEASURES TAKEN BY CEPOL	STATUS/ TARGET DATE
Performance 6. Welcomes the fact that the Agency continues to cooperate closely with the Justice and Home Affairs agencies' network, and the nine agencies which comprise it (including in particular the European Union Agency for Law Enforcement Cooperation (Europol) and the European Border and Coast Guard Agency); notes that those agencies share training and organise courses; strongly encourages the Agency to actively seek further and broader cooperation with all of the Union agencies; urges the Agency to explore the possibilities of sharing of resources on overlapping tasks (such as IT and other services) with agencies in the Agency's proximity, notably the European Union Agency for Fundamental Rights in Vienna and the European Labour Authority in Bratislava;	<p>CEPOL is continuously exploring the possibilities of sharing of resources on overlapping tasks (such as IT and other services) with other Agencies, especially with European Institute of Innovation and Technology (EIT), which is also located in Budapest.</p> <p>To this end, a working agreement has been signed in 2014 based on which cooperation takes place in the following fields: sharing facilities (e.g. meeting rooms for joint trainings for staff), sharing expertise and capabilities in ICT including mutual placement of back up servers, joint staff training, joint development of a disaster recovery solution, support for the implementation of a document management and archiving system at CEPOL, mutual support for recruitment and procurement procedures.</p> <p>In 2014 CEPOL outsourced its accounting services to the European Commission, therefore the EC Accounting Officer provides all services required by Articles 49 and 50 of the Framework Financial Regulation applicable to Agencies. The outsourcing arrangement produced positive outcomes since established, resulting in continuously favourable opinions on reliability of accounts from the external auditor.</p> <p>Since 2017, when CEPOL obtained ISO 9001:2017 certification, the regular internal quality audits are implemented with the support of the Lead Quality Auditor from the European Maritime Safety Agency, generating cost savings and exchange of practices on quality management system.</p> <p>CEPOL will contact the European Union Agency for Fundamental Rights in Vienna and the European Labour Authority in Bratislava to analyse jointly options for closer cooperation to generate synergies.</p> <p>In the context of the training contact group of the Justice and Home Affairs Agencies CEPOL has repeatedly recommended to build up synergies towards the Electronic Learning platforms that are used by the different agencies. EMCDDA has expressed a strong interest in this regard.</p>	Continuous

⁴⁵ Article 11 Regulation (EU/Euratom) 883/2013 of the European Parliament and of the Council concerning investigations conducted by the European Anti-Fraud Office (OLAF)

⁴⁶ P9_TA-PROV(2020)0109 Discharge 2018: EU Agency for Law Enforcement Training (CEPOL)

<p>Performance</p> <p>7. Calls on the Commission to conduct a feasibility study in order to assess the possibility of (if not fully merging) at the very least setting up shared synergies with Europol; calls upon the Commission to evaluate both scenarios, namely the transfer of the Agency to the Europol headquarters in The Hague, and the transfer of the Europol headquarters to the Agency's headquarters in Budapest; notes that such an act would mean sharing corporate and support services and the management of common premises, as well as shared ICT, telecommunications and internet-based infrastructures, thereby saving huge amounts of money which would be used to fund both agencies further;</p>	<p>Although this action is to be addressed at the level of the EC, Agency's contribution to such a feasibility study is vital as far as any transfer would affect Agency's business continuity, services to the Members States and currently employed staff. In addition, we would like to provide a few remarks about current cooperation with Europol and the status of CEPOL's premises in Budapest.</p> <p>CEPOL has an active Working Agreement with Europol based on which, very close and efficient cooperation is taking place concerning the organisation of joint activities and providing input to residential activities and e-learning tools. Europol's experts contributed significantly to CEPOL's residential activities in a complementary manner and we acknowledge Europol's continuous involvement in implementation of CEPOL's Work Programme. Europol is equally strongly engaged into the analysis and identification of training needs based on their operational knowledge.</p> <p>Cooperation takes place on a daily basis, via the usual means of communications, including videoconference for larger audiences. Events are organised at both CEPOL and Europol headquarters depending on the nature of the event and business needs.</p> <p>Concerning CEPOL's headquarter, Hungary put at the disposal of CEPOL a building for a period of at least 10 years free of any charges, including the cost of utilities. The premises are owned by the Hungarian State (held in trust by Mol NOK-ITC), and were handed over as of 1 September 2014. In accordance with the headquarter agreement, no later than 2022, Hungary and CEPOL may enter into negotiations as to the conditions governing the further utilisation of the premises.</p> <p>At present, the CEPOL staff numbers (including staff contracted for projects granted to CEPOL, interim staff as well as staff made available by the Hungarian authorities, such as receptionists, security, building maintenance and cleaning) has surpassed the maximum capacity as originally foreseen for the building.</p> <p>Therefore, CEPOL Management has set up a channel of communication with the Hungarian authorities to investigate the possibilities for a new headquarters with additional functionalities and capacity compared to the current building.</p>	<p>N/A (observation addressed to EC)</p>
<p>Performance</p> <p>8. Observes that, following the five year periodical external evaluation which was concluded in January 2016, and for which the Agency had to implement corrective actions by the end of 2018, the evaluation report was adopted by the Agency and incorporated 17 recommendations covering five areas relating to the Agency's structure and working practices; notes that since the adoption of the action plan, 24 activities have been completed, 3 activities relating to further development of E-net are still ongoing, 4 activities are no longer considered relevant and 1 activity has been put on hold;</p>	<p>CEPOL's five-year evaluation report was adopted by the 35th Governing Board⁴⁷ in the Hague and incorporated 17 recommendations, covering five areas, regarding CEPOL's structure and working practices.</p> <p>The plan elaborated by the Executive Director identified 32 actions addressing all the MB's 17 recommendations.</p> <p>One of the pending activities related to further development of e-net (LEEd platform) was addressed in April 2020.</p> <p>Overall, since the adoption of the action plan: 32 activities have been completed (of which 7 activities are no longer considered relevant as they have been overtaken by events and will be addressed in a broader context connected to EQF⁴⁸ and further ISO certification of CEPOL services).</p> <p>Having in view that EQF and further ISO certification are long term developments scheduled in the Single Programming Document (multi-annual section and work programme), further progress achieved shall be reported via regular established channels (progress report to MB and Consolidated Annual Report), therefore the related action points have been closed in the context of the 5 years evaluation action plan.</p>	<p>Complete</p>

⁴⁷ Decision 11/2016/GB of the Governing Board of the European Police College adopting the Five-Year External Evaluation of the European Police College. Adopted by the Governing Board on 24 May 2016

⁴⁸ European Qualifications Framework

<p>Performance 9. Encourages the Agency to pursue the digitalisation of its services;</p>	<p>In 2019, CEPOL Management Board has adopted the Comprehensive Strategy towards the Digitalisation of the Agency, to address the digitalisation needs of CEPOL and the core business services, enabling the Agency to follow up on the latest technological trends and provide advanced and innovative training. Full implementation of the strategy depends on the availability of respective human and financial resources, subject to approval by the Budgetary Authorities.</p> <p>The objective of this future-facing strategy is to provide a holistic long-term vision, up to five years, on the development of technology-enhanced business model and learning system that is in line with CEPOL's regulation, allowing the Agency be at the forefront of Law Enforcement training in Europe.</p> <p>To enhance the online learning experience of users, and as a first action under the digitalisation strategy, on 30 April 2020, CEPOL released its brand new eLearning platform, LEEd. CEPOL's novel online training system has been engineered to be simple to use yet powerful, with built in customisation capabilities, a powerful search engine as part of its core infrastructure and advanced data functionalities for streamlined reporting and easy track of learners' progress. In addition to the training offer, the platform offers research and science resources in the form of a repository of documents with browsing and filter capabilities by categories. LEEd also includes a forum for the users to communicate among themselves and publish or modify content; a connection with the EBSCO Discovery Service to consult e-books and e-journals; and a space for conference management. On top, the platform also allows closer collaboration with other partners and organisations from the Justice and Home Affairs (JHA) agencies' network through a new Virtual Training Centre. This new e-learning environment is made available to iOS and Android phone users through a mobile app.</p> <p>Further digitalization of support processes in the Agency took place via introduction of e-recruitment which is in place since 2017 and common EC HR tool SYSPER (1st modules in operation as of February 2020).</p> <p>CEPOL has initiated in 2020 the process to implement ARES as document management system. The partner agency EIT provides direct support for this project to CEPOL in Budapest. Subject to the necessary contract with the European Commission it is planned that this should be realised in first quarter 2021.</p> <p>In 2019 CEPOL has implemented open calls for tender using both e-tendering and e-submission and also accepts electronic offers for negotiated procedures, currently (still) falling outside the scope of the e-Procurement suite.</p> <p>In 2019 CEPOL has also implemented a travel booking platform (Symphony).</p> <p>CEPOL has signed in 2020 the necessary working arrangements to implement an electronic workflow for Finance (so called Speedwell System). It is planned that this will be functional by 1st of September.</p> <p>Since June 2020 CEPOL utilises the functionality of the e-recruitment system for the contracting of short term experts.</p> <p>The workflow concerning invoices for short-term experts was moved at the same time to the e-invoicing system.</p> <p>The workflow for the submission of cost claims from CEPOL Framework Partner will be, with the currently ongoing call for new Framework Partnerships 2021-2025, shifted to the e-invoicing system.</p>	<p>Ongoing</p>
<p>Performance 10. Welcomes the fact that the Court has declared the transactions underlying the annual accounts of CEPOL for the financial year 2018 to be legal and regular in all material respects and that its financial position on 31 December 2018 is fairly represented; recalls that the budget of the Agency increased from EUR 9 to 10 million (+11 %) while its staff decreased from 53 to 51 (-4 %) compared to 2017; deplores however the fact that CEPOL had to refuse numerous valid and legitimate training requests from Member States in crucial areas of law enforcement because of</p>	<p>CEPOL welcomes the remark of the European Parliament and appreciates its support towards strengthening CEPOL's resources.</p> <p>In the last years, the number of officials taking part in CEPOL training activities has continuously grown, in spite of a budget which remained essentially stable, as no significant increase of financial or human resources was granted to the agency to implement fully its enhanced mandate that came into application in July 2016.</p>	<p>Continuous</p>

<p>budgetary restraints; is concerned that CEPOL currently cannot sufficiently cover the demand from Member States regarding education and training for law enforcement communities in the Union and its neighbourhood;</p>	<p>In its Decision 08-2020⁴⁹ MB emphasised the importance of providing the Agency with adequate resources (both financial and human) for the implementation of its mandated tasks as well as addressing the ever-growing demand from the law enforcement community to provide more specific training and capacity building activities.</p> <p>Successive expert analyses⁵⁰ of CEPOL have identified that the agency operates with a deficit of human resources to carry out its tasks.</p> <p>Agency has repetitively requested additional budget and staff to enable full implementation of its mandate and will continue to justify its needs via the programming documents; however, this is subject to approval by the EC and Budgetary Authorities.</p>	
<p>Staff policy 12. Observes that, as a consequence of its relocation from the United Kingdom to Hungary and the lower correction coefficient applied to staff salaries as a result, the staff turnover has been high and geographical balance has not always been maintained as applications from Member States other than the host country have decreased; notes that in 2018, the Agency continued to receive a significant number of applications from Hungarian citizens and host Member State nationals continued to be overrepresented in the total number of staff; observes that the legal dispute regarding the relocation was closed by the judgment of the General Court in 2018, and the initial judgment was confirmed; highlights that a low correction coefficient applied to staff salaries may create difficult situations which may hamper an agency's ability to effectively perform its daily duties; stresses that agencies located in countries where a low correction coefficient is applied should receive further support from the Commission for implementing complementary measures in order to make them more attractive to current and prospective staff; calls on the Commission to assess the impact and viability of applying salary correction coefficients in the future;</p>	<p>CEPOL welcomes the remark of the European Parliament and appreciates its initiative towards addressing the salary correction coefficients.</p> <p>In 2019 CEPOL continued to receive a significant number of applications from Hungarian citizens This however does not impact on the quality of applications received and the Agency's ability to recruit suitable candidates.</p> <p>Host Member State nationals are still overrepresented in total number of staff. At the end of 2019, there were 27 Hungarian citizens (39%) working for the agency, from a total of 69 staff (TA, CA & SNE - CEPOL establishment plan and project related staff).</p> <p>In 2019 the staff turnover continued to be relatively high, therefore CEPOL continued to implement staff retention and business continuity measures. The Agency used a number of interim staff and SNEs to fill in for staff absence, until recruitment of statutory staff was completed and continued reclassification of staff and functions, maintaining the social arrangement (e.g. schooling for staff's children), teleworking and flexitime arrangements.</p>	<p>N/A (observation addressed to EC)</p>
<p>Staff policy 13. Recalls the suggestion of the Court that vacancy notices be published on the website of the European Personnel Selection Office in order to increase publicity; understands the Agency's reply concerning the high translation costs triggered by such publication; furthermore acknowledges that the Agency in 2018 also published all vacancies on the interagency job board developed by the EU Agencies Network; reiterates however, that (to avoid incurring high translation costs) the Agency should take a first step in this direction and make use of the capability to publish titles of such vacancies in all the official languages of the Union with a link to the full text in the English language only.</p>	<p>Considering the changes in publication policy of the EPSO, the Agency shall re-visit its procedures to establish to what extent it can make use of the capability to publish titles of such vacancies in all the official languages of the Union with a link to the full text in English language only.</p>	<p>Ongoing</p>
<p>Staff policy 14. Notes with satisfaction that an even gender balance was achieved in 2018 with respect to senior management positions (3 men and 3 women), but is concerned that at management board level there is an imbalance in the participation of men (17 members) and women (9 members).</p>	<p>The nomination of the MB members is done independently by Member States, therefore ensuring gender balance is beyond CEPOL's control. To be noted however that the nature of profession of law enforcement officer is by default generally attracting more males than females.</p>	<p>Ongoing</p>
<p>Procurement 15. Recalls, from the Court's report, that by the end of 2017 the Agency had not yet introduced all the tools launched by the Commission which aimed to introduce a single solution for the electronic exchange of information with third parties participating in public procurement procedures (e-procurement); notes that, according to the Agency's reply, it has introduced e-invoicing and e-tendering, and it intends to adopt e-</p>	<p>The progress made was latest reported via the 2019 Consolidated Annual Activity Report, which was shared with the EP.</p> <p>CEPOL has already implemented open calls for tender using both e-tendering and e-submission.</p>	<p>Complete</p>

