

DECISION 31/2015/GB

OF THE GOVERNING BOARD OF THE EUROPEAN POLICE COLLEGE

ADOPTING THE SINGLE PROGRAMMING DOCUMENT: *YEARS 2017-2019*

Adopted by the Governing Board
on 17 November 2015

THE GOVERNING BOARD,

Having regard to Council Decision 2005/681/JHA of 20 September 2005 establishing the European Police College (CEPOL)¹, and in particular Articles 10(9)(c) and 15(5) thereof;

Having regard to the proposal of the Director;

Having regard to Regulation (EU) No 543/2014 of the European Parliament and the Council of 15 May 2014 amending Decision 2005/681/JHA by changing the seat of CEPOL to Budapest;

HAS ADOPTED the Single Programming Document: Years 2017-2019 as detailed in the Annex to this Decision.

Done in Luxembourg, 17 November 2015

For the Governing Board

<Signature on file>

*Christian Gatti
Chair of the Governing Board*

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



Single Programming Document

Years 2017-2019

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Foreword

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

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

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

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

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

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

Acronyms and abbreviations

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

Mission

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

Vision

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

Values

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

Section 1 – General Context

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

Key documents issued from 2013 onwards, such as the European Law Enforcement Training Scheme (LETS)⁴, read in conjunction with the European Agendas on Security⁵ and Migration⁶ respectively, the European Union Counter-Terrorism Strategy⁷, and the Cybersecurity Strategy⁸ constituted in fact a new European law enforcement training policy framework, in which CEPOL has to position itself.

In the new European Agenda on Security⁵ training is identified for the first time as a key supporting action along with five overarching priorities:

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

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

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

Given the wider target group established by the new legal basis, and having due regard to the specificities of key actors in the law enforcement sector such as Customs and Border Guards (where these are not part of a national police service) while acknowledging the distinct roles and diversified training requirements of Judges and Prosecutors, it is realistic

⁴ Communication from the Commission to the European parliament, The Council, the European Economic and Social Committee and the Committee of the Regions "Establishing a European Law Enforcement Training Scheme", COM(2013) 172 final, Brussels, 27.03.2013

⁵ Communication from the Commission to the European parliament, The Council, the European Economic and Social Committee and the Committee of the Regions 'The European Agenda on Security', COM(2015) 185 final, Strasbourg 28.04.2015

⁶ Communication from the Commission to the European parliament, The Council, the European Economic and Social Committee and the Committee of the Regions 'The European Agenda on Migration', COM(2015) 240 final, Brussels 13.05.2015

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

⁸ Joint Communication to the European parliament, The Council, the European Economic and Social Committee and the Committee of the Regions 'Cybersecurity Strategy of the European Union: An Open, safe and Secure Cyberspace', JOIN/2013/01 final, Brussels, 7.2.2013

to foresee that joint, multi-disciplinary trainings are likely to increase following the entry into force of the CEPOL regulation.

Section II – CEPOL Short-Term Strategy 2014-2017⁹

This section is based on the current CEPOL Short-Term Strategy¹⁰. Yet the terms ‘Goals’ and ‘Strategic Objectives’ of the Strategy document have been relabelled as ‘Multiannual Objectives’ and ‘Strategic Areas of Intervention’ respectively. The change in terminology was necessary to comply with the terms and definition as set in the guidelines¹¹ for a single programming document issued by the Commission in close cooperation with the Agencies’ Performance Development Network (PDN).

<i>Multiannual objective 1: An enhanced independent CEPOL capability that delivers efficient training and education services</i>		
<i>Key Performance Indicator 1:</i>		
<ul style="list-style-type: none"> Satisfaction of training provided by CEPOL (90%) 		
Strategic areas of intervention		
1.1. Enhanced leadership and command training ¹² of executive and operational police and law enforcement officials 1.2. Effective interoperability ¹³ and shared good practice 1.3. Maintain and develop CEPOL training portfolio		
Performance Indicators <ul style="list-style-type: none"> 20% increase in the number of participants in leadership development activities by 2017 10% increase in the overall participation in the CEPOL residential activities Implementation of CEPOL-led planned JHA scorecard activities (80%) 		
Risks: <ul style="list-style-type: none"> 1.1. Lack of political support 1.2. The on-going effect of austerity on Member States and on European Institutions 1.3. Loss of key skills and knowledge within the Agency 1.4. Appropriate levels of funding are maintained or adjusted 		
Action Plan	Year¹⁴	Responsible

⁹ Focus on the period preceding the enter into force of the new Regulation

¹⁰ 18/2015/GB Adopting the updated Short-Term Strategy (2014-2017) and closing the working group for development of Short-Term Strategy for the transition of CEPOL (2015-2016)

¹¹ Guidelines for the programming document Ref. Ares(2014)4305716 - 19/12/2014

¹² Training to include sub-projects such as Master-class programmes, all as part of current and future training developments

¹³ Interoperability is the ability of making systems and organizations to work together (cross-cutting issues among agencies, organisations and topics)

1.1. Develop a training plan to include current commitments and the on-going development of the common curricula, exchange programme and e-learning modules	2015-16	Head of Operations Department
1.2. Consolidating and expanding the CEPOL training plan and services	2015 – 17	Head of Operations Department
1.3. To conduct or commission a stakeholder satisfaction survey	2017	Director

<i>Multiannual objective 2: Strengthening the CEPOL network and enhancing the external relations</i>		
<i>Key Performance Indicator 2</i>		
<ul style="list-style-type: none"> Overall rate of implemented agreements¹⁵ (80%) 		
Strategic areas of intervention		
2.1 Improved partnership, collaboration and coordination across the network ¹⁶ 2.2 Improved partnership, collaboration and coordination of external relations aligned to the EU policy objectives and priorities		
Performance Indicators <ul style="list-style-type: none"> Percentage of CEPOL framework partners implementing activities under framework partnership agreements (90%) Percentage of Working Arrangements with third countries effectively been implemented (80%) 		
Risks: <ul style="list-style-type: none"> 2.1. Lack of political support 2.2. The on-going effect of austerity on Member States and European Institutions 2.3. Appropriate levels of funding are maintained or adjusted 2.4. Inability of partners to participate in / implement CEPOL activities 		
Action Plan	Year¹⁷	Responsible

¹⁴ First year of the task completion (continual implementation foreseen)

¹⁵ E.g.: Memorandums of Understanding, Cooperation Agreements, Working Arrangements, etc.

