European Union Agency for Law Enforcement Training

Single Programming Document

Years 2021-2023

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Foreword of the Executive Director

The Single Programming Document (SPD) 2021 spans a three-year period, from 2021 to 2023. The document has been finalised in accordance with the revised guidelines for the programming document issued by the Commission in 2019 and is compliant with the provisions of the new framework financial regulation in force as of 31 January 2020.

The CEPOL strategy, which has been revised as of 2021, drives the identification of priority activities and setting targets for the aforementioned period. CEPOL has streamlined its multiannual strategic goals and condensed them into three overarching pillars: (1) training needs analysis, design and quality control; (2) training implementation and delivery within and beyond the EU; and (3) efficient corporate services, governance and digitalisation of the Agency. In addition, a major strategy update is planned to be carried out on the basis of a new mandate or the availability of results of the Commission's independent evaluation.

The SPD 2021 includes also a detailed description of the resources that need to be allocated for each area in order for CEPOL to fulfil its programme of work. In this respect, the Agency continues to pursue the resources it deems necessary to achieve its objectives as they stem from the provisions of its legal mandate[1] and from its effort to respond effectively to emerging challenges in the Justice and Home Affairs policy area - with an obvious emphasis on those policies which influence European law enforcement training.

The EU Security Union Strategy 2020-2024[2] embeds law enforcement training in the European Union security architecture as a key supporting action crucial to protecting Union citizens. In line with its mandate, CEPOL will support all key priority areas included in the Strategy[3] and related EU documents[4]. On the other hand, the European Law Enforcement Training Scheme (LETS)[5] places great emphasis on structuring training in line with the principle of subsidiarity while at the same time maintaining a strong degree of integration and interdependency between the Member States, CEPOL and the wider JHA family.

While training of law enforcement officers is a shared responsibility of the EU Member States and the Union institutions, CEPOL strives to provide Law Enforcement Officials from the EU and Third countries with the necessary skills, knowledge and competencies to successfully tackle the European security threats.

With the EU Strategic Training Needs Assessment (EU-STNA), CEPOL is supporting the decision-making process in the law enforcement training at Union level, while the Operational Training Needs Analysis (OTNA) seeks to assist the realisation of strategic goals through the implementation of specific training activities.

CEPOL's legal basis also entrusts the Agency, as part of its core business, with an enhanced external action portfolio to ensure consistency of the EU internal and external action in the sphere of law enforcement training. This area represents a key element of support, by the Agency, to the political priorities of the European Union with regard to the Union's external policies. This will continue to be crucial as of 2021 as European security is more interdependent than ever from regional and global developments.

The whole package of measures supporting the enhanced use of large-scale IT systems (including training on the Entry/Exit and Travel Information Systems) – as well as an update of the currently available ones – require additional efforts from the side of the Agency to ensure law enforcement officials are aware and able

[1] Regulation (EU) 2015/2219 of the European Parliament and of the Council of 25 November 2015 on the European Union Agency for Law Enforcement Training (CEPOL) and replacing and repealing Council Decision 2005/681/JHA
[2] Communication COM(2020) 605 final of 24.7.2020 on the EU Security Union Strategy
[3] It should also be noted that 80%+ of the entire training and learning activities offered by CEPOL will address priorities stemming from EU Security Union Strategy
[4] Listed under **Error! Reference source not found.**
[5] European Training Scheme – Mapping of Law Enforcement Training in the EU – Final Report, 2012

to use those instruments enabling them to better tackle the challenges of terrorism, organised crime and irregular migration.

Key priorities for CEPOL corporate and support services will be the implementation of digitalisation initiatives (such as the LEEd Learning Management System; the Ares Document Management System; new SYSPER module(s) – the HR system of the European Commission; Speedwell – to replace the paper workflow around payments and commitments; the Bluebell Budget Management Tool; and MS Office 365), making arrangements for a new headquarters building and continued compliance with the legal framework (FR, SR, GDPR, archiving, requests for information, etc.).

The COVID-19 crisis in 2020 had a massive impact on CEPOL operations – not only in 2020 but extending well over into 2021 –including an inability to implement residential (onsite) activities for a significant part of the year and a consequent shift to e-learning (online). CEPOL has addressed the implications of COVID-19 by a major amendment of its SPD and Work Programme 2020, and it has finalised this SPD with the aim to enable the best possible responses to the COVID-19.

Detlef Schröder, Dr.h.c.
Executive Director of CEPOL

List of Acronyms and Abbreviations

AEPC	Association of European Police Colleges
CCA	CEPOL Cybercrime Academy
CEPOL CT 2	EU/MENA Counter-terrorism Training Partnership 2
CEPOL CT INFLOW	Enhancing Information Exchange and Criminal Justice Responses to Terrorism in the Middle East and North Africa
CEPOL EUROMED Police	Enhancing operational capacities of the South Partner Countries (SPC) to fight serious and organised crime and strengthening strategic cooperation
CEPOL FI	Financial Investigation In-Service Training Programme for Western Balkan (IPA II)
CEPOL TOPCOP	Training and Operational Partnership against Organised Crime
CEPOL WB PaCT	Western Balkans Project against Crime and Terrorism
CKC	CEPOL Knowledge Centres
CNU	CEPOL National Units
CSDP	Common Security and Defence Policy
CT	Counter-terrorism
DG	Directorate General of the European Commission
EASO	European Asylum Support Office
EC	European Commission
EC3	European Cybercrime Centre
ECRIS	European Criminal Records Information System
ECTEG	European Cybercrime Training and Education Group
ED	Executive Director
EEAS	European External Action Service
EES	Entry Exit System
EIGE	European Institute for Gender Equality
EIT	European Institute of Innovation & Technology
EJMP	European Joint Master Programme
EJTN	European Judicial Training Network
e-Net	Electronic Network (CEPOL's former e-learning platform & LMS, replaced by LEEd)
EMCDDA	European Monitoring Centre for Drugs and Drug Addiction
EMPACT	European Multidisciplinary Platform Against Criminal Threats
ENFSI	European Network of Forensic Science Institutes
ENISA	European Union Agency for Cybersecurity
ENP	European Neighbourhood Policy
EP	European Parliament
ESDC	European Security and Defence College
EU	European Union
eu-LISA	EU Agency for the Operational Management of Large-Scale IT Systems
EU-STNA	EU Strategic Training Needs Assessment
EUIPO	European Union Intellectual Property Office
Eurojust	European Union Agency for Criminal Justice Cooperation
Europol	European Union Agency for Law Enforcement Cooperation
ETIAS	European Travel Information and Authorisation System
FII	Facilitated Illegal Immigration[6]
FP	Framework Partners
FRA	European Union Agency for Fundamental Rights
Frontex (EBCGA)	European Border and Coast Guard Agency
ICS	Internal Control System

[6] CEPOL uses the term "(facilitated) illegal immigration" (FII) to ensure compliance with the terminology of Europol's EMPACT priorities. However, it shall be noted that – in accordance with FRA guidance – CEPOL recommends the use of the term "(facilitated) irregular immigration" instead.

ICT	Information and Communication Technology
Interpol	International Criminal Police Organization
IOM	International Organization for Migration
JHA	Justice and Home Affairs
JIT	Joint Investigation Team
LECIEI	Law enforcement cooperation, information exchange and interoperability
LEEd	Law Enforcement Education platform (CEPOL's new e-learning platform & LMS)
LETS	European Law Enforcement Training Scheme
LMS	Learning Management System
LTR	Lecturers, Trainers and Researchers
MB	Management Board
MS	Member States
MTIC	Missing Trader Intra-Community (Fraud)
NCP	National Contact Points
NOK ITC	International Training Centre of Hungary
OPC	Organised Property Crime
OSCE	Organization for Security and Co-operation in Europe
OTNA	Operational Training Needs Analysis
PCC-SEE	Police Cooperation Convention for Southeast Europe
PNR	Passenger Name Record
QM	Quality Management
SIENA	Secure Information Exchange Network Application
SIS	Schengen Information System
SPD	Single Programming Document
SYSPER	HR module of the European Commission
THB	Trafficking of Human Beings
UNODC	United Nations Office on Drugs and Crime
VIS	Visa Information System

Mission statement

Mission

Making Europe a safer place through law enforcement training and learning

Vision

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

Values

- Human rights and fundamental freedoms
- European Law Enforcement cooperation
- Quality
- Innovation
- Reliability

Mandate

CEPOL contributes to a safer Europe by facilitating cooperation and knowledge sharing among law enforcement officials from 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.

Law enforcement officials[7] means staff of police, customs and other relevant services, as defined by individual Member States, that are responsible for and staff of Union bodies that have tasks relating to the following:

(a) The prevention of and the fight against serious crime affecting two or more Member States, terrorism and forms of crime that affect a common interest covered by a Union policy; or

(b) Crisis management and public order, in particular international policing of major events.

[7] Regulation (EU) 2015/2219 of the EP and of the Council on the European Union Agency for Law Enforcement Training (CEPOL) […], Art. 2.

Objectives[8]

1) CEPOL shall support, develop, implement and coordinate training for law enforcement officials, while putting particular emphasis on the protection of human rights and fundamental freedoms in the context of law enforcement, in particular in the areas of prevention of and fight against serious crime affecting two or more Member States and terrorism, maintenance of public order, in particular international policing of major events, and planning and command of Union missions, which may also include training on law enforcement leadership and language skills. More specifically, CEPOL shall:

   a) support Member States in providing training in order to raise awareness and knowledge of:

      i) the implementation and use of international and Union instruments on law enforcement cooperation;

      ii) Union bodies, in particular Europol, Eurojust and Frontex, their functioning and role;

      iii) police and judicial aspects of law enforcement cooperation and practical knowledge about access to information exchange channels;

   b) support Member States, at their request, in the development of regional and bilateral cooperation through law enforcement training between Member States, Union bodies and third countries;

   c) develop, implement and coordinate training addressing specific criminal or policing thematic areas;

   d) develop, implement and coordinate training which aims to support Member States and Union bodies in training law enforcement officials for participation in Union missions and law enforcement capacity-building activities in third countries;

   e) train trainers and assist in improving and exchanging best learning practices.

2) CEPOL shall develop and upgrade learning tools and methodologies and shall apply them in a lifelong learning perspective to strengthen the skills of law enforcement officials. It shall evaluate the results of such actions with a view to enhancing the quality, coherence and effectiveness of future actions at Union level.

3) CEPOL shall bring together a network of Member State training institutes for law enforcement officials and shall liaise with a single national unit in each Member State functioning within the network.

4) The learning activities referred to in paragraph 1 shall be carried out by CEPOL in cooperation with the network of Member State training institutes in accordance with the financial rules applicable to CEPOL.

Tasks[9]

1) CEPOL shall prepare multi-annual strategic training needs analyses and multi-annual learning programmes.

2) CEPOL shall support, develop, implement and coordinate training activities and learning products, which include:

   a) courses, seminars, conferences, as well as web-based, e-learning and other innovative and advanced training activities;

   b) common curricula for law enforcement training on specific subjects with a Union dimension;

[8] Regulation (EU) 2015/2219 of the EP and of the Council on the European Union Agency for Law Enforcement Training (CEPOL) […], Art. 3.
[9] Regulation (EU) 2015/2219 of the EP and of the Council on the European Union Agency for Law Enforcement Training (CEPOL) […], Art. 4.

c) training modules graduated according to progressive stages or levels of complexity of skills needed by the relevant target group, and focussed either on a specific geographical region, a specific thematic area of criminal activity or on a specific set of professional skills;

d) exchange and secondment programmes as well as study visits in the context of law enforcement training.

3) CEPOL's training activities and learning products may be supported, enhanced and completed by the operation of an electronic network.

4) CEPOL shall support Union missions and capacity-building in third countries by one or more of the following:

a) assessing, in coordination with other relevant Union bodies, the impact of existing Union-related law enforcement training policies and initiatives;

b) developing and providing training to prepare law enforcement officials for participation in Union missions, including to enable them to acquire relevant language skills, in coordination with the European Security and Defence College and existing initiatives in the Member States;

c) developing and providing training for law enforcement officials from third countries, in particular from countries that are candidates for accession to the Union and the countries under the European Neighbourhood Policy;

d) managing dedicated Union External Assistance funds to assist third countries in building their capacity in relevant law enforcement policy areas, in line with the established priorities of the Union.

5) CEPOL shall promote the mutual recognition of law enforcement training in Member States and the recognition by Member States of training provided at Union level with due regard to the principle of subsidiarity.

6) CEPOL may engage in communication activities on its own initiative in the fields within its mandate. Such communication activities shall not be detrimental to the tasks referred to in paragraph 1 and shall be carried out in accordance with relevant communication and dissemination plans adopted by the Management Board.

Research relevant for training[10]

1) CEPOL shall contribute to and encourage the development of research relevant for training activities within the scope of its objectives as set out in Article 3(1) and shall disseminate research findings. For that purpose, CEPOL may carry out relevant surveys and may develop repositories of available research as well as law enforcement training needs

2) CEPOL shall promote and establish a partnership with Union bodies as well as with public and private academic institutions and may encourage the creation of stronger partnerships between universities and law enforcement training institutes in Member States.

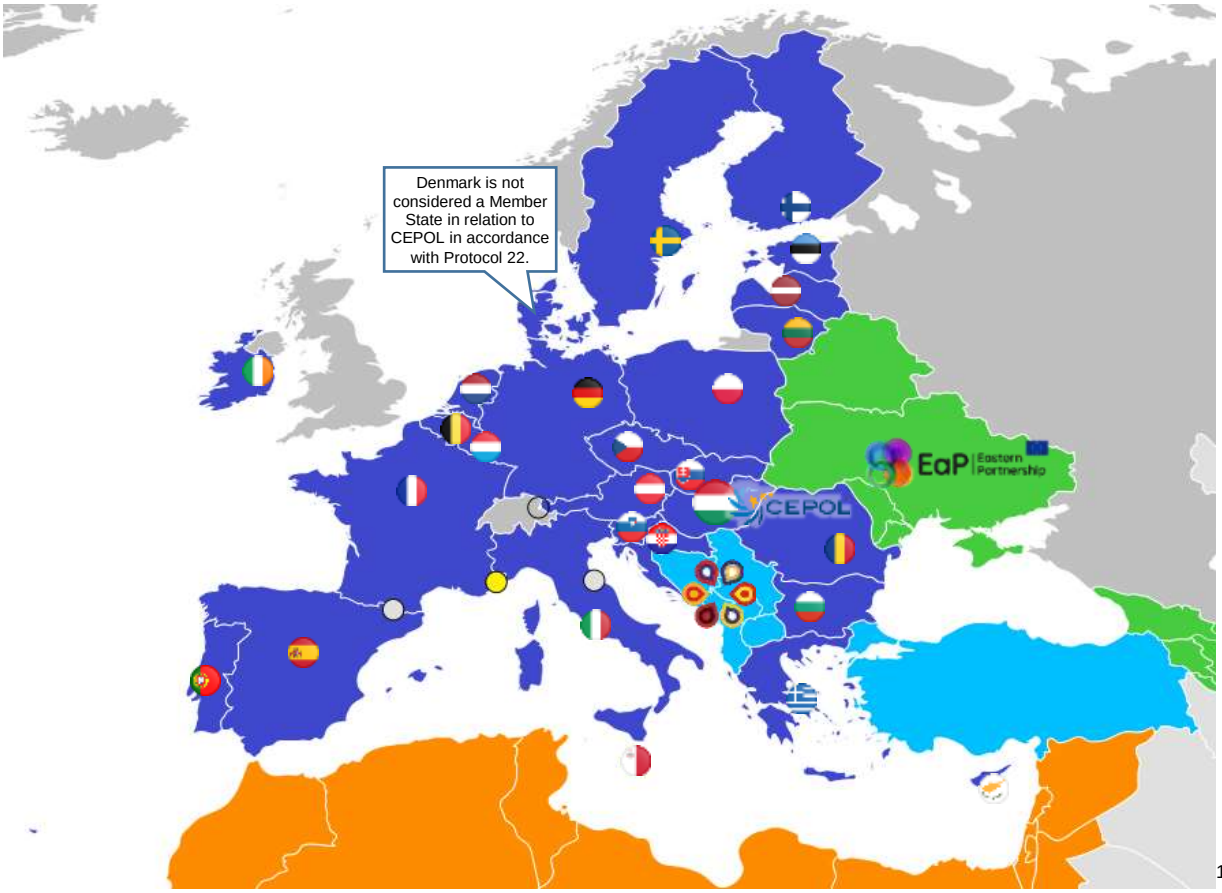
[10] Regulation (EU) 2015/2219 of the EP and of the Council on the European Union Agency for Law Enforcement Training (CEPOL) […], Art. 5.

Section I – General Context

Five years after the entry into force of its new legal mandate[11] and nearly fifteen years since the inception of CEPOL as an EU Agency, CEPOL will be entering 2021 as a matured organisation and a recognised world-class partner in the development and provision of training for the law enforcement community.

Regarding its governance, CEPOL is headed by the Executive Director, who is accountable to a Management Board. The Management Board is made up of representatives from 26 EU Member States[12] and the EU Commission, and meets at least two times per year. 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-months programme. 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, and CNUs also support CEPOL's operations.

CEPOL serves 26 EU Member States, and – in accordance with the legal mandate[13] – engages in capacity building projects with Third Countries covered by EU neighbourhood policies.



[14]

CEPOL continues to strive to offer its target audience relevant training opportunities with the use of state-of-the-art tools, incorporating in its training & learning portfolio the latest methodologies and practices. When designing its SPD, CEPOL took into account its wider policy area's most important EU strategies, policies, and key documents identifying the training needs and gaps related to the law enforcement community, namely:

[11] Regulation (EU) 2015/2219 of the EP and of the Council on the European Union Agency for Law Enforcement Training (CEPOL)
[12] Denmark is not considered a 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.
[13] Art. 3(1), 4(3), 4(4), 34
[14] Map based on "A map the EU's European Neighbourhood Policy" on Wikipedia (public domain); Western Balkans is illustrated by IPA/2017 "Countering Serious Crime in the Western Balkans" project logo

- EU Security Union Strategy 2020-2024[15],
- Commission Progress Reports towards an effective and genuine Security Union[16],
- EU Global Strategy for the Common Foreign and Security Policy 2016[17],
- Europol's Serious and Organised Crime Threat Assessment 2017 (SOCTA)[18],
- CEPOL's EU Strategic Training Needs Assessment 2018-2021 (EU-STNA)[19],
- EU Policy Cycle 2018-2021 (EMPACT)[20],
- Frontex Risk Analysis for 2017,
- EU Counter-terrorism Strategy and the Cybersecurity Strategy,
- New Sectoral EU Strategies, such as the EU Agenda and Action Plan on Drugs 2021-2025[21], the EU Strategy against Child Sexual Abuse[22] and the EU anti-racism action plan 2020-2025[23]
- Framework for interoperability between EU information systems[24]

25

Additionally, CEPOL will be following all other developments in the JHA policy area[26], such as law enforcement and judicial cooperation with the aim to coordinate activities with other agencies, develop and implement new training activities. In particular, the introduction of the EU Cybersecurity Agency and the European Public Prosecutor's office will require the support of training measures requiring CEPOL's active role.

CEPOL also plays an important role in the family of JHA and other EU agencies and among international organisations, as demonstrated by its comprehensive external partnerships in place (see in Annex XII:

[15] Communication COM(2020) 605 final of 24.7.2020 on the EU Security Union Strategy
[16] Communication COM(2019) 552 final of 30.10.2019 on 20th Progress Report towards an effective and genuine Security Union
[17] Shared Vision, Common Action: A Stronger Europe - A Global Strategy for the EU's Foreign And Security Policy, June 2016
[18] https://www.europol.europa.eu/socta/2017/
[19] https://www.cepol.europa.eu/sites/default/files/CEPOL_EU_STNA_REPORT.pdf
[20] https://www.europol.europa.eu/empact
[21] Communication COM(2020) 606 final of 24.07.2020 on the EU Agenda and Action Plan on Drugs 2021-2025
[22] Communication COM(2020) 607 final of 24.7.2020 on EU strategy for a more effective fight against child sexual abuse
[23] Communication COM(2020) 565 final of 18.9.2020 on A Union of equality : EU anti-racism action plan 2020-2025
[24] Regulation (EU) 2019/817 of 20 May 2019 establishing a framework for interoperability between EU information systems (borders and visa, Regulation (EU) 2019/818 establishing a framework for interoperability between EU information systems (police and judicial cooperation, asylum and migration)
[25] EU Security Union Strategy: connecting the dots in a new security ecosystem, Commission Press release, 24 July 2020
[26] As forecasted by the Commission in the EU Security Union Strategy 2020-2024, e.g. the initiation of a new Agenda on tackling organised crime, as well as a new EU Action Plan against migrant smuggling for 2021-2025.

Strategy for cooperation with third countries and/or international organisations (CEPOL External and Stakeholder Relations Sub-strategy) in details):

EU agencies	***Type of cooperation***
EASO	Cooperation through EU Agencies Network (esp. administrative matters)[27] and JHA Agencies Network
EIGE	Cooperation through EU Agencies Network (esp. administrative matters) and JHA Agencies Network
EMCDDA	Cooperation through EU Agencies Network (esp. administrative matters) and JHA Agencies Network, Working Arrangement planned
eu-LISA	Working arrangement in place (direct operational cooperation)[28], cooperation through JHA Agencies Network
Eurojust	Working arrangement in place , Cooperation through EU Agencies Network (esp. administrative matters)[29] and JHA Agencies Network
Europol	Cooperation agreement (joint activities and direct operational cooperation)[30], cooperation through JHA Agencies Network
FRA	Cooperation through EU Agencies Network (esp. administrative matters) and JHA Agencies Network, Working Arrangement under preparation
Frontex / EBCGA	Working arrangement in place (joint activities and direct operational cooperation), cooperation through JHA Agencies Network
EUIPO	Memorandum of understanding in force

Other entities	***Type of cooperation***
AEPC	Memorandum of understanding in force
EJTN	Working arrangement in place
ENFSI	Working arrangement in place
ESDC	Working arrangement in place
EUCPN	Working arrangement in place

[27] Particular areas of cooperation: (i) training need assessment and coordination, (ii) further development and ensuring of high quality training services, (iii) training activities in the area of fundamental rights and crime prevention.
[28] Particular areas of cooperation: (i) development and delivery of the relevant joint train-the-trainers initiatives, (ii), IT based information exchange instruments, (iii) training of SIRENE Officers.
[29] Particular areas of cooperation: (i) contribution to EU policy cycle activities, (ii) support for courses on joint investigation teams and counterterrorism, (iii) support for training activities in the Western Balkans and MENA.
[30] Formalised CEPOL-Europol Agreement in force; particular areas of cooperation: (i) joint on-site and online training activities, (ii) Europol input to CEPOL training activities, (iii) support for capacity building activities in third countries where applicable.

Other entities	Type of cooperation
Interpol	Cooperation agreement in force
OSCE	Working arrangement in place
PCC-SEE	Informal cooperation
UNODC	Working arrangement in place
...	…

The level of cooperation with the JHA agencies and other international organisations active in the policy area is expected to deepen even further, which will also imply an increasing number of joint activities. In addition, CEPOL is committed to follow the wider work done at EU level in JHA policy area and disseminate information about these activities, especially in specialised law enforcement networks.[31] CEPOL will also chair the JHA Agencies Network in 2022. According to established practice, this will entail three regular network meetings, the meeting of the Training Contact Group, and the Directors' meeting (which is usually attended by the Commissioner).

It is anticipated that one of the key themes of the CEPOL regulation – notably, CEPOL's role in assessing strategic and operational training needs and translating them into concrete training activities reflecting Europe's strategic security priorities and law enforcement's operational needs – will have paved the way to a more qualitative delivery based on evidence and a thorough participative and consultative process that maintains the Member States front and centre of CEPOL's supportive mandate.

The Commission is carrying out an evaluation of CEPOL to be completed by 1st July 2021, in accordance with the founding regulation. The final report including possible recommendations will be submitted to the MB.

It is also important to mention that SPD 2021 has been finalised in accordance with the revised guidelines for the Single Programming Document issued by the Commission in April 2020[32].

The current headquarters building was made available to the agency by the Hungarian authorities in 2014. The seat agreement with the Hungarian authorities indicate that at least 2 years before the end of the 10-year rent-free period (30 September 2024) negotiations are started on future cooperation. Due to the following developments in the last years, the current building is no longer fit for purpose:

- The CEPOL Cybercrime Academy needed to be opened at the premises of the International Training Centre of the Hungarian police (NOK/ITC);
- There are significant extra budgetary resources made available for capacity building projects in non-EU countries through delegation or grant agreements. This requires office space for the project staff (currently expected to be approximately 45 staff members);
- The Agency has repetitively requested additional resources to enable full implementation of its mandate.

[31] Such as the ATLAS network of European special intervention units, ENLETS (European Network for Law Enforcement Technology Services) and Radicalisation Awareness Network (RAN).
[32] Communication C(2020) 2297 final of 20.4.2020 on the strengthening of the governance of Union Bodies under Article 70 of the Financial Regulation 2018/1046 and on the guidelines for the SPD and the CAAR.

CEPOL is in need of a building with more and more flexible functional rooms. Also, the current building has limited possibilities for shared, flexible occupied office space.. Discussion with the Hungarian authorities have started but up to October 2020 have not led to an identified new building (project) where CEPOL would be able to implement all its activities in one building. As an interim solution, CEPOL management decided mid 2020 to rent new office space to host its grown capacity building project staff in an office building in Aradi utca (close to CEPOL HQ).

In line with the resource forecast for CEPOL, the Agency is aiming in the next years to operate in a “hybrid business model” that will be based on three pillars:

- Activities to be implemented by Framework Partners via Grants;
- Specific Areas to be covered by selected CKCs in the format of the new business model (design by CKC, implementation by CEPOL and hosting MS institutions);
- Activities implemented by CEPOL (the CEPOL Cybercrime Academy, online activities, exchange programme and research and analysis).

Section II Multiannual Programming 2021-2023[33]

1. Multiannual work programme

This part of the Single Programming Document describes the medium-term strategic objectives of the Agency and explains how the progress in their achievement is monitored. The main tenets of CEPOL's multiannual programming are that the Agency must be able to respond to the training needs of the European law enforcement community and that CEPOL training activities should stem from a structured process built upon a strategic and specific Training Needs Analysis, taking into due account the requirements deriving from EU policy documents. Challenges that arose due to the COVID-19 crisis will also be addressed in order to (1) enhance further CEPOL's cybercrime-related services, with a special focus on the Cybercrime Academy and related e-learning dimension; (2) become the EU's law enforcement e-learning support hub; (3) enhancing further digitalisation of CEPOL.

CEPOL's multiannual programming sets strategic goals and objectives for 2023, and it aims to serve as a blueprint for the development of the Agency's annual work programmes. It is complemented by corresponding Key Performance Indicators 2021-2023, which also corresponds to the Work Programme 2021 Activities. The structure and terminology have been aligned with the revised SPD guidelines developed by the European Commission[34], which, in turn, also reflects Article 32 of the CEPOL Financial Regulation[35] that sets out programming requirements for the Agency.

Delivery of relevant further volume of cybercrime related services, especially on Child Sexual Exploitation Online proposed from 2022 onwards

CEPOL strongly recommends to further enlarge its services and products to more adequately address a significant training demand in the area of cybercrime. This will help close the already identified gap of 3500 general criminal investigators in the EU MS[36] as well as gaps in training with regard to the other profiles of law enforcement officials as identified by the Competence Framework and recognised by Member States and the European Commission. In line with the latest EU Strategy for a More Effective Fight against Child Sexual Abuse[37] CEPOL will provide from its perspective the framework for developing a comprehensive response to these crimes, especially in online form, to strengthen law enforcement response on EU level. The agency will focus on the relevant training aspects of this response with the aim to increase the number of police officers trained on the topics defined by the strategy. CEPOL will hence expand its training services and products to better address needs of the Member States cybercrime community.

This scenario would require – on top of the planned 2021 resources - an additional budget of 899 618 Euros[38] and plus 5 FTEs.

Perspective towards relevant further services proposed from 2023 onwards on Artificial Intelligence (AI) and big data analysis

Recognising the importance of the influence of fast technological developments on the law enforcement and also following the stepped up efforts by the EC in this area, CEPOL shall also address how AI tools and big data analysis can be used by law enforcement officers to rapidly acquire, process and analyse massive crime-related data. CEPOL is part of the European Commission Expert Group on Artificial Intelligence in the domain of the Home Affairs and shall follow the Expert Group's recommendations and defined priorities areas and initiatives from the training and research perspective. In this context, the Cybercrime Academy (CCA)

[33] Attribution note: icons used in Section II Multiannual Programming 2021-2023 and Section III – Work Programme 2021 were made by Freepik (objectives), Pixel perfect (results), Smartline (outputs), Freepik (indicators), Pixel perfect (targets), geotatah (on-site activities), prettycons (online activities), Eucalyp (exchange programme), and retrieved from Flaticon.com.
[34] Communication C(2020) 2297 final of 20.4.2020 on the strengthening of the governance of Union Bodies under Article 70 of the Financial Regulation 2018/1046 and on the guidelines for the SPD and the CAAR.
[35] Management Board Decision 13/2019/MB on the CEPOL Financial Regulation and repealing decision 01/2014/GB of 22 May 2019.
[36] CEPOL Operational Training Needs Analysis (OTNA) on Cybercrime – attacks against information systems
[37] The EU Strategy for a More Effective Fight against Child Sexual Abuse, Brussels on 24 July 2020
[38] Compared to the Authorised Budget 2020 (pre-COVID)

would address the influence of the modern technology on the law enforcement, creating specialised activities focused on the AI, big data analysis, e-evidence, and other emerging training needs resulting from the modern technology's impact on the law enforcement. In this context, CEPOL Cybercrime Academy can become a valuable partner, by providing training on how to use the knowledge and the appropriate tools.

This scenario would require – on top of requested resources for 2022 – additional budget of 768 000 EUR[39] and plus 4 FTEs.

Goal 1: CEPOL will plan and develop high quality training services focused on priority areas **Quality Objectives[40]**	
Key Performance Indicators	**Target**
Number of training needs analyses/assessments completed *source of data: completion provided by the Analyst*	4
New developments in the area of quality assurance[41] *source of data: quality audit report*	1
Number of published articles in the European Law Enforcement Research Bulletin *source of data: completion provided by the Research & Knowledge Management Officer*	15
Research & Science Conference organised biennially *source of data: completion provided by the Research & Knowledge Management Officer*	Yes
Strategic objectives and areas	
1.1 Training Needs Assessment and coordination (Quality Objective)	
1.2 Ensure high quality training services by further development and upgrading of learning tools and methodologies (Quality Objective)[42]	
1.3 Integrate research results into education and training	

[39] Compared to the Requested Budget 2022
[40] Multi-annual objectives under this goal are marked as quality objectives in the context of ISO 9001:2015 certification, as it is directly related to the continuous improvement of CEPOL services.
[41] Such as extending the current ISO 9001:2015 and ISO 29993:2017 certifications to new processes and training activities.
[42] Including digitalisation of operations.

Goal 2: CEPOL will further coordinate, support and implement training activities for the Law Enforcement Officials from the EU and, where applicable, from Third countries with particular emphasis on fundamental rights and crime prevention[43]

Key Performance Indicators[44]	**Target**
Completion/coverage rate of EMPACT priorities *source of data: internal reporting on completed training activities (SPD 2021 reporting tool), as reported by TRU*	90%
Number of active capacity building projects *source of data: completion provided by ICU on the number of signed and active agreements*	3
Level of overall satisfaction with training activities per training type *source of data: internal reporting on completed training activities (SPD 2021 reporting tool) as reported by TRU & ICU*	90%
Number of activities (implemented vs. planned, number and %) *source of data: internal reporting on completed training activities (SPD 2021 reporting tool) as reported by TRU & ICU*	90%
Number of participants (actual vs. planned, number and %) *source of data: internal reporting on completed training activities (SPD 2021 reporting tool) as reported by TRU & ICU*	90%

Strategic objectives and areas

Training activities in the area of:

2.1 **Serious and Organised Crime**

2.2 **Cyber-related Crime**

2.3 **Counter-terrorism**

2.4 **Fundamental Rights**

2.5 **Law enforcement cooperation, information exchange and interoperability**[45]

2.6 **Leadership and other skills**

2.7 **Higher Education and Research**

2.8 **Public Order and Prevention**

2.9 **LE Technologies, Forensics and Other Specific Areas**

2.10 **Union Missions (CSDP)**

Training activities to further support capacity-building of Third countries through tailored made training services and international law enforcement cooperation projects[46]:

2.11 Prepare, design, implement and follow-up **capacity building projects in Third countries**

[43] Fundamental rights, and where relevant crime prevention will be addressed in all our thematic training activities, and are therefore included horizontally in all the training activities that CEPOL implements.
[44] Implementation of on-site activities depends on the pandemic situation. In case of serious COVID-19 related restrictions, CEPOL may not be in a position to implement a significant part of its residential on-site activities.
[45] Formerly EU Information Systems & Interoperability.
[46] The main budget of these activities are financed based on respective Grant, Delegation or Contribution Agreements.