⁴⁹ Decision of the Management Board 08/2020/MB on establishing the analysis and assessment of the Consolidated Annual Activity Report 2019

⁵⁰ Five Year Evaluation of CEPOL published in 2011, Study on the amendment of the Council Decision 20905/681/JHA setting up CEPOL activity. Final Report 21.4.2012. GHK Consultants

<p>submission; calls on the Agency to report to the discharge authority on the progress made in this regard by June 2020.</p>	<p>As from 2019, CEPOL also accepts electronic offers for negotiated procedures, currently (still) falling outside the scope of the e-Procurement suite.</p>	
<p>Procurement 16. Notes with concern that the Agency awarded a framework contract for travel arrangements for its own staff and for participants in training, without requesting an explanation from the winning tenderer for its potentially abnormally low tender; notes that according to the Agency's reply, the evaluation committee did not proceed in seeking clarifications because, in the course of their daily work, they were already aware of the prices charged by the company holding the previous contract; acknowledges that the Agency accepts the Court's observation that this assessment was not formalised in the evaluation report; calls on the Agency to request and analyse the reasons behind potentially abnormally low tenders, and to ensure that all assessments are adequately formalised in future evaluation reports.</p>	<p>CEPOL has changed its policy to ensure proper documentation on (potential) abnormally low prices for a winning tender. The Evaluation Report for the related procedures includes a specific paragraph where the request and analyse for the reasons for potentially abnormally low tenders are documented.</p>	<p>Complete</p>
<p>Other comments 19. Notes with concern that, unlike most of the other agencies, the Agency did not carry out a comprehensive analysis of the likely impact of the United Kingdom's decision to withdraw from the European Union on its organisation, operations and accounts; notes that according to the Agency's reply, the United Kingdom's decision to withdraw from the European Union has been discussed in management meetings, in discussions in the inter-agency network for procurement officers and in the inter-agency legal network, and also that the communications received from the Commission have been followed closely, and that the corresponding risks have been evaluated as limited.</p>	<p>In 2018 CEPOL re-assessed the likely Brexit impact on its operations and accounts, which was formalised in the risk register, with the conclusion that Brexit has a limited impact on CEPOL.</p> <p>This is a consequence of the fact, that as stated in recital 25 of Regulation (EU) 2015/2219 , (the 'CEPOL Regulation'), United Kingdom (UK) is not taking part in its adoption, has not opted-in to it and is not bound by it or subject to its application. This means that UK is considered to be a third country for any CEPOL operational activities. It is to be added that the cooperation of CEPOL with third countries is governed by a specific provision of Regulation (EU) 2015/2219 that refers to the conclusion of working arrangements and that up-to-date no such arrangement exists with the UK.</p> <p>Regarding staff, concerned impact is also considered limited, with 2 staff members affected, one of which retired in 2019.</p>	<p>Complete</p>
<p>Other comments 20. Notes the Agency's efforts to ensure a cost-effective and environment-friendly workplace; regrets that the Agency does not have a carbon off-setting scheme in place but acknowledges on the basis of the Agency's reply that the cost of participating in such a scheme cannot be covered from its limited financial resources; and acknowledges that the Agency encourages its staff to make use of public transportation to reduce emissions;</p>	<p>The Agency deliberated on realistic goals on environment management, taking in consideration the responsibilities of the Agency as a public administration versus its limited human and financial resources. The results of this exercise have been formalised in the programming document (Single Programming Document and Work Programme 2021).</p>	<p>Ongoing</p>
<p>Other comments 21. Calls upon the Agency to direct its focus at disseminating the results of its research to the general public, and to reach out to public via social media and other media outlets;</p>	<p>CEPOL has limited capacity for conducting its own research. However, the few pieces of research produced, such as the Strategic Training Needs Assessment (EU-STNA) and the Operational Training Needs Assessment reports (OTNA) are made widely available to the <i>general public</i> through offline and online means.</p> <p>The last EU-STNA report issued (2019) was published on CEPOL corporate website⁵¹. Additionally, a promotional video, a leaflet and several infographic materials were produced to disseminate the results of the research and to call for action among EU level law enforcement training providers to align their training offer to the findings outlined in this publication. Hard copies of the EU-STNA report were also printed and distributed by the Publications Office.</p> <p>Likewise, those OTNA and ad hoc TNA produced in 2019 and 2020, which do not disclose sensitive information, are available on CEPOL website in the form of electronic publications and further disseminated online at the time of issuance.</p> <p>In those cases where the agency plays the role of interlocutor, research results coming from partners in the Member States, Universities or independent scientists and researchers, are regularly published in the form of articles in the European Law</p>	<p>Continuous</p>

⁵¹ <https://www.cepola.europa.eu/sites/default/files/EU-STNA%20Report.pdf>

	<p>Enforcement Research Bulletin⁵², an open-access online journal managed by CEPOL.</p> <p>The Agency offers also access to a wide range of scientific international journals and electronic books via its LEEd-extranet to all members of law enforcement bodies of the EU, which are CEPOL's main target audience.</p> <p>Although the <i>general public</i> is not considered as first tier audience, it is recognised in CEPOL's Communication Strategy⁵³ as an enabler in pursuing, in particular, the objective of promoting the role of training to enhance cooperation amongst law enforcement officials. This resolution cascades down into each annual communication action plan.</p> <p>From that perspective, CEPOL managed in 2019 to connect with a wider demographic of people by reinforcing its presence in social media through the use of sophisticated multimedia materials and a steady and regular drumbeat of communications on Twitter, Facebook, LinkedIn and Youtube.</p> <p>These platforms have grown into a fundamental channel for interacting with CEPOL stakeholders on a daily basis and for reaching a wider audience. As a matter of fact, in 2019 CEPOL's increased its number of followers by 24% on LinkedIn, by 37% on Facebook and by 33% on Twitter⁵⁴, a trend that has continued in 2020.</p> <p>Likewise, since the beginning of 2020, CEPOL issues weekly an electronic newsletter to reach out to a wider audience.</p> <p>Other examples of outreach initiatives to inform and connect with the <i>general public</i> includes the organisation of awareness-raising activities on the occasion of Europe Day (9 May) and the hosting of annual formal gatherings with Justice and Home Affairs counsellors and <i>attaches</i>.</p>	
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2.10 Environment Management

CEPOL does not have an environmental plan in place. The CEPOL headquarters is owned and maintained by the Hungarian authorities.

In 2020, an Environment Committee has been appointed by the Executive Director, composed of staff member volunteering to contribute to improving the environmental sustainability of the Agency.

The Committee has deliberated on realistic goals on environment management, taking in consideration the responsibilities of the Agency as a public administration versus its limited human and financial resources. The results of this exercise have been formalised in the Single Programming Document and Work Programme 2021, under the title: 'Environment management initiatives and planned actions for 2021-2023'.

The initiatives are under implementation.

2.11 Assessment by Management

CEPOL has in place measures to ensure legality and regularity of the Agency's underlying transactions, including comprehensive ex-ante verification, targeted ex-post controls and specific measures to prevent and detect fraud and conflict of interest.

At the management level, the Agency relies on a set of mechanisms that allow to monitor the Agency's performance and compliance to established procedures and plans.

CEPOL adopted and implements the following documentation and practices to continuously monitor the performance of the internal control system and achievement of objectives: regular reports (e.g. Core Business/Corporate Services Monthly Reports, Agency's Progress Reports including reporting on performance

⁵² <https://bulletin.cepola.europa.eu>

⁵³ <https://www.cepola.europa.eu/sites/default/files/21-2016-GB%20ADOPTING%20CEPOL%27S%20COMMUNICATIONS%20SUB-STRATEGY%20FOR%202016-2020.pdf>

⁵⁴ https://www.cepola.europa.eu/sites/default/files/Annex_08-2019-MB.pdf

indicators and audit recommendations, weekly/monthly budget implementation reports, individual activity reports, risk register, regular review meetings (e.g. Management Coordination Meetings, Management Board meetings), exception notes and exception register report, ex ante controls on financial transactions as well as targeted ex post controls.

Besides the internal control framework, CEPOL is following the Quality Management System Standard ISO 9001:2015, since February 2017, when the certification has been obtained. The continuous improvement of processes and procedures is embedded in CEPOL's Quality Management System, which is regularly scrutinised via surveillance audits by an independent auditor. The annual surveillance audits implemented by the external auditor resulted in a continuous positive opinion, with no non-conformities identified.

In accordance with ISO 9001:2015 requirements, a Management Review meeting takes place once per year to review the organisation's quality management system, at planned intervals, to ensure its continuing suitability, adequacy, effectiveness and alignment with the strategic direction of the organisation.

Considering the results indicated by the self-assessment on implementation of internal control framework, register of exceptions, ex post controls, risk assessment and audit findings (IAS, ECA), the management has reasonable assurance that, overall, suitable controls are in place and working effectively; risks are being appropriately monitored and mitigated; and necessary improvements and reinforcements are being implemented.

The additional certification in accordance with ISO 29993:2017 for key selected activities, is additional proof of compliance with the requirements for learning services outside formal education.

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

The Agency has systematically examined the observations and recommendations issued by internal auditors, the European Court of Auditors and the European Parliament. On this basis, it took actions as appropriate.

At the Management Board meetings, the Executive Director regularly reports about the Agency's achievements and the progress on the activities and planned outputs, results of the evaluations, outcome of the internal and external audits carried out at the Agency and the implementation of the Agency's anti-fraud strategy.

During 2020, OLAF did not initiate any cases that concern the Agency's activity.

Part II. (b) External Evaluations

In 2020 CEPOL's 5-year evaluation – as laid down in the founding regulation – has been launched. This evaluation will be performed by the Commission; recommendations shall be available for implementation as from 2021.

Part III. Assessment of the effectiveness of the internal control systems

3.1 Effectiveness of internal control systems

In November 2018, Management Board adopted Decision 26/2018/MB on the revised CEPOL's Internal Control Framework (ICF), which is largely based on the European Commission's ICF, with limited adjustments to CEPOL context.

In 2019 CEPOL defined the indicators to be used for assessing the implementation of the new ICF, based on the indicative list provided by the Commission. Targets are numerical (single value) or logical (e.g. "Yes/No" for compliance indicators).

As described in the EC guidelines, some of the principles relate mainly to soft controls (intangible controls like morale, integrity, leadership, competencies, openness and motivation). Therefore, they can only be assessed by means of tools such as surveys (e.g. Staff Survey) and interviews. In order to measure the soft controls, CEPOL defined indicators based on the staff engagement survey which was run in 2019.

The self-assessment identified that targets derived from 2019 Staff Engagement Survey (SES) were generally not achieved; nevertheless, considering the high percentage of neutral replies (neither agree nor disagree), the gap between the target and achieved result, can not be considered as being caused by an internal control deficiency as such. It is noted that the SES survey was open to all staff categories (with a seniority of more than 3 months), including interims, which may explain the high number of neutral replies as some of the non-statutory staff may not have the knowledge and experience to express a strong opinion, neither the professional development opportunities available for the statutory staff.

In overall, the results of the SES were indicating room for improvement of soft controls such as leadership and staff motivation and morale; among positive areas, the main aspects that staff appreciate are the strong sense of belonging and passion for the work carried out, multicultural context and the skilled and supportive colleagues. The results have been analysed by the Management with the assistance of a Task Force mandated to make recommendations for improvement following that an action plan is agreed. The next staff engagement survey will be launched in 2021 and will be used for the next self-assessment of the relevant internal control indicators.

Out of five internal control components, three of them were assessed as *Category 1. The component is present and functioning well, only minor improvements needed* (Control environment, Risk Assessment and Monitoring Activities) while two as *Category 2. The component is present and functioning but some improvements are needed* (Control Activities and Information and Communication).

The internal control deficiencies for the two components assessed as category 2 are mainly related to lack of formalising controls over technology (ICT Backup Policy and disaster recovery plan from ICT perspective, Information System Security Policy) and procedural framework for document management.

Continuous difficulties are encountered in documenting the ICT processes due to already insufficient staff to run the daily activities. The workload situation in ICT office became even more challenging in 2020 due long term (½ year) sick absence of ICT Officer and COVID-19 additional IT support requirements; the remaining ICT staff had to focus on maintaining systems towards business continuity.

Developments connected to documents management, filing and archiving are hampered by lack of dedicated position for document management and archiving in the establishment plan. Nevertheless, in 2020, due to cancellation of some activities following pandemic, CEPOL was able to re-allocate two staff members originally involved with travel arrangements, to deal with task connected to introduction of ARES document management in CEPOL, envisaged to be achieved in 2021.