¹⁶ The CEPOL network

¹⁷ First year of the task completion (continual implementation foreseen)

2.1. Review ¹⁸ the current status and relevance of the Agency's Working Arrangements with third countries and cooperation agreements	2016	Director
2.2. To communicate to the Governing Board and to relevant stakeholders the necessity for increased support ¹⁹ with regards to the development and the implementation of CEPOL activities	on-going	GB/Director
2.3. To review and secure the budgetary requirements for enhancing both internal and external relations of the CEPOL network	on-going	GB/Director

Multiannual objective 3: Maintaining and improving the effectiveness of the current governance²⁰ structures and processes whilst preparing for future commitments

Key Performance Indicator 3

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

Strategic areas of intervention

- 3.1 Safeguard continued support by Member States for the Senior Management Team
- 3.2 Enhance proactive and consistent involvement of Members States in supporting and promoting the roles and responsibilities of the Agency
- 3.3 Improved alignment of decision making within the Agency, specifically in relation to coordinating the work and priorities of the Presidencies
- 3.4 A timely review of improved, more integrated and consistent quantitative and qualitative evaluation and commissioning²¹
- 3.5 Advocate an equitable remuneration, working terms and conditions for the Agency staff

Performance Indicators

- Implementation of the annual work programme and the budget (95 %)
- Implementation of a new evaluation system for the whole CEPOL training

¹⁸ By review it is meant a quantitative approach for 2015 without prejudice to a more detailed analysis (qualitative) in the context of the new Regulation

¹⁹ By support this could mean practical, technical, administrative (ie. SNEs) and/or political

²⁰By Governance we refer to both the Senior Management Team (SMT), including Human Resources, of the Secretariat as well as the Governing Board (GB)

²¹Order or authorize the production of something

portfolio by the end of 2016 (100 %)

- Grant Agreements implemented vs. signed (95 %)
- Five-year-evaluation to be completed by the end of 2015
- Maximum annual turn-over of statutory staff 10%

Risks:

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

Action Plan	Year ²²	Responsible
3.1. To communicate to the Governing Board the necessity for increased support and better coordination by Member States at the national level	2015	GB/Director
3.2. Develop a new evaluation system for the whole CEPOL training portfolio	2015	Head of Operation Department
3.3. Review of the effectiveness or not of the current Agency decision making cycle ²³ in the context of the 5-year evaluation of CEPOL	2015	GB/Director
3.4. Development of the promotion policy	2015	GB/Director

²² First year of the task completion (continual implementation foreseen)

²³ By decision making cycle we mean the scheduling and application of decisions at both the GB and operational levels

Section II – Resource programming for the years 2017-2019

Human and financial resource-outlook for years 2017-2019

Overview of the past and current situation

Staff population overview for 2016:

In 2016 CEPOL plans to have 28 Temporary Agents, 20 Contract Agent positions and 4 SNEs.

The 20 contract agent positions is a significant increase compared with 2015 (10). This increase is a consequence of two separate developments:

1. CEPOL is participating in the CT MENA Project. Within this 18 months project, CEPOL needs to have additional staff for the project preparation, implementation and closing. These needs have been estimated at 4 FTEs, as regulatory staff (contract agents) in order to assure relevant follow up on administrative matters as well as operational issues.
2. An analysis of the current workload and staffing showed that a number of CEPOL activities have been carried out for a number of years by SNEs and interim staff. As SNEs and interim staff cannot perform any role within the financial workflow and cannot represent CEPOL, a decision was made to transform 2 SNEs positions and 2 interim positions into 6 Contract Agent positions. This operation will be budgetary neutral and give more possibilities for CEPOL to deliver support to Member States.

In addition to the 4 SNE positions, the Netherlands made another SNE cost free available to CEPOL in the framework of the national leadership development programme.

In addition to these 52 posts, it will still be necessary for the Agency to employ a number of interim staff to deal with peak workloads as well as to replace staff on long term absence (maternity/parental leave, long term sickness) or to fill the gap after resignation before the completion of a recruitment procedure.

Expenditure for 2016:

Detailed data are provided under Table 1 in Annex II

Resource programming for the years 2017-2019

Financial Resources

Detailed data provided in Tables in Annex II

Justification

Revenue: Please refer to Tables in Annex II

Expenditure: Please refer to Tables in Annex II

Budget Outturn and cancellation of appropriations

Budget outturn	2013	2014	2015
Revenue actually received (+)	8,617,246.89	8,877,936.05	8,503,906.77
Payments made (-)	-7,277,639.66	-7,140,188.36	-4,961,624.00
Carry-over of appropriations (-)	-891,405.38	-1,511,570.62	-3,730,739.00
Cancellation of appropriations carried over (+)	303,735.60	57,272.36	311,841.00
Adjustment for carry-over arising from assigned revenue	60,673.19	72,556.37	224,476.96
Exchange rate differences (+/-)	45,845.42	-125,890.90	-10,191.37
Adjustment for negative balance from previous year (-)			
Total (Balance of the outturn account)	858,456.06	230,114.90	337,670.36

Result of year 2013 (+/-)		
Surplus from 2013 reimbursed to the EU budget (-)		
Surplus to be reimbursed to the EU budget for 2013		337,670.36

Human resources**Staff population evolution**

Detailed data, provide table 1 in annex III

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

At the time of drafting this document (October 2015) a new legal basis for CEPOL is about to be finalised by the co-legislators. It sets ambitious goals for the agency, setting new tasks. This new legal basis, when read in conjunction with other key documents such as the Commission Communication on the European Law Enforcement Training Scheme, evidences the following key new elements:

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

- A Coordination role for European law enforcement training initiatives.

It is not possible at this point in time to estimate with a high degree of certainty the detailed impact of these new tasks on the agency's Human Resources component. However, the estimated needs contained in the independent study²⁴ financed by the European Commission in 2012, stating that 12 new posts (at AD level) would be necessary for the agency to address the challenges of a renewed/extended mandate, can still be considered as realistic.