Goal 3: CEPOL will be an efficient organisation promoting continuous improvement in order to meet stakeholders' satisfaction and regulatory requirements

Key Performance Indicators	Target
Timely submission of the draft Single Programming Document and the Work Programme *source of data: completion provided by the Planning Officer*	Yes
% of completion of the activities of the Work Programme *source of data: internal reporting on completed Work Programme activities (SPD 2021 reporting tool)*	90%
% of audit recommendations closed in accordance with the agreed action plan *source of data: internal/external audit follow-up reports and desk reviews*	90%
Quality Management System certified to be line with ISO 9001:2015 *source of data: quality audit report*	Yes
Number of critical/very important audit recommendations addressed on time *source of data: internal/external audit follow-up reports and desk reviews*	80%
Budget (N-1) payments *source of data: report of completion provided by the Finance Sector (End of year Budget Implementation Report)*	95%
Staff engagement *source of data: staff engagement survey*	60%

Strategic objectives and areas

3.1 **Governance, Administration and Stakeholder Relations**

2. Human and financial resources – outlook for 2021-2023

2.1. Overview of the past and current situation

2.1.1. Staff population overview for 2019-2021

Staff Category	Staff population authorised in 2019	Staff population authorised in 2020	Staff population envisaged in 2021
Temporary Agents	32	33	33
Contract Agents	19	19	20 (19+1[47])
SNEs	3	3	6[48]
Total FTE	54	55	59

Between 2018-2020, CEPOL implemented two EU-funded projects with 17 posts funded through respective delegation and grant agreements (in addition to the regular Agency budget): concretely Counter-terrorism Project 2 with 10 posts and Western Balkan Financial Investigations project with 7 staff members.

Four new projects started in 2020 (see under Activity 2.11 Prepare, design, implement and follow-up capacity building projects in Third Countries of Section III – Work Programme 2021), therefore staff was hired for the duration of the projects on the basis of and financed from the respective contribution agreements: 12 staff members for CT INFLOW, 13 for EUROMED Police, 10 for TOPCOP and 6 for WB PaCT (total of 41).

For detailed data on different staff categories, please refer to Table 1 – Staff population and its evolution; Overview of all categories of staff in Annex IV: Human resources quantitative. Other information concerning recruitment policy, appraisal of performance and reclassification/promotions, mobility policy, gender and geographical balance and schooling is provided in Annex V: Human resources qualitative.

2.1.2. Expenditure overview for 2019-2021

Title	Heading	Expenditure 2019	Expenditure 2020	Draft Expenditure 2021
1	**Expenditure relating to persons working with CEPOL**	4 265 069	4 401 839	4 685 200
2	**Buildings & equipment and miscellaneous expenditure**	422 941	676 530	730 900
3	**Operational expenditure**	4 619 990	2 750 881	4 416 282
Total Expenditure		**9 308 000**	**7 829 250**	**9 832 382**

Title – External	Heading	Expenditure 2019	Expenditure 2020	Draft Expenditure 2021
3 (RO)	**Externally assigned revenue (Frontex)**	83 177	130 000	2 238
5 (Projects)	**EU-MENA CT 2**	3 427 356	2 641 735	42 389
5 (Projects)	**WB FI**	1 782 327	290 490	-
5 (Projects)	**CT INFLOW**	-	3 750 000	3 372 641
5 (Projects)	**EUROMED Police**	-	6 960 542	6 261 757

[47] +1 CA for Interoperability envelope
[48] As per MB Decision 33/2019/MB on 19 December 2019

5 (Projects)	**TOPCOP**	-	6 000 000	5 426 112
5 (Projects)	**WB PaCT**	-	3 000 000	2 727 752

Complete tables are provided in Annex III: Financial Resources 2021-2023.

2.2. Outlook for 2021-2023

A) New tasks

The agency responds to the latest challenges by focusing on the newly defined priorities, and this trend was additionally reinforced by the pandemic's results: (1) enhance further CEPOL's cybercrime-related services, with a special focus on the Cybercrime Academy and related e-learning dimension, (2) become the EU's law enforcement e-learning hub, (3) enhance further digitalisation of CEPOL.

The regulation of the European Parliament and of the Council on establishing a framework for interoperability between EU information systems (borders and visa) aims to ensure that centrally coordinated EU level training improves coherent implementation of training activities at national level and, as a consequence, ensures that correct and successful implementation and use of interoperability components will take place. CEPOL – as the EU Agency for Law Enforcement Training – is well-positioned to deliver central EU-level training. CEPOL will coordinate, manage, organise and update the courses and the cost for delivering a number of training sessions per year and prepare the online course(s). The training effort is concentrated on the periods immediately preceding go-live. A continuous effort remains necessary beyond the go-live as the interoperable components are maintained and the trainers do not permanently remain the same persons, based on the experience of delivering existing training on Schengen information system.

The Commission is carrying out an evaluation of CEPOL to be completed by 1st July 2021, in accordance with the founding regulation. The final report including possible recommendations will be submitted to the MB which will provide its observations.

B) Growth of existing tasks

The legal basis (new mandate) that came into force on 1 July 2016[49] mandated CEPOL to fulfil a significantly wider range of tasks, which cannot be duly implemented with the current staffing, therefore CEPOL seeks the approval of 5 additional posts as of 2022 to focus specifically on the first priority area as defined above (to enhance further CEPOL's cybercrime-related services, with a special focus on the Cybercrime Academy and related e-learning dimension), and 4 additional posts as of 2023 to propose further activities on Artificial Intelligence and big data analysis.

The Regulation on establishing a framework for interoperability between EU information systems[50] tasked CEPOL to organise training at Union level to enhance cooperation and the exchange of best practices between the staff of Member States authorities and Union agencies who are authorised to process data using the interoperability component, with particular attention to the process of multiple-identity detection, including the manual verification of different identities and the accompanying need to maintain appropriate safeguards of fundamental rights. Towards this end, from the envelope foreseen to cover the costs of implementation of the Regulation (EU) No 515/2014, EUR 144 000 shall be allocated to CEPOL to support in performing the respective tasks.

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

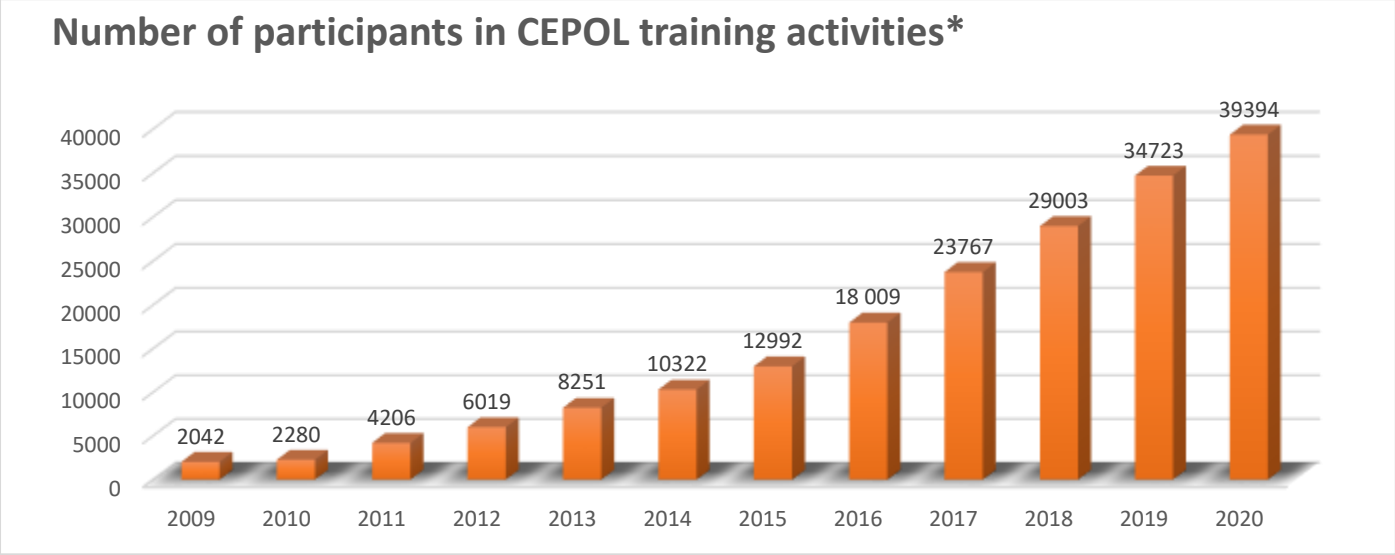
[49] Regulation (EU) 2015/2219 of the EP and of the Council on the European Union Agency for Law Enforcement Training (CEPOL) […]

[50] Regulation (EU) 2019/817establishing a framework for interoperability between EU information systems (borders and visa) Regulation (EU) 2019/818 establishing a framework for interoperability between EU information systems (police and judicial cooperation, asylum and migration)

In 2021 CEPOL will continue to be the beneficiary of four ongoing capacity building projects in third countries that started in 2020:

1. CT INFLOW (Enhancing Information Exchange and Criminal Justice Responses to Terrorism in the Middle East and North Africa: budget of EUR 7.5 million, duration of 48 months, 12 staff members, starting as of 1 April 2020, EU funded under the Foreign Policy Instrument (FPI), covering the five European Neighbourhood South countries and Turkey.
2. EUROMED Police (Enhancing operational capacities of the South Partner Countries (SPC) to fight serious and organised crime and strengthening strategic cooperation): budget of EUR 7 million, a duration of 48 months, 13 staff members, starting as of 1 April 2020, EU funded under the European Neighbourhood Instrument (ENI), covering the nine South Partner Countries (SPC).
3. TOPCOP (Training and Operational Partnership against Organised Crime): budget of EUR 6 million, duration of 48 months, 10 staff members, starting as of 1 July 2020, EU funded by the European Neighbourhood Instrument and managed by DG NEAR, covering the six Eastern Partnership countries (Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine).
4. WB PaCT (Western Balkans Project against Crime and Terrorism): budget of EUR 3 million, duration of 36 months, 6 staff members, starting as of 19 October 2020, EU funded under the Instrument of Pre-Accession II managed by DG NEAR, covering six Western Balkans beneficiaries.

As the chart below demonstrates, the number of trained law enforcement officials has more than doubled since the new mandate came into force in 2016. While the high number of new activities and training participants benefitted the EU member states, it creates significant extra workload for the current staff of CEPOL.



* Participation includes residential (on-site) activities, online activities (webinars, online courses, online modules, Virtual Training Centre, webinar series), the CEPOL Exchange Programme (CEP), capacity building projects

2.3. Resource programming for 2021-2023

2.3.1. Financial Resources

Title	Heading	Expenditure 2021[51]	Expenditure 2022[52]	Expenditure 2023
1	**Expenditure relating to persons working with CEPOL**	4.7 M	5.2 M	5.6 M
2	**Buildings & equipment and miscellaneous expenditure**	0.7 M	0.5 M	0.5 M
3	**Operational expenditure**	4.4 M	5.8 M	6.2 M
Total Expenditure		**9.8 M**	**11.5 M**	**12.3 M**

Title – Ext.	Heading	Expenditure 2021	Expenditure 2022	Expenditure 2023
5 (Projects)	**EU-MENA CT 2**	0.0 M	p.m.	p.m.
5 (Projects)	**CT INFLOW**	3.4 M	p.m.	p.m.
5 (Projects)	**EUROMED Police**	6.3 M	p.m.	p.m.
5 (Projects)	**TOPCOP**	5.4 M	p.m.	p.m.
5 (Projects)	**WB PaCT**	2.7 M	p.m.	p.m.

Detailed financial resources data is provided in Tables in Annex III.

Title 1 – Expenditure related to persons working with CEPOL

The draft budget for 2021 that is currently available shows no increase in the establishment plan. It should be clear that these resources are insufficient to deliver in full on the earlier planned volume of activities. As of 2022 CEPOL request an increase of plus 5 FTEs and as of 2023 plus 4 FTEs to deliver the mentioned priorities on cybercrime related services and services proposed on Artificial Intelligence and big data analysis.

Title 2 – Buildings, Equipment and Miscellaneous expenditure

In 2018 CEPOL has made a request to the Hungarian authorities to explore the possibilities for a new building for CEPOL that would enable the agency to better fulfil its tasks and obligations as well as better accommodate the additional staff; both for staff requested as for staff engaged in the capacity building projects. The current building has been designed for 53 staff members, current staffing levels[53] (including the two capacity building projects closing in 2020 and the four new starting as of 2020) are close to 100. Taking in consideration the CEPOL request for additional human resources, the staff numbers would increase to approximately 130 (including staff for extra budget activities). The Hungarian authorities are positively considering this request but a decision has not been taken yet. In 2020, CEPOL explored short, medium and long-term solutions to overcome the lack of office space. As an interim solution, a rental agreement has been concluded in Q2 2020 with a nearby office building to rent office space for the capacity building projects (to be financed from extra budget revenues).

Further details are provided in Annex VII: Building policy.

[51] Commitment and Payment Appropriations are the same
[52] As per MB Decision 04/2021/MB of 18 May 2021
[53] State of play November 2020

Title 3 – Operational expenditure

While in 2020 and in 2021 the extraordinary situation created by the pandemic highly influence CEPOL's delivery of its core activities, with the Multiannual Programming 2021-2023 the Agency seek a long-term sustainability of the Agency's operations.

- Expand the scope and enhance the availability of EU level training. Training on serious and organised crime (except cyber), and Counter-terrorism needs to be further sustained. Needs increase substantially, driven by globalisation of crime and the more and more numerous transnationally active organised crime groups. Serious organised crime training activities must be embedded in the framework of EMPACT and conducted in close cooperation with Member States, EU and International organisations. Volume of officials to be trained shall be expanded to satisfy the demand of law enforcement officials other than police, and can be estimated at 1.5M officials in the EU. It is the aim to train up to 15k officials per year on SOC priorities (except cyber). Establishment of a new CEPOL hybrid business model enables the delivery of custom made training to specific law enforcement segments.
- Cybercrime, cyber related crime, electronic evidence and digital investigation and forensics competence: Cyber TNA clearly demonstrates that existing cybercrime training within the EU is not sufficient to meet the ever-growing training needs in the field. Cyber TNA demonstrates that MS's training on cyber is seriously lacking. Rotation of staff, lack of access to the expertise and trainers as well as high cost of cyber training is one of the reasons. Cyber, being a distinctly cross-border crime where in one case over 20 jurisdictions can be involved, requires training at EU level and beyond. In the area of digital forensics common training standards are necessary to facilitate the path to evidence admissibility in EU MS. The maintenance, development and improvement of the EU law enforcement cyber-training facility - CEPOL Cybercrime Academy for law enforcement is necessary - it shall operate in close cooperation with Europol / EC3, ENISA, ECTEG, EDA, private sector etc.
- CEPOL shall also address how Artificial Intelligence tools and big data analysis can be used by law enforcement officers to rapidly acquire, process and analyse massive crime-related data
- Training on information exchange and special law enforcement techniques, with the updated SIS, travel intelligence, Prüm, operational agencies - tools designed to support cross border cooperation calls for significant increase in raising knowledge on these tools and supporting specialist networks. Here CEPOL needs to be prepared for the training of the Interoperability package.
- Training needs assessment and training coordination at EU level. Identification of needs for skill development (EU-STNA, OTNA, thematic micro-TNAs). These analytical products that are developed on the basis of threats, technological and societal developments provide the necessary evidence where EU level training will add value. Future oriented needs assessments are imperative in all areas, but even more crucial and resource-consuming in those driven by technology such as cyber.
- Development of EU training standards, Certification of training and trainers
- Language training to facilitate cross border cooperation inside the EU and with the Candidate + ENP countries
- With the view to its limited capacities, CEPOL will support research activities in the area of Law Enforcement training / education and facilitates the utilisation of scientific findings and research outcomes.
- External aspects of Internal security, particularly capacity building in ENP countries: 1) provide custom made training activities for ENP countries, 2) providing subsidised learning opportunities organised by CEPOL - joint ENP-EU activities.
- Sustainability of training initiatives funded by EU, aiming to ensure continuity to training initiatives developed using EU funds - take over the project outcomes, ensure their further maintenance, implementation and the development
- Further development of training environment, e.g. technologies, methodologies: enforcing the technological solutions for education and learning such as LEEd platform (to replace e-Net), capacity to build interactive online learning solutions, investing in the accessibility of online publications (e-journals, e-books). Innovation in law enforcement training, including technological aspects, should

become an integral part of CEPOL's delivery. Online learning is the most suitable tool to ensure access to education to wider audiences, it works really well where high number of officials needs to raise awareness, but also it offers alternatives for specialist learning such as creating learning opportunities - simulations of hostile environments, simulations of crisis situations

- Due to COVID-19, a significant reallocation of financial resources in Work Programme 2020 has been carried out in June 2020 to support a temporary shift from onsite to e-learning / online services. This dynamic readiness to adjust business implementation will be required in 2021 as well.

2.3.2. Human resources

As of 2022 CEPOL request an increase of plus 5 FTEs and as of 2023 plus 4 FTEs to deliver the mentioned priorities on cybercrime related services and services proposed on Artificial Intelligence and big data analysis.

Staff Category	Staff population in draft EU budget 2021	Staff population envisaged in 2022[54]	Staff population envisaged in 2023
Temporary Agents	33	38 (33+5)	42 (38+4)
Contract Agents	20 (19+1[55])	20 (19+1)	19
SNEs	6[56]	3	3

Detailed human resources data is provided in Annex IV: Human resources quantitative.

[54] As per MB Decision 04/2021/MB of 18 May 2021
[55] Interoperability Assistant
[56] As per MB Decision 33/2019/MB on 19 December 2019

2.4. Strategy for achieving 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:

- 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 (refer to Annex VI: Environment management for details):
    - e-Procurement submission system for open procedures and e-Tendering,
    - e-Recruitment,
    - e-HR management (SYSPER was launched in CEPOL in 2019),
    - 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): 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. 3800 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 2021-2023, CEPOL will seek to further achieve efficiency gains and budget savings in the following areas:

- Tasks considered for downsizing / discontinuation: as explained under heading 2.5;
- Reprioritisation of actions, redeployment of resources: as explained under heading 2.5. In addition – similarly to COVID-19 response – flexible staff reallocation if there is a need to cover understaffing of an operational (training) or administrative (corporate services) task or duty;
- In line with the reprioritisation of actions, CEPOL analysed the possible deployment of resources to the prioritised task. In line with the result, new sectors were created to gain further efficiency.
- Tools, resources, provisions and processes that aim to facilitate the efficiency and the productivity of staff: CEPOL will further digitalise the Agency through the substitution of paper-based processes with

electronic workflows and implementation of tools & software (as described in Annex VI: Environment management):
    - Bluebell: budgetary planning and monitoring tool & electronic workflow (interface with ABAC),
    - Ares: document management and archiving system,
    - New SYSPER module(s): MiPs (mission management) and Reporting tool,
    - Microsoft Office 365;
- Sharing services and IT development projects among agencies operating in the same Member States or policy areas and between the agencies and the Commission:
    - CEPOL will continue, and – if possible – extend the areas of cooperation with Budapest-based EU bodies (EIT, EC & EP representation) as mentioned above,
    - CEPOL will continue, and – if possible – further extend joint IT projects and shared services with JHA Agencies Network, EU Agencies Network (EUAN) and EU Commission,
- Increasing the automation/streamlining of work processes, further moving to e-administration and e-training: CEPOL will revise, automatise & digitalise its work processes and move into e-administration (as explained also under bullet point 3), while e-training tools are already in place due to the nature of the Agency's core business;
- On the principle of sound financial management:
    - CEPOL will continue negotiations with the host Member State authorities with the aim of obtaining a new building that could host all CEPOL staff (incl. staff working on externally financed capacity building projects) and render the rent of additional office unnecessary,

2.5. Negative priorities/decrease of existing tasks

CEPOL's resources for 2021 as indicated in the Draft Budget 2021 by the Commission are insufficient for the Agency to deliver fully on the mandate which entered into force on 1 July 2016. The outreach of CEPOL has almost doubled: number of participants has grown from ca. 18,000 in 2016 to ca. 39,394 in 2020 which represents an increase of more than 100% 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.

Consequences for CEPOL's Work Programme 2021 include the following:

- Addressing whole law enforcement community as per CEPOL's mandate will be not possible, so far it is only possible to a limited extent (e.g. in 2019, demand for 50% of the on-site activities identified in the 2019 needs assessment process, and 53% of the applications for CEPOL Exchange Programme could not be met due to budget constraints);
- Due to COVID-19 on-site activities will not take place in the first half of 2021.
- Over 50 previously identified valid and legitimate training requests of the Member States had to be refused in the phase of training needs analysis and will not be implemented in 2021, among those - courses on law enforcement leadership, facilitated illegal immigration, hate crimes, , criminal finance - money laundering, and other politically crucial topics;
- Due to COVID-19 and with limited resources, the Agency will not be able to meet the demand in CEPOL Exchange Programme (CEP). In 2019 and 2020 CEPOL received a record high number of applications (over 1000) to the Exchange Programme, however, (even with the contribution from partner agencies' budget for exchanges, e.g. Frontex), it was able to accommodate only ca. 1/3rd of this demand with its own human resources. In 2021 CEPOL will be able to accommodate only limited number of exchanges.
- Without sufficient resources the Agency will not be able to meet the demand in cybercrime activities addressing emerging developments in this area,
- Additionally CEPOL will not be able to correspond to the growing demand for training in light of the new law enforcement IT systems, as well as the reinforced Schengen Information System, that is the

main tool for law enforcement authorities to exchange information, where the Agency did not get any resources to ensure that the Member States can successfully be trained in the use of the new tools;

- Without sufficient resources several areas where training shall be delivered in accordance with the EU Strategic Training Needs Assessment will not be sufficiently addressed by CEPOL in the domains like Financial crimes, Environmental crime, Excise fraud, Anti-Corruption, Fundamental rights, Criminal Analysis, Forensics;
- In 2019, a newly established CEPOL Cybercrime Academy (CCA) has become fully operational. This highly demanded development was possible only because of additional funding of 1.2 million euros that was received by the Agency from the European Commission in December 2018. In order to further maintain the state-of-the-art equipment and to develop it further to be competitive with the cybercrime training realm and meet the expectations of the European and international stakeholders, CEPOL needed to reallocate its budget towards this project in 2021, deprioritising other, however not less important, thematic priorities. The Agency is also not in the position to attract new cybercrime experts to design and organise an increased number of activities although demand for cybercrime training is constantly growing;
- Without sufficient resources, it will be very difficult to make meaningful advancements in the field of certification and mutual recognition of law enforcement training in Member States and the recognition by Member States of training provided at Union level.
- With the current resources, CEPOL is not in a position to implement a number of legal obligations (e.g. archiving, security) and only with difficulties on other legal obligations (e.g. requests for access to documents, data protection). In order to meet minimum standards, staff has to be taken from their core (operational) activities for CEPOL to meet these obligations.

In addition to the consequences of the discrepancy between the budget request of the Agency and the amount foreseen in the draft budget as adopted by the Commission, CEPOL faces additional challenges. These challenges are caused, inter alia, by increased costs outside of CEPOL's control, such as the increasing costs of travel for participants in our training activities.

CEPOL uses the instrument of redeployment as a general rule if vacancies come into existence: before publishing a vacancy a business case is drafted by the responsible line manager. This business case includes inter alia a job summary and key accountabilities. The business case is routed via both the head of Corporate Services and the head of the Operations department for comments/approval before the Executive Director (ED) will approve (in which case the recruitment procedure will start) or not (in which case the ED will make comments indicating what shall be done with the vacancy).

Redeployment can also happen in case staff returns from leave on personal grounds and the original position is no longer available. In such case, management and staff member will discuss the best possible place in the organisation, taking in consideration the needs of the Agency and the skills/qualities of the staff member.

As CEPOL is at present operating at a deficit of required posts, any more significant redeployments would mean that elsewhere in the organisation significant deficits of staffing would be created.

Section III – Work Programme 2021[57]

Executive summary

This section outlines the specific objectives that aim to contribute to the realisation of CEPOL's strategic objectives. These are formalised under activities and they include outputs, results (expected outcomes) and indicators.

In 2021 the following programming principles shall apply:

1) CEPOL will continue to address key EU security threats as identified by the EU institutions, and shall continue to cover the spectrum of the EU policy cycle, while striving to cover the whole panoply of thematic competences attributed to the agency by its legal basis;

2) CEPOL's programming will be informed by Strategic and Operational Training Needs assessments and analyses;

3) The number of activities delivered directly by the agency has reached its maximum and currently 50% of onsite activities can be implemented by CEPOL

4) Further efforts will be made to enhance the multi-professional nature of CEPOL activities by encouraging the participation of wider law enforcement professional target groups;

5) Additional efforts will be made to go towards enhancing the value of CEPOL's training activities by means of certification.

6) The agency responds to the latest challenges by focusing on the newly defined priorities, and this trend was additionally reinforced by the pandemic' results: (1) to enhance further CEPOL's cybercrime-related services, with a special focus on the Cybercrime Academy and related e-learning dimension, (2) becoming the EU's law enforcement e-learning support hub, (3) enhancing further digitalisation of CEPOL.

CEPOL in 2021 shall follow these guidelines:

(1) Enhanced use of evidence-based training needs assessment for the definition and design of CEPOL's portfolio;

(2) Delivery of EU-STNA 2022-2025;

(3) CEPOL commits to the protection of human rights and fundamental freedoms by increasing law enforcement officials' awareness and skills in addressing specific fundamental rights challenges, and also by generally contributing to the development of a fair and human rights-compliant law enforcement culture.

(4) Further attention to be made to quality management, with a view to offer ever-increasing qualitative learning to the law enforcement community in Europe and beyond, particularly by working on the issues of certification, evaluation and blended learning;

(5) Continued attention to covering the entire spectrum of Serious Organised Crime focussing on EMPACT priorities, with enhanced delivery in the area of Cybercrime;

(6) Continued high attention to the issue of Counter-terrorism in coordination with Europol's European Counter-terrorism Centre and Member States' Counter-terrorism units and under the auspices of CKC CT;

[57] Attribution note: icons used in Section II Multiannual Programming 2021-2023 and Section III – Work Programme 2021 were made by Freepik (objectives), Pixel perfect (results), Smartline (outputs), Freepik (indicators), Pixel perfect (targets), geotatah (on-site activities), prettycons (online activities), Eucalyp (exchange programme), and retrieved from Flaticon.com

(7) Enhanced training portfolio in the area of interoperability and information exchange following up developments in the field and under the auspices of CKC Inter (Law Enforcement Cooperation, Information Exchange and Interoperability;

(8) Expand its operations in the area of the Western Balkans to support EU candidate countries and potential candidates, and continue to support partnerships with third countries by allowing participation to CEPOL activities via external projects;

(9) Continue to be in line with the standards expected from an EU public administration entity in line with the principle of service orientation, efficiency, modernisation and sound management.

(10) Continue to provide access to high-standard knowledge input for all learning and project activities.

Work programme goals and activities are fully aligned and matched with the multiannual objectives.

Overview of Activities and Objectives 2021

Goal 1: CEPOL will plan and develop high quality training services focused on priority areas (Quality Objective)[58]		
Work Programme Activity 2021	**Resources (HR and Financial)[59]**	**Objectives 2021**
1.1 **Training Needs Assessment and coordination**	2.4 FTE 246 304 EUR	1.1.1 New **EU Strategic Training Needs Assessment** 2022-2025 will be conducted and delivered using the improved methodology based on the evaluation of the pilot EU-STNA
		1.1.2 The scope of the **Operational Training Needs Analysis[60]** will be applied to thematic areas. The multiannual plan for OTNAs per year will be updated
1.2 Ensure **high quality training services** by further development and upgrading of learning tools and methods	4.5 FTE 568 491 EUR	1.2.1 CEPOL will **expand ISO certification** where relevant, depending on the budget availability and human resources
		1.2.2 CEPOL will **further develop** its evaluation of training activities based on **Kirkpatrick' methodology[61] and requirement related to certification**
		1.2.3 CEPOL will implement from 2021 onwards the new CKC concept in the area of (1) **counter-terrorism** and (2) **interoperability & information exchange**
		1.2.4 CEPOL will **ensure** the use of e-learning services **to better address its extended audiences**
1.3 Integrate **research** results into education and training	2.3 FTE 480 461 EUR	1.3.1 CEPOL will **encourage and support the inclusion of scientific knowledge to its training activities** and will disseminate relevant research findings
		1.3.2 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-learning/modern learning tools[62]
		1.3.3 CEPOL will **continue the policy of a transparent treatment of all research and innovation requests** for partnership submitted to the Agency

[58] This multi-annual objective is marked as a quality objective in the context of ISO 9001:2015 certification, as it is directly related to the continuous improvement of CEPOL services
[59] FTEs include Temporary Agents, Contract Agents and SNEs
[60] As per MB Decision 32/2017/MB of 15 November 2017
[61] More information on Kirkpatrick methodology can be found at https://www.kirkpatrickpartners.com/Our-Philosophy
[62] As per MB Decision 11/2017/MB of 10 May 2017

Goal 2: CEPOL will further develop, support and implement training activities for the Law Enforcement Officials from the EU and, where applicable, from Third countries with particular emphasis on fundamental rights and crime prevention[63][64] (in line with the EU-STNA outcomes[65])		
Work Programme Activity 2021	**Resources (HR and Financial)[66]**	**Objectives 2021**
2.1 Training activities in the area of **Serious and Organised Crime** *EU-STNA priorities: 1, 3, 5, 7, 8, 9, 11, 12, 16, 17, 18, 19*	7.6 FTE 1 673 958 EUR	2.1.1 CEPOL will **implement** training activities in the area of **EU Policy Cycle in general** for Law Enforcement Officials of the EU, and, if applicable, from Third countries.
		2.1.2 CEPOL will **implement** training activities in the area of **Trafficking of Human Beings** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
		2.1.3 CEPOL will **implement** training activities in the area of **Drug Crimes** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
		2.1.4 CEPOL will **implement** training activities in the area of **Facilitated Illegal Immigration** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
		2.1.5 CEPOL will **implement** training activities in the area of **Trafficking and Illicit Use of Firearms and Explosives** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
		2.1.6 CEPOL will **implement** training activities in the area of **Document Fraud** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
		2.1.7 CEPOL will **implement** training activities in the area of **Criminal Finances and Money Laundering** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
		2.1.8 CEPOL will **implement** training activities in the area of **MTIC (Missing Trader Intra-Community) Fraud** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
		2.1.9 CEPOL will **implement** training activities in the area of **Excise Fraud** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
		2.1.10 CEPOL will **implement** training activities in the area of **Environmental Crime** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
		2.1.11 CEPOL will **implement** training activities in the area of **Organised Property Crime (OPC)** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.