With regards to ethics and integrity, CEPOL adopted and implements the following key documentation: Code of Administrative Behaviour (Decision of the Director 26/2019), CEPOL's Anti-Fraud Sub-Strategy (Decision 28/2020/MB), Policy on Management of Conflict of Interest (Decision 19/2020/MB) and guidelines on whistleblowing (Decision 03/2019/MB).

The objective of CEPOL's Anti-fraud Sub-Strategy which was latest updated in 2020, is to 'Maintain a high level of ethics and fraud awareness within the Agency'. The implementation of the strategy is monitored via dedicated action plan. In this context, CEPOL schedules regular refresher training session on ethics and integrity for all staff.

In line with the policy on conflict of interest, MB members, staff members, SNEs, interims, have all signed a declaration of conflict of interest which is renewed on regular basis.

3.2 Conclusions of assessment of internal control systems

Following detailed assessment of each principle, characteristic and component of the ICF, the conclusion is that the overall internal control system is effective, falling under *Category 1. The internal control system is present and functioning well, only minor improvements needed*.

Register of internal control deficiencies and improvement measures (FO INCO 005) has been adopted by the Executive Director in order to further assist with remedial actions.

3.3 Statement of the Manager in charge of risk management and internal control

CEPOL does not have a dedicated position as Manager in charge of risk management and internal control. This is a shared management responsibility, where the Executive Director is supported by each Head of Department (Operations and Corporate Services). At officer level, the process is assisted by the internal control and quality management function. Within the Annual Activity Report preparation process, each function shall produce a

statement serving to ground the Executive Director's Declaration of Assurance (see Part V Declaration of assurance).

CEPOL implements risk assessment as part of the annual programming cycle. For each of the risks identified, mitigating action(s), action owners and deadlines for these actions are agreed and recorded on the risk register. Risks considered 'critical' from an overall CEPOL's perspective are followed-up in the Consolidated Annual Activity Report.

In the beginning of 2020, the following main risks were considered as having a high likelihood of occurrence and significant impact on the agency's activities:

- *Due to structural deficit in budget and human resources, **inability to perform all mandate duties and fulfill Member States' training needs***

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

This risk has been identified since 2016 but it is considered still active, until the resources are fully aligned with the new mandate expectations. In the meantime, CEPOL applies prioritisation of tasks, management of stakeholder's expectations, providing for support staff (Contract Agents/interim staff) and requests additional resources from the Budgetary Authority.

- ***Insufficient office space** - increased need and current unavailability of sufficient office space, uncertainty around a potential new HQ may negatively impact on the business continuity for the Agency in the long term*

CEPOL does not have enough office space and area for operational activities. The Cyber Training Academy was outplaced to Hungarian premises; additional place for external projects was rented in the close proximity, replaced in 2020 with a larger office space to accommodate additional staff working on increased number of projects in third countries, meaning that CEPOL operates activities from three different locations, bringing additional challenges especially from IT and document workflow perspective; In the longer term, discussions with the Hungarian government are taking place for finding sufficient office space for CEPOL.

- ***High staff fluctuation** may impact achievement of objectives; deficit of key skills and knowledge within the Agency due to inability to attract or maintain qualified staff due to low correction coefficient and other demotivating factors (e.g. overworked staff, lack of professional development opportunities)*

In 2020 the staff turnover continued to be relatively high, therefore CEPOL continued to implement staff retention and business continuity measures. The Agency used a number of interim staff and SNEs to fill in for staff absence, until recruitment of statutory staff was completed and continued reclassification of staff and functions, maintaining the social arrangement (e.g. schooling for staff's children), teleworking and flexitime arrangements.

It is noted that small teams are particularly highly dependent and vulnerable to staff fluctuation (ICT is composed of 3 staff members of which one was on long term sick leave). Lack of human resources dedicated to conceptual work, which are not involved at the same time in running the daily operations, hamper further developments in particular areas such as ICT and document management.

- ***LEEd new e-platform not fully operational** - unforeseen issues with migration of data and with usage of the system by end-users*

This risk was closely scrutinised via specific actions, therefore it didn't materialise and the new platform was successfully deployed in 2020.

All the above mentioned risks were kept under control via mitigating measures therefore none of them had so far a critical impact on the achievement of objectives.

During second quarter 2020, **new risk emerged connected to COVID-19 pandemic** that may jeopardise business continuity and service delivery by CEPOL – arrangements were put in place to ensure staff safety and business continuity in **online modus operandi** (formalised via ED decisions, exception notes, modified procedures).

The pandemic related risk continues to be valid for 2021 - no residential activities, exchange programme and physical meetings planned until mid of 2021; depending on when vaccination becomes available to the majority, CEPOL might need to further prolong the suspension of in person activities.

Nevertheless, the Covid-19 pandemic also brought about new opportunities for improvement. The lessons learned will be used to continue work on digitalization of CEPOL processes and rethinking the business model to further enable business continuity in a remote environment and better respond to online training needs of the law enforcement communities.

Part IV. Management Assurance

4.1 Review of the elements supporting assurance

The information reported in Parts II and III stems from the results of management and auditor monitoring contained in the reports listed. These reports result from a systematic analysis of the evidence available. This approach provided sufficient guarantees of the completeness and reliability of the information reported and results in a complete coverage of the budget managed by the Agency.

In conclusion:

- there were no reservations listed in the previous years' annual activity reports
- all IAS recommendations were addressed and confirmed closed by the Internal Audit Service
- ECA's preliminary findings on legality and regularity of the transactions 2020 do not refer to any critical issues
- observations from the European Parliament have been considered.

4.2 Reservations

Taking the above into consideration, no critical weaknesses were identified related to the financial management of appropriations inside the Agency which were not addressed, so no reservations are made in this context in the declaration below.

4.2.1 Materiality Criteria

Materiality criteria define the elements for determination of significant weaknesses that should be subject to a formal reservation in the assurance declaration of the Authorising Officer in the context of the Consolidated Annual Activity Report.

The decision whether weakness is significant, remains a matter of judgement of the Authorising Officer. In this judgement the overall impact of a weakness needs to be identified and an assessment needs to be made on whether the issue is material enough to have an influence on the decisions or conclusions of the users of the assurance declaration.

In consequence judgement needs to be based on a qualitative and a quantitative assessment. In addition, reputational events may be considered. The following provides a non-exhaustive list of possible types of weaknesses to be considered in this context.

Quantitative weaknesses: significant occurrence of errors in the underlying transactions (legality and regularity).

Qualitative weaknesses: significant control system weaknesses, insufficient audit coverage and/or inadequate information from internal control systems, critical issues reported by the European Court of Auditors, the IAS, or OLAF, significant reputational events.

Qualitative criteria are linked to failure in achieving CEPOL's short-term objectives, risks to CEPOL reputation, significant deficiencies in its control systems and repetitive errors. The qualitative assessment of a weakness (deficiency) should consider if the type of deficiency falls within the scope of the assurance declaration which refers to the use of resources, sound financial management, and legality and regularity of transactions.

In considering the significance of the materiality criteria, one should include the nature and scope of the weakness, the duration of the weakness, the existence of mitigating actions reducing the impact of the weakness and the existence of corrective actions (action plans and financial corrections) which have had measurable impact.

In quantitative terms, in order to make a judgement on the significance of a weakness, it is essential to quantify the potential financial impact ("monetary value of the identified problem"/"amount considered erroneous"/"the amount considered at risk") in monetary terms.

As regards legality and regularity, the proposed standard quantitative materiality threshold must not exceed 2%. Related to CEPOL's regular budget for 2019, the 2% threshold would define an amount of about € 186 000. Considering potential cases, this amount seems too high. Thus, the (standard) quantitative threshold is set at €25 000⁵⁵.

This threshold is in line with the level of materiality defined by CEPOL in case of exceptions requiring approval by the Authorising Officer, as per adopted 'Policy on Recording and Management of Exceptions' (PO.INCO.002).

Deviations from this materiality threshold must be fully justified in the Consolidated Annual Activity Report. It is however necessary to underline that some deficiencies below this threshold may be deemed significant on the basis of the qualitative assessment. In addition, it may be considered that specific reputational events on the basis of specific assessments may give rise to a reservation.

⁵⁵ A deficiency is considered material if the financial impact or risk of loss is equal to or more than €25 000.

Part V. Declaration of Assurance

I, the undersigned, Executive Director of the European Union Agency for Law Enforcement Training (CEPOL),

In my capacity as Authorising Officer,

Declare that the information contained in this report gives a true and fair view.

I state that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment, ex-post controls, the observations of the Internal Audit Service and the lessons learnt from the reports of the Court of Auditors for years prior to the year of this declaration.

I confirm that I am not aware of anything not reported here which could harm the interests of CEPOL.

Done at Budapest, on 27/05/2021

<signature on file>

Detlef Schroeder
CEPOL Executive Director
Authorising Officer

Statement of the Head of Operations

I, the undersigned,

Head of Operations within the European Union Agency for Law Enforcement Training (CEPOL),

In my capacity as Authorising Officer by Delegation for the operational budget,

I hereby certify that the information provided in Part 1 of the present Annual Activity Report and in its annexes is, to the best of my knowledge, accurate and complete.

State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

Declare that in accordance with CEPOL Internal Control Framework, I have reported my advice and recommendations on the overall state of internal control to the Executive Director.

Done at Budapest, on 27/05/2021

<signature on file>

Mailis Pukonen
Head of Operations
Authorising Officer by Delegation

Statement of the Head of Corporate Services

I, the undersigned,

Head of Corporate Services within the European Union Agency for Law Enforcement Training (CEPOL),

In my capacity as Authorising Officer by Delegation for the administrative budget,

I hereby certify that the information provided in Part 2 of the present Annual Activity Report and in its annexes is, to the best of my knowledge, accurate and complete.

State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

Declare that in accordance with CEPOL Internal Control Framework, I have reported my advice and recommendations on the overall state of internal control to the Executive Director.

Done at Budapest, on 27/05/2021

<signature on file>

Roeland Woldhuis
Head of Corporate Services
Authorising Officer by Delegation

Statement of the Internal Control and Quality Management Officer

I, the undersigned,

In my capacity as Internal Control and Quality Management Officer

Acting in line with the ICF, Principle # 2 'Oversight of the development and performance of internal control', I have reported my advice and recommendations to the Executive Director on the overall state of internal control system of CEPOL and that the best of my knowledge the information on management and internal control systems provided in the Consolidated Annual Activity Report 2020 is accurate and exhaustive.

Done at Budapest, on 27/05/2021

<signature on file>

Luminita Moldovan
Internal Control &
Quality Management Officer

ANNEXES

Annex I.a Performance statistics

The status of the Agency's Key Performance Indicators (KPIs) linked to the achievement of five Strategic Goals, is presented under section 'The Year in Brief', 'Key conclusions on training and learning activities, external relations (executive summary of Part I)' on page 11.

Detailed status of Performance Indicators (PIs) versus target in Work Programme 2020 is provided throughout the report under each activity.

Annex I.b Details on CEPOL Training tools

In 2020 CEPOL continued selecting its learning and training themes from the relevant EU policy instruments taking into account the Member States opinion on topic prioritisation and outcomes of the EU-STNA and OTNA results. All CEPOL activities are designed to facilitate the sharing of knowledge and best practices, and to help developing a common European law enforcement culture.

Thematic portfolios are applying varied training and learning tools, often in a blended manner:

- Residential activities
- Online activities
- CEPOL Exchange Programme

Below is a short overview of the use of these tools:

The division of participants by law enforcement sector is presented below.

LE background/sector	Participants ⁵⁶
Police	14 290
Border/Coast/Maritime	2 535
Customs	1 169
Prosecutor/Judiciary	758
Tax authorities	528
Other	1 421
TOTAL	20 701

Education and training activities (residential)

In 2020 CEPOL planned to implement 81 residential activities, but due to pandemic travel restrictions delivered only 4 activities (vs 100 in 2019). There were **108** participants in 2020 (vs **3 057** in 2019), whereby the overall satisfaction was **98%** (in 2019 it was **96%**).

COVID-19 effect on business:

- Executive Director decided upon the suspension of residential activities that were programmed to take place at CEPOL HQ in Budapest
- the pandemic situation remained critical throughout Europe, hence granted activities were also blocked. All partners withdrew from implementation.

Status of the planned 81 residential activities:

- implemented as residential: 4 activities – 4 completed (3 in October, 1 in March)
- converted to online activities: 28 activities – 17 replaced by online courses, 8 replaced by webinars, 2 replaced by virtual meetings, 1 – Research & Science Conference will be done as online conference

⁵⁶ Calculation is based only on 20 701 participants, which is not equal to the total number participants in 2020, due to the fact that for modules, cyberbites and VTC break down of data is not available in LEEd, only totals

- fully implemented: 13 activities
- to be implemented in January 2021: 9 activities
- to be implemented in February 2021: 5 activities
- to be implemented in spring 2021: 1 Research & Science Conference
- cancelled without replacement: 49 activities – 24 cancelled by 17/2020/MB, 22 cancelled by 25/2020/MB, 3 cancelled by 33/2020/MB.

Framework Partnership 2021 – 2024

CEPOL launched the Call for Framework Partners on 14 May 2020. The Call was launched as restricted Call to public entities. Following a complaint received from a private university on the restricted nature of the Call, and ensuing a revised legal advice from the European Commission – DG HOME, a Corrigendum was issued on 17 August 2020. The new deadline of sending Framework Partner applications was set for 14 September 2020 and the Call was extended to include the private entities.

CEPOL received 57 Framework Partnership applications. 56 applications were evaluated positively and accepted, while one application was rejected, due to a late submission. Applicants were informed on the outcomes of the procedure. Signatures of 56 Framework Partnership Agreements has been successfully completed for all 56 agreements until 04 November so the new Framework Partnerships are established. Clauses have been included into the new call for Framework Partners/call for grants to permit organisation of courses in online environment, where technically possible (from 2021 on).