B) Growth of existing tasks:

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

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

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

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

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

CEPOL is recognised partner among policy makers and practitioners; the demand for CEPOL training has been constantly increasing while the resources allocated to the agency have remained almost unchanged. Whilst the agency is investigating all avenues to

²⁴ Study on the amendment of the Council Decision 20905/681/JHA setting up CEPOL activity. Final Report 21.4.2012 - GHK Consultants.

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

prioritise and satisfy the legitimate training needs within the given resource framework, it has reached the limits of internal resource reshuffling.

Relevance of e-learning training and learning opportunities has grown considerably since the establishment of the agency, and has become even more relevant in times of the strict austerity. E-learning allows wider outreach and can cater to both awareness and specialist training. E-learning products have become highly demanded and integral part of any training portfolio developed by the agency. In order to maintain and develop this area the agency needs to invest not only into the resources dedicated to e-learning, but into supporting functions, e.g. maintenance and development of its online platform (e-NET). It is a full time job that currently is dispersed among several staff members thus affecting business continuity and coherency.

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

The European Police Exchange Programme (EPEP) is currently implemented solely by Seconded National Experts, thus affecting the business continuity of the programme and the loss of practical know-how when the seconded staff departs. Whilst the EPEP is greatly appreciated by the law enforcement community, there is a clear issue with sustainability associated with the current financing and implementation arrangements.

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

The staffing figures did not allow so far to establish certain key posts, e.g. legal advisor. The European Ombudsman acknowledged the lack of a legal officer as a vulnerability within the agency, and recommended that this deficit should be addressed. To solve this important issue, CEPOL is requesting one AD 7 function from 2016 onwards.

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

C) Efficiency gains:

In 2017 the implementation of an Enterprise Content Management System (ECM) which begun in 2016 will provide for a digital platform in the way documents are received, created, processed, stored and circulated. This will considerably impact the way the daily business is managed rendering it much faster and organised.

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

One of the tasks of EU level training is to build a unified culture of policing within the EU, as well as ensuring that there is coherence in the EU's response to the capacity building

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

- Residential training: CEPOL organises 70 - 75 residential activities a year, annually bringing together, on average, 2,500 police officers and experts. Residential activities is undisputedly the most effective tool for furthering specialist skills, building international expert networks, exchange of good practices. As a principle, CEPOL uses this tool for specialist training rather than awareness. It is expected to train 6300 police officers in 2016-2018.

- Extensive use of E-learning training opportunities has ensured the constant increase of impact and outreach of CEPOL's training and learning (7912 participants trained in 2014 through e-learning options in comparison to 5556 participants in 2013, and 3626 participants in 2012). It consists of several products, such as online modules and webinars. Online modules provide self-paced learning options on specific subjects. Webinars (online seminars) are offered to the Member States providing law enforcement officers with an easy-to-implement and cost-effective learning tool. Webinars are ideal for short, interactive training sessions, either pre-planned or implemented at relatively short notice in order to cater to ad hoc immediate training needs; further significant developments in the area of e-learning are hampered by resource limitations preventing further development of ICT environment. However despite insufficient resources, popularity of the CEPOL e-learning products is growing it is expected to train more than 20,000 law enforcement officers in 2016-2018.

- Common Curricula and training manuals/materials can be ideal for training harmonisation across the EU. Survey mapping EU law enforcement training conducted by CEPOL on behalf of the European Commission demonstrates that this type of training products are high in demand and would improve awareness of cross border cooperation tools at the entry level of the police. Development of these products is resource demanding especially in terms of staffing therefore space for further developments is very limited.

- European Police Exchange Programme (EPEP): at its 3010th General Affairs meeting, the Council of the European Union called for CEPOL to implement a European Police Exchange Programme initially for four years, however the planned funding for this programme was not provided, and this has resulted in difficulties to expand and sustain the Programme. Since 2011, EPEP has significantly increased its contribution to raising awareness of EU law enforcement cooperation through the introduction of study visits to JHA agencies and bodies, such as Europol, Frontex, OLAF and EMCDDA. Since 2013 the EPEP has been opened to the European Union Candidate, European Neighbourhood, Eastern Partnership countries responding to the needs of external aspects of the EU security.

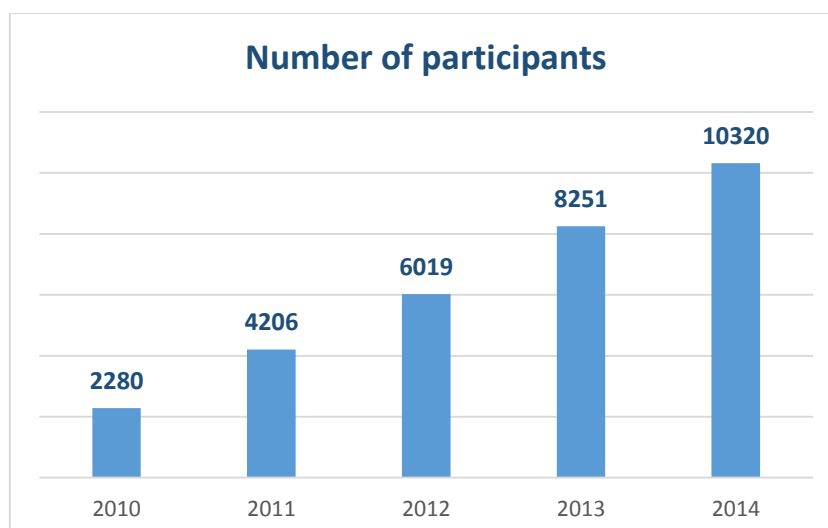
Priority topics for EPEP are fully aligned with the EU policy areas, such as the EU Policy Cycle and security threats identified by Serious and Organised Crime Threat Assessment (SOCTA). Despite the programme being high on demand and its clear link to EU priorities as it contributes to building a common culture and exchange of practices, but due to lack of resources and increasing costs of other products it is possible that the EPEP will need to be implemented at a significantly reduced scale. In 2011-2014 around 1300 police officers and experts were participants of the EPEP. It is expected to train 1200 police officers through EPEP in 2016-2018, subject to availability of resources.