[63] Fundamental rights, and where relevant crime prevention will be addressed in all our thematic training activities, and are therefore included horizontally in all the training activities that CEPOL implements.
[64] The Addendum to the CEPOL-Europol Agreement includes a list of joint training activities with Europol (updated annually)
[65] https://www.cepol.europa.eu/sites/default/files/CEPOL_EU_STNA_REPORT.pdf
[66] FTEs include Temporary Agents, Contract Agents and SNEs

		2.1.12 CEPOL will **implement** training activities in the area of **Corruption** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
		2.1.13 CEPOL will **implement** training activities in **Other Serious and Organised Crime areas** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
2.2 Training activities in the area of **Cyber-related Crime** *EU STNA priorities: 4, 6, 10*	6.8 FTE 1 324 857 EUR	2.2.1 CEPOL will **implement** training activities in the area of **Child Sexual Abuse and Sexual Exploitation** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
		2.2.2 CEPOL will **implement** training activities in the area of **Attacks on Information Systems** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
		2.2.3 CEPOL will **implement** training activities in the area of **Non-cash Payment Fraud** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
2.3 Training activities in the area of **Counter-terrorism** *EU-STNA priority: 2*	3.1 FTE 600 875 EUR	2.3.1 CEPOL will **implement** training activities in the area of **Counter-terrorism** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
2.4 Training activities in the area of the **Fundamental Rights**[67] *EU-STNA horizontal – key findings, priority: 20*	1.6 FTE 370 645 EUR	2.4.1 CEPOL will **implement** training activities in the area of **Fundamental Rights and Management of Diversity** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
		2.4.2 CE**POL will implement training activities in the area of Victims' Rights and Protection** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
		2.4.3 CEPOL will **implement** training activities in the area of **Hate Crime** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
		2.4.4 CEPOL will **implement** training activities in **Other Fundamental Rights areas** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
2.5 Training activities in the area of **Law enforcement cooperation, information exchange and interoperability**[68] [69] *EU-STNA horizontal priority – key findings*	4.5 FTE 972 170 EUR	2.5.1 CEPOL will **implement** training activities in the area of **Schengen Information System (SIS)** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
		2.5.2 CEPOL will **implement** training activities in the area of **Entry Exit System** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
		2.5.3 CEPOL will **implement** training activities in the area of **Passenger Name Record (PNR)** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
		2.5.4 CEPOL will **implement** training activities in the area of **European Travel Information and Authorisation System (ETIAS)** for Law

[67] In addition to these training activities falling under this Activity, Fundamental Rights will also be addressed in all CEPOL's thematic training activities
[68] Formerly EU Information Systems & Interoperability
[69] With the support of eu-LISA on IT based information exchange instruments and training of SIRENE Officers

		Enforcement Officials from the EU, and, if applicable, from Third countries.
		2.5.5 CEPOL will **implement** training activities in the area of **Interoperability** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
		2.5.6 CEPOL will **implement** training activities in the area of **Intelligence Analysis** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
		2.5.7 CEPOL will **implement** training activities in the area of **EU cooperation tools and mechanisms** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
		2.5.8 CEPOL will **implement** training activities in the area of **Joint Investigation Teams (JITs)** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
		2.5.9 CEPOL will **implement** training activities in the area of **Customs cooperation** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
		2.5.10 CEPOL will **implement** training activities in **Other Law enforcement cooperation, information exchange and interoperability areas** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
2.6 Training activities in the area of **Leadership and other skills** *EU STNA other specific or cross-cutting training needs*	1.4 FTE 465 189 EUR	2.6.1 CEPOL will **implement** training activities in the area of **Leadership** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
		2.6.2 CEPOL will **implement** training activities in the area of **Language Development** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
		2.6.3 CEPOL will **implement** training activities in the area of **Train-the-Trainers** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.[70]
		2.6.4 CEPOL will **implement** training activities in the area of **Training development, design and implementation** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
		2.6.5 CEPOL will **implement** training activities in the area of **Other Leadership and other skills areas** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
2.7 Training activities in the area of **Higher Education and Research**	0.3 FTE 66 567 EUR	2.7.1 CEPOL will **implement** training activities[71] in the area of **Research and Science** for Law Enforcement Officials from the EU, and, if applicable, from Third countries, in particular the CEPOL Research and Science Conference in cooperation with Member States.
	0.7 FTE 223 496 EUR	2.8.1 CEPOL will **implement** training activities in the area of **Public Order** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.

[70] Eu-LISA expressed its commitment to continue contribution to the development and delivery of the relevant joint train-the-trainers initiatives
[71] Research and Science Conference

2.8 Training activities in the area of **Public Order and Prevention** *EU-STNA priority: 14, and other specific training needs*		2.8.2 CEPOL will **implement** training activities in the area of **Crime Prevention** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
		2.8.3 CEPOL will **implement** training activities in **Other Public Order and Prevention areas** for Law Enforcement Officials from the EU, and, if applicable, from Third countries
2.9 Training activities in the area of **Law Enforcement Technologies, Forensics and Other Specific Areas** *EU-STNA priority: 15, and other specific training needs*	1.4 FTE 416 506 EUR	2.9.1 CEPOL will **implement** training activities in the area of **Forensics** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
		2.9.2 CEPOL will **implement** training activities in the area of **Intellectual Property Rights** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
		2.9.3 CEPOL will **implement** training activities in the area of **Informant handling** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
		2.9.4 CEPOL will **implement** training activities in the area of **Witness protection** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
		2.9.5 CEPOL will **implement** training activities in **Other Law Enforcement Technologies, Forensics and Other Specific Areas** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.
2.10 Training activities in the area of **Union Missions (CSDP)** *EU-STNA priority: 21*	0.9 FTE 105 977 EUR	2.10.1 CEPOL will **implement** training activities in the area of **Union missions (CSDP)** for Law Enforcement Officials from the EU.
Training Activities to further support **capacity-building from Third Countries through tailor-made training services and international law enforcement cooperation projects**[72]		
2.11 Prepare, design, implement and follow-up **capacity building projects in Third Countries**	Planned from CEPOL budget for project administration and management: 2.4 FTE 236 082 EUR *Other resources for project implementation:* *41 FTE* *As defined in the Grant, Delegation or Contribution Agreements*	2.11.1 **Implementation of the** Enhancing Information Exchange and Criminal Justice Responses to Terrorism in the Middle East and North Africa (**CEPOL CT INFLOW**) **project**
		2.11.2 **Implementation of the** Enhancing operational capacities of the South Partner Countries to fight serious and organised crime and strengthening strategic cooperation project (**CEPOL EUROMED Police**) **project**
		2.11.3 **Implementation of the** Training and Operational Partnership against Organised Crime (**CEPOL TOPCOP**) **project**
		2.11.4 **Implementation of the** Western Balkans Project against Crime and Terrorism (**CEPOL WB PaCT**) **project**

[72] The main budget of these activities financed based on Grant, Delegation or Contribution Agreements

Goal 3: CEPOL will be an efficient organisation promoting continuous improvement in order to meet stakeholders' satisfaction and regulatory requirements		
Work Programme Activity 2021	**Resources (HR and Financial)**[73]	**Objectives 2021**
3.1 Governance, Administration and Stakeholder Relations	18.8 FTE 2 080 802 EUR	3.1.1 Good governance that is in line with applicable rules and regulations, and efficient management **of new headquarters, IT and resources**
		3.1.2 Continue optimizing the processes of CEPOL through further **introduction of digital workflows within and where relevant outside of the organisation**
		3.1.3 Promote CEPOL's activities by management of **external relations and external and internal communications**

Total CEPOL Regular Budget and FTE	58.8[74] FTE (TA, CA, SNE) – including 1 TA and 1 CA for Interoperability envelope and 2 TAs for Capacity Building Projects 9,832,382 EUR[75] including 384 000 EUR for Interoperability **Other resources for project implementation:** 41 FTE (40 CAs, 1 SNE) Budget: As defined in the Grant, Delegation or Contribution Agreements

[73] FTEs include Temporary Agents, Contract Agents and SNEs
[74] 1TA is at 80% part time
[75] Only CEPOL Regular budget. Does not include budget of projects based on Grant, Delegation or Contribution Agreements and additional funds foreseen for Entry/Exit System training activities

Types of learning

CEPOL offers different ways to learn under its training activities (Goal 2)	
On-site (Residential) activities	**On-site activities** take form of **courses, conferences, workshops and seminars** and typically last a week and are held in a training institute in one of the Member States or at CEPOL HQ. **On-site activities** provide an opportunity to gain a deeper understanding of a subject. Teaching often features case studies and participants are encouraged to share best practices.
Online learning (Online activities)	**Online learning** is a way of computer based distanced learning via self-paced and instructor-led learning activities. **Online learning** take form of **webinars** (short interactive presentations**), online modules** (self-paced learning material), **online courses** (expert moderated real-time activity) and other activities (e.g. Cyberbites, E-workshops, E-lessons, access to high quality publications).
CEPOL Exchange Programme (CEP)	The **CEP is an Erasmus-style exchange programme** that allows **law enforcement officials** to spend one week with a counterpart in their country, exchanging knowledge and good practices, initiating cooperation projects and fostering deep and long-lasting learning and networking opportunities. In addition, study visits and secondments can be organised to allow participants to familiarise themselves in more detail with the work of other MS law enforcement services/JHA agencies.

Assumptions for 2021

Human resources:

- 33 Temporary Agent posts (including 1 for Interoperability)
- 20 Contract Agent posts (including 1 for Interoperability)
- 6 SNE posts
- Correction coefficient will be 75.3 %

Financial resources:

- 10.6 million, complemented by externally funded projects.

Operational assumptions:

- New EU-STNA will be conducted
- Operational Training Needs Analyses will be conducted in 2 new thematic areas

Goal 1: CEPOL will plan and develop high quality training services focused on priority areas

Activity 1.1: Training needs assessment and coordination[76]

Overview

The agency strives to respond effectively to the training needs of the Union in order to provide the law enforcement officials with the knowledge and skills that are necessary for tackling key common security threats faced by the Union The key objectives of this activity will comprise the following;

- Aligned with the next EU policy cycle, new EU-STNA will be conducted and delivered in 2021 to define strategic-level training needs for law enforcement officials across Europe for the period of 2022-2025. The methodology of the new EU-STNA is based on recommendations stemming from the impact assessment and process evaluation concluded in 2020. On the basis of the STNA 2018-2021 outcomes, Operational Training Needs Analyses will be conducted. The revised OTNA methodology, adopted by CEPOL Management Board in 2020 will be applied.
- The multiannual plan for delivering OTNA will be updated.
- CEPOL's thematic training portfolio will be based on the EU-STNA and OTNA outcomes.
- By aiming to achieve synergies and good coordination, CEPOL will continue to:
- Explore common areas of interest and cooperation with other JHA agencies relating to needs assessment and evaluation, (e.g. EASO – use of Kirkpatrick's methodology in Level 3 and 4).

New developments

- New EU-STNA cycle;
- New EU-STNA methodology
- New OTNA methodology
- Multiannual OTNA plan will be updated

[76] Legal basis: Regulation (EU) 2015/2219 of the EP and of the Council on the European Union Agency for Law Enforcement Training (CEPOL) […], Art. 4(1), 5(1)

Objectives 2021

Activity 1.1 Training needs assessment and coordination				
Objectives 2021	**Results (expected outcomes)**	**Outputs**	**Indicators**	**Target for 2021**
1.1.1 New **EU Strategic Training Needs Assessment** 2022-2025 will be conducted and delivered using the improved methodology based on the evaluation of the pilot EU-STNA **Quality Objective**[77]	EU-STNA will provide reliable data of the performance gaps where EU training is necessary, particularly: ➢ 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 level with evidence-based analytical findings. ➢ Revised EU-STNA methodology is applied and tested.	➢ The EU-STNA Report 2022-2025	➢ EU-STNA 2022-2025 is completed	➢ *Completed EU-STNA 2022-2025*
1.1.2 The scope of the **Operational Training Needs Analysis**[78] will be applied to thematic areas **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. ➢ Thematic areas will be analysed based on the Operational Training Needs Analysis methodology. ➢ New OTNA methodology, adopted by CEPOL Management Board in 2020 will be applied and tested.	➢ The annual Operational Training Needs Analysis reports outlining the tactical level training requirements	➢ 2 thematic areas will be assessed through the OTNA	➢ *A relevant multiannual plan shall be updated*

[77] These annual objective are marked as a quality objective in the context of ISO 9001:2015 certification, as it is directly related to the continuous improvement of CEPOL services
[78] As per MB Decision 32/2017/MB of 15 November 2017

Activity 1.2: Ensure high quality training services by further development and upgrading of learning tools and methods[79]

Overview

In line with the resource forecast for CEPOL, the Agency is aiming to the next years to operate in a "hybrid business model" that will be based on three pillars:

- Activities implemented by CEPOL (the CEPOL Cybercrime Academy, online activities, exchange programme and research and analysis;
- Specific Areas to be covered by selected CKCs in the format of the new business model (design by CKC, implementation by CEPOL and hosting MS institutions);
- Activities to be implemented by Framework Partner via Grants.

In 2020, one CEPOL Knowledge Centre was implemented following the new business model in the domain of Counter-terrorism as a pilot. Besides CEPOL continuing to maintain the CKC on -Counter-terrorism (CKC CT), from 2021 a CKC on Law Enforcement Cooperation, Information Exchange and Interoperability (CKC INT) will also be fully established ensuring the design and supervising the conduct of training activities in this field.

All training activities, where applicable, will provide an opportunity to evaluate the learning achievements gained by the participants, therefore, among other requirements; ensuring basis fora sound quality assurance system in place.

While supporting the already existing trainers and experts, in order to reach out to a broader multi-professional law enforcement community, implementing the extended mandate of the Agency, CEPOL will further improve its offer in the area of e-learning activities offering new opportunities for online training.

CEPOL will also establish a dedicated expert group to foster inclusion of fundamental rights topics in CEPOL training activities (see under Activity 2.4).

New developments

In 2021 CEPOL will continue to adjust its training services to the circumstances caused by COVID19 pandemic.

Integrated quality assurance mechanism ensures that CEPOL training remains operationally relevant and is of high quality.

Where applicable, testing and certification will be integrated into training activities. CEPOL strives to maintain and to incorporate cutting edge training methodologies to be able to deliver quality training that is suitable for the multiprofessional law enforcement community the agency is serving.

In 2021 CEPOL will continue to develop the following areas:

- Further maintenance and development of training and learning, particularly:

[79] Legal basis: Regulation (EU) 2015/2219 of the EP and of the Council on the European Union Agency for Law Enforcement Training (CEPOL) […], Art. 3(2), 4(2), 4(5)

- Further adoption of blended learning in particular in the area of serious organised crime including cybercrime;
- Use of adequate testing in proportion of the length and type of training products;
- Pre-course quality control measures concerning onsite activities are continuously applied
- E-learning, particularly strengthening the capability to deliver online courses, virtual platforms and virtual realities, serious gamification of learning options, use of videos and podcasts;
- Investment in technological developments supporting training landscape;

- CEPOL will continue to support its training community and experts with the following services;
  - Training activities on the design and delivery of on-site and online, self-paced and instruction-led learning activities
  - Maintaining a list of external experts based on the outcome of the unified Call for individual experts ensuring consistent use of expertise across the range of various types of CEPOL training and learning actions
  - LEEd implementation to support CEPOL's training, learning and education activities;
  - Enhanced engagement with H2020 projects where CEPOL will contribute and benefit from participating in advisory and stakeholder boards.

Objectives 2021

Activity 1.2 Ensure high quality training services by further development and upgrading of learning tools and methods				
Objectives 2021	**Results (exp. outcomes)**	**Outputs**	**Indicators**	**Target for 2021**
1.2.1 CEPOL will **further expand ISO certification** of its services, where relevant, depending on the budget availability and human resources **Quality Objective**	➢ 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.	➢ Maintain ISO certifications ➢ preparations for additional CEPOL courses certified in accordance with ISO 29993:2017 requirements	➢ ISO 9001:2015 and ISO 29993:2017 for already certified courses maintained ➢ Business case for certifying additional courses in place	➢ *2 ISO certificates maintained* ➢ *1 business case for extending certification to additional courses*
1.2.2 CEPOL will **further develop** its evaluation of training activities based on **Kirkpatrick' methodology and requirement related to certification** **Quality Objective**	➢ Not only the reaction but also the knowledge acquired through the training activity is measured.	➢ Training activities are evaluated using Kirkpatrick's methodology	➢ CEPOL will implement entry and/or exit testing of participants in line with certification	➢ *Testing applied according to 12/2016/GB (for courses that are at least 5 days long)*

1.2.3 CEPOL will implement from 2021 onwards the new CKC concept in the area of **(1) counter-terrorism and (2) interoperability & information exchange.** **Quality Objective**	➢ CKC concept after one year pilot, is applied to two thematic areas constituting top priorities.	➢ Hybrid business model is fully operational	➢ CEPOL will implement new business model for CKC activities	➢ *The business model is applied for selected CKC areas*
1.2.4 CEPOL will **ensure** the use of e-learning services **to better address its extended 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 fully operational, supporting smooth implementation of the AWP*

Activity 1.3: Integrate research results into education and training[80]

Overview

CEPOL Research activities will continue to contribute by providing empirical evidence and supporting law enforcement education through the following activities:

- Identification and promulgation of the relevant research among the law enforcement community;
- Providing access to scientific e-journals and e- books;
- Maintaining cooperation with the network of CEPOL Research & Science Correspondents from Member States.

Objectives 2021

Activity 4.1 Integrate research results into education and training				
Objectives 2021	**Results (exp. outcomes)**	**Outputs**	**Indicators**	**Target '21**
1.3.1 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; Research results on fundamental rights in the context of law enforcement[81] will be considered.	➢ Services supporting research dissemination are provided: access to scientific journals and e-books	➢ Measurable amount of downloads of online sources made available by CEPOL	➢ *1000*
1.3.2 CEPOL will **contribute to** and encourage **the development of research relevant to law enforcement training activities**, with a special emphasis on its	As defined in MB decision 11/2017/MB	➢ Research projects implemented ➢ Research & Science Conference organised	➢ CEPOL participates in Horizon 2020 research project(s)	➢ *Yes* ➢ *Yes*

[80] Legal basis: Regulation (EU) 2015/2219 of the EP and of the Council on the European Union Agency for Law Enforcement Training (CEPOL) […], Art. 3(1), 5
[81] Such as FRA's EU Minorities and Discrimination surveys I & II

thematic priorities and e-learning/modern learning tools[82]			➢ CEPOL organises a Research & Science Conference	
1.3.3 CEPOL will **implement the policy for a transparent treatment of all research and innovation requests** submitted to the Agency	New structured 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 ➢ Requesting parties are informed in due time about the feasibility of the agency's engagement	➢ *Annual report / overview to be presented to the MB*

[82] As per MB Decision 11/2017/MB of 10 May 2017

Goal 2: CEPOL will further develop, support and implement training activities for the Law Enforcement Officials from the EU and, where applicable, from Third countries with particular emphasis on fundamental rights and crime prevention[83]

Overview

Based on the EU-STNA priorities, which entirely reflect CEPOL's thematic areas, and putting particular emphasis on fundamental rights, CEPOL will deliver comprehensive training portfolios responding to the security threats of the Union, in particular in the following areas (corresponding to Activities of Goal 2):

1. Serious and Organised Crime
2. Cyber-related Crime
3. Counter-terrorism
4. Fundamental Rights
5. Law Enforcement Cooperation, Information Exchange and Interoperability[84]
6. Leadership and Other Skills
7. Higher Education and Research
8. Public Order and Prevention
9. LE Technologies, Forensics and Other Specific Areas
10. Union Missions (CSDP)

Training actions will be carried out in close cooperation with partner EU agencies and networks such as Europol, Frontex, Eurojust[85], EJTN, EMCDDA[86], EUIPO, eu-LISA[87], EASO[88], FRA, EUCTN etc. Cooperation will be particularly strong in the area of serious organised crime, and related training and learning actions will be fully embedded into the EMPACT mechanism.

Europol-CEPOL collaboration is particularly noteworthy in the context of the delivery of training activities under Goal 2. Europol provided experts to more than half of CEPOL on-site activities in 2019, and, although the scale of cooperation in 2020 was considerably reduced due to the interruption of business by COVID-19 pandemic, it can be stated that Europol was and remains a key contributor to the successful delivery of CEPOL's work programmes. The annually updated

[83] Fundamental rights and, where relevant, crime prevention will be addressed in all our thematic training activities and are therefore included horizontally in all the training activities that CEPOL implements.
[84] Formerly EU Information Systems & Interoperability.
[85] Eurojust expressed a willingness to continue facilitating the involvement of experts from judicial networks, such as European Judicial Cybercrime Network (EJCN), the European Judicial Network (EJN), the Genocide Network and the Network of experts on Joint Investigation Teams.
[86] EMCDDA expressed its willingness to continue supporting CEPOL online and on-site training activities related to the drug priorities of the Policy Cycle – as resources allow
[87] Support and cooperation on IT-based information exchange instruments and training of SIRENE Officers.
[88] EASO expressed its interest in disseminating experience through training on access to the asylum procedure, providing support in promoting the EASO-Frontex Practical Guide on Access to Procedure, and in collaborating under Activity 2.7 Training activities in the area of Higher Education and Research.

and renewed Addendum to the CEPOL-Europol Agreement is the formalised vehicle of official cooperation, and it includes the concluded list of the joint courses other dimensions of the excellent Europol-CEPOL cooperation.

CEPOL will continue the training related cooperation with OLAF in particular concerning the learning activities on anti-corruption, financial investigation and excise fraud. OLAF trainers will be invited to relevant trainings to strengthen the knowledge on the role and added value of this European instrument.

While serious organised crime and terrorism remains prioritised, CEPOL, based on OTNA outcomes, will address the law enforcement community with the increase or maintenance of training portfolio in the following aspects:

- Increase of joint activities among law enforcement sectors including customs, as well as prosecutors and judiciary. In the latter case, in close cooperation with EJTN and Eurojust, and a possible future cooperation with the recently established EPPO
- European leadership development comprising of future Leaders development programme
- Law enforcement specific language skills development - English

CEPOL will address training needs of law enforcement official via:

- On-site training activities;
- Online training activities and resources;
- CEPOL exchange programme

In addition to training and engaging LE officials, CEPOL – given resource availability – is open to best practice sharing about its services, especially about the exchange programme with other JHA agencies envisaging a specialised exchange programme

CEPOL will also continue capacity building projects in Third countries with four new projects that have been started in 2020, more information on projects are under Activity 2.11.

Activity 2.1 Training activities in the area of **Serious and Organised Crime**[89]

Overview

CEPOL in in close partnership with EU bodies and EU law enforcement authorities will provide an updated, knowledge-based and practically oriented training portfolio on serious organised crime addressing the challenges stemming from contemporary criminal threats. Having in mind the permanently evolving nature of organised crime, CEPOL will remain an active participant in the EMPACT mechanism identifying actual training needs and closing law enforcement performance gaps via the provision of international training. Sharing knowledge on criminal patterns, modern intelligence and investigative methods, the effective application of EU cooperation tools and the contribution to the build-up of law enforcement networks will be essential elements of all serious organised crime related learning opportunities as offered by CEPOL. International training activities carried out in the fields of facilitated illegal immigration[90], trafficking in human beings, criminal finances and drug trafficking will be based on the outcome of a multiannual Operational Training Needs Analysis (OTNA).

Emerging technologies and financial products will be regularly covered by financial investigation related training activities (e.g. new payment providers, virtual currencies, financial crime enablers).

Objectives 2021

Activity 2.1 Training activities in the area of Serious and Organised Crime				
Objectives 2021	**Results (exp. outcomes)**	**Outputs**	**Indicators**	**Target 21**
2.1.1 CEPOL will **implement** training activities in the area of the **EU Policy Cycle in general** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	Having attended CEPOL learning and training activities, law enforcement officials will be able to: ➢ Enhance their specialist skills and competencies to deal with cross-border investigations and operations in the fight against serious and organised international crime; ➢ use cross-cutting elements in order to broaden the spectrum of	➢ On-site activities ➢ Online self-paced activities (such as online modules)[91] ➢ Online instructor-led activities (such as webinars/online courses)	➢ *Number of activities (implemented vs. planned, number and %)* ➢ *Number of participants (actual vs. planned, number and %)* ➢ *Satisfaction with CEPOL training in line with*	➢ *60 activities* ➢ *7042 participants* ➢ *90% satisfaction*
2.1.2 CEPOL will **implement** training activities in the area of **Trafficking of Human Beings** for Law Enforcement Officials from the				

[89] Legal basis: Regulation (EU) 2015/2219 of the EP and of the Council on the European Union Agency for Law Enforcement Training (CEPOL) […], Art. 3(1), 4(2), 4(3)
[90] CEPOL uses the term "(facilitated) illegal immigration" (FII) to ensure compliance with the terminology of Europol's EMPACT priorities. However, it shall be noted that – in accordance with FRA guidance – CEPOL recommends the use of the term "(facilitated) irregular immigration" instead.
[91] Including Cyberbites

EU, and, if applicable, from Third countries. 2.1.3 CEPOL will **implement** training activities in the area of **Drug Crimes** for Law Enforcement Officials from the EU, and, if applicable, from Third countries. 2.1.4 CEPOL will **implement** training activities in the area of **Facilitated Illegal Immigration**[92] for Law Enforcement Officials of the EU, and, if applicable, from Third countries. 2.1.5 CEPOL will **implement** training activities in the area of **Trafficking and Illicit Use of Firearms and Explosives** for Law Enforcement Officials from the EU, and, if applicable, from Third countries. 2.1.6 CEPOL will **implement** training activities in the area of **Document Fraud** for Law Enforcement Officials from the EU, and, if applicable, from Third countries. 2.1.7 CEPOL will **implement** training activities in the area of	investigations, particularly with regard to the financial aspects thereof as well as the use of online tools while upholding fundamental rights; ➢ Summarise the latest reports, research outcomes and key EU documents concerning the relevant area (e.g. the EMCDDA-Europol EU Drug Markets Report 2019 in the area of drug crimes).	➢ Exchanges ➢ Blended learning curricula	*Kirkpatrick's methodology (%)*	

[92] CEPOL uses the term "(facilitated) illegal immigration" (FII) to ensure compliance with the terminology of Europol's EMPACT priorities. However, it shall be noted that – in accordance with FRA guidance – CEPOL recommends the use of the term "(facilitated) irregular immigration" instead.

Criminal Finances and Money Laundering for Law Enforcement Officials from the EU, and, if applicable, from Third countries.				
2.1.8 CEPOL will **implement** training activities in the area of **MTIC (Missing Trader Intra-Community) Fraud** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.				
2.1.9 CEPOL will **implement** training activities in the area of **Excise Fraud** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.				
2.1.10 CEPOL will **implement** training activities in the area of **Environmental Crime** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.				
2.1.11 CEPOL will **implement** training activities in the area of **Organised Property Crime (OPC)** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.				
2.1.11 CEPOL will **implement** training activities in the area of				

Corruption for Law Enforcement Officials from the EU, and, if applicable, from Third countries.				
2.1.12 CEPOL will **implement** training activities in **Other Serious and Organised Crime areas** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.				

Activity 2.2 Training activities in the area of **Cyber-related Crime**[93]

Overview

CEPOL will continue to address cybercrime challenges in the areas of cyber-attacks, child sexual exploitation and non-cash payment fraud in strong collaboration with specialised cybercrime knowledge hubs and centres, such as EC3, ECTEG, ENISA and Interpol. The CEPOL Cybercrime Academy infrastructure, knowledge base and operational training capacity will be enhanced via innovative solutions. More numerous and varied blended learning solutions will be provided to prepare the EU law enforcement community for digital challenges. Fundamental Rights will be addressed as a horizontal topic where it concerns this field.

CEPOL completed a dedicated Cybercrime Training Needs Analysis on Cyber-attacks against information systems in 2019. The results are multiannual, forward looking for a 3 year cycle (2020-2022). The next TNA is due to be completed in 2022, to be launched in 2021 together with CCA experts and members of the Training Governance Model.

Objectives 2021

Activity 2.2 Training activities in the area of Cyber-related Crime				
Objectives 2021	**Results (exp. outcomes)**	**Outputs**	**Indicators**	**Target '21**
2.2.1 CEPOL will **implement** training activities in the area of **Child Sexual Abuse and Sexual Exploitation** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	Having attended CEPOL learning and training activities, law enforcement officials will be able to: ➢ Identify CSE victims and describe the identification process; ➢ Carry out detailed analyses of image and video files and their exit data; ➢ Manage child sec offenders; ➢ Set up and assess undercover, financial and online investigations ➢ Explain how international cooperation in the context of CSE investigations work.	➢ On-site activities ➢ Online self-paced activities (such as online modules) ➢ Online instructor-led activities (such as webinars/online courses) ➢ Exchanges ➢ Blended training curricula	➢ *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 (%)*	➢ *53 activities* ➢ *3771 participants* ➢ *90% satisfaction*
2.2.2 CEPOL will **implement** training activities in the area of **Attacks on Information Systems** for Law Enforcement Officials from the EU,	Having attended CEPOL learning and training activities, law enforcement officials will be able to: ➢ Apply OSINT for cyber-investigation;			

[93] Legal basis: Regulation (EU) 2015/2219 of the EP and of the Council on the European Union Agency for Law Enforcement Training (CEPOL) […], Art. 3(1), 4(2), 4(3)

and, if applicable, from Third countries.	➢ Describe and exploit available sources of open source intelligence; ➢ Combine and cross-check information from open source with information collated from other sources, apply critical thinking during the evaluation of gained information.			
2.2.3 CEPOL will **implement** training activities in the area of **Non-cash Payment Fraud** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	Having attended CEPOL learning and training activities, law enforcement officials will be able to: ➢ describe investigative methods on card skimming at an ATM or malware attack on a point of sales (POS) or online payment fraud; ➢ Describe the use of internet and its tools to gather relevant information on cryptocurrencies during online investigations, especially using TOR-networks and Darkweb; ➢ deploy the suitable tools and channels and authorities at the early stage of an investigation; ➢ Identify prevention and repression initiatives applied in the EU concerning ATM attacks including the relevant cross-border cooperation.			

Activity 2.3 Training activities in the area of **Counter-terrorism**[94]

Overview

Prevention of radicalisation leading to violent extremism and terrorism, identification and handling of foreign fighters, soft target protection, fighting terrorism financing, protection of critical infrastructure are all subjects that, together with other terrorism-related security threats, will be targeted by the relevant CEPOL learning actions in 2021. The Counter-terrorism portfolio will be designed via the CKC on Counterterrorism and will be implemented by CEPOL in cooperation with its Framework Partners.

Objectives 2021

Activity 2.3 Training activities in the area of Counter-terrorism				
Objectives 2021	**Results (expected outcomes)**	**Outputs**	**Indicators**	**Target '21**
2.3.1 CEPOL will **implement** training activities in the area of **Counterterrorism** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	Having attended CEPOL learning and training activities, law enforcement personnel will be able to: ➢ explain the root causes and trends of radicalisation leading to violent extremism and/or terrorism, including in prisons, and exchange experience on combating, prevention and de-radicalisation methods; ➢ Develop their specialist skills and competencies at strategic and tactical level to deal with cross border cooperation in Counter-terrorism actions while balancing the actions with the fundament rights principles; ➢ Utilise existing instruments available to support Counter-terrorism actions, particularly those established at Europol[95];	➢ On-site activities ➢ Online self-paced activities (such as online modules) ➢ Online instructor-led activities (such as webinars/online courses) ➢ Exchanges ➢ Study visit ➢ Blended training curricula	➢ *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 (%)*	➢ *17 activities* ➢ *2054 participants* ➢ *90% satisfaction*

[94] Legal basis: Regulation (EU) 2015/2219 of the EP and of the Council on the European Union Agency for Law Enforcement Training (CEPOL) […], Art. 3(1), 4(2), 4(3)
[95] European Counter Terrorism Centre, including the Counter Terrorism Programme Board, and European Financial and Economic Crime Centre, including work on Financial Intelligence Public Private Partnerships (EFIPPP)".

	➢ Describe the activities and operation of the Radicalisation Awareness Network (RAN), as well as the best practices and recommendations defined in relevant documents[96].			

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

Activity 2.4 Training activities in the area of **Fundamental Rights**[97]

Overview

The full respect of fundamental rights will be embraced across the entire training portfolio of CEPOL. Additionally, dedicated training activities will focus on ensuring a high level of integrity and police ethics in daily law enforcement practice, strengthening ethical leadership in LE authorities, addressing issues concerning policing in diverse societies and paying particular attention to different forms of discrimination and racism among LE. Fighting hate crime[98] and hate speech, protection of victims' rights and vulnerable groups, with a particular focus on victims of hate crime, terrorist attacks and domestic violence, shall also remain priority subjects. In addition, reporting and recording of Hate Crime are issues to be addressed as a horizontal topics in the context of Public Order (see chapter 2.9) and in Hate Crime training activities. It shall be noted that FRA and EIGE serve as CEPOL' key partner agencies when delivering this Activity.[99]

Expert Group on Fundamental Rights

Fundamental Rights are one of the core values of the European Union. CEPOL has always ensured that training on Fundamental Rights for law enforcement receives proper attention and features high on the CEPOL agenda. The European Commission recently has issued several EU Strategies and Action Plans on Fundamental Rights, including Hate Crime, Racism, Victims' Rights and Child Protection. Noting this as well as recognising the need to step up efforts in the area of Fundamental Rights, CEPOL will establish an Expert Group on Fundamental Rights to address this topic.