Online training

Online training and learning solutions are ideal to cater for larger audiences and in 2020, also due to pandemics, it accounted to **99%** of CEPOL training outreach. The use of 2020 e-learning training resources displayed an increase of average use per online training methods, indicating that further growth in outreach to CEPOL's target audience can be expected.

Online training offers webinars and online courses as well as various self-paced learning resources (i.e. modules, webinar series and cyber bites, the Virtual Training Centre on Intellectual Property Rights). The new training tools introduced in 2020 were e-Workshops and e-Lessons.

e-Workshops are designed to support small group of learners with specific knowledge where real time participants can learn and exchange views in an online platform. Professional facilitation by acknowledged experts and interaction of selected learners is key. The tool is planned to be piloted in the area of Cybercrime.

e-Lessons are designed as new self-paced resources open to any registered user of the learning platform. The concept is very similar to the online modules but this tool is shorter and more to the point, gives deepen knowledge in the area rather than providing overarching and holistic overview of one big area. The lessons also planned with finishing with a self-assessment and rewarded not just with a certificate but also with a one pager downloadable job aid, that meant to summarise the essence of the training with infographics.

The new training tools are also designed to reinforce learning, not only as standalone training resources, but specifically when blended with traditional training methods such as residential courses.

2020 CEPOL e-Learning overview	N users
105 Webinars	19 812
34 Online modules	10 363
22 Online Courses	803
1 Virtual Training Center on IPR	631
7 Webinar series and cyber bites	1 974
Total	33 583

Satisfaction with CEPOL online training is high in average 94% of satisfaction for webinars and 92% for online courses.

CEPOL Exchange Programme

The current Erasmus-style CEPOL Exchange Programme (CEP) was established by Council Conclusions in 2010⁵⁷. The Council tasked CEPOL to implement the CEP and envisioned additional EUR 5M for its implementation. Although it was a new task, no additional resources were given to the agency; hence CEPOL has since been implementing the CEP using its core budget.

In 2020 the programme was further defined to better reflect requirements deriving from the EU Policy Cycle priorities as well as requests from Member States. Thematic areas of study were better synchronised with CEPOL's overall training portfolio, enabling the Exchange Programme to complement CEPOL's other training opportunities, contributing to the agency's multi-layered approach to learning.

The joint exchange programme cooperation with Frontex relating to boarder and coast guarding was further enhanced, and received an increased exchange interest in 2020. This cooperation will be put on hold for 2021 due to other budgetary priorities of Frontex.

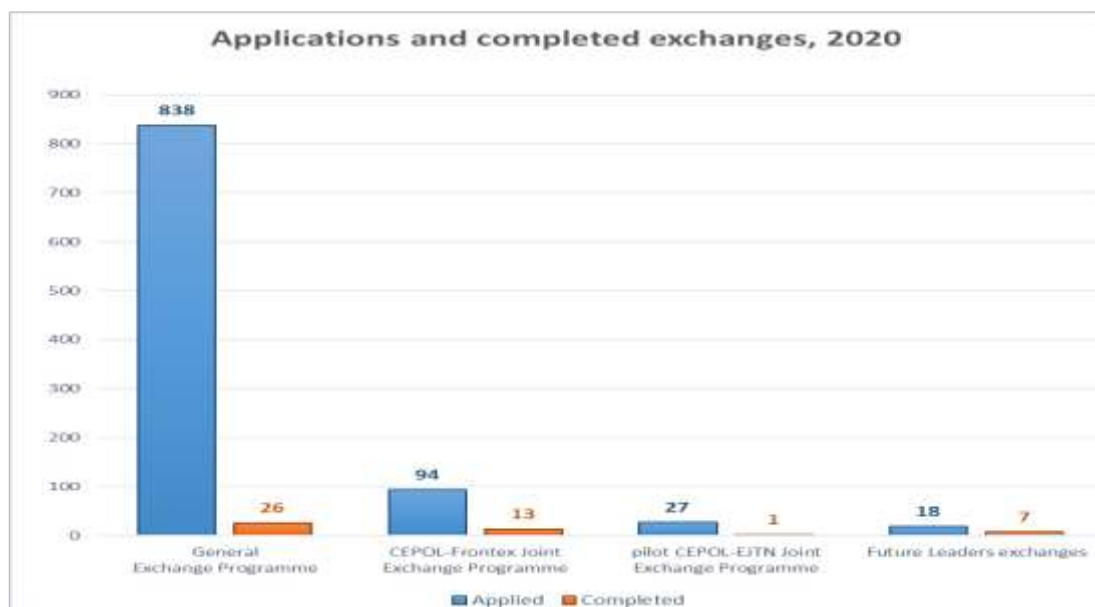
In 2020 the programme was further extended to encompass exchange opportunities related to Judiciary Cooperation with EJTN, the European Judicial Training Network, a cooperation which is set to progress further in 2021.

Following the successful common launch in 2019, the programme included in 2020 four exchange areas: 1) the General Exchange Programme, 2) the CEPOL-Frontex Joint Exchange Programme, 3) the pilot CEPOL-EJTN Joint Exchange programme and 4) the CEPOL Project led Exchange Programme.

The National Exchange Coordinators and MENA Contact Points (for Project led exchanges) submitted a record high number of 1 057 nominations from various law enforcement organisations covering all topics of the programme(s). According to the CEPOL Work Programme we had in force target numbers for the General Exchange Programme thematic areas requiring us to reach a total of 535⁵⁸ exchanges.

In March 2020, however the CEPOL Exchange Programme was put on hold due to the pandemic and the implementation only started in August. As the sanitary situation in Europe worsened during September/October 2020, the programme was suspended in November, until mid-2021, resulting in the **realization of 47 of the planned exchanges (i.e. 9%)**.

Figure 1: Total applications and completed exchanges, 2020



Even though the aspiration is to involve all countries and all thematic areas in the programme, in 2020 due to the COVID-19 pandemic the outcome could not be achieved as is shown in the below graphs (data excludes the Future Leaders course participants).

⁵⁷ Conclusion of the Council of European Union of 13 April 2010 on the exchange programme for police officers inspired by Erasmus, 8309/1/10 REV 1 ENFOPOL 93

⁵⁸ The joint CEPOL-Frontex exchanges are additional to this number.

Figure 2: Applications and completed exchanges by EU Member States, 2020

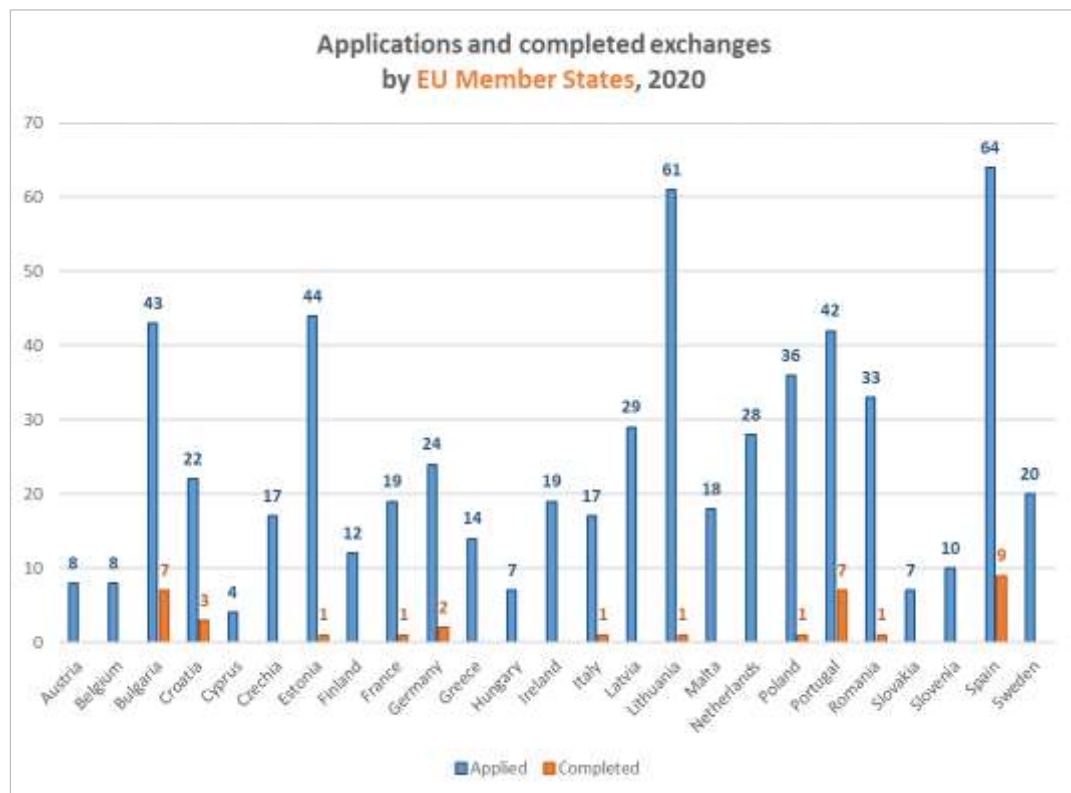
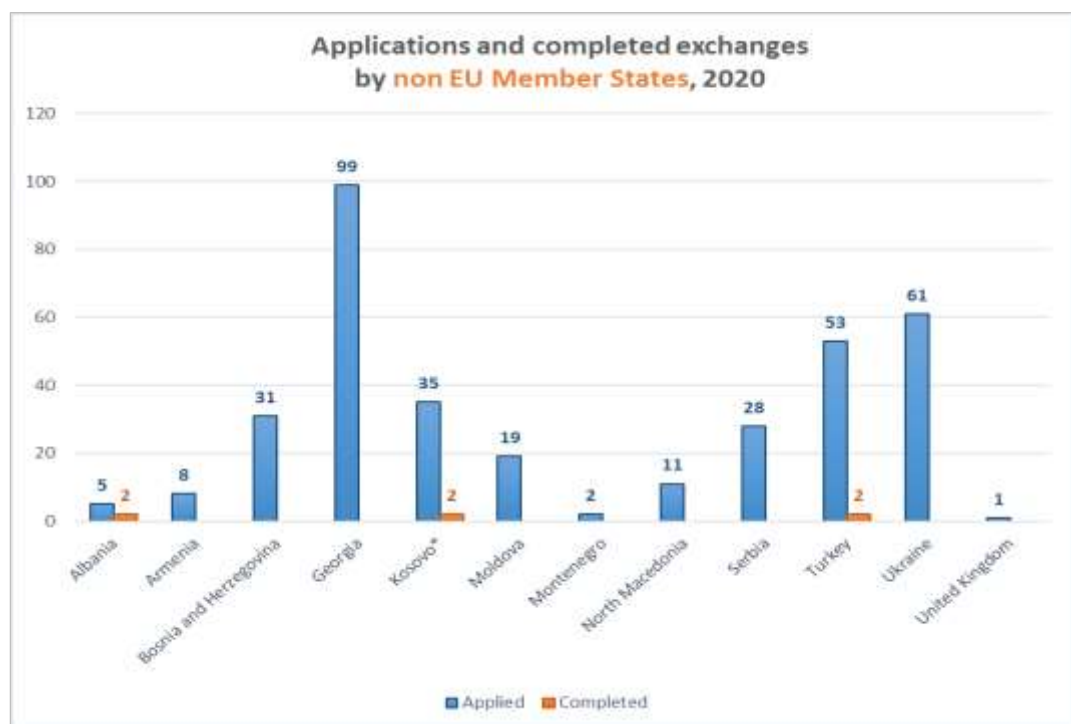
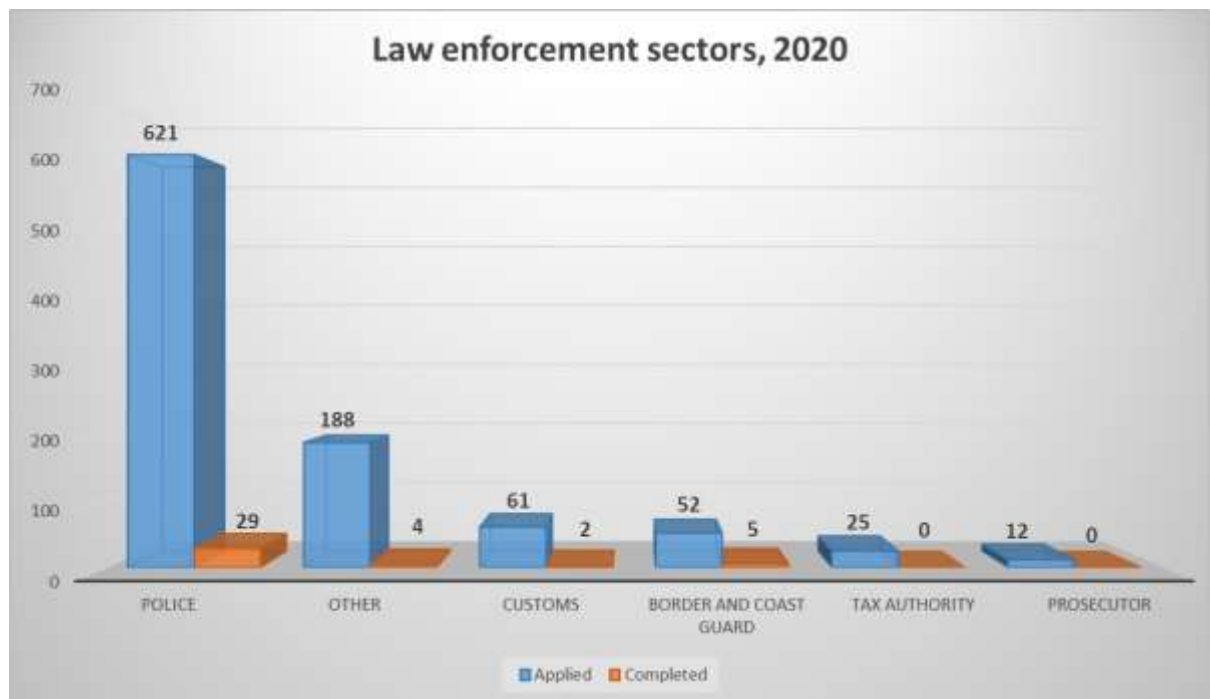