- Research and science: CEPOL's current mandate in the area of research and science is limited to monitoring and dissemination of the research materials. For this purpose CEPOL has mapped existent law enforcement research and science centres, regularly (2-3 times per year) publishes bulletins giving an overview of research findings both in the EU and internationally. E-library is another product, which gives access to the law enforcement institutions to research materials and it is expected to increase the volume of available materials.

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

- CEPOL monitors the efficiency and effectiveness of the agency through the use of Key Performance Indicators. The use of KPIs enables the management of CEPOL to assess the performance of the agency to ensure the required qualitative and quantitative targets are met and maintained. On the basis of this performance monitoring, the results of the expert evaluations of CEPOL, its products and services and taking into consideration the noted deficits in staffing levels, no potential for more efficiency gains have been identified.

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



D) Negative priorities/decrease of existing tasks:

CEPOL already operates de-prioritisation; as a matter of fact, out of an initial group of approximately 100 residential activities per year, the agency could only finance 81 in 2016.

Additionally, while it is not possible to estimate to a precise degree whether (and what) CEPOL may have to further de-prioritise once the new legal framework enters into application, it is reasonable to estimate that the combined effect of the new tasks and the extended ones, coupled with the enlargement of its target group, may result in CEPOL having to revise the number/types of activities, or the mechanism of financing for its residential activities.

Realistically, it must be noted that in order to serve the enhanced target group with the current budget allocated to residential courses, CEPOL may only be able to finance approximately 50 activities. This is due to the need to extend participation to selected activities where agencies other than police services have a stake, such as Customs and Prosecutors, or border guards.

Another area in which additional resources would be needed to match the demand of the Member States is the European Police Exchange Programme (EPEP) - a flagship product of CEPOL always very sought after. More than 500 applications are estimated for 2016; however the budget may only allow for approximately 380 exchanges.

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

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

E) Redeployment:

It is anticipated that the use of Contract Agents will be enhanced vis-à-vis other types of profiles such as Seconded National Experts. This will allow for a more efficient and

sustainable use of human resources, in compliance with the principle of business continuity whilst still respecting the HR ceilings set by the Institutions.

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

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

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

CEPOL is seeking to partly offset this deficit by the proposal to reduce the number of SNEs and 'structural' interim staff and to increase the number of contract agents as outlined in the paragraph on staff evolution. Over time, Seconded National Experts (SNEs) have provided a very valuable contribution to the operations of CEPOL. However, several reasons suggest a re-balancing in the use of these profiles.

SNEs are a precious yet precarious resource, as they can be recalled by the sending authorities at very short notice; this can be at times detrimental for business continuity.

In most cases, SNEs at CEPOL would have a law enforcement profile. Whilst the use of these experts is recommended for tasks requiring law enforcement expertise, SNEs cannot cover the whole spectrum of CEPOL's evolving staffing needs especially in the area of administrative or policy tasks, which often include a role in the financial circuit of CEPOL which is precluded by the financial regulation to SNEs or which do not immediately fall within a law enforcement officer's skills set.

Lastly, in many cases it is even difficult to solicit applications from Member States, as MS remain responsible for the payment of a salary and for all social contributions to their seconded staff.

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

Conclusion on evolution of resources compared to the Commission Communication 2014-2020

As is clear from the preceding chapters, the Commission Communication 2014-2020 could not take into consideration the widening of the mandate for CEPOL with regards to the target audience and additional tasks as provided in the current draft new CEPOL regulation. However, the Commission proposal for the new CEPOL regulation included 3 new positions - 1 to be included in 2016, 2 more in 2017. These two positions have been included in the multi-annual resource planning.

It must once again be emphasised that while on one hand CEPOL currently operates at a deficit of human resources, it is not possible at this point in time to estimate the impact of new and expanded tasks on the agency's already strained Human Resources component. However, the estimated needs contained in the previously quoted independent study[1] financed by the European Commission in 2012, stating that 12 new posts (at AD level) would be necessary for the agency to address the challenges of a renewed/extended mandate, can still be considered as a realistic baseline. It may be necessary, should the staffing figures remain unchanged, to set further negative priorities and in parallel, convey clear messages to CEPOL's key stakeholders in this regard.

Section III – Work Programme 2017

Executive summary

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

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

Importantly, and among the many new elements, the 2017 work programme entails two fundamental features: on one hand, a key shift in the way CEPOL implements its activities: the establishment of Centres of Excellence (CoEs) as specialised consortia of CEPOL framework partners mandated to develop and deliver a range of CEPOL learning products, and on the other hand, the first implementation of a Strategic Training Needs Analysis to be conducted by the agency, in line with the methodology developed in partnership with the European Commission and the Member States in 2016.

Activities

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

Overview

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

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

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

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

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

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

Objective 1.A

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

Outputs 1.A

- Residential activities (the list of activities is attached; further training needs will be identified and the list complemented)
- Webinars (the list will be developed on the basis of a specific training needs assessment or TNA)
- Online Courses for selected priorities (to be elaborated on the basis of a specific TNA)
- Online modules, by maintaining the existing ones and by updating/ developing new modules for selected priorities on the basis of a specific TNA
- European Police Exchange Programme: Staff exchanges for all 11 priorities, complemented by a study visit to Europol

Expected results 1.A

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

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

Indicator(s) 1.A

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

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

Objective 1.B

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

Outputs 1.B

- Residential activities (the list of activities is attached; further training needs will be identified and the list complemented)
- Webinars (the list will be developed on the basis of a specific TNA)
- European Police Exchange Programme: Staff exchanges of counter-terrorism law enforcement personnel

Expected results 1.B

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

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

Indicator(s) 1.B

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

<i>Indicator 1.B.</i>	<i>2016 (Forecasted result)</i>	<i>Target for 2017</i>	<i>Means and frequency of verification</i>
Number of activities implemented vs planned, %	95%	95%	Internally – monthly, externally every 6 months to the MB
Number of participants trained	400	TBD	Internally – monthly, externally every 6 months to the MB
Participant satisfaction with CEPOL training, %	90%	090%	Internally – monthly, externally every 6 months to the MB