Objectives 2021

Activity 2.4 Training activities in the area of Fundamental Rights[100]				
Objectives 2021	**Results (expected outcomes)**	**Outputs**	**Indicators**	**Target '21**
2.4.1 CEPOL will **implement** training activities in the area of **Fundamental Rights and Management of Diversity** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	Through its training efforts, CEPOL supports the achievement of balanced law enforcement responses to security threats while respecting fundamental rights and police ethics, better identification, reporting, recording and	➢ On-site activities ➢ Online self-paced activities	➢ *Number of activities (implemented*	➢ *15 activities* ➢ *2000 participants*

[97] Legal basis: Regulation (EU) 2015/2219 of the EP and of the Council on the European Union Agency for Law Enforcement Training (CEPOL) […], Art. 3(1), 4(2), 4(3)
[98] CEPOL takes into account the wider work done on EU level, e.g. the High Level Group on combating racism, xenophobia and other forms of intolerance
[99] In addition to the existing support, FRA expressed interest in contributing to training activities related to data protection and privacy
[100] In addition to training activities falling under

Activity 2.4 Training activities in the area of Fundamental Rights, fundamental rights will also be duly addressed in all CEPOL's thematic training activities delivered under other Activities of Goal 2: CEPOL will further develop, support and implement training activities for the Law Enforcement Officials from the EU and, where applicable, from Third countries with particular emphasis on fundamental rights and crime prevention

2.4.2 CEPOL will **implement** training activities in the area of **Victims' Rights and Protection** for Law Enforcement Officials from the EU, and, if applicable, from Third countries. 2.4.3 CEPOL will **implement** training activities in the area of **Hate Crime** for Law Enforcement Officials from the EU, and, if applicable, from Third countries. 2.4.4 CEPOL will **implement** training activities in **Other Fundamental Rights areas** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	prevention of fundamental rights violations, better support for victims and the provision of suitable actions, also to support the relevant EU Strategies in this area. Having attended CEPOL training and learning activities the participants will be able to: ➢ 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 and victim support; ➢ Identify, report and record hate crime incidents; ➢ Contribute to the development of a fair and human rights compliant LE culture.	(such as online modules) ➢ Online instructor-led activities (such as webinars/online courses) ➢ Exchanges	*vs. planned, number and %)* ➢ *Number of participants (actual vs. planned, number and %)* ➢ *Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%)*	➢ *90% satisfaction*

Activity 2.5 Training activities in the area of **Law Enforcement Cooperation, Information Exchange and Interoperability**[101] [102]

Overview

International law enforcement cooperation and EU information exchange will remain in the focus of the CEPOL training portfolio in order to strengthen the fight against cross-border crime. In cooperation with the European Commission and eu-LISA, specialised activities concerning SIS, SIRENE and Schengen evaluation will be provided. CEPOL, in partnership with eu-LISA and Frontex, will deepen key EU police personnel knowledge on interoperability tools and instruments via residential (on-site) and online learning solutions. Other resources of the JHA policy area will also be used when delivering the training portfolio of this area.[103]

Objectives 2021

Activity 2.5 Training activities in the area of Law enforcement cooperation, information exchange and interoperability				
Objectives 2021	**Results (expected outcomes)**	**Outputs**	**Indicators**	**Target 21**
2.5.1 CEPOL will **implement** training activities in the area of **Schengen Information System (SIS)** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	By attending CEPOL learning and training activities, law enforcement officials will be able to: ➢ Use the existing instruments and mechanisms, with a view to enhance their application and frequency of use. Specialist officials will be able to: ➢ Explain in detail and apply the existing instruments, and cooperate on the basis of commonly applied standards, fully in line with fundamental rights and freedoms; ➢ Apply new law enforcement investigation techniques with	➢ On-site activities ➢ Online self-paced activities (such as online modules) ➢ Online instructor-led activities (such as webinars/online courses) ➢ Exchanges	➢ *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 (%)*	➢ *35 activities* ➢ *4873 participants* ➢ *90% satisfaction*
2.5.2 CEPOL will **implement** training activities in the area of **Entry-Exit System** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.				
2.5.3 CEPOL will **implement** training activities in the area of **Passenger Name Record (PNR)** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.				
2.5.4 CEPOL will **implement** training activities in the area of **European Travel Information and**				

[101] Formerly EU Information Systems & Interoperability
[102] Legal basis: Regulation (EU) 2015/2219 of the EP and of the Council on the European Union Agency for Law Enforcement Training (CEPOL) […], Art. 3(1), 4(2), 4(3)
[103] Such as FRA's expertise offered on fundamental rights implications of EU IT systems and interoperability (e.g. compilation of fundamental rights safeguards enshrined in the regulations, case studies, reports (Under watchful eyes – biometrics, EU IT-systems and fundamental rights) and legal opinions on reformed IT systems (ETIAS, Interoperability, Eurodac, VIS, etc.))

Authorisation System (ETIAS) for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	particular implications for Union level investigations; ➢ Strengthen professional networks; ➢ Explain the fundamental rights implications of EU information systems.			
2.5.5 CEPOL will **implement** training activities in the area of **Interoperability** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.				
2.5.6 CEPOL will **implement** training activities in the area of **Intelligence Analysis** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.				
2.5.7 CEPOL will **implement** training activities in the area of **EU cooperation tools and mechanisms** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.				
2.5.8 CEPOL will **implement** training activities in the area of **Joint Investigation Teams (JITs)** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.				
2.5.9 CEPOL will **implement** training activities in the area of **Customs cooperation** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.				
2.5.10 CEPOL will **implement** training activities in **Other Law enforcement cooperation, information exchange and interoperability areas** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.				

Activity 2.6 Training activities in the area of **Leadership and Other Skills**[104]

Overview

CEPOL leadership training activities will concentrate on selected talents of the EU police community to develop further their personal skills and competencies to manage law enforcement structures in a global environment. The dedicated programme for future leaders shall strengthen their network in order to facilitate the fight against crime on EU level, and language training will support law enforcement officials to enhance cross-border cooperation in this context. Furthermore, a focus is put on training design and implementation following Bloom's Taxonomy and the principles of adult education, both for international training as well as specifically for CEPOL training. Among other products, CEPOL will provide Moodle training package on the design of online courses for internal and external stakeholders (activity managers), as well Certification on e-learning management for law enforcement experts (stakeholders responsible for design and development of online training activities in LMS and implementation of those).

Objectives 2021

Activity 2.6 Training activities in the area of Leadership and Other Skills				
Objectives 2021	**Results (expected outcomes)**	**Outputs**	**Indicators**	**Target 21**
2.6.1 CEPOL will **implement** training activities in the area of **Leadership** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	By attending CEPOL learning and training activities in this area, future law enforcement leaders will be able to: ➢ manage law enforcement structures with a European cooperation perspective.	➢ On-site activities ➢ Online self-paced activities (such as online modules) ➢ Online instructor-led activities (such as webinars/online courses) ➢ Exchanges ➢ Workshop for Activity Managers	➢ *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 (%)*	➢ *23 activities* ➢ *2883 participants* ➢ *90% satisfaction*
2.6.2 CEPOL will **implement** training activities in the area of **Language Development** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	By attending CEPOL learning and training activities in this area, future law enforcement leaders will be able to: ➢ cooperate at an international and specialist level while applying professional foreign language skills.			
2.6.3 CEPOL will **implement** training activities in the area of **Train-the-Trainers** for Law	Having attended CEPOL training and learning activities in this area, the participants will be able to:			

[104] Legal basis: Regulation (EU) 2015/2219 of the EP and of the Council on the European Union Agency for Law Enforcement Training (CEPOL) […], Art. 3(1), 4(2), 4(3)

Enforcement Officials from the EU, and, if applicable, from Third countries.	➢ Design training activities on the basis of good adult education practices; ➢ Prepare effective learning environments for adult learners; ➢ Recognise different approaches to learning; ➢ Apply the basics of writing learning objectives.			
2.6.4 CEPOL will **implement** training activities in the area of **Training development, design and implementation** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	Having attended CEPOL training and learning activities in this area, the participants will be able to: ➢ Design CEPOL training activities on the basis of good adult education practices; ➢ Prepare effective learning environments for adult learners; ➢ Recognise different approaches to learning; ➢ Prepare and implement CEPOL training activities in line with CEPOL's quality standards.			
2.6.5 CEPOL will **implement** training activities in **Other Leadership and Other Skills Areas** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	With the help of comprehensive catalogue of 20,000 publications from the world's top publishers leadership and other soft skills of key law enforcement personnel is developed. Training materials available to registered users of LEEd.			

Activity 2.7 Training activities in the area of **Higher Education and Research**[105]

Overview

The Agency will continue to provide various training activities on modern law enforcement education focusing on the benefit of contemporary training and learning methods and language skills development in the context of law enforcement.

Objectives 2021

Activity 2.7 Training activities in the area of Higher Education and Research				
Objectives 2021	**Results (exp. outcomes)**	**Outputs**	**Indicators**	**Target '21**
2.7.1 CEPOL will **implement** training activities in the area of **Research and Science** for Law Enforcement Officials from the EU, and, if applicable, from Third countries, in particular the CEPOL Research and Science Conference in cooperation with Member States.	➢ CEPOL will have organised the next edition of the CEPOL Research & Science Conference, facilitating the exchange and networking opportunities for research scientists, law enforcement and educational professionals.	➢ On-site conference is planned and implemented, in case of pandemic restrictions turned into an online event. ➢ Exchanges	➢ *Number of activities (implemented vs. planned, number and %)* ➢ *Number of participants (actual vs. planned, number and %)*	➢ *1 activity* ➢ *104 participants*

[105] Legal basis: Regulation (EU) 2015/2219 of the EP and of the Council on the European Union Agency for Law Enforcement Training (CEPOL) […], Art. 3(1), 4(2), 4(3), 5

Activity 2.8 Training activities in the area of **Public Order and Prevention**[106]

Overview

Contemporary methods on crime prevention and public order management will remain in the focus of the portfolio in the field. Training activities will aim to exchange good practices on the security of major international events, effective crowd management, security of international football games in view of European Championship and the management of amok shooting attacks. Additionally, activities will be implemented related to the prevention of juvenile delinquency and the handling of domestic violence in close cooperation with social and educational services. Also reporting and recording of Hate Crime by public order police or in the context of community policing is a matter that will be addressed in training together with cooperation between police and civil societies in this context, both as a horizontal topic in Public Order training as well as in Fundamental rights training (see chapter 2.4).

Objectives 2021

Activity 2.8 Training activities in the area of Public Order and Prevention				
Objectives 2021	**Results (expected outcomes)**	**Outputs**	**Indicators**	**Target '21**
2.8.1 CEPOL will **implement** training activities in the area of **Public Order** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	By attending CEPOL learning and training activities, law enforcement officials will be able to: ➢ Use existing instruments and mechanisms, with a view to enhance their application skills and frequency of use; ➢ Describe in detail the existing instruments and cooperate on the basis of commonly applied standards fully in line with fundamental rights and freedoms; ➢ Apply new methods in the area of collecting intelligence, investigation and other operational techniques; ➢ Strengthen their professional networks.	➢ On-site activities ➢ Online instructor-led activities (such as webinars/online courses) ➢ Exchanges	➢ *Number of activities (implemented vs. planned, number and %)* ➢ *Number of participants (actual vs. planned, number and %)* ➢ *Satisfaction with CEPOL training*	➢ *10 activities* ➢ *1393 participants* ➢ *90% satisfaction*

[106] Legal basis: Regulation (EU) 2015/2219 of the EP and of the Council on the European Union Agency for Law Enforcement Training (CEPOL) […], Art. 3(1), 4(2), 4(3)

2.8.2 CEPOL will **implement** training activities in the area of **Crime Prevention** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	Having attended CEPOL training and learning activities the participants will be able to: ➢ describe prevention activities and exchange practices on prevention; ➢ explain roles and responsibilities of different actors involved in crime prevention; ➢ involve relevant prevention professionals to support operational work.		*in line with Kirkpatrick's methodology (%)*	
2.8.3 CEPOL will **implement** training activities in **Other Public Order and Prevention areas** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	By attending CEPOL learning and training activities, law enforcement officials will be able to: ➢ Apply public order/prevention methods and tools, with a particular attention to risk analysis and assessment as well as inter-agency and international cooperation; ➢ Strengthen their professional networks.			

Activity 2.9 Training activities in the area of **Law Enforcement Technologies, Forensics and Other Specific Areas**[107]

Overview

CEPOL training activities will share knowledge on the use of modern operational, tactical and strategic analysis techniques, the effective exploitation of forensic tools and the adoption of state of the art technological solutions in the law enforcement context. In partnership with Europol, dedicated training activities will be delivered in order to exchange good practices concerning the use of covert human intelligence sources as well as on witness protection with a focus on international relocation.

Objectives 2021

Activity 2.9 Training activities in the area of Law Enforcement Technologies, Forensics and Other Specific Areas				
Objectives 2021	**Results (expected outcomes)**	**Outputs**	**Indicators**	**Target '21**
2.9.1 CEPOL will **implement** training activities in the area of **Forensics** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	Having attended CEPOL training and learning activities the participants will be able to: ➢ apply current forensic practices and share experiences; ➢ select relevant forensic service providers; ➢ explain the possibilities and limitations of forensic science.	➢ On-site activities ➢ Online self-paced activities (such as online modules) ➢ Online instructor-led activities (such as webinars/online courses) ➢ Exchanges	➢ *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 (%)*	➢ *14 activities* ➢ *1864 participants* ➢ *90% satisfaction*
2.9.2 CEPOL will **implement** training activities in the area of **Intellectual Property Rights** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.	Having attended CEPOL training and learning activities the participants will be able to: ➢ Apply different law enforcement techniques; ➢ Exchange knowledge and practices on law enforcement procedures and instruments.			
2.9.3 CEPOL will **implement** training activities in the area of **Informant handling** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.				

[107] Legal basis: Regulation (EU) 2015/2219 of the EP and of the Council on the European Union Agency for Law Enforcement Training (CEPOL) […], Art. 3(1), 4(2), 4(3)

2.9.4 CEPOL will **implement** training activities in the area of **Witness protection** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.				
2.9.5 CEPOL will **implement** training activities in **Other Law Enforcement Technologies, Forensics and Other Specific Areas** for Law Enforcement Officials from the EU, and, if applicable, from Third countries.				

Activity 2.10 Training activities in the area of Union missions (CSDP)[108]

Overview

CEPOL, in particular in partnership with EEAS and other EU training providers[109] – will provide training activities for law enforcement commanders and key personnel of civilian missions. Change management in the context of the rule of law, monitoring, mentoring and advising practices and the function of law enforcement advisors embedded in the EU policy response will be on the forefront of CEPOL training activities. CEPOL incorporates the latest policy developments related to CSDP in its training activities (such as the required CSDP expertise identified within the mini-concepts).

Objectives 2021

Activity 2.10 Training activities in the area of Union missions (CSDP)				
Objectives 2021	**Results (exp. outcomes)**	**Outputs**	**Indicators**	**Target '21**
2.10.1 CEPOL will **implement** training activities in the area of **Union missions (CSDP)** for Law Enforcement Officials from the EU.	Having attended CEPOL training and learning activities the participants will be able to: ➢ apply the CSDP relevant legal framework; ➢ operate in Union missions in line with their mandate and needs consistently following EU values and policies; ➢ Explain the policy developments related to CSDP (e.g. mini-concepts).	➢ On-site activities ➢ Online instructor-led activities (such as webinars/online courses)	➢ *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 (%)*	➢ *2 activities* ➢ *220 participants* ➢ *90% satisfaction*

[108] Legal basis: Regulation (EU) 2015/2219 of the EP and of the Council on the European Union Agency for Law Enforcement Training (CEPOL) […], Art. 3(1), 4(2), 4(3)
[109] Such as the European Security and Defence College and other JHA agencies training activities in their subject matter area (e.g. Frontex – border management training activities provided in 3rd countries)

Activity 2.11 Prepare, design, implement and follow-up capacity building projects in Third Countries[110]

CEPOL will further operationalise the working arrangement with the countries covered by EU neighbourhood policies.

Complying with the relevant policies[111] of the European Union, CEPOL will continue to pursue the goal of contributing to law enforcement capacity building efforts in third countries by training means, applying its tested-and-tried methodologies. It shall serve to transfer EU know-how in the target countries and bring back first-hand experience in return, support building networks of law enforcement specialist and foster development of training partnerships. In respect to the already targeted regions, such as the Western Balkan and the Middle East and North Africa, CEPOL shall support sustainability of previous achievement and deepen partnership moving towards institutionalised cooperation where it applicable.

CEPOL will pursue its efforts in third countries of particular EU policy importance with the continuous support of other JHA agencies, such as Europol and Eurojust[112]. Possible future collaboration with other JHA agencies – like EASO[113] and EMCDDA[114] – will also be sought continuously by CEPOL.

Overview

Based on European Commission financing decisions, CEPOL's Executive Director signed a Delegation Agreement on the EU/MENA Counter-terrorism Training Partnership 2 (CEPOL CT2) project with the European Commission Service for Foreign Policy Instruments (FPI) and a Grant Agreement on the Financial Investigation in Service Training Programme, Western Balkan (CEPOL FI) project with Directorate-General of Neighbourhood end Enlargement Negotiation (DG NEAR) on 21 December 2017. CEPOL concluded these projects successfully in 2020. These projects were supported by other JHA agencies substantially: Europol provided experts for 8 training activities and organised study visits to Europol and to partner countries during the CEPOL FI project.

During the past years CEPOL has been engaged in dialogues with respective Commission Services concerning the implementation of projects in the European Southern and Eastern Neighbourhood Policy areas, and the Western Balkans.

As a result of this, CEPOL will implement the project "Enhancing Information Exchange and Criminal Justice Responses to Terrorism in the Middle East and North Africa" (CT INFLOW) with a budget of EUR 7,500,000 and a duration of 48 months, starting as of 1 April 2020. The specific objective is to support partner countries in Africa and the Middle East (and possibly other countries and international organisations, such as AFRIPOL, League of Arab States if funding allows) in line with the EU political dialogues to improve the best practices for the exchange of information, cross-border investigations and prosecutions, in particular

[110] Legal basis: Regulation (EU) 2015/2219 of the EP and of the Council on the European Union Agency for Law Enforcement Training (CEPOL) […], Art. 3(1), 4(3), 4(4), 34
[111] Currently: European Agenda on Security, European Global Strategy
[112] Eurojust express willingness to contribute to CEPOL capacity building projects' training activities in specific crime areas (migrant smuggling, criminal finances, cyber-related crime and counterterrorism) in geographical areas of concern (Western Balkans, MENA). CEPOL shall communicate the details of these courses in advance to Eurojust, and such contribution is preceded by a case-by-case assessment, and is contingent upon available resources.
[113] EASO offered potential support from big data perspectives, as well as the exploration of further synergies within the Agencies Network Scientific Advice (EU-ANSA)
[114] EMCDDA is more and more involved in capacity building projects – such as EU for Monitoring Drugs (EU4MD) in European Neighbourhood Policy (ENP) East and South partner countries, thus EMCDDA expressed an interest to investigate joint training initiatives in these countries

of foreign terrorist fighters and individuals suspected of planning or carrying out terrorist offences. The project is funded by the European Union under the Instrument contributing to Stability and Peace (IcSP), later transferred to Foreign Policy Instrument (FPI).

A second project is EUROMED Police with a budget of EUR 7,000,000 and a duration of 48 months, shall be implemented as of on 1 April 2020. The specific objectives are: a) to enhance the operational capacities of the South Partner Countries (SPC) to fight serious and organised crime, b) to strengthen strategic cooperation between national law enforcement authorities in SPC, as well as between SPC and EU MS and EU Agencies. The project is funded by European Union under the European Neighbourhood Instrument (ENI).

A third project entitled Training and Operational Partnership against Organised Crime (TOPCOP), covering the six jurisdictions of the Eastern Partnership (Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine), shall be implemented by the Agency starting on 1 July 2020. This project is funded by the European Neighbourhood Instrument and managed by DG NEAR, and aims at assisting partner countries meet their European partnership objectives in the relevant sector. The implementation period is 48 months. The envisaged budget is EUR 6,000,000.

A fourth project is Western Balkans Project against Crime and Terrorism (WB PaCT), funded by the Instrument of Pre-Accession II managed by DG NEAR, covering six jurisdictions of the Western Balkans region: Albania, Bosnia and Hercegovina, Kosovo*, Montenegro, North Macedonia and Serbia. The implementation period is 36 months, with a starting date of 19 October and a budget of EUR 3,000,000.

These projects will be implemented with the support from and contribution of the Commission services, but also of other JHA agencies, in particular that of Europol:

- EUROMED Police: development of a regional threat assessment and ad hoc assistance under component 2, focusing on the fine-tuning of the Euromed Threat Assessment with the National Coordinators – with existing Europol staff and 1 additional staff member at Europol financed from CEPOL project budget;
- TOPCOP: under component 1, jointly CEPOL and Europol will strengthen the strategic and operational cooperation between national and EU authorities/agencies , while in the component 3, Europol will provide expertise on threat analysis to enhance the capacities of the authorities of partner countries to fight SOC (esp. building up law enforcement and threat analysis capacities), with a dedicated fund for financial support and direct support provide with 1 additional staff member at Europol financed from CEPOL project budget
- WB PaCT: direct support with 1 additional staff member at Europol financed from CEPOL project budget.

Project funding and details related to the implementation – such as type and list of activities, results (expected outcomes), outputs and detailed KPIs – fall under the remit of the respective Grant, Delegation or Contribution Agreements and are defined therein. The list of Objectives under this Activity is therefore identical to the list of confirmed projects.

Objectives 2021

Activity 2.11 Prepare, design, implement and follow-up capacity building projects in Third Countries				
Objectives 2021	**Results (exp. outcomes)**	**Outp.**	**Indicators**	**Target 21**
2.11.1 **Implementation of the** Enhancing Information Exchange and Criminal Justice Responses to Terrorism in the Middle East and North Africa (**CEPOL CT INFLOW**) **project**	*As defined in the Contribution Agreement on the CEPOL CT INFLOW project with the Directorate-General for International Cooperation and Development (DG DEVCO), later transferred to Foreign Policy Instrument (FPI)*	*As defined in the Contribution Agreement […]*	➢ *Number of activities (implemented vs. planned, number and %)* ➢ *Number of participants (actual vs. planned, number and %)* ➢ *Satisfaction with CEPOL training (%)*	*As defined in the Contribution Agreement […]*
2.11.2 **Implementation of the** Enhancing operational capacities of the South Partner Countries to fight serious and organised crime and strengthening strategic cooperation (**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 (implemented vs. planned, number and %)* ➢ *Number of participants (actual vs. planned, number and %)* ➢ *Satisfaction with CEPOL training (%)*	*As defined in the Contribution Agreement […]*
2.11.3 **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 (implemented vs. planned, number and %)* ➢ *Number of participants (actual vs. planned, number and %)* ➢ *Satisfaction with CEPOL training (%)*	*As defined in the Contribution Agreement […]*
2.11.4 **Implementation of the** Western Balkans Project against Crime and Terrorism (**WB PaCT**) **project**	*As defined in 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 (implemented vs. planned, number and %)* ➢ *Number of participants (actual vs. planned, number and %)* ➢ *Satisfaction with CEPOL training (%)*	*As defined in the Contribution Agreement […]*

Goal 3: CEPOL will be an efficient organisation promoting continuous improvement in order to meet stakeholders' satisfaction and regulatory requirements

Activity 3.1 Governance, Administration and Stakeholder Relations[115]

Overview

In 2021 horizontal and support activities will – as is to be expected – fully support operational activities in all aspects. In order to be able to do so at a qualitative and quantitative level similar to the expected operational output, it will be necessary to significantly increase the resources allocated. Both human resources (at qualitative and quantitative level: more posts at higher grades) and financial resources (to cover additional staff costs and additional costs in running the organisation, especially ICT) will have to be increased.

Besides upgrading of positions that are – on the basis of current grading - significantly undervalued (e.g. highest graded Procurement Officer is an AST3/AST4 position), it will be necessary to add human resources to a variety of fields such as, but not limited to, ICT (to support the increased (cyber) activities), Legal (to be able to deal with the increased workload related to e.g. EU GDPR), RELEX (increased need for stakeholder management with the Member States, 3rd States as well as EU and international organisations), Security (implementation of a security regime dealing with EU Classified Information) and Document management/archiving (CEPOL will be obliged to deal with obligation stemming from the Council Regulation on Archiving) or Communications.

Between 2018-2020 there have been several meetings with Hungarian authorities on new CEPOL premises. Despite the understanding from the Hungarian authorities on the fact that CEPOL has reached the limits of the use of its headquarters, there has been no progress made on the identification of a suitable building (project) for CEPOL to move to in the near to mid-term future.

Activity 3.1 Governance, Administration and Stakeholder Relations				
Objectives 2021	**Results (expected outcomes)**	**Outputs**	**Indicators**	**Target '21**
3.1.1 Good governance that is in line with applicable rules and regulations, and efficient management **of new headquarters, IT and resources**	**Governance:** ➢ By implementing effective and efficient Governance mechanisms, CEPOL will be able to fulfil its mission in support of European law enforcement training, and the agency will continue to fully comply	**Governance:** ➢ Management Board's decision making is enabled and supported **Internal Control:** ➢ Conduct ex post control activities in line with the annual internal control plan and draft	➢ Budget implementation (commitment, and payment) ➢ Average recruitment time[116]	➢ *≥99% use of commitment appropriations* ➢ *≥95% payment appropriations (over 2 years)*

[115] Legal basis: Regulation (EU) 2015/2219 of the EP and of the Council on the European Union Agency for Law Enforcement Training (CEPOL) […], Art. 3(3), 3(4), 4(6), 34
[116] Average number of weeks from the day when the position is published until the reserve list is established

	with the legal, financial and administrative requirements set by the EU institutions. **Internal Control:** ➢ Improved processes and internal control system of the Agency, to better achieve the business objectives in the respective area **Human Resources:** ➢ Shorter period of open positions in the organisation. This will lead to a (slightly) lower workload for all staff members which will in turn give better chances for participation in training opportunities as well as a better work/life balance. ➢ Ensure a continued fit of staff competences and capabilities with the needs of the Agency **Financial Resources:** ➢ By better planning of financial resources, budget implementation will become more efficient **ICT:** ➢ The ICT steering committee and/or LEEd task force coordinates projects and IT initiatives ➢ Alignment of ICT services with core business goals ➢ Implementation of additional infrastructure in order to support the	reports proposing improvements to the internal processes, including review of compliance with the internal control standards **Human Resources:** ➢ Timely start of relevant recruitment procedures in order to reduce the capacity gaps due to staff (temporarily) leaving CEPOL. ➢ CEPOL Staff training plan for the following year and the implementation of the CEPOL Staff training plan for the current year ➢ Timely processing of newly adopted/amended implementing rules on the staff regulations and where relevant the follow up of additional internal guidance. **Financial Resources:** ➢ Smooth and efficient budget implementation, – commitments shall reach 98% and of the available budget appropriations commitment rate and payment execution 95%. ➢ Timely processing of invoices, a minimum of 95% of invoices processed within deadline **ICT:** ➢ Business and user requirements are defined and applied **Building:** ➢ For all in-house meeting the relevant procedures and templates will be followed	➢ Implementation of internal control plan	➢ *Average recruitment time <13 weeks* ➢ *100%*

	project office in the implementation of externally financed projects (e.g. MENA or WB) ➢ Reliable performance and availability of ICT environment ➢ Ensure that planned maintenance will not overrun its communicated timeslots ➢ Ensure that recovery time objectives are realistically set and kept. **Building:** ➢ The building will be utilised to its maximum capacity ➢ Alternative(s) to our current building will be discussed with the Hungarian authorities.	➢ Building requirement are defined and agreed		
3.1.2 Continue optimising the processes of CEPOL through further **introduction of digital workflows within and where relevant outside of the organisation**	➢ Reduced time of processing claims and invoices ➢ Better documented budget input	➢ Use of electronic payment workflow ➢ Use of electronic budgeting system	➢ Use of digital workflow	➢ *100%*
3.1.3 Promote CEPOL's activities by management of **external relations and external and internal communications**	**Communications:** ➢ A progressive building of a strong and positive CEPOL corporate culture and image, strengthening its perception as a viable and valuable partner across the EU landscape and beyond.	**Communications**: ➢ Corporate reports to be circulated to institutional recipients and key stakeholders; ➢ Key publications to be circulated to institutional recipients and key stakeholders*;*	➢ Successful implementation of the Communications Sub-Strategy and Action Plan	➢ *Communications Sub-Strategy and Action Plan successfully implemented*

	➢ CEPOL's role in supporting EU security via training is better known to its stakeholders and the general public. **External relations** ➢ Officials from the Candidate, potential candidate and ENP countries achieve good understanding of EU law enforcement cooperation instruments	➢ CEPOL branded merchandise and corporate material is distributed to the appropriate recipients; ➢ Production and dissemination of periodical digests and newsletters, press releases, audio/visual material; ➢ Organisation of communications support provided to key CEPOL events; ➢ Enhanced CEPOL presence in the media and in particular social media platforms; ➢ CEPOL website as main source of information on CEPOL for external audiences. **External relations**: ➢ By better identification of stakeholder needs and increased engagement level, CEPOL will be able to improve relevance of its services to the law enforcement community ➢ Participation of Third Country partners to CEPOL activities, based on Working Arrangements	➢ Development of an updated Communications Sub-Strategy 2021-2025	➢ *Updated Communications Sub-Strategy developed*

Overview of CEPOL training activities 2021

Activity #	Activity name (thematic area)	On-site and online activities		Exch. (CEP)	Total planned	
		Number of activities pl.	*Number of participants pl.*	*Number of participants pl.*	**Number of activities pl.**	**Number of pl. participants**
2.1	**Serious and Organised Crime**	60	6914	128	**60**	7042
2.2	**Cyber-related Crime**	53	3748	23	**53**	3771
2.3	**Counter-terrorism**	17	2002	52	**17**	2054
2.4	**Fundamental Rights**	15	1986	14	**15**	2000
2.5	**Law enforcement cooperation, information exchange and interoperability**	35	4794	79	**35**	4873
2.6	**Leadership and other skills**	23	2860	23	**23**	2883
2.7	**Higher Education and Research**	1	100	4	**1**	104
2.8	**Public Order and Prevention**	10	1378	15	**10**	1393
2.9	**Law Enforcement Technologies, Forensics and Other Specific Areas**	14	1816	48	**14**	1864
2.10	**Union missions (CSDP)**	2	220	0	**2**	220
Total planned		**230**	**25818**	**386**	**230+44**[117]	**26204+8360**

[117] 44 ad-hoc webinars has also been planned, but not added under any thematic area, as their area is not known yet

Overview of CEPOL project activities 2021

Project	Time-scale	On-site activities (including courses, regional workshops, seminars, …)		Online activities (self-paced and instructor led, if applicable)		Study visits (including Mentoring Programme)		Exchanges
Activity 2.11 Prepare, design, implement & follow-up capacity building projects in 3rd Countries		Number of activities pl.	Number of participants pl.	Number of activities pl.	Number or participants pl.	Number of study visits pl.	Number of participants pl.	Number of exchanges pl.
2.11.1 CEPOL CT INFLOW project	2021	21	271	2	28	2	20	6
	Full lifecycle 2020-24	68[118]	886[119]	12[120]	384[121]	15[122]	80[123]	18
2.11.2 CEPOL EUROMED Police project[124]	2021	29	319	1	30	4	16	20
	Full lifecycle 2020-24	79[125]	913[126]	17	486	15[127]	70[128]	40
2.11.3 CEPOL TOPCOP project	2021	25	298	0	0	3	14	40
	Full lifecycle 2020-24	59[129]	1 128[130]	18	420	12[131]	60[132]	120
2.11.4 CEPOL WB PaCT project	2021	28	336.	0	0	-	-	-
	Full lifecycle 2020-23	50	884	9	315	-	-	-
Total	**2021**	**103**	**1 224**	**3**	**58**	**9**	**50**	**66**
	Full lifecycle 2020-2x	**256**	**3 811**	**56**	**1 605**	**42**	**210**	**178**

[118] Including 29 outsourced activities under component 3: Criminal Justice Responses and Component 4: MENA TE-SAT. Both components will be outsourced to international organizations/EU MSs.
[119] Including 476 outsourced participants under outsourced component 3: Criminal Justice Responses and Component 4: MENA TE-SAT
[120] Including 3 outsourced activities under component 3: Criminal Justice Responses
[121] Including 42 outsourced participants under outsourced component 3: Criminal Justice Responses
[122] Including 5 outsourced activities under component 3: Criminal Justice Responses and Component 4: MENA TE-SAT. Both components will be outsourced to international organizations/EU MSs.
[123] Including 42 outsourced participants under outsourced component 3: Criminal Justice Responses and Component 4: MENA TE-SAT
[124] The project's planned figures may increase due to ongoing negotiations with the Contracting Authority on the EUROPOL component.