Figure 3: Applications and completed exchanges by non EU Member States, 2020



*This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence

Figure 4: Applications and completed exchanges by law enforcement sector, 2020 (excl. project-led)



Annex II. Statistics on financial management

Table 2.1: Calculation budget outturn

Budget outturn	2018	2019	2020
Reserve from the previous years' surplus (+)			
Revenue actually received (+)	13 678 075	16 711 366	25 320 282.20
Payments made (-)	-9 615 810	-11 775 642	-9 205 145.56
Carryover of appropriations (-)	-2 235 418	-984 430	-1 370 471.4
Cancellation of appropriations carried over (+)	116 569	204 267	105 099.26
Adjustment for carryover of assigned revenue appropriations from previous year (+)	-1 597 435	-3 957 149	-14 090 927.57
Exchange rate differences (+/-)	8 604	-930	13 935.37
Adjustment for negative balance from previous year (-)	-15 106	15 096 ⁵⁹	
TOTAL	339 479	212 578	772 772.31

Descriptive information and justification on:

- **Budget outturn:** The budget outturn 2020, the amount to be paid back to the Commission as unused fund amounted to 772 772.31 EUR,
- **Cancellation of payment appropriations for the year:** Cancellation rate was 8%. CEPOL uses non-differentiated appropriation, therefore the cancellation of payment and commitment appropriation is the same. The reason for cancellation of C1 appropriation was directly linked to the COVID-19. Approximately 500 000 EUR were cancelled due to withdrawn training activities, the Research and Science conference for a budget of 150 000 EUR has been also cancelled at the end of 2020 due to COVID-19.
- **Cancellation of payment appropriations carried over:** Cancellation of the carried over payment appropriations (C8) were 11.6 %. The carried over payment appropriation was 984 426 EUR equal to the Carry forward. CEPOL has executed 879 331 EUR in 2020 out of the total C8 credits. The main reasons were:
 - Recruitment procedures canceled and held on-line due to COVID-19
 - Missions cancelled due to COVID-19
 - Residential courses cancelled due to COVID-19.

⁵⁹ Including 15 106 EUR technical correction of budget result and difference in exchange rate in 2018 - 10 EUR

Table 2.2: Budget 2020 execution status as of 31 December 2020

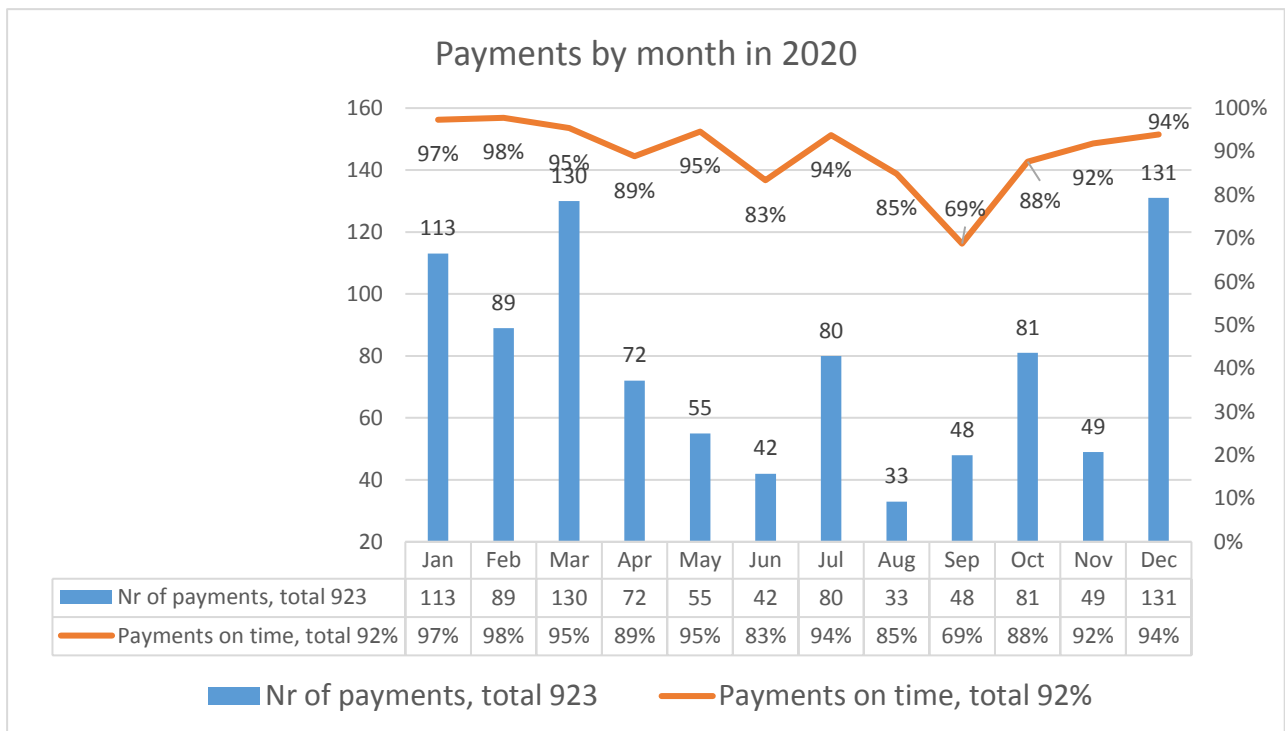
Budget Implementation/ Execution Regular budget 2020 (C1)		Voted Budget	Final Budget	Committed	Budget implementation %	Paid	Budget execution %	% (Compared to commitments)	Carry forward for payments in 2021
		A	C (A+B)	D	D/C	E	E/C	E/D	D-E
1 TITLE 1 Staff expenditure									
11	Staff in active employment	3 600 000,00	3 589 032,12	3 589 032,12	100%	3 589 032,12	100%	100%	0,00
12	Allowances and expenses on entering and leaving the service and on transfer, excluding Seconded National Experts and other experts	9 000,00	97 000,00	91 700,58	95%	213,91	0%	0%	91 486,67
13	Missions and duty travel	30 000,00	3 901,00	3 900,15	100%	3 900,15	100%	100%	0,00
14	Socio-medical infrastructure	434 500,00	382 000,00	368 857,82	97%	365 210,37	96%	99%	3 647,45
15	Further training, language courses, retraining for staff	87 000,00	83 000,00	60 609,31	73%	30 242,39	36%	50%	30 366,92
16	External services	200 500,00	238 406,00	229 523,73	96%	203 223,45	85%	89%	26 300,28
17	Receptions and events	3 000,00	1 000,00	996,59	100%	996,59	100%	100%	0,00
18	Social welfare	4 000,00	7 500,00	1 980,88	26%	1 980,88	26%	100%	0,00
1	TITLE 1 Staff expenditure	4 368 000,00	4 401 839,12	4 346 601,18	99%	4 194 799,86	95%	97%	151 801,32
2 TITLE 2 Buildings, equipment and miscellaneous expenditure									
20	Investments in immovable property and rental	32 500,00	28 267,00	26 691,50	94%	23 777,41	84%	89%	445,78
21	Information and communication technology	361 970,00	594 371,00	575 799,49	97%	268 127,29	45%	47%	307 672,20
22	Movable property and associated costs	15 500,00	26 410,00	2 801,74	11%	2 477,48	9%	88%	324,26
23	Current administrative expenditure	33 030,00	22 275,00	16 549,68	74%	13 715,52	62%	83%	2 834,16
24	Postal charges	10 000,00	5 207,00	3 606,51	69%	2 650,02	51%	73%	956,49
2	TITLE 2 Buildings, equipment and miscellaneous expenditure	453 000,00	676 530,00	625 448,92	92%	310 747,72	46%	50%	312 232,89
3 TITLE 3 Operational expenditure									
30	Bodies and organs	205 000,00	13 000,00	11 338,94	87%	11 338,94	87%	100%	0,00
31	Courses, Flight Schemes, E-Net	4 046 000,00	1 537 868,88	1 037 892,41	67%	755 040,63	49%	73%	282 851,78
32	Other programme activities	885 000,00	552 275,00	536 259,58	97%	159 700,19	29%	30%	376 559,39
33	Evaluation	0,00	0,00	0,00	N.A.	0,00			0,00
35	Missions	141 000,00	31 000,00	29 912,56	96%	29 912,56	96%	100%	0,00
37	Other operational activities	341 000,00	616 737,00	591 669,36	96%	344 643,35	56%	58%	247 026,01
3	TITLE 3 Operational expenditure	5 618 000,00	2 750 880,88	2 207 072,85	80%	1 300 635,67	47%	59%	906 437,18
GRAND TOTAL		10 439 000,00	7 829 250,00	7 179 122,95	92%	5 806 183,25	74%	81%	1 370 471,39

Table 2.3: Budget Transfers

Budget Implementation/ Execution Regular budget 2020 (C1)		Voted Budget	Budget Amendment n.1 CPL 9416	Budget Transfer n.1 CPL 9435	Budget Transfer n.2 CPL 9457	Budget Amendment n.2 CPL 9473	Budget Transfer n.3 CPL 9488	Budget Amendment n.3 CPL 9534	Budget Transfer n.4 CPL 9536	Budget Transfer n.5 CPL 9552	Summary of Transfers / Amendments	Final Budget
		A									B	C(A+B)
1 TITLE 1 Staff expenditure												
11	Staff in active employment	3,600,000.00	197,000.00	-10,000.00			-37,971.00	-163,030.00	3,033.12		-10,967.88	3,589,032.12
12	Allowances and expenses on entering and leaving the service and on transfer, excluding SMEs and other experts	9,000.00					77,000.00	11,000.00			88,000.00	97,000.00
13	Missions and duty travel	30,000.00			-13,000.00		-11,000.00	-2,089.00			-26,089.00	3,901.00
14	Socio-medical infrastructure	434,500.00	0.00	0.00	-12,071.00	0.00	-40,423.00	0.00	0.00		-52,500.00	382,000.00
15	Further training, language courses, retraining for staff	87,000.00			-15,500.00		4,500.00	5,000.00	2,000.00		-4,000.00	83,000.00
16	External services	200,500.00	32,500.00	10,000.00	2,700.00		7,900.00	-21,600.00	6,406.00	0.00	37,906.00	238,406.00
17	Receptions and events	3,000.00						-2,000.00			-2,000.00	1,000.00
18	Social welfare	4,000.00	3,500.00								3,500.00	7,500.00
1	TITLE 1 Staff expenditure	4,368,000.00	233,000.00	0.00	-37,871.00	0.00	0.00	-172,729.00	11,439.12	0.00	33,839.12	4,401,839.12
2 TITLE 2 Buildings, equipment and miscellaneous expenditure												
20	Investments in immovable property and	32,500.00		-1,000.00	26,500.00			-29,733.00			-4,233.00	28,267.00
21	Information and communication	361,370.00	26,030.00		11,371.00	195,000.00					232,401.00	594,371.00
22	Movable property and associated costs	15,500.00		1,000.00		5,000.00		4,910.00			10,910.00	26,410.00
23	Current administrative expenditure	33,030.00	-30.00					-10,725.00			-10,755.00	22,275.00
24	Postal charges	10,000.00						-4,793.00		0.00	-4,793.00	5,207.00
2	TITLE 2 Buildings, equipment and miscellaneous expenditure	453,000.00	26,000.00	0.00	37,871.00	200,000.00	0.00	-40,341.00	0.00	0.00	223,530.00	676,530.00
3 TITLE 3 Operational expenditure												
30	Bodies and organs	205,000.00			-18,000.00	-53,000.00		-120,000.00			-191,000.00	13,000.00
31	Courses, Flight Schemes, E-Net	4,046,000.00	-546,000.00			-462,000.00		-1,466,700.00	-33,431.12		-2,508,131.12	1,537,868.88
32	Other programme activities	885,000.00	152,000.00			210,000.00		-759,980.00	65,255.00		-332,725.00	552,275.00
33	Evaluation	0.00									0.00	0.00
35	Missions	141,000.00	53,000.00					-169,000.00			-110,000.00	31,000.00
37	Other operational activities	341,000.00	76,000.00		18,000.00	105,000.00		119,000.00	-43,263.00		275,737.00	616,737.00
3	TITLE 3 Operational expenditure	5,678,000.00	-259,000.00	0.00	0.00	-300,000.00	0.00	-2,296,680.00	-11,432.12	0.00	-2,067,112.12	3,756,887.88
GRAND TOTAL		10,439,000.00		0.00	0.00	0.00	0.00	-2,609,750.00	0.00	0.00	-2,609,750.00	7,829,250.00