Objective 1.C

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

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

Outputs 1.C

- Residential activities (the list of activities is attached; further training needs will be identified and the list complemented)
- Webinars (the list will be developed on the basis of a specific TNA)
- Online modules, by maintaining the existing ones and by updating/ developing new modules for selected priorities on the basis of a specific TNA

- European Police Exchange Programme: e.g. Staff exchanges for SIRENE, SPOCs, ENFAST, EMPEN, as well as study visits to Europol and Eurojust

Expected results 1.C

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

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

Specialist officials will:

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

Indicator(s) 1.C

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

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

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

Overview

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

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

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

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

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

Objective 2.A

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

Outputs 2.A

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

Expected results 2.A

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

Indicator(s) 2.A

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

Objective 2.B

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

Outputs 2.B

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

Expected results 2.B

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

Indicator(s) 2.B

<i>Indicator 2.B.</i>	<i>2016 (Forecasted result)</i>	<i>Target for 2017</i>	<i>Means and frequency of verification</i>
Increase of participants in	-	10%	Every six months to MB

leadership activities in comparison with 2014			
Exam/test pass rate in comparison with number of participants taking exam/test	70%	70%	Every six months to MB
Participant satisfaction rate with CEPOL training	90%	90%	Internally – monthly, externally every six months to MB

Objective 2.C

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

Outputs 2.C

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

Expected results 2.C

- Access to Research finding will support law enforcement personnel in strategic and tactical decision making;

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

Indicator(s) 2.C

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

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

Overview

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

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

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

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

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

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

Objective 3.A

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

Outputs 3.A

- Residential activities (the list of activities is attached, further training needs will be identified and the list complemented). Selected courses will be complemented by online learning components;

- Webinars (the list will be developed following TNA);
- Common Curriculum on CSDP missions will be updated.

Expected results 3.A

Having attended CEPOL training and learning options the participants will:

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

Indicator(s) 3.A

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

Objective 3.B

CEPOL's role in Capacity building in Third Countries shall promote the EU's message contributing to peace and stability, and the harmonisation of law enforcement practices with those observed across the European Union, including the effective use of international law enforcement cooperation instruments developed at Union level. Particular attention shall be paid to thematic assistance in the priority areas covered by the European Agenda on Security.

Outputs 3.B

- Specific, tailor made capacity building activities to the Middle East and North Africa region delivered via the Counter-Terrorism MENA project;
- Staff Exchanges are implemented via the EUROMED Police IV project;
- Specific activities tailored towards officials from the Candidate, potential candidate and ENP policy areas;
- Participation of other Third Country partners to CEPOL activities.

Expected results 3.B

- Participants to residential activities familiarise with the use of relevant international legal instruments and law enforcement techniques and approaches;

- Staff Exchanges supported via the MENA and EUROMED Police IV projects help expose beneficiary countries' officials to European good practices in law enforcement, and are conducive to building long lasting professional relations
- Officials from the candidate, potential candidate and ENP policy areas achieve good understanding of EU law enforcement cooperation instruments, thus facilitating the harmonisation of standards

Indicator(s) 3.B

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

Objective 3.C

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

In particular, CEPOL shall further seek effective forms of cooperation with the immediate family of the JHA agencies, with a view to achieve a more concerted effort to avoid overlaps, duplication of efforts, and to contribute to the effective, coordinated delivery of European law enforcement training in line with the spirit of the LETS. This will be done primarily (but

not exclusively) by the enhanced use of the JHA Training Matrix, an online repository of all trainings delivered by the JHA agencies and other relevant partners in the EU institutional setup, such as the European Judicial Training Network (EJTN) and the European Security and Defence College (ESDC).

Outputs 3.C

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

Expected results 3.C

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

Indicator(s) 3.C

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

Activity 4: Governance, Administration and ICT

Overview

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

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

Whilst not part of Governance itself, the meetings of the representatives of the CEPOL National Units are seen as an important component for the agency's functioning, and are one of the means by which CEPOL supports effective networking in view of good business implementation. In 2017, the agency shall continue to support cooperation between National Units by offering logistic and technical support to the meetings of National Units representatives.

Objective 4.A (Governance)

- The Management Board functions effectively as CEPOL's supreme decision making body
- CEPOL National Units function effectively as liaison body with CEPOL

Outputs 4.A (Governance)

- Management Board's decision making is enabled and supported
- The Change Management Plan components foreseen for 2017 are implemented
- CEPOL National Units have a forum for coordination and cooperation to facilitate the implementation of training activities

Expected results 4.A (Governance)

By implementing effective and efficient Governance mechanisms, CEPOL will be able to fulfil its mission in support of European law enforcement training, and the agency will continue to fully comply with the legal, financial and administrative requirements set by the EU institutions; by ensuring National Units have a regular discussion forum, CEPOL shall facilitate the implementation of activities.

Indicator(s) 4.A (Governance)

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

			Report
Regular meetings of the Representatives of the National Units are held, number	-	2	Agency Progress Reports, Agency Annual Report
2017 Change Management Plan measures adopted, %	-	100%	Agency Progress Reports, Agency Annual Report

Objective 4.B (QM)

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

Outputs 4.B (QM)

- Complement to the production of the Agency's Progress Report with a comprehensive set of metrics
- Externally certified Management System

Expected results 4.B (QM)

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

Indicator(s) 4.B (QM)

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

Objective 4.C (Internal Control System)

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

Outputs 4.C (Internal Control System)

Conduct ex post control activities in line with the annual internal control plan and draft reports proposing improvements to the internal processes, including review of compliance with the internal control standards.

Expected results 4.C (Internal Control System)

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

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

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

Objective 4.D (Stakeholder relations and communication)

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

Specifically the Communications function shall:

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

- Make CEPOL's role in supporting EU security via training better known to its stakeholders, the general public, youth and media.