[125] Including 8 implemented by Europol
[126] Including 90 implemented by Europol
[127] Including 3 implemented by Europol
[128] Including 27 implemented by Europol
[129] Including 9 of Europol
[130] Including 78 of Europol
[131] Including 3 of Europol
[132] Including 18 of Europol

Section IV.I – 2021: CEPOL residential activities[133]

CEPOL-implemented activities

CYBERCRIME

Activity 2.2 Training activities in the area of Cyber-related Crime,
Objective 2.2.1 (EU STNA priorities: 4, 6, 10)

9 Onsite Activities: Nos. 4, 5, 6, 11, 12, 13, 14, 15, 16

ATTACKS AGAINST INFORMATION SYSTEMS

1) Open Source Intelligence (OSINT) and IT Solutions (1st) (ISO) (planned as online)
2) Open Source Intelligence (OSINT) and IT Solutions (2st) (ISO) (planned as online)
3) Darkweb and Cryptocurrencies - Basics (planned as online)
4) Darkweb and Cryptocurrencies - Advanced
5) Conducting Forensic Searches in Various IT Devices
6) Cybercrime - Advanced Windows File Systems Forensics
7) Cross-border Exchange of e-Evidence (planned as online)
8) Digital Forensic Investigators Training (planned as online)
9) First Responders and Cyber-forensics (planned as online)
10) Cyber-intelligence (planned as online)
11) Malware Investigation
12) Live Data Forensics
13) Mac Forensics
14) Linux Forensics

COMBATING CHILD SEXUAL ABUSE AND SEXUAL EXPLOITATION

15) Child Sexual Exploitation on the Internet - Undercover Operations
16) Child Sexual Exploitation – Victim Identification (with Europol)
17) Strategies in Managing Child Sex Offenders (planned as online)

NON-CASH MEANS OF PAYMENT

18) Combating card fraud (planned as online)

INDICATIVE BUDGET: 928,260.00 EUR

CEPOL KNOWLEDGE CENTRE COUNTER-TERRORISM

Activity 2.3 Training activities in the area of Counter-terrorism
Objective 2.3.1 (EU-STNA priority: 2)

4 Onsite Activities: Nos. 1, 3, 5, 6

1) Terrorism and Counter-terrorism in the EU (including study visit)
2) Public-private partnerships and Other Forms to Counter Terrorist Financing (planned as online)
3) Understanding Darknet - Basics of Encryption in CT
4) OSINT: Focus on Fake News and Disinformation Leading to Extremism (planned as online)
5) Covert Human Intelligence Sources - Online Undercover Agents in CT

[133] As per MB Decision 21/2020/MB of 24 July 2020 (EU-STNA priority indication added, CT activities added, online implementation added when expected due to the pandemic).

6) Critical Infrastructure Protection and Cybersecurity
7) Chemical Biological Radiological and Nuclear (CBRN) Incidents Management Operational Training (implementation early 2022)
8) Extremism and Radicalisation in Contemporary Europe: including Terrorism Prevention (planned as online / e-Lesson as a follow-up to same activity in 2021)

INDICATIVE BUDGET: 349,195.00 EUR

CEPOL KNOWLEDGE CENTRE LAW ENFORCEMENT COOPERATION, INFORMATION EXCHANGE AND INTEROPERABILITY

Activity 2.5 Training activities in the area of Law Enforcement Cooperation, Information Exchange and Interoperability
Objectives 2.5.1, 2.5.2 & 2.5.3 (*EU-STNA horizontal priority – key findings)*

3 Onsite Activities: Nos. 3, 10, 11

1) International Law Enforcement Cooperation and Information Exchange (planned as online)
2) Schengen Evaluation – SIS and SIRENE
3) Schengen Evaluation – Police Cooperation
4) Train the Technical Trainers – SIS II, VIS, EURODAC – IT Operators (planned as online)
5) SIS II for SIRENE staff with Technical Knowledge of SIS II (planned as online)
6) SIRENE Officers – Level 1 (planned as online)
7) SIRENE Officers – Level 2 (planned as online)
8) Entry/Exit System - Train the Trainers (planned as online)
9) Training on Police Information Exchange for SPOC (planned as online)
10) Passenger Name Record (PNR) Data Analysis (with Europol)
11) Interoperability

INDICATIVE BUDGET: 375,780.00 EUR

ISO AND JOINT ACTIVITIES WITH OTHER AGENCIES

Various Activities & Objectives **(***EU-STNA horizontal priority – key findings)*

7 onsite activities

1) Informant Handling – Advanced (with Europol)
2) Witness Protection (with Europol)
3) Intellectual Property Rights – Counterfeiting and Piracy (with EUIPO)
4) Operational Intelligence Analysis (with Europol)
5) Drug Crime and Markets - Strategic Analysis (with EMCDDA) (ISO)
6) False Identity Documents - Crime Facilitator (ISO)
7) Child Trafficking (ISO)

INDICATIVE BUDGET: 355,770.00 EUR

LEADERSHIP AND OTHER SKILLS

Activity 2.6 Training activities in the area of Leadership and Other Skills
Objective 2.6.4 (*EU STNA other specific or cross-cutting training needs)*

2 onsite activities

1) Workshop for Activity Managers - Step 1

2) Workshop for Activity Managers - Step 2

INDICATIVE BUDGET: 84,600.00 EUR

ACTIVITIES WITHOUT SUCCESSFUL GRANTS – TO BE IMPLEMENTED BY CEPOL

Various Activities & Objectives

2 onsite activities Nos. 2, 4

1) Use of OSINT in Facilitation of Illegal Immigration - Train the Trainers (Objective 2.1.4; *EU-STNA priority: 1)* (planned as online)
2) Digital migrant smuggling (Objective 2.1.4; *EU-STNA priority: 1)*
3) Financial investigations (Objective 2.1.7; *EU-STNA priority: 5)* (planned as online)
4) EU Missions and Operations – Strategic Advising (Objective 2.10.1; *EU-STNA priority: 21)*

INDICATIVE BUDGET: 164,160.00 EUR

48 residential activities + 2 workshops for CEPOL network Activity Managers

INDICATIVE BUDGET: 2,257,765.00 EUR

Training activities offered for grants

FUNDAMENTAL RIGHTS

Activity 2.4 Training activities in the area of Fundamental Rights
Objective 2.4.1 (*EU-STNA horizontal – key findings, priority: 20)*

4 onsite activities

1) Fundamental Rights - Police Ethics - Step 1
2) Fundamental Rights - Management of Diversity - Step 2 (implementation early 2022)
3) Hate Crime
4) Victim Protection (implementation early 2022)

INDICATIVE BUDGET: 97,598.50 EUR

EMPACT – FACILITATION OF ILLEGAL IMMIGRATION

Activity 2.1 Training activities in the area of Serious and Organised Crime
Objective 2.1.4 (*EU-STNA priority: 1)*

2 onsite activities

1) Investigations related to facilitation of illegal immigration cases
2) Facilitation of Illegal Immigration and Criminal Finances, Money Laundering

INDICATIVE BUDGET: 42,706.00 EUR

EMPACT – TRAFFICKING IN HUMAN BEINGS

Activity 2.1 Training activities in the area of Serious and Organised Crime
Objective 2.1.2 (*EU-STNA priority: 3)*

1 onsite activities (in addition 1 ISO activity implemented by CEPOL)

1) Trafficking in Human Beings - Sexual Exploitation
2) Trafficking in Human Beings - Labour Exploitation (transformed into online activity)

INDICATIVE BUDGET: 23,657.00 EUR

EMPACT – CRIMINAL FINANCES AND MONEY LAUNDERING

Activity 2.1 Training activities in the area of Serious and Organised Crime
Objective 2.1.7 (*EU-STNA priority: 5)*

2 onsite activities

1) Money laundering
2) Financial intelligence and analysis of financial data: follow-up
3) International Asset Recovery (transformed into online activity)

INDICATIVE BUDGET: 37,574.50 EUR

EMPACT – DRUG CRIMES

Activity 2.1 Training activities in the area of Serious and Organised Crime
Objective 2.1.3 (*EU-STNA priorities: 9, 12)*

3 onsite activities (in addition 1 joint ISO activity with EMCDDA)

1) Cross-border drug investigations

[134] As per MB Decision 21/2020/MB of 24 July 2020
[135] In case no grant applications are received for these activities, CEPOL will implement some of them or replace them by online courses depending on the availability of human resources

2) Illicit Laboratory Dismantling - Follow Up
3) Drug trafficking methods: mail and postal parcels

INDICATIVE BUDGET: 74,060.00 EUR

EMPACT – TRAFFICKING AND ILLICIT USE OF FIREARMS AND EXPLOSIVES

Activity 2.1 Training activities in the area of Serious and Organised Crime
Objective 2.1.5 (*EU-STNA priority: 7)*

1 onsite activity

- Firearms - Firearms - Legal, Strategic and Operational Aspects of Firearms Trafficking

INDICATIVE BUDGET: 28,980.00 EUR

EMPACT – ORGANISED PROPERTY CRIME

Activity 2.1 Training activities in the area of Serious and Organised Crime
Objective 2.1.10 (*EU-STNA priority: 8)*

1 onsite activity

- Organised Property Crime

INDICATIVE BUDGET: 23,627.74 EUR

EMPACT – MISSING TRADER INTRA-COMMUNITY FRAUD

Activity 2.1 Training activities in the area of Serious and Organised Crime
Objective 2.1.8 (*EU-STNA priority: 17)*

1 onsite activity

- Missing Trader Intracommunity Fraud

INDICATIVE BUDGET: 25,964.00 EUR

EMPACT – ENVIRONMENTAL CRIME

Activity 2.1 Training activities in the area of Serious and Organised Crime
Objective 2.1.9 (*EU-STNA priority: 18)*

1 onsite activity

- Environmental Crime

INDICATIVE BUDGET: 24,230.00 EUR

EMPACT – CORRUPTION

1 onsite activity

- Investigating and preventing corruption

INDICATIVE BUDGET: 23,653.00 EUR

EMPACT – EXCISE FRAUD

Activity 2.1 Training activities in the area of Serious and Organised Crime
Objective 2.1.8 (*EU-STNA priority: 19)*

1 onsite activity

- Excise Fraud – Investigation

INDICATIVE BUDGET: 24,092.00 EUR

TOTAL INDICATIVE BUDGET EMPACT ACTIVITIES: 328,544.24 EURO (incl. 14 activities)

LAW ENFORCEMENT COOPERATION, INFORMATION EXCHANGE AND INTEROPERABILITY

Activity 2.9 Training activities in the area of Law Enforcement Technologies, Forensics and Other Specific Areas
Objective 2.9.2(*EU-STNA horizontal priority – key findings)*

2 onsite activities

1) Joint Investigation Team – Implementation
2) Joint Investigation Team – Leadership

INDICATIVE BUDGET: 56,614.00 EUR

LAW ENFORCEMENT TECHNOLOGIES, FORENSICS AND OTHER SPECIFIC AREA

Activity 2.9 Training activities in the area of Law Enforcement Technologies, Forensics and Other Specific Areas
Objective 2.9.1 (*EU-STNA priority: 15, and other specific training needs)*

4 onsite activities

1) European Explosive Ordnance Disposal Network
2) Forensic Investigation in CBRN Contaminated Environment
3) Unmanned Aerial Vehicles - Threats and Opportunities for Law Enforcement
4) Crisis hostage negotiation and crisis communication

INDICATIVE BUDGET: 116,133.03 EUR

PUBLIC ORDER AND PREVENTION

Activity 2.8
Objectives 2.8.1 & 2.8.2 (EU-STNA priority: 14, and other specific training needs)

3 onsite activities

1) Pan-European Football Security
2) Public Order and Crowd Management - Security during Major Events
3) Violent Attacks against the Public - Amok Shootings
4) Prevention Juvenile Crime and Domestic Violence (transformed into online activity)

INDICATIVE BUDGET: 90,419.00 EUR

LEADERSHIP AND OTHER SKILLS

Activity 2.6
Objectives 2.6.1, 2.6.2 & 2.6.3 (*EU STNA other specific or cross-cutting training needs)*

5 onsite activities

1) Train the Trainers – Step 1
2) Train the Trainers – Step 2 (implementation early 2022)
3) EU Law Enforcement Leadership Development - Future Leaders - Module 1

4) EU Law Enforcement Leadership Development - Future Leaders - Module 2
5) Language Development - Instruments and Systems of European Police Cooperation in English (1st)

INDICATIVE BUDGET: 203,109.20 EUR

32 activities granted

INDICATIVE BUDGET FOR GRANTS: 892,417.97 EUR
CORRESPONDING INDICATIVE TRAVEL BUDGET: 404,550 EUR

Section IV.II – Grant Agreements

Grants for implementation of CEPOL activities in 2021[136]

Given the delay of the completion of the Framework Partnership application procedure the Call for grants 2021 process was also inevitably postponed owing to the fact that existing Framework Partner Agreement is a mandatory prerequisite in the application process for grants.

Altogether 45 on-site activities had been offered for grant applications mainly in the areas of EMPACT, law enforcement technologies, public order, CSDP missions, fundamental rights, leadership and other skills. (Please see Section IV.1)

Altogether 73 course application had been received from 39 Framework Partners. Out of the 45 activities offered for grant applications, 37 had been covered by valid grant applications satisfying the content and financial criteria of the Call for Proposals.

The 07/2021/DIR on Awarding of Grants for the Implementation of CEPOL Granted Training Activities 2021 had been adopted on 09 February. The total amount to be awarded in grants is EUR 1,075,227.92 (one million seventy-five thousand two hundred twenty-seven euros ninety-two cents).

8 activities offered for grants had not received valid grant applications.

Out of the 8 activities not covered by valid grant applications **CEPOL shall implement 4 activities**:

- 02/2021: “Use of OSINT in Facilitation of Illegal Immigration - Train the Trainers” - CEPOL to implement as online activity
- 04/2021: “Digital migrant smuggling” - CEPOL to implement as residential activity
- 08/2021: “Financial investigations” - CEPOL to implement as online activity
- 83/2021: “EU Missions and operations – strategic advising” - CEPOL to implement as residential activity

Out of the 8 activities not covered by valid grant applications the following 4 activities shall be withdrawn from the Work Programme 2021:

- 17/2021: “Dismantling Drug Production and Trafficking”
- 79/2021: “Disaster victim identification, management and joint operations”
- 82/2021: “ATLAS Network - Special Intervention Units”
- 84/2021: “EU CSDP Law Enforcement Command and Planning”

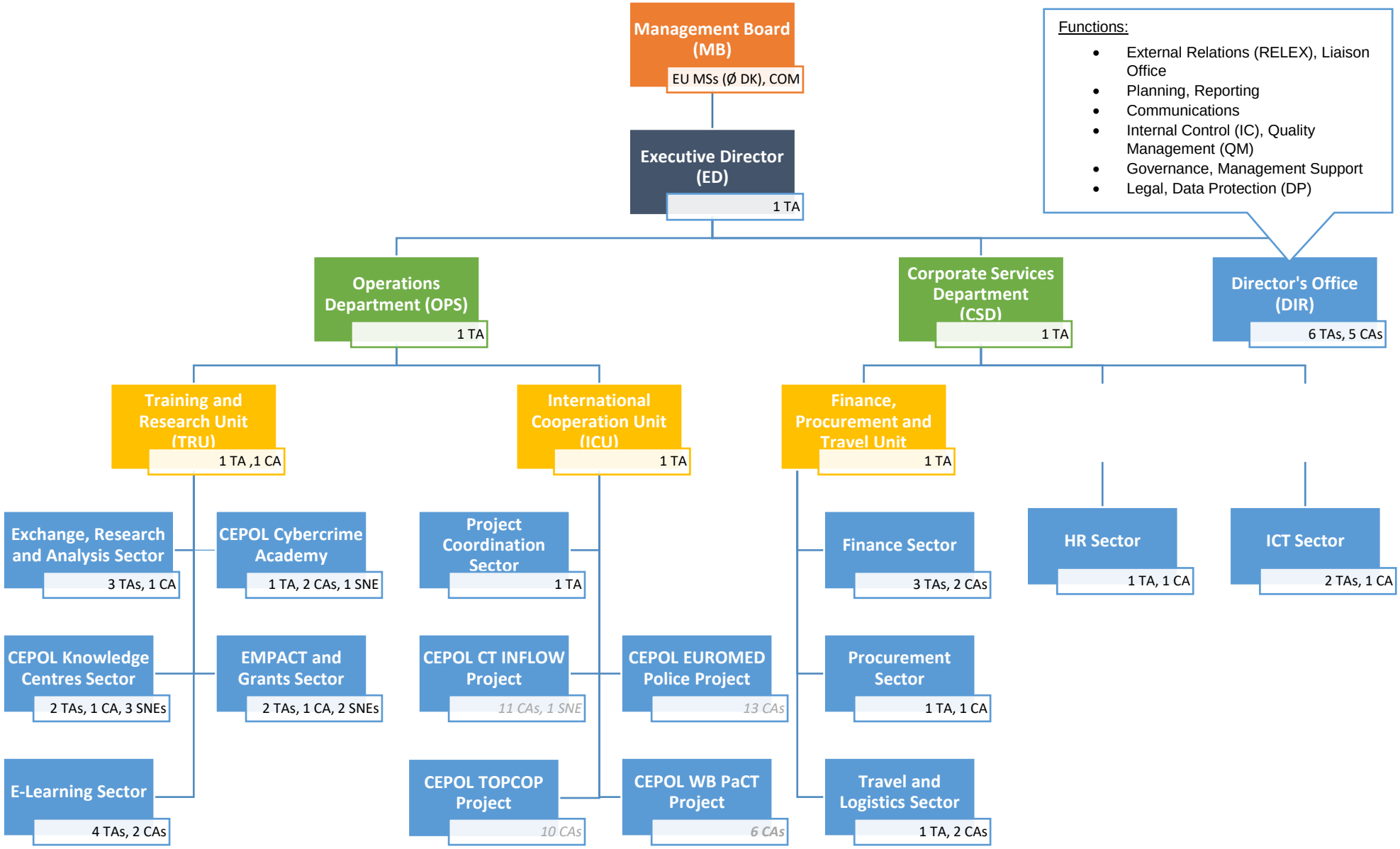
The funds saved by the withdrawal of activities is planned to be invested in increased participation of activities and the extension of the CEPOL Exchange Programme.

CEPOL will also directly implement activities of cybercrime, counter-terrorism (CKC CT), information exchange and interoperability (CKC INTER), ISO and joint activities with other EU agencies (except the course European Explosive Ordnance Disposal Network).

[136] As adopted by 07/2021/DIR on 9 February 2021

Annexes

Annex I: Organisation chart of the Agency for year 2021[137]



[137] Staff number in headcount, includes TAs, CAs & SNEs, other staff for project implementation shown in Italics, number of staff is non-additive (i.e. counted only on its own hierarchical level)

Annex II: Resource allocation per Activity 2021-2023

Resource allocation 2020-2023

Goal and Activity	2020[138] [139]			2021			2022[140]			2023[141]		
	TA	CA, SNE (FTE)	Budget allocated	TA	CA, SNE (FTE)	Budget allocated	TA	CA, SNE (FTE)	Budget allocated[142]	TA	CA, SNE (FTE)	Budget allocated
Goal 1: Training design, quality & research	**5.7**	**3.9**	**1,440,092**	**5.7**	**3.5**	**1,295,257**	**5.7+1**	**3.5**	**1,421,234 +80,500**	**6.7+1**	**3.5**	**1,501,734+81,800**
1.1 Training Needs Assessment and coordination	2.0	0.4	209,479	2.1	0.3	246,304	2.1**+1**	0.3	293,836 +**80,500**	3.1**+1**	0.3	374,336**+81,800**
1.2 Ensure high quality training services	2.1	2.9	910,282	2.0	2.5	568,491	2.0	2.5	644,414	2.0	2.5	644,414
1.3 Integrate research results into education and training	*1.6*	0.6	320,331	1.6	0.7	480,461	1.6	0.7	482,984	1.6	0.7	482,984
Goal 2: Training support & implementation	**13.3**	**14.3**	**4,801,389**	**13.9**	**16.9**	**6,456,323**	**13.9+4**	**13.9**	**7,128,975 +819,118**	**16.9+3**	**12.9**	**7,948,093+686,200**
2.1 Serious and Organised Crime	*3.8*	6.1	*1,233,318*	3.2	4.5	1,673,958	3.2	3.6	1,887,423	3.2	3.6	1,887,423
2.2 Cyber-related Crime				2.5	4.3	1,324,857	2.5**+4**	3.5	1,412,763 **+819,118**	5.5**+3**	3.5	2,231,881**+686,200**
2.3 Counter-terrorism	0.6	1.2	486,113	0.6	2.5	600,875	0.6	2.1	664,490	0.6	2.0	664,490

[138] In 2020 Goals and Activities were defined differently, as a consequence cells with Italics do not entirely match 2021 Goals and Activities (e.g. 2020 Activity 2.9 shown under 2021 Activity 2.7)
[139] As approved by MB Decision 23/2019/MB of 20 November 2020
[140] As per MB Decision 04/2021/MB of 18 May 2021
[141] As per MB Decision 04/2021/MB of 18 May 2021
[142] Budget allocated per activity is an estimation

2.4 Fundamental Rights	1.2	0.9	198,307	1.2	0.4	370,645	1.2	0.3	377,709	1.2	0.3	377,709
2.5 Law enforcement cooperation, information exchange and interoperability	2.4	1.1	648,677	1.8	2.7	972,170	1.8	2.2	1,078,328	1.8	1.4[143]	1,078,328
2.6 Leadership and other skills	*1.0*	1.4	791,330	0.6	0.8	465,189	0.6	0.7	518,369	0.6	0.6	518,369
2.7 Higher Education and Research	*0.2*	0.4	*56,136*	0.1	0.2	66,567	0.1	0.2	79,928	0.1	0.2	79,928
2.8 Public Order and Prevention	0.4	1.0	713,771	0.3	0.4	223,496	0.3	0.3	257,628	0.3	0.3	257,628
2.9 Law Enforcement Technologies, Forensics and Other Specific Areas	1.0	1.2	290,643	0.5	0.8	416,506	0.5	0.7	516,702	0.5	0.7	516,702
2.10 Union missions (CSDP)	0.5	1.1	167,246	0.6	0.3	105,977	0.6	0.2	111,905	0.6	0.2	111,905
2.11 Capacity building projects in Third Countries	2.2	0.0	215,850	2.4	0.0	236,082	2.4	0.0	223,7930	2.4	0.0	223,7930
Goal 3: Efficient & improving organisation	**14.0**	**6.7**	**1,587,769**	**13.2**	**5.6**	**2,080,802**	**13.2**	**5.6**	**2,082,173**	**13.2**	**5.6**	**2,082,173**
3.1 Governance, Administration and Stakeholder Relations	14.0	6.7	1,587,769	13.2	5.6	2,080,802	13.2	5.6	2,082,173	13.2	5.6	2,082,173
TOTAL	**33.0**	**25.0**	**7,829,250**	**32.8**	**26.0**	**9,832,382**	**32.8+5**	**23.0**	**11,532,000**	**37.8+4**	**22.0**	**12,300,000**

[143] CA post for Interoperability is planned for 2021-2022 only

Resources 2021 per Goal/Activity– Project Budget	FTE 2021	Overall budget during project's lifecycle
2.11 Capacity building projects in Third Countries	41	*As defined in the Delegation, Grant or Contribution Agreement*
2.11.1 Enhancing Information Exchange and Criminal Justice Responses to Terrorism in the Middle East and North Africa (**CEPOL CT INFLOW**) project	12	*As defined in the Contribution Agreement*
2.11.2 Enhancing operational capacities of the South Partner Countries to fight serious and organised crime and strengthening strategic cooperation (**CEPOL EUROMED** Police) project	13[144]	*As defined in the Contribution Agreement*
2.11.3 Training and Operational Partnership against Organised Crime (**CEPOL TOPCOP**) project	10[145]	*As defined in the Contribution Agreement*
2.11.4 CEPOL Western Balkans Project against Crime and Terrorism (**CEPOL WB PaCT**) project	6[146]	*As defined in the Contribution Agreement*

Methodology for the Resource allocation:

- FTEs include Temporary Agents, Contract Agents and Seconded National Experts
- For the Operational activities, the cost of each activity has been calculated with respect to Title 3 funds
- Title 1 and 2 have been prorated based in the number of staff allocated to each activity

Annex III: Financial Resources 2021-2023

As the Financial Investigation In-Service Training Programme, Western Balkan (CEPOL FI) and EU/MENA Counter-terrorism Training Partnership 2 (CEPOL CT2) projects concluded in 2020, during the past years CEPOL has been engaged in dialogues with respective Commission Services concerning the implementation of new projects in the European Southern and Eastern Neighbourhood Policy areas, and the Western Balkans, financed by Contribution Agreements.

As a result of this, CEPOL will implement the project "Enhancing Information Exchange and Criminal Justice Responses to Terrorism in the Middle East and North Africa" (CT INFLOW) with a budget of EUR 7.500.000 and a duration of 48 months, starting as of 1 April 2020. The specific objective is to support partner countries in Africa and the Middle East (and possibly other countries and international organisations, such as AFRIPOL, League of Arab States if funding allows) in line with the EU political dialogues to improve the best practices for the exchange of information, cross-border investigations and prosecutions, in particular

[144] 1 out of the 13 FTEs (CA) is expected to be based at Europol
[145] 1 out of the 10 FTEs (CA) is expected to be based at Europol
[146] 1 out of the 6 FTEs (CA) is expected to be based at Europol

of foreign terrorist fighters and individuals suspected of planning or carrying out terrorist offences. The project is funded by the European Union under the Instrument contributing to Stability and Peace (IcSP).

A second project is EUROMED Police with a budget of EUR 7,000,000 and a duration of 48 months, shall be implemented as of on 1 April 2020. The specific objectives are: a) to enhance the operational capacities of the South Partner Countries (SPC) to fight serious and organised crime, b) to strengthen strategic cooperation between national law enforcement authorities in SPC, as well as between SPC and EU MS and EU Agencies. The project is funded by European Union under the European Neighbourhood Instrument (ENI).

A third project entitled Training and Operational Partnership against Organised Crime (TOPCOP), covering the six jurisdictions of the Eastern Partnership (Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine), shall be implemented by the Agency starting on 1 July 2020. This project is funded by the European Neighbourhood Instrument and managed by DG NEAR, and aims at assisting partner countries meet their European partnership objectives in the relevant sector. The implementation period is 48 months. The envisaged budget is EUR 6,000,000.

A fourth project is Western Balkans Project against Crime and Terrorism (WB PaCT), funded by the Instrument of Pre-Accession II managed by DG NEAR, covering six jurisdictions of the Western Balkans region: Albania, Bosnia and Hercegovina, Kosovo*, Montenegro, North Macedonia and Serbia. The implementation period is 36 months, with a starting date of 16 October 2020 and a budget of EUR 3,000,000.

Table 1 – Revenue

General revenues

REVENUES	2020	2021
	Revenues estimated by the Agency	Budget forecast
EU contribution	7 829 250	9 832 382
Other revenue	130 000	- 86 604
TOTAL REVENUES	**7 959 250**	**9 745 778**

REVENUES	General revenues						
	Executed 2019	Estimated by Agency 2020	2021		VAR 2021/2020 (%)	Envisaged 2022[147]	Envisaged 2023
			Agency request	Budget forecast			
1 REVENUE FROM FEES AND CHARGES	-	-	-	-	-	-	-
2 EU CONTRIBUTION	9 193 649	7 829 250	17 109 000	9 832 382	1,85 %	11 532 000	12 300 000
- Of which assigned revenues deriving from previous years' surpluses	*339 479*	*197 631*	*p.m.*	*772 772*		*p.m*	*p.m*
3 THIRD COUNTRIES CONTRIBUTION (incl. EEA/EFTA and candidate countries)							
- Of which EEA/EFTA (excl. Switzerland)							
- Of which candidate countries							
4 OTHER CONTRIBUTIONS	83 177	130 000		- 86 604[148]		p.m	p.m
5 ADMINISTRATIVE OPERATIONS							

[147] As per MB Decision 04/2021/MB of 18 May 2021
[148] EUR 86 604 return of funds concerning joint CEPOL-Frontex Exchange Programme

REVENUES	General revenues						
	Executed 2019	Estimated by Agency 2020	2021		VAR 2021/2020 (%)	Envisaged 2022[147]	Envisaged 2023
			Agency request	Budget forecast			
- Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)							
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT							
7 CORRECTION OF BUDGETARY IMBALANCES							
TOTAL	**9 276 826**	**7 959 250**	**17 109 000**	**9 745 778**	**0,6 %**	11 532 000	12 300 000

Additional EU funding: grant, contribution and service-level agreements

REVENUES	2020	2021
	Revenues	Budget forecast
TOTAL REVENUES	**17 033 516**	**- 1 511 763**

REVENUES	Executed 2019	Executed 2020	2021		VAR 2021/2020 (%)	Envisaged 2022	Envisaged 2023
			Agency request	Budget forecast			
ADDITIONAL EU FUNDING STEMMING FROM GRANTS (FFR Art.7)							

REVENUES	Executed 2019	Executed 2020	2021		VAR 2021/2020 (%)	Envisaged 2022	Envisaged 2023
			Agency request	Budget forecast			
ADDITIONAL EU FUNDING STEMMING FROM CONTRIBUTION AGREEMENTS (FFR Art.7)	7 296 145[149]	17 033 516[150]		- 1 511 763[151]		p.m.	p.m.
ADDITIONAL EU FUNDING STEMMING FROM SERVICE LEVEL AGREEMENTS (FFR Art. 43.2)							
TOTAL	**7 296 145**	**17 033 516**		**- 1 511 763**		**p.m.**	**p.m.**

Table 2 – Expenditure

EXPENDITURE	2020		2021	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1 - Staff expenditure	4 401 839	4 401 839	4 685 200	4 685 200
Title 2 - Infrastructure and operating expenditure	676 530	676 530	730 900	730 900
Title 3 - Operational expenditure	2 750 881	2 750 881	4 416 282	4 416 282
TOTAL REGULAR ACTIVITIES	**7 829 250**	**7 829 250**	**9 832 382**	**9 832 382**
Title 3 - Frontex	130 000	130 000	2 238	2 238
Title 5 - Projects	22 642 767	22 642 767	17 830 641	17 830 641
TOTAL EXPENDITURE	**30 602 027**	**30 602 027**	**27 665 260**	**27 665 260**

[149] EUR 3 750 000 for CT INFLOW project, EUR 2 381 389 for EU/MENA Counter-Terrorism Training Partnership 2, EUR 1 164 756 for Financial Investigation In-Service Training Programme, Western Balkans

[150] EUR 1 369 984 for EU/MENA Counter-Terrorism Training Partnership 2, EUR 6 960 542 for EUROMED Police, EUR 6 000 000 for Training and Operational Partnership against Organised Crime and EUR 3 000 000 for Western Balkans Project against Crime and Terrorism and return of funds of EUR 297 010 for Financial Investigation In-Service Training Programme, Western Balkans

[151] EUR 1 511 763 return of funds after closure of EU/MENA Counter/Terrorism Training Partnership 2

Commitment appropriations

As of 2021 CEPOL has introduced a new budget structure under Title 3 Operational expenditure to meet the needs of the Agency and to simplify and enhance budget planning. Therefore years 2019-2020 are shown in the old budget structure, while appropriations as of 2021 are shown in the new budget structure below.