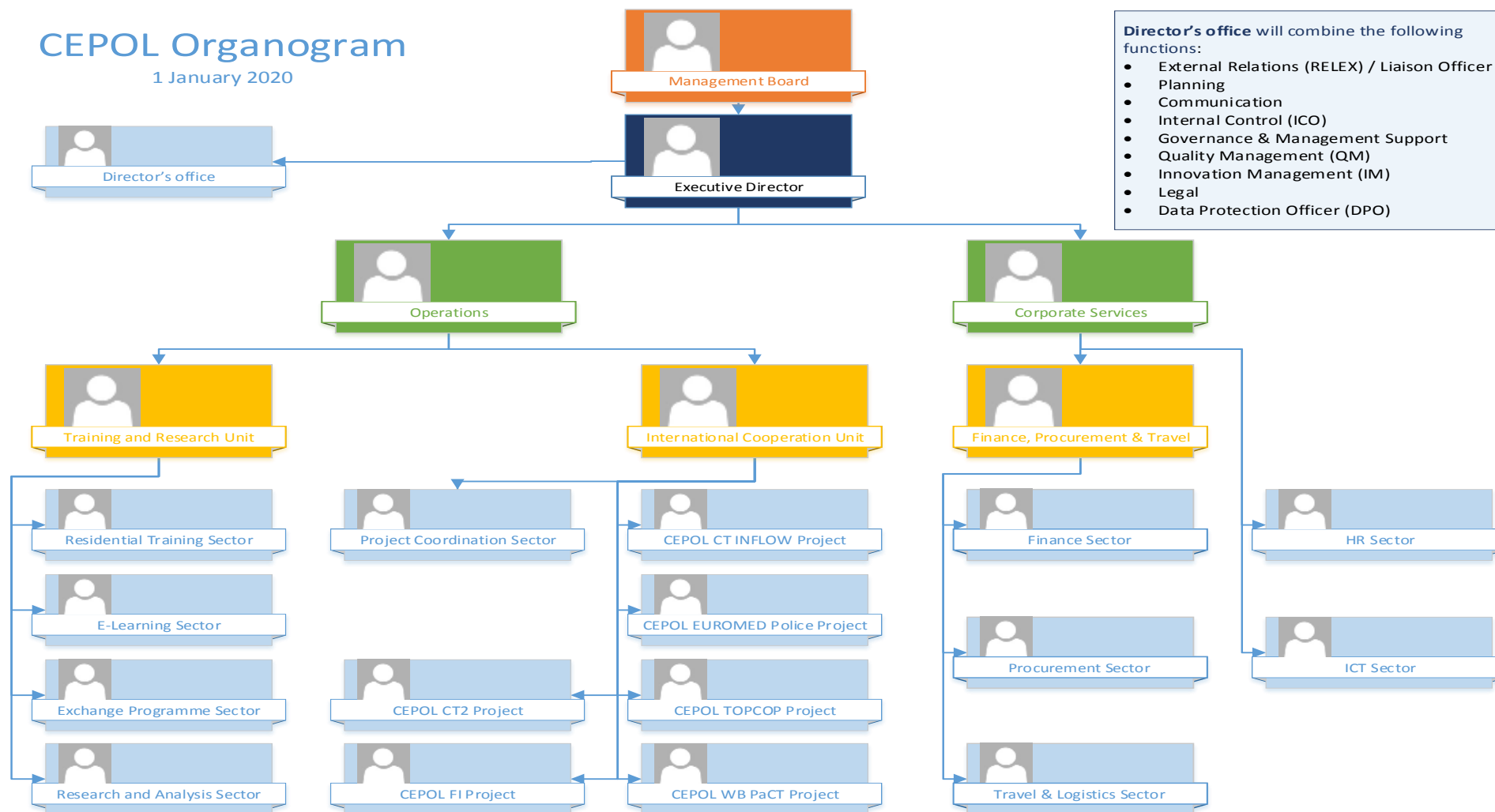
Table 2.4: Payment times per title and fund source

Payment time monitoring		Number of payments	Amount	Payments in time			
				Number	%	Amount	%
				A	B	C	D/B
	Title 1						
	C8	29	47 142	28	97%	46 889	99%
	C1	145	874 405	138	95%	834 144	95%
	C5	0	0	0		0	
		174	921 548	166	95%	881 033	96%
	Title 2						
	C8	50	99 432	46	92%	96 392	97%
	C1	176	254 428	160	91%	212 379	83%
	C5	0	0	0			
		226	353 860	206	91%	308 771	87%
	Title 3						
	C8	90	545 090	84	93%	497 562	91%
	C1	136	955 973	119	88%	855 598	90%
	C5	4	30 360	3	0%	27 292	0%
	R0	3	13 807	2	67%	13 483	98%
		233	1 545 231	208	89%	1 393 936	90%
	Title 5						
	R0	254	1 394 804	234	100%	945 119	100%
		254	1 394 804	234	92%	945 119	100%
	Non Budgetary payments	36	965 927	35	97%	931 777	96%
	TOTAL	923	5 181 370	849	92%	4 460 636	86%

Table 2.5: Number of payments per month in 2020


Annex III. Organisational chart

Last organisational chart valid by the end of the year.



Annex IV. Establishment Plan and additional information on HR Management

Table 4.1: Overview of staff at 31 December 2020

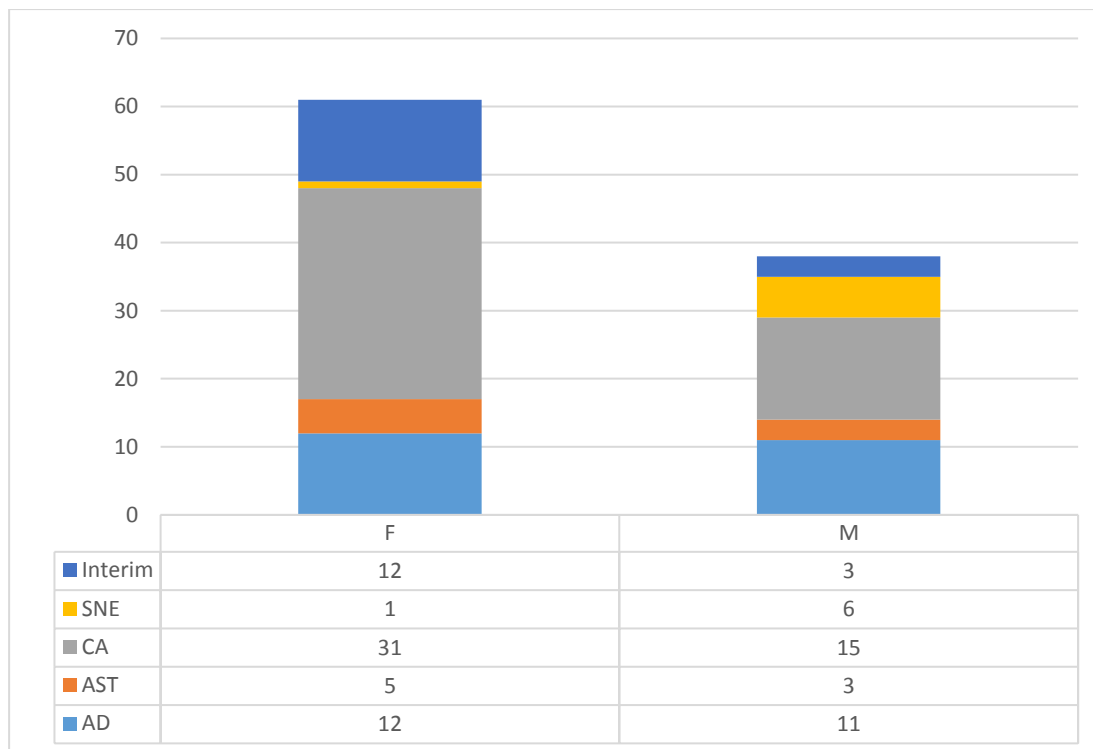
Staff population CEPOL regular budget		Staff population in EU budget 2020	Staff population on 31.12.2020 ⁶⁰
Officials	AD		
	AST		
	AST/SC		
TA	AD	23	23
	AST	10	8
	AST/SC	-	-
Total		33	31
CA GF IV		3	5
CA GF III		16	11
CA GF II		-	
CA GF I		-	
Total CA		19	16
SNE		6	6
Structural service providers		-	-
GRAND TOTAL		58	53
External staff for occasional replacement			15

Staff for Projects

Staff Population, Projects	CT 2	FI	CT INFLOW	EUROMED	TOPCOP	WB PaCT
Expected running time	Until 31 December 2020	Until March 2020	2024	2024	2024	2023
2020						
CA FG IV	2		4	4	3	1
CA FG III	4		3	5	3	1
CA FG II						
CA FG I						
Subtotal Contract Agents						
SNE	1					
External staff for occasional replacement						
TOTAL	7		7	9	6	2

⁶⁰ Not including vacancies and staff for externally financed project activities

Gender Balance



Geographical balance

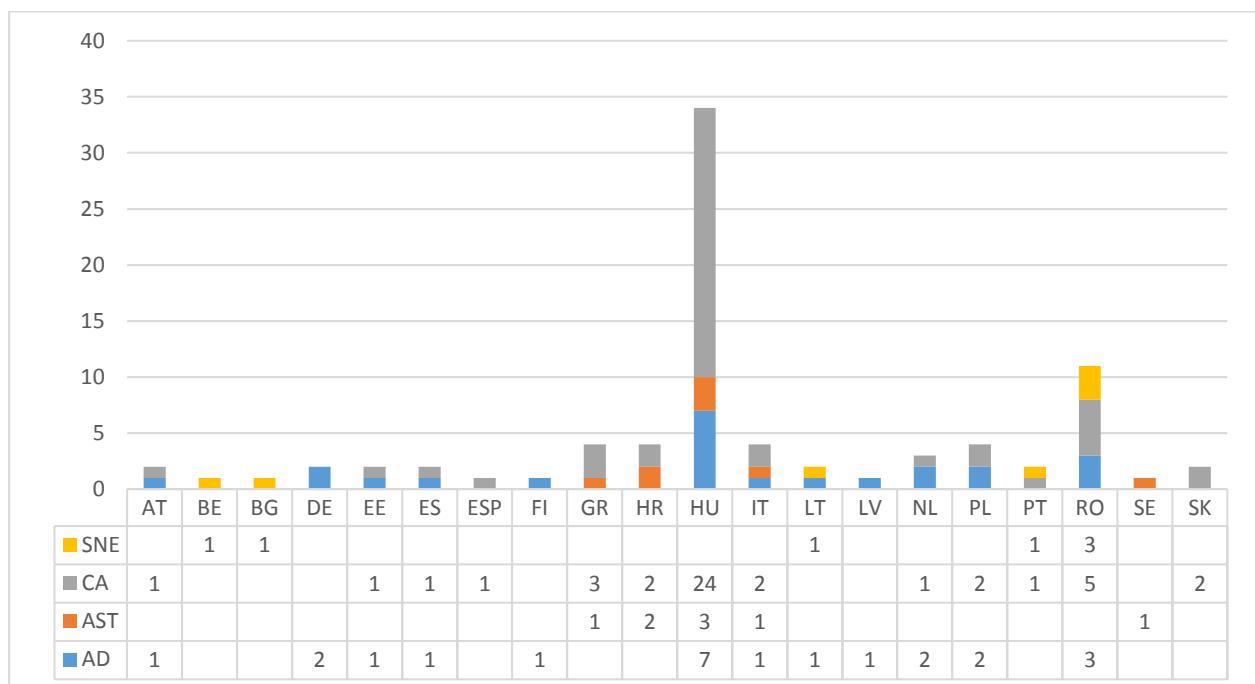


Table 4.2: Information on the entry level for each type of post and indication whether the function is dedicated to administrative support or operations

CEPOL staffing	Function dedicated to operations or to administrative support		
	Adm. Support	Operations	Grand Total
Administrative Assistant	1	3	4
AST3 - AST4		2	2
CA FGIII; 8 - 10	1	1	2
Administrative Assistant - Governance		1	1
CA FGIII; 8 - 10		1	1
Administrative Assistant - to the Executive Director		1	1
CA FGIII; 8 - 10		1	1
Analyst		1	1
AD5 - AD7		1	1
Budget & Finance assistant	1		1
AST3 - AST4	1		1
Cybercrime Portfolio manager		1	1
CA FGIV; 13, 14, 16		1	1
Deputy head of unit - Finance, Procurement, Travel & Logistics	1		1
AD7 - AD8	1		1
Deputy head of unit - Training/senior Analyst		1	1
AD7 - AD8		1	1
E-Learning officer		2	2
CA FGIV; 13, 14, 16		2	2
E-Learning Senior Project Officer		1	1
CA FGIV; 13, 14, 16		1	1
Executive Director		1	1
AD14		1	1
Finance & Accounting Correspondent	1		1
AD5 - AD7	1		1
Finance Assistant	1		1
CA FGIII; 8 - 10	1		1
Head of Department - Corporate Services	1		1
AD12	1		1
Head of Department - Operations		1	1
AD12		1	1
Head of Sector - ICT	1		1
AST 5	1		1
Head of Sector - Procurement	1		1
AST3 - AST5	1		1
Head of Unit - Finance, Procurement, Travel & Logistics	1		1
AD10	1		1
Head of Unit - International Cooperation		1	1
AD10		1	1
Head of Unit - Training		1	1
AD10		1	1