Outputs 4.D (Stakeholder relations and communication)

- Corporate reports to be circulated to institutional recipients and key stakeholders (Agency progress Reports, Annual Activity Report);
- Key publications to be circulated to institutional recipients and key stakeholders (Training catalogue, EPEP publication *et al*);
- CEPOL branded merchandise and corporate material is distributed to the appropriate recipients;
- Production and dissemination of periodical digests and newsletters, press releases, audio/visual material;
- Organisation of/ communications support provided to key CEPOL events (R&S Conference *et al*);
- Enhanced CEPOL presence on the Media and in particular Social Media platforms;
- CEPOL website remains an updated resource repository and an information hub on the work of the agency for the wide stakeholders' community as well as the general public.

Expected results 4.D (Stakeholder relations and communication)

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

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

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

Objective 4.E (Managing human resources)

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

Outputs 4.E - Managing human resources

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

Expected results 4.E (Managing human resources)

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

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

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

Objective 4.F (ICT)

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

Outputs 4.F (ICT)

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

Expected results 4.F (ICT)

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

Indicator(s) 4.F (ICT)

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

Section IV.I – List of residential activities 2017

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

Step 1: The list of 30 residential activities derives from:

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

Step 2: Further activities will be identified during the consultation process that was launched in September 2015. These activities will be analysed by the agency and prioritised by the Member States. The final list for the residential activities 2017 will be proposed to the Governing Board for approval in May 2016.

Note: In order to reflect the extended target group, the number of participants in those activities which are relevant to more than one type of law enforcement agency reaches up to 56 individuals (2 per MS). A further choice will be made either to have one large activity or implement two smaller-scale activities instead.

It is proposed the Governing Board approves the below list of residential trainings for 2017:

List of residential activities proposed for adoption

No	Category	Topic	Title	No. of Days	Participants	Target Group	Justification
1	TBD	TBD	Presidency activity	3	50	TBD	To facilitate CEPOL's engagement with the EU Presidency priorities each Presidency organises an activity dedicated to one of the priorities. At the NCP meeting in April 2015 it has been decided Presidency activities are to be included in the mandatory activity list.
2	TBD	TBD	Presidency activity	3	50	TBD	

3	EU Policy Cycle (2018-2021)	Instrument	Preparation for the new cycle	3	30	Drivers and co-drivers of the Policy Cycle 2018-2021 priorities	It is expected that the next EU Policy Cycle will feature an updated list of priorities and participants to EMPACT teams. It is necessary to support their preparation for leading the EMPACTs.
4	EU Policy Cycle (2014-2017)	Facilitation of Illegal Immigration	Combating Illegal Immigration Final title and target group to be determined in OAP's	3	56	Law enforcement officers involved in combating illegal immigration and/or related crimes	Disrupting OCGs involved in facilitation of illegal immigration is one of the EU priorities for fight against organised and serious international crime for 2014-2017, set by the Council of the EU on the JHA meeting at Luxemburg, 06-07.06.2013 (doc. 12095/13); Training activities will be implemented according to Operational Action Plans; CEPOL training should be aligned with the EU policy cycle on serious and organised crime priorities, as defined in EU SOCTA 2013 developed by Europol; At its meeting on 17 September 2013 COSI a tasked CEPOL t to provide the necessary support on all crime priorities.
5	EU Policy Cycle (2014-2017)	Facilitation of Illegal Immigration	Combating illegal immigration with regional focus Final title and target group to be determined in OAP's	3	56	Law enforcement officers involved in combating illegal immigration and/or related crimes	
6	EU Policy Cycle (2014-2017)	Trafficking in Human Beings	Trafficking in Human Beings Final title and target group to be determined in OAP's	3	56	Law enforcement officials - experts on THB, policy developers within Home Affairs in the area of THB	Disrupting OCGs involved in intra-EU human trafficking and human trafficking is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06-07.06.2013 (doc. 12095/13); CEPOL training should be aligned with the EU policy cycle on serious and organised crime priorities, as defined in EU SOCTA 2013 developed by Europol; It should also be noted that the training activities will be implemented according to Operational Action Plans; EU Strategy towards the Eradication of THB 2012-2016, in priority D "Enhance coordination and cooperation among key actors and policy coherence" Action 6, is tasking CEPOL to continue the training in this field Also the Communication from the Commission COM (2013) 172 final.

7	EU Policy Cycle (2014-2017)	Counterfeit goods	Counterfeit goods Final title and target group to be determined in OAP's	3	56	Law enforcement officers involved in the investigation of counterfeiting at operational or strategic level.	To disrupt OCGs involved in the production and distribution of counterfeit goods is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06-07.06.2013 (doc. 12095/13); Training activities will be implemented according to Operational Action Plans.
8	EU Policy Cycle (2014-2017)	Excise Fraud	Excise Fraud Final title and target group to be determined in OAP's	3	56	Law enforcement officers and law enforcement experts of the area.	To disrupt the capacity of OCGs and specialists involved in excise fraud and Missing Trader Intra Community MTIC fraud is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06.07.06.2013 (doc. 12095/13); Training activities will be implemented according to Operational Action Plans; It should be noted that in the next period the Commission will adopt a Communication on a comprehensive strategy to fight cigarette smuggling.
9	EU Policy Cycle (2014-2017)	Missing Trader Intra Community Fraud	Missing Trader Intra Community fraud (MTIC) Final title and target group to be determined in OAP's	3	56	Law enforcement officers investigating economic crimes, particularly VAT fraud	To disrupt the capacity of OCGs and specialists involved in excise fraud and Missing Trader Intra Community MTIC fraud is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06.07.06.2013 (doc. 12095/13); Training activities will be implemented according to Operational Action Plans; It should be noted that in the next period the Commission will adopt a Communication on a comprehensive strategy to fight cigarette smuggling.
10	EU Policy Cycle (2014-2017)	Synthetic drugs	Illicit laboratory dismantling	10	28	Law enforcement officers who deal with this form of drugs phenomenon on a regular basis.	To reduce the production of synthetic drugs in the EU and to disrupt the OCGs involved in synthetic drugs trafficking is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the