EXPENDITURE 2019-2020	Commitment appropriations	
	Executed Budget 2019	Budget 2020
Title 1 - Staff expenditure	**4 248 516**	**4 401 839**
11 Salaries & allowances	3 556 149	3 589 032
- Of which establishment plan posts	2 485 979	2 570 032
- Of which external personnel	1 070 170	1 019 000
12 Expenditure relating to staff recruitment	27 970	97 000
13 Mission expenses	24 924	3 901
14 Socio-medical infrastructure	431 831	382 000
15 Training	18 857	83 000
16 External Services	179 449	238 406
17 Receptions, events and representation	2 474	1 000
18 Social welfare	6 862	7 500
19 Other Staff related expenditure	-	-
Title 2 - Infrastructure and operating expenditure	**414 441**	**676 530**
20 Rental of buildings and associated costs	17 985	28 267
21 Information, communication technology and data processing	338 982	594 371
22 Movable property and associated costs	9 774	26 410

EXPENDITURE 2019-2020	Commitment appropriations	
	Executed Budget 2019	Budget 2020
23 Current administrative expenditure	40 397	22 275
24 Postage / Telecommunications	7 303	5 207
25 Meeting expenses	-	-
26 Running costs in connection with operational activities	-	-
27 Information and publishing	-	-
28 Studies	-	-
29 Other infrastructure and operating expenditure	-	-
Title 3 - Operational expenditure	**4 530 692**	**2 762 320**
30 Bodies and organs	120 300	13 000
31 Courses and seminars	3 240 687	1 571 300
32 Other programme activities	661 611	487 020
33 Evaluation	-	0
35 Missions	212 407	31 000
37 Other operational activities	295 686	660 000
TOTAL REGULAR ACTIVITIES	**9 193 649**	**7 829 250**

EXPENDITURE 2021-2023[152]	Commitment appropriations				
	Draft Budget 2021		VAR 2021/2020[153] (%)	Envisaged 2022[154]	Envisaged 2023
	Agency request	Budget forecast			
Title 1 - Staff expenditure	**6 445 000**	**4 685 200**		**5 196 000**	**5 570 000**
11 Salaries & allowances	5 937 000	3 927 000		4 375 000	4 720 000
- Of which establishment plan posts	*4 379 000*	*2 622 000*		*3 060 620*	*3 435 125*
- Of which external personnel	*1 558 000*	*1 305 000*		*1 314 380*	*1 284 875*
12 Expenditure relating to staff recruitment	30 000	17 000		9 000	9 000
13 Mission expenses	18 663	10 200		30 000	30 000
14 Socio-medical infrastructure	270 487	421 500		441 000	467 000
15 Training	54 122	87 000		87 000	87 000
16 External Services	124 729	212 000		243 000	246 000
17 Receptions, events and representation	5 000	3 000		3 000	3 000
18 Social welfare	5 000	7 500		8 000	8 0000
19 Other Staff related expenditure	-				
Title 2 - Infrastructure and operating expenditure	**564 000**	**730 900**		**506 000**	**520 000**
20 Rental of buildings and associated costs	45 000	79 000		51 000	55 000
21 Information, communication technology and data processing	434 500	566 500		392 000	402 000
22 Movable property and associated costs	22 000	26 900		20 000	20 000
23 Current administrative expenditure	50 500	51 500		33 000	33 000
24 Postage / Telecommunications	12 000	7 000		10 000	10 000

[152] Under new budget structure
[153] Cannot be calculated due to new budget structure
[154] As per MB Decision 04/2021/MB of 18 May 2021

EXPENDITURE 2021-2023[152]	Commitment appropriations				
	Draft Budget 2021		VAR 2021/2020[153] (%)	Envisaged 2022[154]	Envisaged 2023
	Agency request	Budget forecast			
25 Meeting expenses	-	-			
26 Running costs in connection with operational activities	-	-			
27 Information and publishing	-	-			
Title 3 - Operational expenditure	**10 100 000**	**4 416 282**		**5 830 000**	**6 210 000**
30 Strategy, stakeholder relations, governance	399 797	312 000		372 000	372 000
31 Training, research and analysis	8 764 148	3 494 282		4 708 000	5 088 000
32 Operational Support	936 055	610 000		750 000	750 000
TOTAL	17 109 000	9 832 382		11 532 000	12 300 000

EXTERNALLY FINANCED PROJECT ACTIVITIES							
EXPENDITURE	Commitment appropriations						
	Executed Budget 2019	Budget 2020	Draft Budget 2021		VAR 2021/2020 (%)	Envisaged 2022	Envisaged 2023
			Agency request	Budget forecast			
Title 3 - Operational expenditure	**83 177**	**130 000**		**2 238**			
32 Other program activities	83 177	130 000		2 238			
Title 5 - Projects	8 959 683	22 642 767		**17 830 641**		**p.m.**	**p.m.**
51 EU/MENA Counter-terrorism Training Partnership 2 project (CT 2)	3 427 356	2 641 735	-	**42 379**		**p.m.**	**p.m.**

52_0 Financial investigation in-service training programme Western Balkan project (FI)	1 782 327	290 490	-	**0**		**p.m.**	**p.m.**
52_1 Western Balkans Project against Crime and Terrorism project (WB PaCT)	-	3 000 000		**2 727 752**		**p.m.**	**p.m.**
53 Enhancing Information Exchange and Criminal Justice Responses to Terrorism in the Middle East and North Africa project (CT INFLOW)	3 750 000	3 750 000		**3 372 641**		**p.m.**	**p.m.**
54 Enhancing operational capacities of the South Partner Countries to fight serious and organised crime and strengthening strategic cooperation project (EUROMED Police)	-	6 960 542		**6 261 757**		**p.m.**	**p.m.**
55 Training and Operational Partnership against Organised Crime project (TOPCOP)	-	6 000 000		**5 426 112**		**p.m.**	**p.m.**
TOTAL EXTERNALLY FINANCED PROJECT ACTIVITIES	**9 042 860**	**22 772 767**		**17 832 878**		**p.m.**	**p.m.**

Payment appropriations

Payment appropriations is identical to commitment appropriations.

Table 3 – Budget outturn and cancellation of appropriations 2016-2018

Budget outturn	2016	2017	2018
Revenue actually received (+)	9,632,265	10 263 093	13 678 075
Payments made (-)	-7,431,927	- 9 019 997	- 9 615 810
Carry-over of appropriations (-)	-2,128,197	- 1 213 257	- 2 235 418
Cancellation of appropriations carried over (+)	200,437	189 305	116 569
Adjustment for carry-over of assigned revenue appropriations from previous year (+)	281,061	246 970	- 1 597 435
Exchange rate differences (+/-)	-1,079	-5 197	8 604
Adjustment for negative balance from previous year (-)			
Correction year 2016 balance calculation error (-)		- 15 106	- 15 106
TOTAL	**552,559**	**445 812**	**339 479**

Descriptive information and justification on:

- Budget outturn: EUR 339 479
- Cancelation of commitment appropriations: EUR 211 099
- Cancellation of payment appropriations for the year and payment appropriations carried over: CEPOL has non-differentiated appropriations, therefore the cancellation of commitment and payment appropriation represents the same value. Carry-over of payment appropriations was EUR 2 235 418. The relatively high amount was due to the end.year budget increase of EUR 1 200 00 fully implemented in year N+1.

Annex IV: Human resources quantitative

Table 1 – Staff population and its evolution; Overview of all categories of staff

A. Statutory staff and SNE

Staff[155]	2019			2020	2021	2022[156]	2023
ESTABLISHMENT PLAN POSTS	**Authorised budget**	**Actually filled as of 31/12/2019**	**Occupancy rate %**	**Authorised staff**	**Envisaged staff**	**Envisaged staff**	**Envisaged staff**
Administrators (AD)	22	21	95%	23	23	28	32
Assistants (AST)	10	9	90%	10	10	10	10
Assistants/Secretaries (AST/SC)							
TOTAL ESTABLISHMENT PLAN POSTS	**32**	**30**	**94%**	**33**	**33**	**38**	**42**
EXTERNAL STAFF	**FTE corresponding to the authorised budget**	**Executed FTE as of 31/12/2019**	**Execution rate %**	**FTE corresponding to the authorised budget**	**Envisaged FTE**	**Envisaged FTE**	**Envisaged FTE**
Contract Agents (CA)	19	17	89%	19	19+1[157]	19+1	19
Seconded National Experts (SNE)	3[158]	5	167%	3[159] [160]	6	3	3
TOTAL EXTERNAL STAFF	**22**	**22**	**100%**	**22**	**26**	**23**	**22**
TOTAL STAFF	**54**	**52**	**96%**	**55**	**59**	**61**	**64**

[155] Only including statutory staff & SNEs financed from CEPOL budget (for external staff of project activities financed externally, see B below)
[156] As per MB Decision 04/2021/MB of 18 May 2021
[157] +1 Interoperability CA
[158] Additional 2 SNE posts were approved by MB Decision 32/2018/MB on 14 December 2018
[159] Additional 4 SNE posts were approved by MB Decision 33/2019/MB on 19 December 2019
[160] Additional 2 SNE posts were approved by MB Decision 17/2020/MB on 24 July 2020 to implement cancelled granted activities

B. Additional external staff expected to be financed from grant, contribution or service-level agreements

Human Resources	2020	2021	2022	2023
	Envisaged FTE	Envisaged FTE	Envisaged FTE	Envisaged FTE
CT INFLOW (IFS/2019/410-531)	**12**	**12**	**12**	**12**
Contract Agents (CA)	11	11	11	11
Seconded National Experts (SNE)	1	1	1	1
EUROMED Police (ENI/2020/414-940)	**13**	**13**	**13**	**13**
Contract Agents (CA)[161]	13	13	13	13
Seconded National Experts (SNE)	0	0	0	0
TOPCOP (ENI/2020/415-941)	**10**	**10**	**10**	**10**
Contract Agents (CA)[162]	10	10	10	10
Seconded National Experts (SNE)	0	0	0	0
WB PaCT (2019/413-822)	**6**	**6**	**6**	**6**
Contract Agents (CA)[163]	6	6	6	6
Seconded National Experts (SNE)	0	0	0	0
TOTAL	**41**	**41**	**41**	**41**

[161] 1 out of the 12 CAs is based at Europol
[162] 1 out of the 10 CAs is based at Europol
[163] 1 out of the 6 CAs is based at Europol

C. Other Human Resources

Structural service providers[164]

CEPOL does not use Structural service providers.

Interim workers

	Actually in place as of 31/12/2019
Number	**12**

[164] Service providers are contracted by a private company and carry out specialised outsourced tasks of a horizontal/support nature

Table 2 – Multi-annual staff policy plan 2021, 2022, 2023

Establishment plan personnel

Function group and grade	2019				2020		2021		2022[165]		2023	
	Authorised budget		Actually filled as of 31/12		Authorised budget		Authorised budget		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AD 16												
AD 15												
AD 14		1		1		1		1		1		1
AD 13										1		1
AD 12		2		1		2		1		1		1
AD 11		1				1		4		3		3
AD 10		1		4		1						
AD 9		1				1		1		1		1
AD 8						0[166]				2		3
AD 7		2		3		5		5		6+2		9+2
AD 6		7		8		7		6		5+2		6+2
AD 5		7		4		5[167]		5		3+1		3
AD TOTAL		**22**		**21**		**23**		**23**		**23+5**		**28+4**
AST 11												
AST 10												
AST 9												
AST 8												

[165] As per MB Decision 04/2021/MB of 18 May 2021
[166] Modification of +2 by the application of the flexibility rule as per MB Decision 33/2019/MB of 19 December 2020
[167] Modification of -2 by the application of the flexibility rule as per MB Decision 33/2019/MB of 19 December 2020

Function group and grade	2019				2020		2021		2022[165]		2023	
	Authorised budget		Actually filled as of 31/12		Authorised budget		Authorised budget		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AST 7												
AST 6		1				1				1		1
AST 5		2		3		3		4		5		6
AST 4		6		2		5		5		4		3
AST 3		1		4		1		1		0		0
AST 2												
AST 1												
AST TOTAL		**10**		**9**		**10**		**10**		**10**		**10**
AST/SC 6												
AST/SC 5												
AST/SC 4												
AST/SC 3												
AST/SC 2												
AST/SC 1												
AST/SC TOTAL												
TOTAL		**32**		**30**		**33**		**33**		**38**		**42**
GRAND TOTAL	**32**		**30**		**33**		**33**		**38**		**42**	

External personnel

Contract Agents

Contract Agents	FTE corresponding to the authorised budget 2019	Executed FTE as of 31/12/2019	Headcount as of 31/12/2019	FTE corresponding to the authorised budget 2020	FTE corresponding to the authorised budget 2021	Envisaged FTE 2021	Envisaged FTE 2022	Envisaged FTE 2023
Function Group IV	7	6	6	7	4	7+1[168]	7+1[169]	7
Function Group III	12	11[170]	11	12	15	12	12	12
Function Group II								
Function Group I								
TOTAL	**19**	**17**	**17**	**19**	**19**	**19+1**	**19+1**	**19**

Seconded National Experts

Contract Agents	FTE corresponding to the authorised budget 2019	Executed FTE as of 31/12/2019	Headcount as of 31/12/2019	FTE corresponding to the authorised budget 2020	FTE corresponding to the authorised budget 2021	Envisaged FTE 2021	Envisaged FTE 2022	Envisaged FTE 2023
TOTAL	**3**[171]	**5**	**5**	**3**[172] [173]	**4**	**6**	**3**	**3**

[168] +1 Interoperability CA
[169] +1 Interoperability CA
[170] Including 1 temporary replacement of Planning Officer (AD 6) on maternity leave
[171] Additional 2 SNE posts were approved by MB Decision 32/2018/MB on 14 December 2018
[172] Additional 4 SNE posts were approved by MB Decision 33/2019/MB on 19 December 2019
[173] Additional 2 SNE posts were approved by MB Decision 17/2020/MB on 24 July 2020 to implement cancelled granted activities, however CEPOL has not utilised these two posts due to COVID19 related developments

Table 3 – Recruitment forecasts 2021 following retirement/mobility or new requested posts[174]

Job title in the Agency	Type of contract (Official, TA or CA)		TA/Official		CA
			Function group/grade of recruitment internal (brackets) and external (single grade) foreseen for publication		Recruitment Function Group (I, II, III and IV)
	Due to foreseen retirement/mobility[175]	New post requested due to additional tasks	Internal (brackets)	External (brackets)	
Interoperability Assistant		1			IV

Number of inter-agency mobility in 2020: N/A

- From CEPOL: 0
- To CEPOL: 3 (all of which concerns capacity building projects)

[174] Information on the entry level for each type of posts, indicative table
[175] Retirement is not foreseen, mobility is not possible to forecast at this stage

Annex V: Human resources qualitative

A. Recruitment policy

CEPOL will update its Recruitment Guide (in force since February 2017[176]) to ensure alignment with the newly adopted model decision on the engagement of Contract Agents under article 3(a) of the Staff Regulations (CA3a). This Implementing Rules contains – similar to the Implementing Rules on engagement of Temporary Agents under article 2(f) oft eh Staff Regulations (TA2f) – an annex outlining the framework for recruitment of CAs.

Implementing rules in place

Topic	Model Decision	Yes
Engagement of TA	Model Decision C(2015)1509	Adopted on 16 October 2015[177]
Engagement of CA	Model Decision C(2019)3016	Adopted on 23 September 2019[178]
Middle management	Model Decision C(2018)2542	Adopted on 22 May 2019[179]
Type of posts	Model Decision C(2018)8800	Adopted on 22 May 2019[180]

[176] ED Decision 09/2017/DIR of 12 February 2017
[177] GB Decision 26/2015/GB of 16 October 2015
[178] MB Decision 22/2019/MB of 23 September 2019
[179] MB Decision 11/2019/MB of 22 May 2019
[180] MB Decision 06/2019/MB of 22 May 2019

B. Appraisal and reclassification / promotions

Each member of the CEPOL staff has an agreed individual activity plan, which is drawn up at the beginning of the year laying down the objectives and the indicators of the staff member in relation to the Work Programme. An individual's appraisal is then scheduled according to their start date and end of probation for bi-annual review on the basis of the performance indicators of the activity plan.

Implementing rules in place

Topic	Model Decision	Yes	No	If no, which other IRs are in place
Reclassification of TA	Model Decision C(2015)9560	Adopted on 25 May 2016[181]		
Reclassification of CA	Model Decision C(2015)9561	Adopted on 25 May 2016[182]		
Appraisal of TA	Model Decision C(2013)8985	Adopted on 16 October 2015[183]		
Appraisal of CA	Model Decision C(2014)2226	Adopted on 16 October 2015[184]		

[181] GB Decision 14/2016/GB of 25 May 2016
[182] GB Decision 15/2016/GB of 25 May 2016
[183] GB Decision 28/2015/GB of 16 October 2016
[184] GB Decision 27/2015/GB of 16 October 2016

Table 1 – Reclassification of TA / promotion of officials

	Average seniority in the grade among reclassified staff						
Grade	**2016**	**2017**	**2018**	**2019**	**2020**[185]	**Actual average over 5 years**	**Average over 5 years**[186]
AD 16							
AD 15							
AD 14							
AD 13							6.7
AD 12							6.7
AD 11							4
AD 10				1			4
AD 9	1	1					4
AD 8							3
AD 7	1						2.8
AD 6			1				2.8
AD 5	2	1	1				2.8
TOTAL AD	**4**	**2**	**2**	**1**			
AST 11							
AST 10							5
AST 9							n/a
AST 8							4
AST 7							4
AST 6							4
AST 5							4
AST 4	1	1					3
AST 3	1		1				3
AST 2							3
AST 1							3
TOTAL AST	**2**	**1**	**1**	**0**			

[185] Reclassification exercise for 2020 has not yet been conducted
[186] According to Decision C(2015)9563

	Average seniority in the grade among reclassified staff						
Grade	**2016**	**2017**	**2018**	**2019**	**2020**[185]	**Actual average over 5 years**	**Average over 5 years**[186]
GRAND TOTAL	**6**	**3**	**3**	**1**			

Table 2 – Reclassification of contract staff

Function Group	Grade	Staff activity at 01.01.2018	How many staff members were reclassified in 2019[187]	Average number of years in grade of reclassified staff members	Average number of years in grade of reclassified staff members[188]
CA IV	17				Between 6 and 10 years
	16				Between 5 and 7 years
	15				Between 4 and 6 years
	14	4			Between 3 and 5 years
	13				Between 3 and 5 years
CA III	12				Between 6 and 10 years
	11				Between 5 and 7 years
	10	1			Between 4 and 6 years
	9	1			Between 3 and 5 years
	8	1			Between 6 and 10 years
CA II	7				
	6	5			Between 6 and 10 years
	5	2			Between 5 and 7 years
	4	2			Between 3 and 5 years
CA I	3				
	2				Between 6 and 10 years
	1				Between 3 and 5 years
TOTAL CA		**16**	**0**		

[187] In 2019 no CA has been reclassified
188 According to Decision C(2015)9561

C. Gender representation

Table 1 – Data on 01/10/2020 - statutory staff only (officials, TA and CA)[189]

		Official		Temporary		Contract Agents		Grand Total	
		Staff	**%**	**Staff**	**%**	**Staff**	**%**	**Staff**	**%**
Female	Administrator level			12	37.5%	3	16.7%	**15**	**30.6%**
	Assistant level (AST & AST/SC)			5	15.625%	8	44.4%	**13**	**26.5%**
	Total			**17**	**53.125%**	**11**	**61.1%**	**28**	**57.1%**
Male	Administrator level			11	34.375%	3	16.7%	**14**	**28.6%**
	Assistant level (AST & AST/SC)			4	12.5%	4	22.2%	**7**	**14.3%**
	Total			**15**	**46.875%**	**7**	**38.9%**	**21**	**42.9%**
Grand Total				**32**	**100%**	**18**	**100%**	**49**	**100%**

Table 2 – Data regarding gender evolution over 5 years of the Middle and Senior management

	2015		2019	
	Number	**%**	**Number**	**%**
Female managers	2	33%	3	50%
Male managers	4	67%	3	50%

[189] Including statutory staff financed from CEPOL budget

D. Geographical balance

Table 1 – Data on 01/10/2020 - statutory staff only (officials, TA and CA)[190] [191]

Nationality	AD + CA FG IV		AST + CA FG I-III + AST/SC		TOTAL	
	Number	% of total staff members in AD + CA FG IV	Number	% of total staff members in AST + CA FG I-III + AST/SC	Number	% of total staff
Austrian	1	3.4%	0	0.0%	1	2.0%
Belgian						
Bulgarian						
Croatian	0	0.0%	2	10.0%	2	4.1%
Cypriot						
Czech						
Danish						
Estonian	2	6.9%	0	0.0%	2	4.1%
Finnish	1	3.4%	0	0.0%	1	2.0%
French						
German	2	6.9%	0	0.0%	2	4.1%
Greek	1	3.4%	1	5.0%	2	4.1%
Hungarian	9	31.0%	12	60.0%	21	42.9%
Irish						
Italian	1	3.4%	2	10.0%	3	6.1%
Latvian	1	3.4%	0	0.0%	1	2.0%
Lithuanian	1	3.4%	0	0.0%	1	2.0%
Luxembourgish						

[190] Explanatory figures to highlight nationalities of staff (split per Administrator / CA FG IV and Assistant / CA FG I, II, III)
[191] Only including statutory staff financed from CEPOL budget

Nationality	AD + CA FG IV		AST + CA FG I-III + AST/SC		TOTAL	
	Number	% of total staff members in AD + CA FG IV	Number	% of total staff members in AST + CA FG I-III + AST/SC	Number	% of total staff
Maltese						
Dutch	2	6.9%	0	0.0%	2	4.1%
Polish	2	6.9%	1	5.0%	3	6.1%
Portuguese	0	0.0%	0	0.0%	0	0.0%
Romanian	3	10.3%	1	5.0%	4	8.2%
Slovakian	1	3.4%	0	0.0%	1	2.0%
Slovenian						
Spanish	2	6.9%	0	0.0%	2	4.1%
Swedish	0	0.0%	1	5.0%	1	2.0%
British						

Table 2 – Evolution over 5 years of the most represented nationality in the Agency[192]

Most represented nationality	2015		2019	
	Number	%	Number	%
Hungarian	6	15%	21	46%

E. Schooling

No agreement is in place with a European School.

[192] Only including statutory staff & SNEs financed from CEPOL budget (i.e. excluding external staff of project activities financed externally)

As per Art. 12(8) of the Headquarters Agreement[193], Hungary shall cooperate with CEPOL to establish schooling facilities for children of the statutory staff similar to the European Schools. Nevertheless, currently there is no European School in Budapest or at a reasonable distance from Budapest. Also, there is no European section in a national school. Based on the current information, this situation is not foreseen to change in the coming years.				
Contribution agreements signed with the EC on type I European schools	Yes		No	x
Contribution agreements signed with the EC on type II European schools	Yes		No	x
Number of service contracts in place with international schools:	0			

Description of any other solutions or actions in place:

This would lead to the situation where staff members of CEPOL are disadvantaged for not being able to avail their children with education in their mother tongue compared to staff members of other EU institutions and bodies where there is a European school close to their place of employment.

It would also be extremely difficult to promote geographical balance among the staff of the agency if there would not be a facility to provide schooling of the children of staff in a different language than Hungarian.

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

- The registration and attendance fees
- The transportation costs.

All other costs are excluded, in conformity with Commission decision C(2004)131-53-2004 on general implementing provisions for the grant of the education allowance.

[193] 2014. évi XLIII. törvény a Magyarország Kormánya és az Európai Rendőrakadémia (CEPOL) közötti Székhely-megállapodás kihirdetéséről (Headquarters Agreement between the Government of Hungary and the European Police College (CEPOL)), Magyar Közlöny (Hungarian Official Journal) 2014. évi 137. szám, 13939-13953

Annex VI: Environment management

The revised SPD guidelines[194] require Agencies to compile a document on Environment management. To demonstrate this, **CEPOL summarised its measures already in place, high-level commitments and planned environment management initiatives & actions** – taking in consideration the responsibilities of the Agency as a public administration body, but also keeping in mind the impact of environmental initiatives on the Agency's already limited human and financial resources.

CEPOL's environment management achievements

CEPOL is committed to fulfil its obligations in and undertake efforts to **the protection of its natural and social environment**, and – as its resources allow – proactively advance towards sustainability.

As of October 2020, **CEPOL already has in place various successful, environment-focused measures**:

1. Printers are by default set to two-sided printing and are in eco (power-saving) mode when unused;
2. Stringent computer power & sleep settings are set (screen off after 5-10 min, sleep after 15-30 min);
3. Collection of used batteries is made possible through a designated container in line with the Hungarian regulations[195];
4. Several processes were converted into being mostly or fully paperless/electronic, thus reducing paper consumption & waste generation:
    - e-Procurement submission system for open procedures and e-Tendering,
    - e-Recruitment,
    - e-HR management,
    - e-Invoicing,
    - electronic travel booking;
5. Calls for procurement tenders of relevant goods and services include "Environmental and social contribution" among the technical evaluation criteria (e.g. decommissioned furniture disposal/re-use, recycling policy, donations);
6. Corridor and restroom lights are equipped with motion sensors and timers, therefore they do not consume electricity when not in use;
7. Equipment and software for online training activities, online conferences and webinars have been widely introduced and installed to encourage virtual conferences to reduce travel need (in 2019 1 in every 2 training activity was provided online);
8. Security is asked to check and address lights kept on, irregularly set heating and cooling and doors/windows left open during winter in offices after working hours;
9. CEPOL staff is encouraged to commute to work via public transport or cycling – a private bicycle parking space have been designated with bike pump and adjacent changing facilities and showers;
10. CEPOL Headquarters was renovated and remodelled by the host Member State with the view to ensure the highest possible energy efficiency (e.g. insulation, new doors and windows, state-of-the-art building engineering, machinery, heating and cooling devices);

CEPOL has set up in 2020 internally an environmental committee to sustain the development in this area.

Nevertheless, it needs to be added that **CEPOL has a somewhat limited leverage** on many of the environment-related issues due various reasons:

1. CEPOL Headquarters building was put at the disposal of CEPOL free of any charges by the host Member State (see Annex VII: Building policy): the premises are owned by the Hungarian State. Hungary also covers utility fees, maintenance of the building, security and reception services. As a consequence, CEPOL does not directly employ maintenance, facility management and security personnel, and all environmental management issues related to building & facility operations are beyond the control of CEPOL. Nevertheless – as explained above & below – CEPOL has taken and

[194] Communication C(2020) 2297 final of 20.4.2020 on the strengthening of the governance of Union Bodies under Article 70 of the Financial Regulation 2018/1046 and on the guidelines for the SPD and the CAAR
[195] 445/2012. (XII. 29.) Korm. rendelet az elem- és akkumulátorhulladékkal kapcsolatos hulladékgazdálkodási tevékenységekről, 20.§

will take all necessary steps in cooperation with the host authorities to ensure that the CEPOL building is cost-effective and eco-friendly.

2. Other buildings used by CEPOL are either similarly managed by the host Member State, or are rented office space in office buildings – where the environment management responsibilities and tasks lie with the property owner or manager.
3. By their very nature, CEPOL core business activities (training of law enforcement officials) have direct environmental impact:
    - As of 2020, the vast majority of CEPOL training services are provided via e-learning – exacerbated further by the COVID-19 events;
    - Around half of on-site activities (as planned for 2021) are hosted by institutions of the Member States (Framework Partners, via grant agreements) – without the involvement of CEPOL physical facilities;
    - CEPOL only acts as a manager and facilitator of CEP exchanges – while exchanges take place physically in Member States' relevant law enforcement bodies.
4. CEPOL is one of the smallest EU agencies with 33 establishment plan (TA) posts & 26 external staff (CA/SNE), close to 12 interims and €10.6M budget as of 2021, therefore the impact of administrative operations is marginal, and at the same time, the Agency lacks disposable human and financial resources to implement environment-related initiatives.

Pledge to UN SDGs

On the highest level, **CEPOL pledges to respect and act upon the** United Nation's 2030 Agenda for Sustainable Development, and **the 17 Sustainable Development Goals (SDGs)** therein:

Materiality assessment

CEPOL launched a materiality assessment[196] based on a customised version of the widely used Five Capitals Model for sustainability[197], with the aim to map the organisation better, engage stakeholders, identify

[196] A prioritisation of sustainability-related topics based on sustainability reports of EIB (2018) and EUIPO (2016), who develop their reports in accordance with GRI Standards on Sustainability Reporting

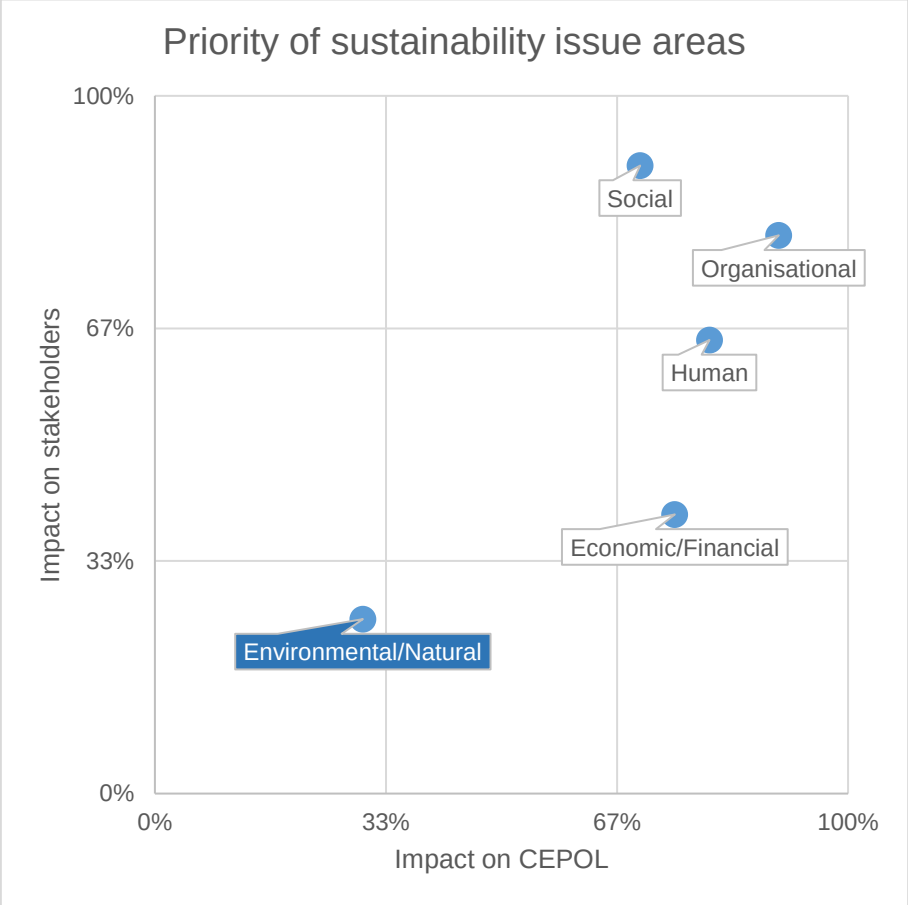
[197] Developed by Forum for the Future in the 1990s, see: https://www.forumforthefuture.org/the-five-capitals

opportunities and risks, and in the long term enable CEPOL to take into account sustainability in its planning and reporting.

Sustainability issue areas (capitals) were collectively evaluated on two scales: impact on CEPOL (internal dimension) and impact on stakeholders (external dimension).

As a first step, CEPOL management internally assessed the impact of the 5 issue areas (capitals), with the ambition to have this this initial assessment refined twofold in the future:

- Identify and define 3-5 concrete sustainability issues (topics) per issue areas (capitals) for assessment, e.g. for Human – staff engagement, diversity;
- Launch internal (staff) and external stakeholder surveys to evaluate these issues along the two scales.



Based on this exercise, environment issue area ranked the lowest along both the internal and external dimensions. This correlates with the fact that CEPOL operations are either environment-neutral or their management is largely beyond CEPOL's control.

Environmental impacts of CEPOL activities

CEPOL activities have direct and indirect impacts on the environment. CEPOL's impact on the environment fall under the following categories:

- Use of electricity, energy for heating and cooling, water, paper and stationery;
- Generation of waste and CO_2 emissions from travel.

CEPOL does not need to consider on land use with regards to biodiversity as the premises has no urban green space, nor accessible rooftop to be considered for significant improvement of its biodiversity (as per the EMAS regulation[198]).

CEPOL occasionally evaluates its activities in order to optimise and improve environmental outputs, while limiting the use of resources and minimising negative impacts on the environment.

Environment management initiatives and planned actions for 2021-2023

1. Green public procurement

Calls for procurement tenders of relevant goods and services include "Environmental and social contribution" among the technical evaluation criteria (e.g. decommissioned furniture disposal/re-use, recycling policy, donations).

CEPOL plans to further improve its procurement by implementing green public procurement by the end of 2022, provided that sufficient (human and financial) resources are allocated for this purpose.

Specific, robust environmental criteria and "environmental considerations" shall continue to be included in the calls for procurement tenders of relevant goods, and services. Tenderers will have to comply with these criteria and considerations to qualify for a contract. It is planned to become a standard CEPOL practice to build environmental considerations into procurement for relevant goods and services.

Details of the green public procurement will be finalised by the Procurement Sector.

2. Carbon footprint management of travel

Besides staff missions, CEPOL arranges travels for participants and experts of training activities, including on-site activities and exchanges. This amounted to over 3,000 travels in 2019. It must be noted, however, that as a consequence of COVID-19 staff missions abroad and travels related to training activities highly decreased.

CEPOL plans to compile regular reports on travel-related emissions starting from 2021.

CEPOL plans to amend its travel policy to encourage environmentally friendlier itineraries by the end of 2021.

CEPOL will further investigate the possibility to display in Symphony tool information on each travel option's carbon footprint.

CEPOL will further investigate the introduction of a carbon dioxide offsetting scheme.

Emissions related to travel of training participants, experts and CEPOL staff (missions) will be reported by CEPOL's travel agent supplier / partner, on a regular basis (preferably quarterly). The amount of CO_2 emission then can be monetised using emission calculators. This information will be reported in this Annex during the annual revision.[199]

CEPOL Travel Team will encourage – by amending its travel policy and by the choice of their route recommendations – training participants and CEPOL staff to select air travel options with smaller carbon

[198] Commission Regulation (EU) 2018/2026 of 19 December 2018 amending Annex IV to Regulation (EC) No 1221/2009 on EMAS

[199] Tickets for low-cost airlines are not booked via Amadeus, consequently emission data related to bookings made via airline homepages will likely not be reported.

footprint (e.g. more direct flight routes, less connections) and train transportation where convenient connections are available. In addition, travel policy and related internal communications will repeatedly emphasise to CEPOL staff that online meeting forms should be preferred and picked over travel intensive face-to-face meetings whenever feasible and expedient.