CEPOL staffing	Function dedicated to operations or to administrative support		
	Adm. Support	Operations	Grand Total
HRM Assistant	1		1
CA FGIII; 8 - 10	1		1
HRM Officer - Head of Sector	1		1
AST5	1		1
Human Resources Assistant	1		1
CA FGIII; 8 - 10	1		1
ICT assistant*		1	1
AST3 - AST4		1	1
Information and Communication Assistant		2	2
AST3 - AST4		1	1
CA FGIII; 8 - 10		1	1
Information and Communication Officer		1	1
AD5 - AD7		1	1
Internal Control Officer - Quality Management Officer		1	1
AD5 - AD7		1	1
IT Systems Manager		1	1
CA FGIV; 13, 14, 16		1	1
Legal Officer - DPO	1		1
AD6 - AD7	1		1
Liaison Officer		1	1
CA FGIV; 13, 14, 16		1	1
Planning Officer		1	1
AD5 - AD7		1	1
Policy Officer - External Relations Officer		1	1
CA FGIV; 13, 14, 16		1	1
Procurement Assistant	1	1	2
CA FGIII; 8 - 10	1	1	2
Programme officer		5	5
AD5 - AD7		5	5
Project manager		1	1
CA FGIV; 13, 14, 16		1	1
Project Officer		11	11
CA FGIII; 8 - 10		11	11
Research & Knowledge management officer		1	1
AD5 - AD7		1	1
Residential Events Assistant		2	2
CA FGIII; 8 - 10		2	2
Senior Project Officer		11	11
AD6 - AD7		1	1
CA FGIV; 13, 14, 16		10	10
Senior Project Officer - E-Learning		2	2
CA FGIV; 13, 14, 16		2	2
Senior Training Officer		1	1
AD6 - AD7		1	1
SNE - Senior Project Officer		1	1

CEPOL staffing	Function dedicated to operations or to administrative support		
Job Title and entry grade	Adm. Support	Operations	Grand Total
SNE		1	1
SNE - Training Officer		1	1
SNE		1	1
SNE Analyst		1	1
SNE		1	1
SNE Cybercrime Training Officer		1	1
SNE		1	1
SNE Training officer		3	3
SNE		3	3
Training assistant		1	1
AST3 - AST4		1	1
Training officer Cybercrime		1	1
AD5 - AD7		1	1
Travel & Mission Assistant	1	2	3
CA FGIII; 8 - 10	1	2	3
Grand Total	15	70	85

*position became vacant at 13 December 2020

Table 4.3: Benchmarking against previous year results

	2019		2020	
	FTEs	Percentage	FTEs	Percentage
Operational	39.8	65%	49	71%
• Top operational coordination	1.6	3%	1.6	2%
• Programme management & Implementation	19.7	32%	28	41%
• Evaluation & Impact assessment	2.0	3%	2.0	3%
• General operational activities	16.5	27%	17.5	25%
Neutral	8.4	14%	7.1	10%
• Accounting, Finance, non-operational procurement	8.4	14%	7.1	10%
• Linguistics	0	0%	0	0%
Coordination	7.1	12%	6.3	9%
• Legal advice, including Data protection	0.7	1%	1.2	2%
• External communication	1.2	2%	1.7	2%
• General coordination	5.2	8%	3.4	5%
Administrative support	6.2	10%	6.3	9%
• Human resources management	2.0	3%	2.0	3%
• Information & Communication technology	2.2	4%	2.3	3%
• Internal audit	0	0%	0	0%
• Logistics, facilities management & security	1.0	2%	1.0	1%
• Resources Director/Head of Administration/Resources	1.0	2%	1.0	1%
• Document Management	0	0%	0	0%
TOTAL	61.5	100%	68.7	100%

Table 4.4: Information on interim staff employed by CEPOL in 2020

#	Position	Office	Category	Grade	start date	end date	days in 2020
1	E-learning/TRU	TRU/E-learning	Group III	9	01/01/2020	31/12/2020	366.00
2	Administrative Assistant/TRU/onsite	OPS/TRU	Group II	5	01/12/2020	30/12/2020	366.00
3	Administrative Assistant/TRU/onsite	OPS/TRU	Group II	5	01/01/2020	30/11/2020	334.00
4	ICT Assistant	CSD/ICT	group II	5	01/01/2020	31/12/2020	366.00
5	Administrative Assistant	OPS/TRU/CEP	Group II	5	01/01/2020	31/12/2020	366.00
6	Administrative Assistant/PMU	OPS/PMU	Group II	5	01/01/2020	31/12/2020	366.00
7	Administrative Assistant/TRU/onsite	OPS/TRU	Group II	5	01/01/2020	31/12/2020	366.00
8	ICT /Assistant	CSD/ICT	Group III	10	01/01/2020	31/05/2020	151.00
9	ICT /Assistant	CSD/ICT	Group IV	14	01/06/2020	31/10/2020	152.00
10	ICT/Assistant	CT INFLOW	Group III	10	01/06/2020	31/12/2020	213.00
11	Administrative Assistant/TRU/OTNA	OPS/TRU/OTNA	Group II	5	01/03/2020	31/12/2020	305.00
12	Administrative Assistant/TRU	OPS/TRU	Group II	5	01/02/2020	31/12/2020	334.00
13	Administrative Assistant/TRU	OPS/TRU	Group II	5	01/04/2020	31/12/2020	274.00
14	Legal Officer	Directorate/Legal	Group III	10	16/02/2020	31/12/2020	319.00
15	IT assistant/Cyber Crime academy	CSD/IT	Group II	5	01/03/2020	31/12/2020	305.00
16	Administrative Assistant/FRONTEX-CEPOL	OPS/TRU	Group II	5	01/02/2020	31/12/2020	334.00
17	e-learning/TRU	OPS/TRU	Group III	8	16/03/2020	31/12/2020	290.00
18	e-learning/TRU	OPS/TRU	Group III	8	01/04/2020	31/12/2020	274.00
19	Management Support Assistant	Directorate	FGII	5	01/08/2020	31/12/2020	152.00

Table 4.5: Information on the number of leave days authorised to each grade under the flexitime

Grade	Flexi time (in days) taken
AD8	12
AD7	2
AD6	15.5
AD5	3
AST5	7.5
AST4	1
AST3	1
FG-IV	20.5
FG-III	16
FG-II	-
FG-I	-
SNE	7
Grand total	85.5

Table 4.6 Information on the list of HR implementing rules adopted in 2020

Management Board Decision 11/2020/MB On the non-application of the Commission Decision on the maximum duration for the recourse to non-permanent staff
Management Board Decision 12/2020/MB On the application of Commission Decision C(2020) 1559 amending decision C(2013) 9051 of 16 December 2013 on leave
Management Board Decision 16/2020/MB On the non-application of the Commission Decision on the maximum duration for the recourse to non-permanent staff in the Commission Services
Management Board Decision 27/2020/MB On the application of Commission Decisions C (2011) 1278 and C (2020) 4818 on the transfer of pension rights (12 November 2020)

Annex V. Human and financial resources by activity

Planned

Resources 2020 per Strategic Objective/Goal and Activities	FTE 2020	FTE (%)	Budget Title 1 and 2	Budget Title 3	Total Budget	% Total Budget
Goal 1: High quality training	8.7	12.2%	619,866	403,250	1,023,116	9.8%
1.1 Training Needs Assessment and Coordination	2.5	3.4%	174,725	59,750	234,475	2.2%
1.2 Further develop and ensure high quality training services	6.3	8.8%	445,142	343,500	788,642	7.6%
Goal 2: Training activities	34.1	47.8%	2,426,520	4,474,040	6,900,560	66.1%
2.1 Training activities in the area of Serious and Organized Crime	13.3	18.6%	943,228	1,947,362	2,890,590	27.7%
2.2 Counterterrorism	2.4	3.3%	169,507	398,448	567,955	5.4%
2.3 Public Order	1.9	2.7%	136,454	270,098	406,552	3.9%
2.4 Union Missions	2.0	2.8%	143,835	250,499	394,334	3.8%
2.5 Law Enforcement Techniques, procedures and instruments	3.1	4.3%	219,073	707,818	926,891	8.9%
2.6 Law Enforcement Leaderships and Management, Language Skills and Train the Trainers	3.0	4.2%	214,093	467,966	682,058	6.5%
2.7 IT based information exchange instruments	5.3	7.4%	378,501	285,396	663,897	6.4%
2.8 Fundamental rights and Crime prevention	2.4	3.4%	170,604	127,963	298,567	2.9%
2.9 Emerging internal security threats	0.7	1.0%	51,226	18,490	69,716	0.7%
Goal 3: Capacity Building Projects (only resources from CEPOL budget)	3.1	4.4%	221,741	-	221,741	2.1%
3.1 Capacity building projects	3.1	4.4%	221,741	-	221,741	2.1%
Goal 4: Research	2.9	4.1%	208,223	224,500	432,723	4.1%
4.1 Research relevant for training and education	2.9	4.1%	208,223	224,500	432,723	4.1%
Goal 5: Administration	22.6	31.6%	1,604,360	256,500	1,860,860	17.8%
5.1 Governance, Administration and Stakeholder Relations	22.6	31.6%	1,604,360	256,500	1,860,860	17.8%
TOTAL	71.4	100.0%	5,080,710	5,358,290	10,439,000	100.0%

Implemented

Resources 2020 per Strategic Objective/Goal and Activities	FTE 2020	FTE (%)	Budget Title 1 and 2	Budget Title 3	Total Budget	% Total Budget
Goal 1: High quality training	7.2	10.5%	534,932	559,629	1,094,560	14.0%
1.1 Training Needs Assessment and Coordination	2.4	3.4%	175,044	46,928	221,972	2.8%
1.2 Further develop and ensure high quality training services	4.9	7.1%	359,888	512,700	872,588	11.1%
Goal 2: Training activities	34.6	50.5%	2,562,051	2,048,792	4,610,843	58.9%
2.1 Training activities in the area of Serious and Organized Crime	13.4	19.5%	989,738	279,681	1,269,419	16.2%
2.2 Counterterrorism	3.1	4.5%	228,790	296,025	524,815	6.7%
2.3 Public Order and Crime Prevention	1.6	2.3%	118,679	550,888	669,567	8.6%
2.4 Union Missions	2.0	2.8%	144,596	19,267	163,863	2.1%
2.5 Law Enforcement Techniques, procedures and instruments	3.3	4.9%	246,911	67,375	314,285	4.0%
2.6 Law Enforcement Leaderships and Management, Language Skills and Train the Trainers	3.0	4.3%	220,161	550,548	770,709	9.8%
2.7 IT based information exchange instruments	5.1	7.5%	380,536	254,814	635,349	8.1%
2.8 Fundamental rights	2.4	3.5%	175,445	26,175	201,619	2.6%
2.9 Emerging internal security threats	0.8	1.1%	57,197	4,020	61,217	0.8%
Goal 3: Capacity Building Projects (only resources from CEPOL budget)	3.0	4.4%	224,352	-	224,352	2.9%
3.1 Capacity building projects	3.0	4.4%	224,352	-	224,352	2.9%
Goal 4: Research	2.6	3.8%	195,199	116,428	311,626	4.0%
4.1 Research relevant for training and education	2.6	3.8%	195,199	116,428	311,626	4.0%
Goal 5: Administration	21.1	30.8%	1,561,835	26,033	1,587,868	20.3%
5.1 Governance, Administration and Stakeholder Relations	21.1	30.8%	1,561,835	26,033	1,587,868	20.3%
TOTAL	68.7	100.0%	5,078,369	2,750,881	7,829,250	100.0%

Annex VI. Contribution, grant and service level agreements

	General information					Financial and HR impacts		
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		2019	2020
Grant Agreements								
1. WB FI (IPA/2017/393-268)	29 December 2017	€ 2,500,000	24 (+3) months, from 30 Dec 2017	European Commission DG NEAR R5	Financial contribution provided to finance the implementation of WB FI action (project)	Amount	€ 1 164 756	€ -297 009 ⁶¹
						Nº of CAs	6	-
						Nº of SNEs	1	-
Total Grant Agreements						Amount	€ 1 164 756	€ -297 009
						Nº of CAs	6	-
						Nº of SNEs	1	-
Contribution Agreements								
1. CT INFLOW (IFS/2019/410-531)	17 December 2019	€ 7,500,000	48 months, from 1 April 2020	European Commission FPI	Financial contribution to finance the implementation of CT INFLOW action (project)	Amount	€ 3 750 000	-
						Nº of CAs		7
						Nº of SNEs		0
2. EUROMED Police (ENI/2020/414-940)	22 April 2020	€ 6,960,542	48 months, from 1 April 2020	European Commission DG NEAR R4	Financial contribution to finance the implementation of EUROMED Police action (project)	Amount	-	€ 6 960 542
						Nº of CAs		9
						Nº of SNEs		0
3. TOPCOP (ENI/2020/415-941)	23 June 2020	€ 6,000,000	48 months, from 1 July 2020	European Commission DG NEAR R4	Financial contribution to finance the implementation of TOPCOP action (project)	Amount	-	€ 6 000 000
						Nº of CAs		6
						Nº of SNEs		0
4. WB PaCT (2019/413-822)	16 October 2020	€ 3,000,000	36 months, from 16 Oct 2020	European Commission DG NEAR D5	Financial contribution to finance the implementation of WB PaCT action (project)	Amount	-	€ 3 000 000
						Nº of CAs		0
						Nº of SNEs		0
Total Contribution Agreements						Amount	€ 3 750 000	€ 15 960 542
						Nº of CAs		24
						Nº of SNEs		0
Service-Level Agreements								
n/a						Amount		

⁶¹ The project ended and this unused amount was returned

	General information					Financial and HR impacts		
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		2019	2020
						Nº of CAs		
Total Service-Level Agreements						Nº of SNEs		
						Amount		
						Nº of CAs		
Delegation Agreements						Nº of SNEs		
						Amount		
						Nº of CAs		
1. EU/MENA CT2 (ICSP/2017/394-210)	21 December 2017	€ 6 444 698	36 months, from 1 Jan 2018	European Commission FPI	Financial contribution provided to finance the implementation of EU/MENA CT2 action (project)	Amount	€ 2 381 389	€ 1 369 984
						Nº of CAs	9	6
						Nº of SNEs	1	1
Total Delegation Agreements						Amount	€ 2 381 389	€ 1 369 984
						Nº of CAs	9	6
						Nº of SNEs	1	1
Other Agreements								
1. CEPOL-Frontex Agreement based on Cooperation Agreement	18 December 2018	€ 100 000	10 months	European Border and Coast Guard Agency (Frontex)	Financial contribution provided to the implementation of the joint CEPOL/Frontex Exchange Programme	Amount	€83 177	
						Nº of CAs	-	n/a
						Nº of SNEs	-	n/a
2. CEPOL-Frontex Agreement based on Cooperation Agreement	13 December 2019	€ 130 000	12 months	European Border and Coast Guard Agency (Frontex)	Financial contribution provided to the implementation of the joint CEPOL/Frontex Exchange Programme	Amount	n/a	€130 000
						Nº of CAs	n/a	-
						Nº of SNEs	n/a	-
Total Other Agreements						Amount	€83 177	€ 130 000
						Nº of CAs	-	n/a
						Nº of SNEs	-	n/a
TOTAL						Amount	€ 7 379 322	€ 17 163 517
						Nº of CAs	15	30
						Nº of SNEs	2	1

Annex VII. Environment management

Not applicable.