11	EU Policy Cycle (2014-2017)	Synthetic drugs	Illicit laboratory dismantling - advanced	3	28	Law enforcement officers and forensic experts who deal with this form of drugs phenomenon (especially synthetic drugs), on a regular basis.	Council of the EU on the JHA meeting at Luxemburg, 06-07.06.2013; Also the Communication from the Commission COM(2013) 172 final, Establishing a European Law Enforcement Training Scheme, in Strand 3 is tasking CEPOL to organise training on specific themes such as Trafficking Drugs. This topic should be considered priority for CEPOL according to Commission opinion of 25.04.2012 relating to CEPOL WP 2013, par. 15; Also the Council within the EU drugs Strategy 2013-2020 (doc. 17547/12, adopted by the Council on 7 December 2012, par. 32.10) task all EU institutions to reinforce training on drug-related issues, both in the drug demand as well as the drug supply reduction field; In the EU Action Plan on Drugs 2013-2016 (objective 2, action 12; objective 14, action 49), CEPOL is tasked to strengthen the training for law enforcement officers in relation to illicit drug production and trafficking, particularly training methods and techniques and to enhance training for those involved in responding to the drugs phenomenon;
12	EU Policy Cycle (2014-2017)	Synthetic drugs	Synthetic drugs Final title and target group to be determined in OAP's	3	56	Law Enforcement officers involved in combating drug-related crime	
13	EU Policy Cycle (2014-2017)	Cocaine trafficking	Cocaine smuggling Final title and target group to be determined in OAP's	3	56	Law enforcement officers (including customs) detecting cocaine smuggled in containers, vessels or by other means and/or combatting OCG dealing with drug supply chain.	To reduce cocaine and heroin trafficking to the EU and to disrupt the OCGs facilitating the distribution in the EU is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06-07.06.2013(doc.12095/13); It should also be noted that Operational Action Plans will be implemented within the policy cycle on drugs routes originating from West Africa.
14	EU Policy Cycle (2014-2017)	Heroin trafficking	Heroin smuggling Final title and target group to be determined in OAP's	3	56	Law enforcement officers (including customs) detecting heroin smuggled by various means and/or combatting OCG dealing with drug supply chain.	To reduce cocaine and heroin trafficking to the EU and to disrupt the OCGs facilitating the distribution in the EU is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06-07.06.2013(doc.12095/13); It should also be noted that Operational Action Plans will be implemented within the

							policy cycle on drugs routes originating from West Africa.
	EU Policy Cycle (2014-2017)	Drugs	Targeting drugs market Final title and target group to be determined in OAP's	3	56	Law enforcement officer dealing with drug investigations and OCGs involved in drugs	On the basis of the 2016 EU Drugs Market Report EMCDDA and EMPACTs of Synthetic drugs, cocaine and heroin require a comprehensive overarching response.
15	EU Policy Cycle (2014-2017)	Cyber Crime - child sexual exploitation	Combating child sexual exploitation Final title and target group to be determined in OAP's	3	28	Senior police officers and officers from law enforcement institutions that are engaged in the fight against sexual exploitation of children and production and dissemination of child abuse material in Internet.	To combat cybercrimes committed by OCGs such as on-line and payment card fraud, cybercrimes which cause serious harm to their victims such as online Child Sexual Exploitation, and cyber-attacks which affect critical infrastructure and information systems in the EU is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxembourg, 06.07.06.2013 (doc. 12095/13); CEPOL was tasked to coordinate the design and planning of training courses to equip law enforcement with the knowledge and expertise to effectively tackle cybercrime: Joint communication to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions; Cyber security Strategy of the European Union: An Open, Safe and Secure Cyberspace. 7.2.2013 JOIN (2013) 1final, par.2.2.
16	EU Policy Cycle (2014-2017)	Cybercrime - cyber attacks	Cybercrime forensics (topic TBD)	3	28	Law enforcement officers dealing with investigating cyber attacks	
17			Cybercrime forensics (topic TBD)	3	28	Law enforcement experts - first cybercrime responders	
18		Cybercrime - card fraud	Combating card fraud Final title and target group to be determined in OAP's	3	28	Law enforcement officers engaged in the fight against card fraud	

19	EU Policy Cycle (2014-2017)	Cybercrime	Crosscutting aspects of cyber investigations (TBD by EMPACT)	3	28	Law enforcement officers who are involved in the coordination, investigation and training regarding crimes related to the use of Internet.	To combat cybercrimes committed by OCGs such as on-line and payment card fraud, cybercrimes which cause serious harm to their victims such as online Child Sexual Exploitation, and cyber-attacks which affect critical infrastructure and information systems in the EU is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxembourg, 06.07.06.2013 (doc. 12095/13)
20	EU Policy Cycle (2014-2017)	Firearms	Firearms – Strategic Aspects in Law Enforcement	3	28	Senior law enforcement officers (managerial position) with decision making power in the area of firearms policy at national level	To reduce the risk of firearms to the citizen including combating illicit trafficking in firearms is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxembourg, 06-07.06.2013; Training activities will be implemented according to Operational Action Plans; Also the Communication from the Commission COM(2013) 172 final, Establishing a European Law Enforcement Training Scheme , in Strand 3: "EU thematic policing specialism "tasks CEPOL to organise training on specific themes such as Trafficking in Firearms. It should be noted that in 2014 the Commission will develop a political initiative to combat illicit trafficking in firearms to safeguard the internal security of the EU;
21	EU Policy Cycle (2014-2017)	Firearms trafficking	Firearms – Cross-Border Investigations	3	28	Law enforcement officers conducting cross-border investigations on firearms trafficking	
22		Firearms trafficking	Firearms – Western Balkans	4	28	Law enforcement officers from EU MS and WB countries	
23	EU Policy Cycle (2014-2017)	Organised property crime	Organised Property Crime committed by Mobile Organised Crime Groups Final title and target group to be determined in	3	28	Law enforcement officers dealing with property crimes	To combat organised property crime committed by Mobile Organised Crime Groups is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxembourg, 06-07.06.2013; Training activities will be implemented according to Operational Action Plans;

			OAP's				
24	Counter-terrorism	Counter-terrorism	Foreign Fighters	3	28	Law enforcement specialist on counter-terrorism	Commission Communication on European Agenda on Security prioritises terrorism as one of three key security priorities and requires CEPOL to adjust its work programmes with the priorities set in the agenda.
25	Counter-terrorism	Counter-terrorism	Prevention of Radicalisation	3	56	Responsible law enforcement leaders and specialists in counter terrorism area	
26	Counter-terrorism	Counter-terrorism	PNR Information analysis	3	28	Analysts working in a national Passenger Information Unit (PIU's) who will cascade the training in their countries	
27	European Leadership Development Programme	Master Programme	Policing in Europe – European Joint Master Programme (1 st master)	20	28	Police officers with academic background equivalent or above 180 ECTS points	CEPOL is tasked to develop a European approach to the main problems facing Member States and to provide specialist training for police officers playing a key role in combating cross-border crime, with a particular focus on organised crime.
28	European Leadership Development Programme	Master Programme	Policing in Europe – European Joint Master Programme (2 nd master)	20	28	Police officers with academic background equivalent or above 180 ECTS points	CEPOL is tasked to develop a European approach to the main problems facing Member States and to provide specialist training for police officers playing a key role in combating cross-border crime, with a particular focus on organised crime.