CEPOL has already contacted its travel agent partner about a possibility to display information on each suggested travel itinerary's carbon footprint in its online booking system, Symphony. Due to COVID-19, the development of such a feature in Symphony has been put on hold by the partner company, but might resume in the future. With this information staff members booking for themselves and Travel Team booking for training participants will have a better understanding of different travel options' carbon dioxide implications and will be able to take this information into consideration when choosing itinerary. CEPOL will remain in negotiations with the travel agent partner about this feature and include further information in this Annex about the feasibility and scheduling as soon as possible.

Pending economic/financial feasibility and human resource capacity, a CEPOL will explore the possibility of introducing a carbon dioxide offsetting scheme and CEPOL will strive for limiting the carbon footprint of its training-related travels and missions. As of Q4 2020, CEPOL's travel agent partner has put on hold negotiations with CO_2 offsetting scheme providers due to COVID-19, but the project might resume in the future when CEPOL intends to continue discussions on the feasibility and details. The carbon offsetting scheme is foreseen to be managed by the CEPOL's travel agent partner, and the offsets are used to support environment protection initiatives. Certifications are to be issued periodically to confirm the offsetting of emissions.

Details of the carbon footprint management will be handled by the Travel and Logistics Sector.

3. Further reduction of paper consumption

CEPOL plans to implement new IT tools to supplant paper-based workflows by the end of 2022.

CEPOL plans to further reduce the printouts of publications, as well as move towards a print on demand approach by the end of 2021.

CEPOL plans to introduce eco-friendly / partially recycled A4 printing paper as a default printing medium in 2021.

CEPOL plans to add a printing disclaimer to email signatures in 2020.

CEPOL will advance further digitalisation of the Agency, including the replacement of paper-based processes with electronic workflows – in cooperation with DG DIGIT – such as:

- Speedwell: web-based electronic workflow for payments (interface with ABAC)
- Bluebell: budgetary planning and monitoring tool and electronic workflow (interface with ABAC)
- Ares: document management and archiving system
- New SYSPER module(s): HR & travel management system
- Microsoft Office 365

CEPOL will continue to regularly revise the list of documents that are to be printed, and also continue to reduce the number of printed (paper-based) publications through close management of the communication & publication plan. CEPOL will increase the use of print on demand of its publications/materials and web publishing.

CEPOL will start to procure eco-friendly / partially recycled A4 printing paper as part of its office supplies contract, which is planned to fed in the copy machines default paper tray. Consequently – unless selected otherwise by the user – default printing tasks will be printed on eco-friendly A4 printing paper.

CEPOL will include a disclaimer in the email signatures to warn against printing: "Think before you print".

CEPOL will raise awareness among its staff to on further possibilities of moving towards paperless office.

Details of the digitalisation initiatives are to be managed by the Corporate Services Department, while the revision of paper-based publications will be done by the Communications Team.

4. Waste sorting and recycling

CEPOL plans to implement selective recycling and procure the necessary equipment starting in 2021.

CEPOL plans to replace / phase out additional waste generating arrangements, such as plastic cups at water dispensers and glass-bottled water starting in 2021.

CEPOL will negotiate with the host Member State authorities (NOK-ITC) and the cleaning staff provided by them to enable the implementation of a fully selective waste collection – in line with the possibilities of municipal waste management arrangements of Budapest.

CEPOL will procure and distribute appropriate recycling bins (containers for selective garbage collecting) for (1) plastic/aluminium and (2) paper waste in CEPOL Headquarters building, to be placed on the corridors.

CEPOL will – upon the possibility of contract amendment or renewal – revise practices that lead to an excess generation of plastic or glass waste: plastic cups provided at the water dispensers to be replaced to paper / degradable cups, non-recyclable glass bottled water provided at training activities at meetings to be replaced by paper, degradable or reusable cups.

CEPOL will raise awareness among its staff about recycling rules and these new recycling arrangements.

Details of the recycling will be finalised by the Corporate Services Department.

5. Consumption of resources (utilities)

CEPOL plans to obtain and analyse information related to the consumption of electricity, gas and water starting in 2021.

CEPOL will negotiate with the host Member State authorities (NOK-ITC) and the facility management staff provided by them on the feasibility obtaining basic consumption information of the main public utilities (electricity, gas and water) consumption in CEPOL Headquarters building. Based on this information, CEPOL will analyse consumption patterns to identify any possible areas of intervention.

Information on electricity, gas and water consumption will be included in this Annex during the annual revision.

Details of information related to consumption of resources will be finalised by the Corporate Services Department.

6. Reduction of carbon footprint related to staff commuting

CEPOL will further investigate possibilities to reduce carbon footprint as a consequence of commuting.

In 2021 CEPOL will further investigate the means to encourage the reduction of car-based commuting of its staff. The overarching objective is to reduce carbon emissions caused by staff commuting, which may be achieved by various means – such as the use of public transport, steps to encourage the use of e-scooters, bicycles, car sharing and electronic cars.

CEPOL will analyse analogous schemes at EIT, Commission and Frontex and evaluate the feasibility of providing public transport passes to staff (or retrospectively reimbursing staff for these passes) to further encourage staff to use public transport and thereby reduce their carbon footprint.

Details of information related to consumption of resources will be finalised by the Corporate Services Department.

Current status and plan for certifications and standards

Environment-related certifications and management systems

Certification / standard	Subject	Status in CEPOL	Comments
EMAS	Environmental Management	Not in place, introduction being studied / considered	CEPOL is in the process of obtaining information on EMAS implementation and benefits from multiple sources (e.g. EU Agencies Network – PDN)

Annex VII: Building policy

#	Building name and type	Location	SURFACE AREA (in m2)			RENTAL CONTACT					Host country (grant or support)
			Office space	Non-office	Total	Rent (€/year)	Duration of the contract	Type	Breakout clause Y/N	Conditions attached to the breakout clause (if applicable)	
1	**CEPOL Headquarters** ("CEPOL House") (headquarters building)	Ó utca 27., 1066 Budapest, Hungary	978.03	1,145.3	2,123.23	0	Hungary put at the disposal of CEPOL this 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 MoI NOK-ITC), and were handed over as of 1 September 2014. The premises were consigned in a state which allows for the immediate, full and unimpeded functioning. No later than 2022, Hungary and CEPOL may enter into negotiations as to the conditions governing the further utilisation of the premises.[200]				Building is currently provided for free by the Hungarian authorities. Hungary also covers utility fees, maintenance of the building, security and reception services.[201] However, CEPOL pays for telephone and internet services.
2	**CEPOL Project Offices in Mozsár Trade Center** (office building)	Mozsár utca 16., 1066 Budapest, Hungary	222.33	19.07	241.44	31,864.8	1 September 2018 – 30 June 2021	Rental	Y	1st year of contract, not breakable, regressive penalty system with 2 months' notice – last 8 months: the remaining rental time + charges must be paid	N/A
						Rent paid from externally financed project activities' budget (under the relevant Grant or Delegation Agreement(s)), not from CEPOL budget					
3	**CEPOL Cybercrime Academy at NOK-ITC Campus** (academic building)	Böszörményi út 21., 1126 Budapest, Hungary	0	1-4 class-rooms, 1 server room (size not defined in the MoU)		0	Space is made available for free, based on a MoU between NOK-ITC and CEPOL.				

[200] 2014. évi XLIII. törvény a Magyarország Kormánya és az Európai Rendőrakadémia (CEPOL) közötti Székhely-megállapodás kihirdetéséről (Headquarters Agreement between the Government of Hungary and the European Police College (CEPOL)), Magyar Közlöny (Hungarian Official Journal) 2014. évi 137. szám, 13939-13953, Art. 3

[201] Ibid.

#	Building name and type	Location	SURFACE AREA (in m2)			RENTAL CONTACT					Host country (grant or support)
			Office space	Non-office	Total	Rent (€/year)	Duration of the contract	Type	Breakout clause Y/N	Conditions attached to the breakout clause (if applicable)	
4	**Brussels Liaison Office** (office building)	Avenue de la Joyeuse Entrée 17-21, 1000 Brussels, Belgium	47	0	47	10,308 + charges	14 months, until 31 December 2020 (pilot)	Rental	Y	3 months' notice, but tenant shall reimburse all the rent and charges foreseen by the end of the rental period	VAT exemption granted to CEPOL due to its status
5	**CEPOL Project Offices in Oktogon Irodaház** (office building)	Aradi utca 8-10., 1062 Budapest, Hungary	1,036.58	53.58 + 15 parking places	1,090.16 + 15 parking places	164,308.92 + charges + 16,200 for parking places	1 June 2020 – 31 May 2023	Rental	Y	1st year of the contract is not breakable, subsequently 90 days' notice (in case the Agency's seat ceases to be Budapest or the host state provides another building at the disposal of the Agency). Max. 9 months of penalty + charges are payable.	N/A
						Rent paid from externally financed project activities' budget (under the relevant Contribution Agreement(s)), not from CEPOL budget					
TOTAL											

Building projects in planning phase

As the CEPOL staff numbers (including staff contracted for projects granted to CEPOL, interim staff as well as staff made available by the Hungarian authorities, such as receptionists, security, building maintenance and cleaning) has surpassed the maximum as originally foreseen for the building. Initial discussions with the Hungarian authorities on possible measures to increase the capacity of the building were initiated in 2018 and continued in subsequent years without a solution being offered up to now. In 2018, CEPOL has rented office space close to its Headquarters to accommodate (operational) staff related to the externally financed projects. The expenditure related to the rental is entirely financed through the projects, which are sharing the costs proportionally.

As from 2019 our Hungarian partner (the International Training Centre of the Hungarian Police, NOK-ITC) has made available space for the CEPOL Cybercrime Academy (CCA). This space contains 1 to 4 classrooms and a server room. The space is made available for free, based on a MoU between the NOK-ITC and CEPOL.

CEPOL is also renting an office in Brussels for the liaison bureau as a pilot project.

Building projects submitted to the European Parliament and the Council

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.

At this moment it is not possible to quantify if and how much of a financial contribution from CEPOL's own budget would be necessary for the realisation of any of the offers currently on the table or possible other options that have not yet been discussed.

Annex VIII: Privileges and immunities

CEPOL's privileges and immunities are regulated by the Headquarters Agreement between the Government of Hungary and the European Police College (CEPOL) of 18 August 2014[202], in particular Articles 5-18.

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	**Education / day care**
The premises and building of CEPOL are be inviolable, exempt from search, requisition, confiscation or expropriation or any form of seizure. The property and assets are not subject of any administrative or legal measure of constraint without the authorisation of the CJEU. The archives and all official documents are inviolable. (Art. 5) CEPOL, its assets, revenues and other property, shall be exempt from all direct national, regional or municipal taxes. This applies not only to property and assets owned by the Agency, but also to property and assets that are rented by the Agency or otherwise made available to it. CEPOL is be exempt from excise duties, sales charges, and other indirect taxes when it is making purchases for official use of movable and immovable property or services on which such duties or taxes are normally chargeable. Exemption (incl. for the incurred VAT) is provided by tax refund, similarly to diplomatic missions. CEPOL is exempt from all customs duties, prohibitions and restrictions on imports and exports in respect of articles intended for its official use. (Art. 6) CEPOL is entitled to display its flag & emblem, flags of the EU, Hungary and Budapest on its premises and vehicles. (Art. 7) CEPOL enjoys the most favourable treatment in respect of its official communications, and Hungary secures the inviolability of the official communications and correspondence. (Art. 8)	The HQ Agreement differentiates between statutory staff (officials, TAs, CAs) and external staff (SNEs, experts, trainees, interims). (Art. 12(1)). Privileges and immunities aim solely to guarantee the hindrance-free functioning of CEPOL and the independence of the people who benefit from it. (Art. 12(2)). The staff and their family has the right to the same repatriation facilities as are granted to diplomatic representatives in case of crisis (Art. 12(3)). The Protocol of privileges and immunities applies to the Executive Director and the statutory staff of CEPOL, therefore not to trainees and interims, and in named cases not to Hungarian nationals. The Executive Director and the statutory staff (Art.12(5)): • enjoy immunity from jurisdiction as regards acts carried out by them in their official capacity; • are exempt from national taxes on earnings, salaries and respective supplements • are exempt from any compulsory national social security system • not subject – along with their family – to regulations restricting immigration and formalities for the registration of foreigners • have the right to import from their last country of residence or nationality, free of duty and without prohibitions or restrictions, within 12 months from the date of establishment of normal place of residence in the EU, furniture and personal effects, incl. motor vehicles, which shall be registered under diplomatic plates • are entitled to reimbursement of VAT and excise duty, within 2 years from taking up their post, in accordance with the relevant rules foreseen for resident officials of international organisations in	Minor family members of the staff have the right to access the Hungarian public education system (incl. child care and pre-school educational services) free of charge in accordance with the relevant national legislation. Hungary facilitates their placement into national educational facilities which are close to their accommodation. (Art 12(4)) As per Art. 12(8), Hungary shall cooperate with CEPOL to establish schooling facilities for children of the statutory staff similar to the European Schools. Nevertheless, currently there is no European School in Budapest or at a reasonable distance from Budapest. Also, there is no European section in a national school. On the basis of current information, this situation is not foreseen to change in the coming years. The CEPOL Governing Board decided that CEPOL shall pay the school fees. As a consequence, the

202 2014. évi XLIII. törvény a Magyarország Kormánya és az Európai Rendőrakadémia (CEPOL) közötti Székhely-megállapodás kihirdetéséről (Headquarters Agreement between the Government of Hungary and the European Police College (CEPOL)), Magyar Közlöny (Hungarian Official Journal) 2014. évi 137. szám, 13939-13953

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
Hungary ensures that CEPOL is supplied with the public services necessary for performing its functions with the same priority as essential agencies of Hungary. In case of a natural or man-made disaster, Hungary provides for: the safety of the staff, the evacuation of personnel and families, temporary premises for business continuity. (Art. 9) CEPOL is exempt from any taxes, duties and any import restrictions on vehicles intended for the official use, as well as from road tax. Vehicles shall be registered similarly to diplomatic missions provided they are placed into service with a diplomatic registration plate. CEPOL may freely dispose of these vehicles 1 year after they were purchased (Art. 10) For official visitors to CEPOL, Hungary takes all necessary measures to facilitate their entry into its territory, stay and departure. Visas and any other authorisations shall be issued free of charge and promptly, assistance in transit shall be provided if necessary. Visitors enjoy the customary privileges, immunities and facilities. (Art. 11)	Hungary[203], provided they are not Hungarian nationals or permanent residents • have the right to export, during a period of 3 years as from the date of cessation of functions, without prohibitions or restrictions, furniture and personal effects, including vehicles • More-or-less similar provisions to the above of Art.12(5) apply to SNEs, defined in the special provisions of Art. 13. CEPOL statutory staff are issued a special identity card, similar to those issued for members of diplomatic corps of the Member States of the EU in Hungary. (Art. 12(6)) CEPOL statutory staff has the same access to the public services provided by Hungary, incl. medical services, as nationals. (Art. 12(7) Hungary recognises the medical insurance provided by JSIS for officials of the EU. (Art 12(9)) CEPOL statutory staff are entitled to enjoy the privileges and immunities, exemptions and facilities granted by Hungary to members of the diplomatic corps of the MSs and the EU in Hungary, in accordance with the Vienna Convention on Diplomatic Relations of 18 April 1961. (Art. 12(11))	school shall be considered as non-fee paying and the staff member concerned shall not receive the education allowance provided for in Article 3 of Annex VII of the Staff Regulations. The costs covered by CEPOL shall be: • The registration and attendance fees • The school transportation costs. All other costs are excluded, in conformity with Commission Decision C (2004)131-53-2004 on general implementing provisions for the grant of the education allowance. See also Annex V: Human resources qualitative - Schooling.

[203] Up to 300.000 HUF of value of VAT/year

Annex IX: Evaluations

Internal monitoring and evaluation system

Key Performance Indicators (KPIs) are used to evaluate the overall and long-term success of CEPOL, (performance) Indicators are in place to evaluate the success of a particular objectives of an activity in which CEPOL is engaged. These indicators were devised in accordance with the revised SPD guidelines developed by the European Commission[204], and are defined on two hierarchical levels:

- Multiannual, called Key Performance Indicators (KPIs) – in Section II Multiannual Programming 2021-2023
- Annual, called Indicators – in Section III – Work Programme 2021

All KPIs and Indicators are assigned guideline-compliant targets, source of the data is indicated and they are linked to the Agency's strategic goals and objectives. The most important types of indicators used for CEPOL operations are the number of [training] activities, number of participants [involved in training] and satisfaction with CEPOL training in line with Kirkpatrick's methodology

The evaluation of training activities is an essential task for CEPOL to monitor and maintain the quality of training and its impact. CEPOL's evaluation system is based on the Kirkpatrick model, with a methodology specifically adapted to CEPOL's structure and environment. The methodology was last updated in 2016 and includes the following steps of Kirkpatrick's model:

- Level 1: immediately after residential (on-site) activities, webinars, and the CEPOL Exchange Programme exchanges and study visits;
- Level 2: assessment of acquired knowledge – testing – applied for selected residential (on-site) activities and online courses);
- Level 3: post-course evaluations take place after residential (on-site) activities only). Post-course evaluations are carried out on both participants and their line managers approximately six months after a residential (on-site) activity has finished.

CEPOL training evaluation methodology[205] presents a modernised evaluation system validating new evaluation templates and outlining the framework of the gradual introduction of testing.

External monitoring and evaluation, action plans deriving from ex-post evaluations and follow-up of recommendations

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

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

The plan elaborated by the Executive Director identified 32 actions addressing all the MB's 17 recommendations.

One of the pending activities related to further development of e-net (LEEd platform) was addressed in April 2020.

[204] Communication C(2020) 2297 final of 20.4.2020 on the strengthening of the governance of Union Bodies under Article 70 of the Financial Regulation 2018/1046 and on the guidelines for the SPD and the CAAR
[205] Governing Board Decision 12/2016/GB of 25 May 2016

Overall, since the adoption of the action plan: 32 activities have been completed (of which 7 activities are no longer considered relevant as they has been overtaken by events and will be addressed in a broader context connected to EQF206 and further ISO certification of CEPOL services).

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. Since the new CEPOL regulation (2015/2219)[207] came into force, the first five year evaluation and review is foreseen as per Article 32 of CEPOL regulation in 2021. This evaluation will be budgeted and carried out by the European Commission.

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

At the end of 2016, 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 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 on 2 February 2017 and its scope was extended on 4 February 2019 to e-Learning services: "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".

At the end on the 3 years certification cycle, CEPOL successfully passed the recertification audit in January 2020.

Following certification audit implemented in May 2019, CEPOL has been granted ISO 29993:2017 certificate for providing learning services outside formal education for on-site courses on key selected topics. The certificate is valid for 3 years and a surveillance audit is implemented every year to check that ISO requirements are maintained. 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.

Terminology[208]

The following terms are used in the SPD – in accordance with the Commission guideline on evaluation:

Activity is a coherent area of action with objectives and resources. It is the basic building block for the structure of the annual Work Programme, distinguishing between operational activities – directly related to the mission and core tasks of the agency, and horizontal/ cross-cutting activities - carried out to support operational activities and staff. Various other terms are in use in the agencies that hold the same meaning as activity and can be used as long as it is in line with the definition of activity.

Objective describes what the agency wants to achieve either in the short or long term.

Indicator is a characteristic or attribute that is measured regularly in order to assess to what extent an objective has been met.

Baseline is the point of reference against which achievement or progress towards objectives is measured.

[206] European Qualifications Framework
[207] Regulation (EU) 2015/2219 of the EP and of the Council on the European Union Agency for Law Enforcement Training (CEPOL)
[208] Communication C(2020) 2297 final of 20.4.2020 on the strengthening of the governance of Union Bodies under Article 70 of the Financial Regulation 2018/1046 and on the guidelines for the SPD and the CAAR, C. Terminology

Milestone is an intermediate target set, expressed in quantitative or qualitative terms, measuring progress towards the achievement of long term objectives.

Target is the ultimate desired situation, quantified and timed.

Inputs are the human and financial resources used and the time required to produce outputs.

Actions are the work carried out over a certain period of time, consuming resources and producing outputs in accordance with the objectives set.

Outputs are what is directly produced or supplied through the EU/Commission/agency intervention. They often relate to the expected deliverables of the intervention and are identified based on its operational objectives.

Results are the direct effects of intervention(s) on the target groups.

Impacts are the indirect or long-term effects of an intervention on the EU or global society that are, at least partly, expected to be influenced by EU/Commission/agency's interventions.

Annex X: Strategy for the organisational management and internal control systems

Organisational management

CEPOL is headed by an Executive Director, who is accountable to the Management Board. The Management Board is made up of representatives from EU Member States[209] 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.

The Management Board oversees the Agency's governance, risk management and internal control practices. This happens through the use of appropriate working arrangements (progress reports, incl. reporting on performance indicators and audit recommendations, annual activity report – CAAR, internal/external audit reports, etc.) and communication channels between the Board and management of the agency.

The CEPOL internal organisational structure (Annex I: Organisation chart of the Agency for year 2021) is composed of two departments, coordinated by the Head of Operations and Head of Corporate Services respectively, and three units under the supervision of a head of unit (Head of Training and Research Unit, Head of International Cooperation, Head of Finance, Procurement and Travel).

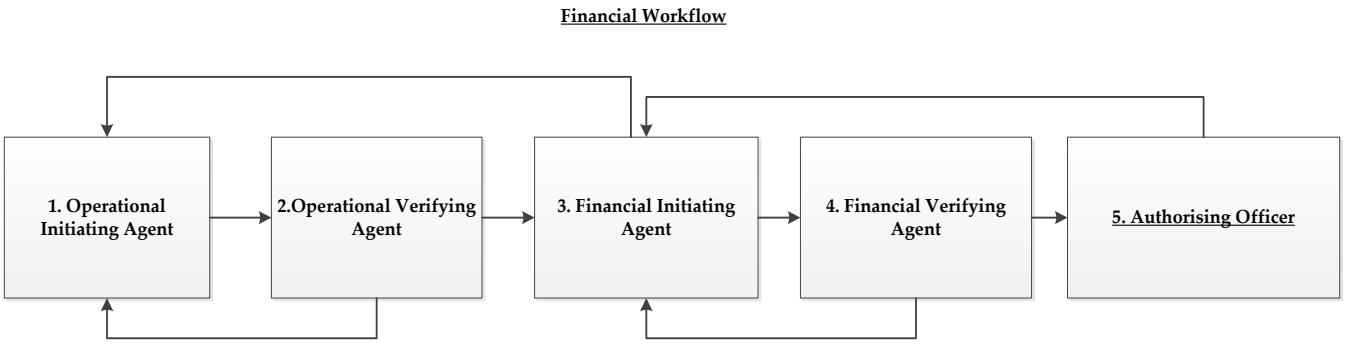
The Executive Director – supported by managers, internal control and legal functions – oversees the internal control systems within each department/unit/function. At the level of units, all managers are accountable for the achievement of objectives, both operational and internal control, and report in accordance with the applicable reporting arrangements within the Agency. Units are primarily responsible for managing risk and controls on a day-to-day basis. This means that they execute the primary controls and take overall responsibility for the achievement of operational objectives and for the sound implementation of internal control.

CEPOL shall implement the following documentation and practices to continuously monitor the performance of the internal control system and achievement of objectives: regular review meetings and periodical reports (e.g. Operations / Corporate Services monthly reports, Agency progress report, Consolidated Annual Activity Report, weekly/monthly budget implementation reports, individual activity reports, exception register report, risk register), as well as *ex ante* controls on financial transactions and targeted *ex post* controls.

The Executive Director of CEPOL is also the Authorising Officer. CEPOL implements delegation of authority via Executive Director's decision on financial workflow, which is kept updated on continuous basis, whenever changes occur in the staff having a role in the financial circuit.

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.

[209] Denmark is not considered a 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.



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 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.

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. The declaration covers both the state of internal control in the department and the completeness and reliability of management reporting, serving to ground the Executive Director's Declaration of Assurance provided in the context of annual activity report.

The internal control function shall also produce a statement that to the best of his/her knowledge the information on internal control systems provided in the annual activity report is accurate and exhaustive.

As provided in CEPOL's Financial Regulation (chapter 7, art.78), CEPOL has an internal auditing function which is performed in compliance with the relevant international standards, by the Commissions' internal auditor, represented by the Internal Audit Service (IAS).

The internal auditor advises CEPOL on dealing with risks, by issuing independent opinions on the quality of management and control systems and by issuing recommendations for improving the conditions of implementation of operations and promoting sound financial management.

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.

CEPOL shall systematically examine the observations and recommendations issued by the internal auditor, the European Court of Auditors as well as the remarks received from the European Parliament during discharge procedure and shall take action in a timely manner, including status reporting to the relevant stakeholders via regular and annual reports.

Internal Control Framework

Article 74(2) in the EU Financial Regulation[210], respectively Article 44(2) of the CEPOL Financial Regulation[211], provides that the Authorising Officer shall put in place the organisational structure and the internal control systems suited to the performance of the duties of Authorising Officer, in accordance with the minimum standards or principles adopted by the Management Board, on the basis of the Internal Control Framework laid down by the Commission for its own departments, and having due regard to the risks associated with the management environment.

In line with this requirement, the Management Board adopted Decision 26/2018/MB on the revised CEPOL's Internal Control Framework (ICF)[212], which is largely based on the European Commission's framework[213].

The new ICF is based on the five internal control components: (1) control environment, (2) risk assessment, (3) control activities, (4) information and communication and (5) monitoring activities. They are the building blocks that underpin the framework's structure and support the Agency in its efforts to achieve its objectives. The five components are interrelated and must be present and effective at all levels of the organisation for internal control over operations to be considered effective.

This framework supplements the CEPOL Financial Regulation and other applicable rules and regulations with a view to align CEPOL standards to the highest international standards.

Internal control applies to all activities, irrespective of whether they are financial or non-financial. It is a process that helps an organisation to achieve its objectives and sustain operational and financial performance, respecting rules and regulations. It supports sound decision making, taking into account risks to the achievement of objectives and reducing them to acceptable levels through cost-effective controls.

The internal control framework of CEPOL is designed to provide reasonable assurance regarding the achievement of the five objectives set in the Article 30 of the Financial Regulation: "(1) effectiveness, efficiency and economy of operations; (2) reliability of reporting; (3) safeguarding of assets and information; (4) prevention, detection, correction and follow-up of fraud and irregularities, and (5) adequate management of the risks relating to the legality and regularity of the underlying transactions, taking into account the multiannual character of programmes as well as the nature of the payments concerned".

CEPOL does not have a dedicated managerial position in charge of risk management and internal control. This is a shared management responsibility, where the Executive Director is supported by each Head of Departments (Operations and Corporate Services). At officer level, the process is assisted by the internal control and quality management function.

Internal control principle 16 states that the Agency shall carry out continuous and specific assessments to ascertain whether the internal control systems and their components are present and functioning.

Before assessing the presence and functioning of the internal control principles and components, CEPOL shall define the basis for the assessment of its internal control system.

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/binary (e.g. "Yes/No") for compliance indicators.

A separate assessment to ascertain whether the components of internal control are present and functioning is implemented once per year with results reported in the annual activity report.

[210] Regulation (EU, Euratom) 2018/1046 of the EP and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union
[211] MB Decision 13/2019/MB on the CEPOL Financial Regulation and repealing decision 01/2014/GB of 22 May 2019
[212] https://www.cepol.europa.eu/sites/default/files/26-2018-MB%20Revised%20CEPOL%20Internal%20Control%20Framework.pdf
[213] Commission Communication C(2017) 2373 final of 19.4.2017 on the Revision of the Internal Control Framework

In addition to the ICF, 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.

Antifraud strategy

In order to support the ethical and organisational values, CEPOL adopted and implements the following key documentation: Code of Administrative Behaviour (Decision of the Executive Director 26/2019/DIR), CEPOL's Anti-Fraud Sub-Strategy (MB Decision 28/2020/MB), Policy on Management of Conflict of Interest (MB Decision 19/2020/MB) and guidelines on whistleblowing (MB Decision 03/2019/MB).

The objective of the renewed CEPOL Anti-fraud Strategy as latest adopted by the Management Board 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.

MB members, staff members, SNEs, interims, shall all sign a declaration of conflict of interest. Every staff member shall produce a certificate of good conduct or lack of criminal record before taking up duty.

Risk Assessment

CEPOL's Internal Control Framework defines the risk assessment as a dynamic and iterative process for identifying and assessing risks, which could affect the achievement of objectives, and for determining how such risks should be managed.

The following principles are defined under component 2 'Risk Assessment':

- Principle 6: The Agency specifies objectives with sufficient clarity to enable the identification and assessment of risks relating to objectives
- Principle 7: The Agency identifies risks to the achievement of its objectives across the organisation and analyses risks as a basis for determining how the risks should be managed
- Principle 8: The Agency considers the potential for fraud in assessing risks to the achievement of objectives
- Principle 9: The Agency identifies and assesses changes that could significantly impact the internal control system.

Although CEPOL as a whole is generally dealing with low risks, a risk assessment is part of the annual programming cycle. A Risk Register and mitigating action are in place which are regularly monitored via management meetings.

The result of the JHA agencies peer review exercise conducted on yearly basis is also considered in the continuous risk assessment exercise.

Annex XI.a: Global budgetary envelope reserved for operational procurements

The global budgetary envelope reserved for operational procurements for new procedures (including multi-annual procedures and horizontal framework contracts) to be launched in 2021 amounts to 24,877,500 EUR.

The global budgetary envelope reserved for operational procurements to be implemented under the 2021 budget amounts to 4,697,657 EUR.

Annex XI.b: Plan for grant, contribution or service-level agreements

	General information					Financial and HR impacts				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		2020	2021	2022	2023
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	€ 290,798	-	-	-
						№ of CAs	6	-	-	-
						№ of SNEs	1	-	-	-
Total Grant Agreements						**Amount**	**€ 290 798**		**-**	**-**
						№ of CAs	**6**	**-**	**-**	**-**
						№ 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	p.m.	p.m.
						№ of CAs	11	11	11	11
						№ of SNEs	1	1	1	1
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	p.m.	p.m.	p.m.
						№ of CAs[214]	13	13	13	13
						№ of SNEs	0	0	0	0
		€ 6,000,000				Amount	€ 6,000,000	p.m.	p.m.	p.m.

[214] 1 out of the 13 CAs is expected to be based at Europol

	General information					Financial and HR impacts				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		2020	2021	2022	2023
3. TOPCOP (ENI/2020/415-941)	23 June 2020		48 months, from 1 July 2020	European Commission DG NEAR R4	Financial contribution to finance the implementation of TOPCOP action (project)	№ of CAs[215]	10	10	10	10
						№ of SNEs	0	0	0	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	p.m.	p.m.	p.m.
						№ of CAs[216]	6	6	6	6
						№ of SNEs	0	0	0	0
Total Contribution Agreements						**Amount**	**€ 19,710,542**	**p.m.**	**p.m.**	**p.m.**
						№ of CAs	**40**	**40**	**40**	**40**
						№ of SNEs	**1**	**1**	**1**	**1**
Service-Level Agreements										
n/a						Amount				
						№ of CAs				
						№ of SNEs				
Total Service-Level Agreements						**Amount**				
						№ of CAs				
						№ of SNEs				
Delegation Agreements										
1. EU/MENA CT2 (ICSP/2017/394-210)	21 December 2017	€ 7 500 000	48 months, from 1 Jan 2018	European Commission FPI	Financial contribution provided to finance the implementation of EU/MENA CT2 action (project)	Amount	€ 2 641 735	€ -1 511 763	-	-
						№ of CAs	9	-	-	-
						№ of SNEs	1	-	-	-
Total Delegation Agreements						**Amount**	**€ 2 641 735**	**€ -1 511 763**	**-**	**-**
						№ of CAs	**9**	**-**	**-**	**-**
						№ of SNEs	**1**	**-**	**-**	**-**

[215] 1 out of the 10 CAs is expected to be based at Europol
[216] 1 out of the 6 CAs is expected to be based at Europol

	General information					Financial and HR impacts				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		2020	2021	2022	2023
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	€ 130 000	€ -86 604	-	-
						№ of CAs	n/a	n/a	n/a	n/a
						№ of SNEs	n/a	n/a	n/a	n/a
Total Other Agreements						**Amount**	**€ 130 000**	**€ -86 604**	**-**	**-**
						№ of CAs	**n/a**	**-**	**-**	**-**
						№ of SNEs	**n/a**	**-**	**-**	**-**
TOTAL						**Amount**	**€ 21 664 810**	**€ 3 750 000**	**p.m.**	**p.m.**
						№ of CAs	**55**	**40**	**40**	**40**
						№ of SNEs	**3**	**1**	**1**	**1**

Annex XII: Strategy for cooperation with third countries and/or international organisations (CEPOL External and Stakeholder Relations Sub-strategy)

General/policy context

CEPOL is an Agency of the European Union. Therefore, each and every activity of CEPOL needs to implement a policy of the EU. Having said that, CEPOL's cooperation with third countries, international organisations and other external stakeholders has to be in line with the general policy lines on the external action of the European Union, implementing the objectives thereof, within the scope of CEPOL's mandate.