Annex VIII. Draft Annual Accounts 2020

BALANCE SHEET

		EUR '000	
	Note	31.12.2020	31.12.2019
NON-CURRENT ASSETS			
<i>Property, plant and equipment</i>	2.1	365	365
<i>Pre-financing</i>	2.2	594	–
<i>Exchange receivables and non-exchange recoverables</i>	2.3	98	18
		1 056	365
CURRENT ASSETS			
<i>Pre-financing</i>	2.2	437	–
<i>Exchange receivables and non-exchange recoverables</i>	2.3	22 485	7 460
		22 922	7 460
TOTAL ASSETS		23 979	7 825
CURRENT LIABILITIES			
<i>Payables</i>	2.4	(21 221)	(5 825)
<i>Accrued charges and deferred revenue</i>	2.5	(315)	(591)
		(21 536)	(6 416)
TOTAL LIABILITIES		(21 536)	(6 416)
NET ASSETS		2 442	1 409
<i>Accumulated deficit</i>		1 427	2 352
<i>Economic result of the year</i>		1 015	(925)
NET ASSETS		2 442	1 427

STATEMENT OF FINANCIAL PERFORMANCE

		EUR '000	
	Note	2020	2019
REVENUE			
Revenue from non-exchange transactions	3.1		
<i>Subsidy from the Commission</i>		9 348	12 391
		9 348	12 391
Revenue from exchange transactions	3.2		
<i>Foreign exchange gains</i>		78	45
<i>Other</i>		31	1
		109	46
		9 457	12 437
EXPENSES			
<i>Operating costs</i>	3.3	(3 521)	(8 584)
<i>Staff costs</i>	3.4	(4 042)	(3 904)
<i>Other expenses</i>	3.5	(878)	(875)
		(8 441)	(13 363)
ECONOMIC RESULT OF THE YEAR		1 015	(925)

Annex IX. Amendments to the SPD 2020-2022 during the year of 2020

The SPD 2020-2022 that was approved by MB decision 23/2019/MB of 20 November 2019 has been amended by the following:

MB Decision	Reason for amendment
33/2019/MB of 19 December 2019	<ul style="list-style-type: none"> A Delegation Agreement has been negotiated with the European Commission as the Contracting Authority concerning the project for the implementation of the Action "CT INFLOW - Enhancing Information Exchange and Criminal Justice Responses to Terrorism in the Middle East and North Africa". The SPD 2020-2022 needs to be adapted accordingly to reflect the implementation of the project to start as of 1 April 2020. The final results of the grant application process became available. In order to satisfy Member States' training needs, CEPOL intends to provide with its own resources 18 of the 23 activities that did not receive grant applications. This necessitates a modification of the resource planning, including the reallocation of budget and adjustment of human resources figures. Use of the so-called flexibility clause as described in Article 38(1) of the Financial Regulation of CEPOL (Decision 13/2019/MB adopted on 22 May 2019) for the upgrade of 2 AD 5 positions in order to cover recruitment needs of the Agency and future reclassification
03/2020/MB of 4 March 2020	<p>CEPOL currently had one vacant post of contract staff member (hereinafter 'CA') in function group ('FG') III. Due to the planned high business volume in cyber training in 2020, a re-enforcement of human resources for cyber training were required. In order to have a minimum sufficient level of grading necessary for such a specialised cyber training function, a CA FG IV has to be allocated. Due to the unforeseen departure of one of the Seconded National Experts ('SNEs') serving as training officer on cyber matters, resolution of the short staffing of cyber training area has become urgent.</p> <p>In addition, the reclassification exercise as per GB decisions 14/2016 on reclassification of temporary staff and 15/2016 on reclassification of contract staff has been finished (Administrative Notice 2019/17/HR), which enables the finalisation of Tables 1 & 2 of Annex IV – Human resources qualitative 2020-2022 (Appraisal of performance and reclassification/promotions). As a result of this exercise, 1 temporary agent has been reclassified as AD11 from AD10.</p> <p>Figures for the staff population actually filled at 31.12.2019 were also available, which enables the finalisation of Table 1.a of Annex IV – Human resources quantitative 2020-2022 (Staff population for CEPOL regulatory activities and its evolution) by adding the closing staff balance of 2019.</p>
07/2020/MB of 16 April 2020	<p>Due to the confirmation of an external project (with an expected launch date of Q2 2020), there was an imminent need to amend SPD 2020-2022 to include of the new project and its activities therein. More precisely, a Contribution Agreement has been negotiated with the European Commission concerning the project for the implementation of the Action "EUROMED Police" and the SPD 2020-2022 needs to be adapted accordingly to reflect the implementation of the project to start as of 1 April 2020.</p> <p>With relation to the ongoing 2019-2020 SARS coronavirus 2 (SARS-CoV-2) outbreak (hereinafter 'COVID-19'), the Executive Director informed the members of the Management Board of the following:</p> <ul style="list-style-type: none"> The risks and implications of the COVID-19 in relation to the carrying-out of CEPOL operational activities are monitored and evaluated constantly by the Agency. So far the Agency has suspended some of the operational activities until 31 May 2020. The Agency acknowledges the fact that suspension of activities shall impact the budget implementation throughout the course of the year and therefore amount to the need to introduce substantial amendments to the Annual Work Programme 2020. Notwithstanding this, the present Decision does not introduce yet substantial amendments to reflect the impact of the COVID-19 outbreak. The aforementioned substantial amendment shall be prepared by the Agency when the budgetary and activity planning implications of suspension can be quantified.

<p>15/2020/MB of 19 June 2020</p>	<p>Following a series of consultations CEPOL has received from DG NEAR the draft contract for an external project (with an expected launch date of Q3 2020). To enable the signature of this contract there was an imminent need to amend SPD 2020-2022 to include the new project and its activities therein. More precisely, a Contribution Agreement has been negotiated with the European Commission concerning the project for the implementation of the Action "Training and Operational Partnership against Organised Crime (TOPCOP)" and the SPD 2020-2022 needs to be adapted accordingly to reflect the implementation of the project to start as of 1 July 2020.</p> <p>In addition, CEPOL had finalised the revision of the number of Seconded National Experts (SNEs) in staff population figures defined in EU budget 2019 and 2020 upon the request of the Commission's DG HR service. This includes the clarifications related to the additional 2 SNE posts approved by MB Decision 32/2018/MB on 14 December 2018 and 4 SNE posts approved by MB Decision 33/2019/MB on 19 December 2019.</p>
<p>17/2020/MB of 24 July 2020</p>	<p>Operational activities that were <u>removed</u> from the Work Programme 2020:</p> <ul style="list-style-type: none"> - Granted, hosted and CCA residential activities that are subject to cancellation due to the pandemic and following feedback received from the Framework Partners and partner co-organising institutions and EU agencies with financial impact approx. 1 million EUR (as explained below under "Grants 2020" and presented in the attached table in Annex 2) <p>Operational activities that were <u>added</u> to Work Programme 2020:</p> <ul style="list-style-type: none"> + Policing the Pandemic conference is added under "2.9 Emerging internal security threats – Objective 2.9.1" + COVID-19 Response Task Force planned number of activities are added under "2.9 Emerging internal security threats – Objective 2.9.2 (COVID-19 TF)" + Previously unplanned, COVID-19-related webinars are added under "2.9 Emerging internal security threats – Objective 2.9.1"⁶² + OSCE-CEPOL webinar and workshop are added under "Activity 2.5 Law Enforcement Techniques, procedures and instruments" <p>III. New improvement investments (as per the attached table in Annex 3), including a request for 2 additional SNEs to cover the implementation of EMPACT activities which were originally granted but by this decision taken over by CEPOL due to the Framework Partners' inability to implement.</p>
<p>25/2020/MB of 16 October 2020</p>	<p>In late August, the Government of Hungary promulgated a comprehensive border closure as of 1 September. This measure seriously affects CEPOL's ability to deliver residential (on-site) training activities, therefore a further amendment of the Single Programming Document 2020-2022 became needed. There is by now no perspective to plan residential activities and / or physical meetings to be organised by CEPOL in Hungary within the remaining time of 2020.</p> <p>Additionally, in the last months several Framework Partner informed CEPOL that due to the impact of COVID 19 they are not in the position to implement granted residential activities. For some of these activities CEPOL recommends to transform them into online activities.</p> <p>Signature of the contract 2019/413-822 – Partnership against Crime and Terrorism (CEPOL WB PaCT)</p> <p>Following a series of consultations CEPOL has received from DG NEAR the draft contract for the fourth new external project (with an expected launch date of Q4 2020). To enable the signature of this contract there is an imminent need to amend SPD 2020-2022 to include the new project and its activities therein.</p> <p>EU-STNA 2022-2025</p> <p>Preparations for the EU-STNA 2022-2025 could be initiated earlier than initially planned: in Q4 2020 instead of Q1 2021. This necessitates the inclusion of references to EU-STNA 2022-2025 in the Single Programming Document 2020-2022</p>
<p>33/2020/MB of 30 November 2020</p>	<p>Implications of COVID-19 on residential (on-site) courses and CEP</p> <p>Residential (on-site) courses</p> <p>Since the last amendment of the Work Programme in October (Decision 25/2020/MB), further Framework Partners informed CEPOL that due to the impact of COVID 19 they are not in the position to implement granted residential activities.</p> <p>The following 3 activities will be cancelled in the Work Programme 2020:</p> <ul style="list-style-type: none"> • 02/2020 Organised crime facilitating illegal migration - links to terrorism threat • 65/2020 Joint Investigation Team – Leadership • 75/2020 Informant handling – advanced <p>The following 4 activities will be implemented as an online course:</p> <ul style="list-style-type: none"> • 11/2020 International Asset Recovery

⁶² Some COVID-19-related webinars (with the main topic already planned in WP 2020) were allocated to already existing webinar numbers and kept under their original objectives

	<ul style="list-style-type: none"> • 16/2020 Synthetic drugs and new psychoactive substances • 72/2020 Forensic investigation in CBRN contaminated environment • 85/2020 Countering financing of terrorism <p><i>In case of a granted activity, the respective Grant Agreement needs to be terminated. Terminations of Grant Agreements will imply recovery orders for pre-financed amounts.</i></p> <p>CEP Due to the pandemic planned CEP activities have also been suspended and Work Programme 2020 has been amended accordingly.</p> <p>Implications of COVID-19 on budget As part of the 2020 Global Transfer Exercise, on 18 August 2020 CEPOL confirmed a surplus of 750 000 EUR Commitment Appropriations and Payment Appropriations subject to return to the European Commission due to the impact of COVID-19 on CEPOL operational activities. Since then an additional 1 859 750 EUR remained as a surplus due to further restrictions introduced in Europe resulting in an overall amount of 2 609 750 EUR to be returned to DG HOME.</p> <p>In addition clarification have been added under Annex II.b after remarks received from the European Commission.</p> <p>2021 and 2022 financial and human resources In November 2020 the Management Board has adopted SPD 2021-2023 (29/2020/MB) and draft SPD 2022-2024 (30/2020/MB) therefore there is a need in updating financial and human resources figures for 2021 and 2022 to be in line with the adopted documents.</p> <p>CEPOL shall terminate Grant Agreements with Framework Partners due to their inability to implement the concerned activities.</p>
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The following non-substantial amendments of SPD 2020-2022 in the form of ED decisions have been approved (as delegated by MB Decision 10/2019/MB of 22 May 2019 on the delegation to make non-substantial amendments to the annual work programme of the Agency):

Decision number	Title	Date of signature
08/2020/DIR	Withdrawal of residential activity Reserve 04/2020: ATLAS Network – Special Intervention Units and addition of residential activity 46/2020 SIRENE Officers,	14/02/2020
19/2020/DIR	Renaming “On-site activities” to “Residential (On-site) activities” and including 2019 end-of-year statistics,	26/03/2020
25/2020/DIR	Amendment of the Annual Work Programme 2020 (including e-Learning assistance provided by CEPOL COVID-19 Response Task Force)	23/04/2020
30/2020/DIR	Amendment of the Annual Work Programme 2020 (amending the Procurement plan 2020 – New Audience Interactive Online Tool, Additional licences for online meetings and webinars)	25/05/2020
41/2020/DIR	Addressing the 2020 budget re-allocation per budget line, based on 17-2020-MB on amending the SPD 2020-2022.	11/08/2020