CEPOL's external action should thus be guided by the relevant high-level policy documents of the European Union, in particular:

- 'A Global Strategy for the European Union's Foreign and Security Policy', published in 2016[217].
- Conclusions of the Council and of the Representatives of the Governments of the Member States, meeting within the Council, on the establishment of a Civilian CSDP Compact, adopted on 19 November 2018[218].
- The European Agenda on Security, adopted by the European Commission on 28 April 2015[219].

The way how consistency with the above-mentioned documents should be achieved is specified by the Working Arrangement between DG HOME and CEPOL, signed on 13 November 2016. The European Commission (via CEPOL's partner DG, DG HOME) is thus providing the necessary guidance to ensure such consistency, where necessary, coordinating with the European External Action Service.

The legal basis for CEPOL's cooperation with the above-mentioned actors has remained unchanged, i.e. it is the CEPOL regulation[220], more specifically, Articles 3.1.d), 4.4 and 34.

The environment, in which CEPOL's external action needs to be positioned, is a volatile one, affected by manifold challenges. Terrorism, organised crime and cybercrime continue to pose significant challenges. Beyond cybercrime, the digitalisation of our societies require law enforcement to be equipped with proper digital skills. Member States have been concerned with security aspects of irregular migration flows towards the EU. The recent outbreak of the COVID pandemic may need to alter many aspects of our everyday life even in the long run – nevertheless, its economic implications may have serious consequences on capacities of law enforcement. Most of these developments affect (albeit in different ways) both the EU and third countries. Security of the EU and security of the countries in its neighbourhood and beyond are intertwined to such an extent that it is right to speak more of a continuum of internal and external security of the Union, than a simple nexus between the two, as it was the case a few years ago. CEPOL needs to take this all into account with all aspects of its external action.

In the past years, during the implementation period of CEPOL's previous Sub-Strategy on External Relations, one could notice a growing interest towards CEPOL from third countries. Such interest mostly came from countries in the neighbourhood of the EU, but more and more countries, law enforcement agencies and training institutions reach out to CEPOL to inquire on possibilities for cooperation from all around the globe. CEPOL managed to position itself as a reliable partner with a unique, appealing training offer and expertise and became more and more a brand in law enforcement training, standing for quality and trust. To keep up this level of acknowledgement and whenever possible, to develop it further, needs to be our ambition for the years to come as well.

[217] https://eeas.europa.eu/sites/eeas/files/eugs_review_web_0.pdf
[218] http://data.consilium.europa.eu/doc/document/ST-14305-2018-INIT/en/pdf
[219] https://ec.europa.eu/home-affairs/sites/homeaffairs/files/e-library/documents/basic-documents/docs//eu_agenda_on_security_en.pdf
[220] 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, OJ L 319, 4.12.2015, p. 1–20

On the other hand, the European institutions became more and more aware of CEPOL's potential and the good results delivered and often try to use CEPOL as an important part of the EU's approach towards countries or regions, together with other EU Agencies. CEPOL has a significant advantage compared to other Agencies, namely that training is a relatively "soft" part of security cooperation, where the readiness of the given partner to cooperate may be reached more easily. Thus, CEPOL often appears as the first EU agency having whatsoever security cooperation with a certain partner, generating trust and paving the way for cooperation of other agencies. While this achievement has generated good reputation for the Agency among the players in Brussels, we may expect an increase of requests towards CEPOL to act in such a context. To comply with such requests, potentially aiming at quick wins and rapid actions, may pose a challenge for CEPOL, especially if no additional resources are provided for those.

This takes us to another, maybe the most important factor: the very limited budgetary and human resources of the Agency create a limitation to increase external action both in volume and in impact. While dedicated funding in the form of capacity building projects have been substantially increased in the last years resulting in CEPOL having the largest external capacity building project portfolio among JHA Agencies[221], other aspects of external action and stakeholder management are implemented by CEPOL's core budget and staff. The Agency has made considerable efforts that led to the creation of the Brussels Liaison Office in late 2019- however, still only 2 FTEs[222] are covering everything that is not project-based cooperation.

In the course of CEPOL's cooperation with third countries, we need to preserve the "CEPOL brand" as established so far. This is to say that CEPOL involvement in third countries needs to have a dedicated added value and should make a genuine difference, compared to other training providers, which is recognisable to external partners. This is particularly relevant for capacity building projects, stipulating that CEPOL should only implement projects if the promise of our "brand" may be kept in terms of quality. In this spirit, while CEPOL does not see any rivalry with other training providers and should always seek for the best synergies possible with other training providers active on the market, teaming up with other organisations (e.g. INTERPOL, UNODC, OSCE) may be supported without putting this "brand" in prejudice.

Last but not least, one prominent field of CEPOL's external action, which is also explicitly mentioned in the Agency's mandate, is the training related to CSDP-missions. While CEPOL has invested a lot into this topic (e.g. by setting up one of its first CEPOL Knowledge Centres for this), there have been significant developments on the European level, most notably by the adoption and implementation of the above-mentioned Civilian CSDP Compact and the establishment of the EU Civilian Training Group (EUCTG)[223] among the structures of the Foreign Affairs Council. Taking into account its limited resources, while this part of the mandate shall also be implemented on an appropriate level and CEPOL will continue supporting the EUCTG to the greatest extent possible, the current Strategy would thus not set any CSDP-related objectives *per se*, acknowledging the existence of another dedicated EU structure for this area.

Institutional and legal context

In line with Article 34 of CEPOL mandate, CEPOL may establish and maintain cooperative relations with Union bodies, in accordance with their objectives, with authorities and training institutes of third countries, with international organisations and with private parties. CEPOL is also entitled to manage dedicated Union External Assistance funds to assist third countries in building their capacity in relevant law enforcement policy areas, in line with the established priorities of the Union. While pursuing its cooperation with third countries and/or international organisations, CEPOL remains within its mandate and the institutional framework, and does not appear as representing the European Union.

One of CEPOL's main activities is to develop and to provide training for law enforcement officials from third countries, in particular from countries that are candidates for accession to the Union and the countries under the European Neighbourhood Policy. Since 2015, under the new CEPOL mandate CEPOL has successfully

[221] 4 major capacity building projects with a total budget of cca. EUR 25 M from 2020 to 2024.
[222] Policy Officer at CEPOL HQ; since November 2019 the Liaison Officer based in Brussels, both functions filled by Contract Agents
[223] Cf. Council Doc. 12312/18 on EU Civilian Training Group (EUCTG) Strategic Guidance on CSDP Civilian Training, 14 June 2019

concluded several comprehensive projects and training activities in third countries covered by EU neighbourhood policies, such as:

- Financial Investigation In-Service Training Programme for Western Balkan (IPA II) (CEPOL FI) 2017-2020
- EU/MENA Counter-terrorism Training Partnership 1-2 (CEPOL CT & CT2) 2015-2017 and 2017-2020 respectively

Such projects are executed based on delegation, grant or contribution agreements concluded with the European Commission's services (such as DG NEAR, DG DEVCO, FPI). The financing decisions externally financed projects rest with the European Commission. Consequently, the details of the running projects (overview, objectives, indicators, results and outputs, resources, etc.) are defined in the relevant agreement with the Commission services and are included in the Single Programming Documents[224] and its financial and human resources annexes – but not explained in details in Annex XII: Strategy for cooperation with third countries and/or international organisations (CEPOL External and Stakeholder Relations Sub-strategy).

CEPOL also plays an important role in the family of JHA and other EU agencies and among international organisations, as demonstrated by its comprehensive external partnerships in place:

EU agencies	***Type of cooperation***	***Date***
EASO	Cooperation through EU Agencies Network (esp. administrative matters)[225] and JHA Agencies Network	n/a
EIGE	Cooperation through EU Agencies Network (esp. administrative matters) and JHA Agencies Network	n/a
EMCDDA	Cooperation through EU Agencies Network (esp. administrative matters) and JHA Agencies Network, Working Arrangement planned	n/a
eu-LISA	Working arrangement in place (direct operational cooperation)[226], cooperation through JHA Agencies Network	20/11/2013
Eurojust	Working arrangement in place , Cooperation through EU Agencies Network (esp. administrative matters)[227] and JHA Agencies Network	07/12/2009
Europol	Cooperation agreement (joint activities and direct operational cooperation)[228], cooperation through JHA Agencies Network	19/10/2007
FRA	Cooperation through EU Agencies Network (esp. administrative matters) and JHA Agencies Network, Working Arrangement under preparation	n/a
Frontex / EBCGA	Working arrangement (joint activities and direct operational cooperation), cooperation through JHA Agencies Network	24/06/2009
EUIPO	Memorandum of understanding in force	08/12/2017

[224] In Work Programme 2021 under Activity 2.11 Prepare, design, implement and follow-up capacity building projects in Third Countries

[225] Particular areas of cooperation: (i) training need assessment and coordination, (ii) further development and ensuring of high quality training services, (iii) training activities in the area of fundamental rights and crime prevention

226 Particular areas of cooperation: (i) development and delivery of the relevant joint train-the-trainers initiatives, (ii), IT based information exchange instruments, (iii) training of SIRENE Officers

227 Particular areas of cooperation: (i) contribution to EU policy cycle activities, (ii) support for courses on joint investigation teams and counterterrorism, (iii) support for training activities in the Western Balkans and MENA

228 Formalised CEPOL-Europol Agreement in force; particular areas of cooperation: (i) joint on-site and online training activities, (ii) Europol input to CEPOL training activities, (iii) support for capacity building activities in third countries where applicable

Other entities	Type of cooperation	Date
AEPC	Memorandum of understanding in force	13/02/2002
EJTN	Working arrangement in place	15/02/2017
ENFSI	Working arrangement in place	09/10/2018
ESDC	Working arrangement in place	11/07/2017
EUCPN	Working arrangement in place	23/06/2020
Interpol	Cooperation agreement in force	06/12/2017
OSCE	Working arrangement in place	03/07/2017
PCC-SEE	Informal cooperation	n/a
UNODC	Working arrangement in place	21/11/2018
...	…	

Implementation and results of the External Relations Sub-strategy 2016-2020

The External Relations Sub-strategy 2016-2020, as adopted in the form of the Decision 22/2016/GB, has brought along many substantial achievement during its implementation period. Overall, it may be considered as partially implemented. CEPOL's reputation has significantly increased and we have experienced a growing interest from countries outside Europe towards our Agency. However, this has remained limited mostly to the neighbourhood of the EU. Cooperation with INTERPOL was intensified and its formal basis renewed by the adoption of a new Working Arrangement. On the other hand, for a number of reasons, CEPOL decided not to affiliate to INTERPOL's Global Academy. The basic limitation that prevented CEPOL from a full implementation of the Sub-Strategy has remained the lack of resources. This circumstance has posed an obstacle so far towards creating any substantial training offer funded by CEPL's core budget for third countries other than e-learning. However, the Agency has built up a remarkable portfolio of dedicated capacity-building projects, providing an opportunity to bypass the above-mentioned limitation in most cases, at least to some extent.

Multiannual objectives	Strategic areas of intervention	Performance Indicators	Results
1.1 CEPOL shall position itself as a reliable EU partner for law enforcement training on the global stage	CEPOL shall establish cooperative relations with International Organisations of global reach	➢ *Conclusion or renewal of Working Arrangements with the relevant United Nations bodies and Interpol* ➢ *Involvement of experts from mentioned organisations to-, or joint organisation of at least one high level activity per year*	**Implemented** ➢ WA with INTERPOL renewed in 2017 ➢ WA with UN concluded in 2018 ➢ WA with OSCE concluded in 2017 ➢ Experts involved, cooperation ongoing
1.2 CEPOL shall seek to develop qualitative, tailor-made training that benefit external partners and the EU	Enhancing the participation of Third Countries into CEPOL activities	*Additional participants to CEPOL training activities (on-site/online) will be constituted by law enforcement officials from Third Countries based on the training needs assessment, provided sufficient additional funding is made available*	**Partially implemented** ➢ CEPOL has run incentive schemes out of core budget: dedicated on-site courses with special geographical scope (examples); 5 seats scheme from 2017 to 2020. ➢ For Candidate Countries, international travel is always funded. CEP fully funded for Candidate Countries, potential Candidate Countries and Eastern Partners. ➢ Unlimited access to e-learning subject to WA and appointment of LEEd manager. ➢ However, incentive schemes are overlapping, CEPOL's standard training offer is not tailor-made to third countries' training needs. Actually, no proper training needs assessment is done for third countries. ➢ Different levels of access to different forms of training for the same countries, as outlined above. ➢ No coordination with potential external donors who could fund self-payer participation at o courses. ➢ Hesitation of FPs to include third country participants. ➢ Limitations of the current setup of on-site courses, difficulties in the workflow around grants. ➢ Since 2016: 7 WAs concluded with 3rd countries, 7 with organisations.

Multiannual objectives	Strategic areas of intervention	Performance Indicators	Results
			➢ From 2016 until the end of August 2020, CEPOL on-sitel activities involved 990 non-EU participants. Out of this figure, countries involved covered now with Working Arrangements are: Albania, Armenia, Bosnia and Herzegovina, Georgia, Iceland, Kosovo*, Liechtenstein, Moldova, Montenegro, Norway, Russia, Serbia, Switzerland, Turkey, Ukraine. Based on ad hoc decisions or under capacity-building projects, there were also participants from other countries included in this number- a total of 248 persons. Regarding figures on e-learning and exchanges, see below.
1.3 CEPOL shall continue to work closely with the EU institutions and Agencies to maximise its impact in External Action	CEPOL training shall progressively encourage the involvement of EU institutional partners	*CEPOL's activities shall feature the role of an EU (institutional) partner as Supporter in the relevant areas of expertise.*	**Implemented** ➢ From 2016 until the end of August 2020, 410 CEPOL on-site activities were supported by EU institutions, agencies and alike. ➢ CEPOL webinars involved 259 presenters from EU institutions, agencies and alike from 2016 until the end of August 2020. In addition, in 2019-2020, there were 30 contributors from these partners to CEPOL's on-line courses. [
1.4 CEPOL training shall embrace Academia as well as the Private and Non-Governmental sector	CEPOL shall work closely with Academia, Civil Society and Non-Governmental Organisations to deliver qualitative training	*CEPOL activities will feature the participation of Academia, the NGO and Civil Society sector, as well as private enterprise at their own costs or by additional funding, in the relevant areas of expertise*	**Implemented** ➢ From 2016 until the end of August 2020, 87 CEPOL on-site activities were supported by academia, private sector and NGOs.
2.1 A More Systematic Access To On-site Courses. CEPOL shall support regular participation of Third Countries in its on-site courses	CEPOL will enhance its on-site training offer for Third Countries, and will increase their participation to courses, provided adequate funding is made available	*Third Countries' attendance to on-site activities will be based on the training needs assessment and mutual security interests of the parties*	**Partially implemented** ➢ For attendance, see above, but no proper training needs assessment in place.
2.2 More systematic access to e-learning. CEPOL shall further encourage systematic participation of Third Countries to its online activities	CEPOL shall encourage enhanced participation to online activities by Third Countries and assist those in creating an enabling environment for that purpose	*CEPOL's online activities will feature the participation of Third Countries participation based on the training needs assessment*	**Partially implemented** ➢ Participation granted, no proper training needs assessment for 3rd countries. No means to support creating environment other than knowledge transfer. ➢ From 2016 until the end of August 2020, there were 2369 non-EU participants at CEPOL webinars. In addition, from 2018 to end of April 2020, there were 33 non-EU participants at webinar series and cyber bytes,. Based on available data, in 2019-2020, there were 528 non-EU participants of the CEPOL on-line modules. From 2016 until the end of August 2020, CEPOL on-line courses had 67 non-EU participants.

Multiannual objectives	Strategic areas of intervention	Performance Indicators	Results
2.3 Widening The Access To The European Police Exchange Programme. CEPOL shall seek to expand its European Police Exchange Programme to all immediate partners of the EU (candidate, potential candidate, ENP) and to selected strategic partners	Enhancing participation of Third Countries to the EPEP	*Provided a sufficient and sustainable financial solution is found, EPEP should be extended to all immediate geographical partners of the EU (candidate, potential candidate, ENP) as well as to two Strategic Partners of the Union*	**Partially implemented** ➢ Fully funded access for Candidate Countries, potential Candidate Countries, Eastern Partners. No access for strategic partners so far. ➢ From 2016 until the end of August 2020, the CEPOL Exchange Programme had 421 non-EU participants, including the following countries: Albania, Armenia, Bosnia and Herzegovina, Georgia, Kosovo*, Moldova, Montenegro, North Macedonia, Norway, Serbia, Switzerland, Turkey, Ukraine. In addition, 30 persons attended the joint CEPOL-Frontex Exchange Programme from 2018 to 2020 (countries involved: Armenia, Bosnia and Herzegovina Georgia, Kosovo*, North Macedonia, Serbia) and 3 persons from Serbia participated in the CEPOL-EJTN Joint Exchange Programme (Pilot phase) in 2020. These figures do not contain exchanges implemented under the framework of capacity-building projects.
2.4 A New Role In External Assistance And CSDP Training. CEPOL shall become a sustainable provider of technical assistance to Third Countries and a credible partner in preparing EU officials for deployment to CSDP missions	CEPOL should strive to obtain the necessary resources to implement training initiatives in external assistance	*If additional funding ensured CEPOL will engage in developing and implementing externally funded capacity building projects*	➢ Capacity building projects since 2015 have become an integral part of CEPOL's portfolio ➢ CT MENA (EU/MENA Counter-Terrorism Training Partnership Programme, EUR 2,490,504 , duration: 19 November 2015 - 19 November 2017, 788 persons trained ➢ CT2 (EU/MENA Counter-Terrorism Training Partnership 2, EUR 6,444,698.00, duration: 1st of January 2018 – 31st of December 2020, 1220 persons trained ➢ WB FI **(Financial Investigation In-Service Training Programme Western Balkan 2017-2019), 2.5 mEUR, duration; 21 December 2017-31 March 2020, 806 persons were trained.** As of 2020, CEPOL has the largest volume of capacity building projects outside the EU out of all the JHA Agencies: ➢ CT INFLOW (Counter-Terrorism Information Exchange and Criminal Justice Responses), 7.5 mEUR, duration 1 April 2020 - 31 March 2024 ➢ EUROMED Police, 7 mEUR, duration 1 April 2020 - 31 March 2024, in partnership with Europol ➢ TOPCOP (Training and Operational Partnership against Organised Crime), 6 mEUR, duration 1 July 2020 - 30 June 2024, in partnership with Europol ➢ CEPOL has gained good reputation, established functioning contacts that also facilitate the work of other EU actors ➢ As for CSDP, involvement decreased due to the establishment of the EUCTG and the growing role of the ESDC

Strategic objectives 2021-2025 under CEPOL External and Stakeholder Relations Sub-Strategy

1. Geographically focused training

While having the ambition and the potential to be active in the field of law enforcement training on global level, if such involvement would serve the policy interests of external action of the European Union, for reasons of efficacy and the existing limitations in size and resources, comprehensive access to CEPOL's training offer[229], based on a structured and permanent cooperation with third countries shall be limited to Schengen Associated Countries, countries with European perspective or under the European Neighbourhood Policy and potentially the Strategic Partners of the European Union. CEPOL currently covers all Schengen Associated Countries and all countries with European perspective with Working Arrangements, just as 4 out of 6 countries of the Eastern Partnership. There is no Working Arrangement concluded with any country of the Southern Neighbourhood, although the draft with Tunisia is relatively well-advanced. There is one Strategic Partner covered with a Working Arrangement[230].

CEPOL should thus continue to cover the above-mentioned geographical area with structured, permanent cooperation via Working Arrangements. Existing WAs should be implemented and where necessary, updated (e.g. with regard to the new EU data protection rules). CEPOL should make efforts to conclude WAs with countries within these regions currently lacking one. In case of the Southern Neighbourhood, such process should pay particular attention to security considerations. The possibility to fully cooperate to the extent possible with Strategic Partners should continue to prevail, however, such initiatives should be triggered by the general political developments between the EU and the Strategic Partners.

CEPOL should also remain open for initiatives of cooperation for countries beyond this scope. However, for practical reasons it does not seem to be appropriate to offer full access to the portfolio for such access to e-learning and other "light" forms of cooperation (e.g. exchange of materials, research products, one-off study visits) and/or be implemented by supporting other international/regional LE training providers. Any exception to such approach may only be based to substantial political interest of the EU, articulated by the appropriate structures from Brussels.

2. Streamlined existing forms of participation of priority third countries

With the decision on geographical focus as outlined under the previous objective, the existing forms of participation in CEPOL's standard activities should be streamlined for the priority third countries[231].

The current situation, demonstrated by the below table, is somewhat patchy, as it has developed by a series of decisions throughout the years:

Countries	On-site	Exchanges (CEP)	Online
Candidate countries	International travel covered	Fully covered	n/a
Potential candidate countries	No cost covered	Fully covered	n/a
ENP East	No cost covered	Fully covered	n/a
ENP South	No cost covered	No cost covered	n/a

The complexity of this often causes uncertainty even among CEPOL staff on how to deal with colleagues from a particular country. Streamlining the above forms would thus have some benefits internally as well, by simplifying the related processes. On the other hand, broadening the possibilities would certainly be a very

[229] I.e. access to on-site training, e-learning and exchanges.
[230] Russia since 2013- however, for political reasons, this has not been implemented since 2014.
[231] Schengen Associated Countries are not mentioned here. There is general consensus that existing forms of participation for these countries should be preserved, nonetheless, this should be continued on a self-payer basis (just as it has been the case so far), taking into account the economic situation of the countries concerned.

positive signal towards the given third countries, while also strengthening CEPOL's position there, which is often a selling point for the Agency regarding considerations among the Brussels structures.

Having said that, subject to the availability of resources, the existence of Working Arrangements with the countries concerned and security considerations, the following options may be explored:

- On-site training: while previous incentive schemes have been abandoned to ease the financial and administrative burden on CEPOL's core budget and staff, the current option to finance international travel for Candidate Countries may be considered to be extended to potential Candidate Countries and ENP (East/South) countries. On top of this or instead of this, self-payer participation from all countries may be stimulated by a proactive outreach towards potential donors who could finance participation.
- The access to CEP could be broadened to ENP South countries.

All of the above does not affect project-based participation of the countries concerned. Furthermore, when it comes to on-site training, the limitations regarding the volume of the learning groups should be respected in order to guarantee the quality of training.

3. Training Needs Assessment process developed for third countries (and preferably for partner organisations)

If CEPOL has the ambition that its training offer may be perceived as unique and having added value for third countries, compared to other training providers, the offer needs to factor in the genuine training needs of these countries. Otherwise the impact of our outreach in these countries may only be limited, as the standard training offer would not be developed in cooperation with third countries and they would only be able to participate in activities that accidentally happen to match their training needs[232]. Our efforts to obtain the priorities expressed *proprio motu* by the partners themselves (i.e. under the former 5 seat scheme in the format of the Cooperation Plans) have not been successful so far, their declarations being rather generic and not digestible for CEPOL's regular planning process, also because of the time discrepancy between the two processes. The way forward should thus include creating a link between CEPOL's regular planning process currently only covering EU MS and our third country partners, so that the portfolio emerging at the end of the process would also properly reflect the third countries' training needs. This could also facilitate the conclusion of annual/pluriannual action plans with the countries that would properly operationalise the existing Working Arrangements, determining the details of the partners' participation in CEPOL's standard business. As CEPOL's primary customers are the EU MS, it goes without saying that any such process should not jeopardise that training needs by EU MS are properly addressed by CEPOL, and only remaining resources may be used for the needs of third countries- however, in many cases, especially with the Schengen Associated Countries and countries with European perspective, the training needs are quite similar to those of EU MS, hence, at the end of the day this would require more to enable access to the portfolio that to complement the portfolio with any special activities. Nonetheless, for the training needs assessment/analysis process, EU MS should have a priority in weighing of the needs than the training needs expressed by third countries.

4. A mechanism for emergency assistance for third countries developed

CEPOL should be able to design and implement tailor-made training on certain priority topics for a single third country or a group of countries in case of pressing political need. One must admit that such intervention may not be planned among the constraints of the annual subsidy, hence if need emerges, actual financing for such action should come from extraordinary EU subsidy (e.g. emergency assistance from the Internal Security Fund and alike). Nevertheless, during the timeframe of the present Strategy, the internal framework and processes for preparedness to deal with such situations should be elaborated ("rapid reaction"). Experience gained during the COVID-19 pandemics (e.g. the creation of a dedicated task force) may serve as valuable experience for future considerations in this respect.

[232] Obviously, this is not the case with project-based activities that are determined and developed in close cooperation with the beneficiaries.

5. Maintained level of involvement of capacity building activities, high-quality impact continued

In the past years, capacity-building projects have been beneficial for CEPOL, while also creating substantial impact for the project beneficiaries. Since 2015, CEPOL managed to build up the largest project portfolio among JHA Agencies, with 4 major projects of a cumulated budget of 25 M EUR for the period 2020-2024, covering the whole area of countries with European perspective and of the Eastern and Southern Neighbourhood. The excellent work carried out by the projects have facilitated structured cooperation under the framework of Working Arrangements, paved the way towards concluding new Working Arrangements and often paved the ground for other EU Agencies and structures in the partner countries. For the Agency, projects have been a selling point towards the stakeholders in Brussels, while also providing an opportunity to bypass existing limitations of resources to some extent. The volume of the projects made necessary to create a dedicated Unit[233] within the Operations Department as of 2018.

Building on these firm foundations, CEPOL should continue implementing dedicated capacity-building projects during the implementation period of the present Strategy. First priority in this respect should be to implement the 4 capacity-building projects already contracted[234]. The option of taking additional projects within the current geographical scope remains valid, subject to political guidance by the appropriate EU structures and the absorption capacity of the Agency. More remote regions/countries for launching and implementing capacity-building projects might only be possible in case of pressing political need and subject to the availability of dedicated funding.

In this context, CEPOL should step up its efforts around funds mobilisation/donor relations. The previous practice of contracting should be developed towards a formal structured consultative process with the relevant DGs of the Commission.

Structured cooperation, based on Working Arrangements and project-based cooperation are both indispensable for CEPOL's external action and their various aspects are often closely related, even intertwined. Hence, the coherence between the two strands of cooperation needs to be ensured. At the moment these two channels are often separated, since projects are specific, thematic and time limited. Efforts should be made to align the two strands to the greatest extent possible.

6. Stakeholder relations part of the External Relations Sub-Strategy

CEPOL needs a structured approach in its stakeholder relations. As a starting point, the stakeholders of CEPOL should be defined. Currently we have 2 groups that are already regulated (also in legal terms) and the relevant workflows are in place: the Member States (via CNUs and MB) and the Framework Partners. As these arrangements shall remain untouched, stakeholders may be considered as anything beyond these groups, including third countries, international organisations, European institutions and agencies, civil society organisations and academia. They should be targeted with information on and offers by CEPOL and their needs or potential should duly be reflected in CEPOL's planning process. As a first step, a mapping of already established and potential stakeholders should be done in cooperation with Operations. As a second step, stakeholders should be categorised according to their importance for CEPOL. As a third step, the appropriate means for stakeholder management should be defined for each of the categories (e.g. for the least important category, it should be sufficient to receive a newsletter and invitations to CEPOL awareness events in Brussels or Budapest, while for the most important category, recurring meetings with the ED/management should be implemented). This may all come together in a table ("Stakeholder Matrix") promoted across the Agency and kept up-to-date by all parts of the organisation (e.g. by logging meetings with stakeholders, requests received, support received via experts and expertise to CEPOL activities, etc.

A particular area where CEPOL's engagement should be strengthened is that of the cooperation with private sector, including research institutes and think tanks. This could also yield the Agency concerning the mobilisation and use of external experts.

[233] International Cooperation Unit, previously named Project Management Unit.
[234] CT INFLOW and EUROMED Police for the Southern Neighbourhood; TOPCOP for the Eastern Partnership; WB PaCT for the Western Balkans.

7. Exemplary role in and contribution to the cooperation of JHA agencies

The level of cooperation with the JHA agencies and other international organisations active in the policy area is expected to deepen even further, which will also imply an increasing number of joint activities. In addition, CEPOL is committed to follow the wider work done at EU level in JHA policy area and disseminate information about these activities.

CEPOL will chair the JHA Agencies Network in 2022. According to established practice, this will entail 3 regular network meetings, the meeting of the Training Contact Group, and the Directors' meeting (which is usually attended by the Commissioner).

Opening the liaison office in November 2019 further contributes to interagency cooperation with the Liaison Office interacting daily with other JHA liaison officers in Brussels. The agencies organise a regular joint Brussels based meeting on a rotating basis.

Action plan 2021-2025

Actions[235]	Expected results[236]	Key Performance Indicators	Targets
1. Geographically focused training	➢ Working Arrangement with countr(ie)s of the Southern Neighbourhood concluded ➢ "Light" Working Arrangement with countr(ie)s beyond the European Neighbourhood concluded	➢ Number of Working Arrangements concluded	➢ 1 WA with a Southern Neighbourhood country ➢ 1 "light" WA with a country beyond the European Neighbourhood
2. Streamline existing forms of participation of priority third countries	➢ Integrated Guidance Note (IGN) amended to cover international travel for participants to on-site activities from potential Candidate Countries and ENP (East/South) countries ➢ Mechanism formulated to identify and target potential donors to stimulate self-payer participation to on-site activities	➢ IGN amended to cover travel of participants from potential Candidate Countries and ENP (East/South) countries ➢ Mechanism formalised to identify potential donors ➢ Exchanges from ENP South countries implemented	➢ Yes ➢ Yes ➢ 10
3. Develop a proper Training Needs Assessment process for third countries (and preferably for partner organisations)	➢ A process for training needs assessment for third countries and partner organisations is developed and integrated into CEPOL's standard planning process	➢ A process for training needs assessment for third countries formalised ➢ Process integrated into CEPOL's standard planning	➢ Yes ➢ Yes
4. Develop a mechanism for emergency assistance for third countries	➢ Internal framework and processes developed for the preparedness to deal with exceptional situations concerning training needs and assistance of third countries ("rapid reaction").	➢ "Rapid reaction" framework and process is defined and internally approved ➢ CEPOL assistance is provided for the majority of the justified exceptional training needs requests	➢ Yes ➢ 75% (of the justified requests)
5. Maintain the level of involvement of capacity building activities, continue high-quality impact	➢ Elaborating a formal structured consultative process for funds mobilisation/donor relations ➢ Capacity building projects started in 2020 are concluded, in parallel new projects are approved and launched	➢ Consultative process for funds mobilisation/donor relations formalised and approved ➢ Nr. of projects started in 2020 successfully closed ➢ Nr. of new projects approved & launched by 2025	➢ Yes ➢ 4 ➢ 2
6. Stakeholder relations part of the External Relations Sub-Strategy	➢ Elaboration and use of "Stakeholder Matrix" throughout the CEPOL workflow	➢ Stakeholder Matrix elaborated and implemented	➢ Yes
7. Demonstrate an exemplary role in and contribution to the cooperation of JHA agencies	➢ Successful chairmanship of the JHA Agencies Network in 2022	➢ % of the planned meetings held ➢ High-level attendance is achieved at the Director's meeting	➢ 80% ➢ Yes

[235] Formerly "Multiannual objectives"
[236] Formerly "Strategic areas of intervention"

Annex XIII: Budget correspondence table

Considering that CEPOL has modified some of its budget lines (while keeping to the same structure in terms of budget titles), and in order to ensure traceability of activities, a correlation table is annexed, tracing budget lines in the budget structure used before and after 2021.

Budget structure used before 2021			**Budget structure used from 2021 onwards**		
EXPENDITURE 2019-2020	**Commitment appropriations**		**EXPENDITURE 2019-2020**	**Commitment appropriations**	
	2019	2020-		2019	2020
Title 3 - Operational expenditure	**4 530 692**	**2 762 320**	**Title 3 - Operational expenditure**	**4 530 692**	**2 762 320**
30 Bodies and organs	120 300	13 000	30 Strategy, stakeholder relations, governance	208 819	155 020
31 Courses and seminars	3 240 687	1 571 300	31 Training, research and analysis	3 780 772	1 716 300
32 Other programme activities	661 611	487 020	32 Operational Support	541 101	891 000
33 Evaluation	-	0			
35 Missions	212 407	31 000			
37 Other operational activities	295 686	660 000			