29	European Leadership Development Programme	EU Leadership development	EU Law enforcement leadership development	2	40	Top senior police officers working at strategic level; including staff from Europol, Interpol and Frontex and all relevant bodies.	CEPOL is tasked to provide training sessions for senior police officers and to enable them to acquire relevant language skills.
30	European Leadership Development Programme	EU Leadership development	Future leaders (two modules)	10	28	Senior deputies working at strategic level; including staff from Europol, Interpol and Frontex and all relevant bodies.	CEPOL is tasked to provide training sessions for senior police officers and to enable them to acquire relevant language skills.
31	European Leadership Development Programme	CSDP mission leadership	"EU CSDP Police Command and Planning Course	10	28	Senior Law Enforcement Officials, preferably possessing the relevant competences (e.g. CSDP, Peace-keeping, Peace-support), likely to be deployed to a CSDP civilian crisis management mission or to relevant EU bodies dealing with crisis management, with positions on the level of high management, planning or command.	CEPOL's new mandate and Commission Communication Establishing a European Law Enforcement Training Scheme in Strand 4: "Civilian missions and capacity-building in third countries" tasks CEPOL to include training in this field in future programmes
32	CSDP missions	CSDP	CSDP/ FSJ nexus, structures and instruments	2	28	Officials deployed or to be deployed on missions	European External Action Service-Strengthening Ties between CSDP and FSJ road map implementation, Area 5, action no. 3 is

33			Security Sector Reform (cooperation with ESDC)	2	28	Primarily Police Officers working on Institution Building with a particular focus on Police Services.	tasking CEPOL to implement training activities in this field, particularly Training Package on the CSDP/FSJ nexus, structures and instruments, Training Package on Security Sector Reform and Training Package on Mentoring, Monitoring and Advising (MMA) tasks for Police Officers in CCM contexts; Also the Communication from the Commission COM (2013) 172 final, Establishing a European Law Enforcement Training Scheme in Strand 4: "Civilian missions and capacity-building in third countries" tasks CEPOL to include training in this field in future programmes.
34		CSDP	Mentoring, Monitoring and Advising (MMA) tasks.	5	28	Official deployed or to be deployed on missions	
35			Train the trainers CPCC	5	20	Senior Police Officers who will be or are deployed in missions	

Further activities deriving from CEPOL mandate

European Agenda on Security

36	Law enforcement techniques	Financial investigations	Financial investigations with specific focus on money laundering	3	30	Law enforcement officers from specialist financial investigation units (e.g. FIU, Economic Crime/Fraud units)	JUSTICE and HOME AFFAIRS Council Conclusions Luxembourg, 6 and 7 June 2013 setting out the EU's priorities for the fight against serious and organised crime between 2014 and 2017
37	Law enforcement techniques	Financial investigations	Asset Recovery	4	30	Law enforcement officers working at national AROs	The Communication from the Commission COM (2013) 172 final, Establishing a European Law Enforcement Training Scheme in Strand 3: "EU thematic policing specialism" is tasking CEPOL to organise training on specific themes such as confiscation of criminal assets, and financial investigations. Manual of Best Practices in Fight against Financial Crime, 9741/13 of 04.06.2013
38	Law enforcement techniques	Informant Handling	Informant Handling (joint activity with Europol)	4	28	Experienced Law Enforcement informant controllers	Joint activity with EUROPOL; to build specialist skills in harmonised EU approach to informant handling. – crosscutting impact on investigations
39	Law enforcement techniques	Witness Protection	Witness Protection (joint activity with Europol)	5	28	Senior police officers and experts who have experience in witness protection	Joint activity with EUROPOL; to build specialist skills in harmonised EU approach to witness protection and facilitate mutual support

						programmes and operations.	
40	Law enforcement techniques	Operational analysis	Operational Intelligence Analysis (joint activity with Europol)	5	28	Law enforcement officials who have knowledge and working experience in the field of criminal analysis	Joint activity with EUROPOL; to build specialist skills in operational analysis – crosscutting impact on investigations
41	Law enforcement techniques	Social network analysis	Social Network Analysis (joint activity with Europol)	5	28	Law enforcement analysts specialised on Social Network Analysis (SNA).	Joint activity with EUROPOL; to build specialist skills in social network analysis – crosscutting impact on investigations
42	Law enforcement cooperation	Joint Investigation Teams	Joint Investigation Team - Implementation	4	28	Law enforcement officials and prosecutors	Framework Decision 2002/465/JHA on Joint Investigation Teams (OJ L 162 20.06.2002) and Council Resolution of 26 February 2010 on a Model Agreement for setting up a Joint Investigation Team (JIT)
43	Law enforcement cooperation	Joint Investigation Teams	Joint Investigation Team - Leadership	4	28	Law enforcement officials and prosecutors, including potential leaders of Joint Investigation Teams	European Agenda on Security calls for effective use of JITs
44	Law enforcement Cooperation	ATLAS	ATLAS Network	5	37	Special police officers on the level of head of section operation or commanders of an ATLAS Special Intervention Units	EU Internal Security Strategy and EU Agenda on Security calls for Enhancement of the capacity of Member states and EU to manage effectively security related risks and crises, particularly related to terrorism
45	Law enforcement Cooperation	EMPEN	EMPEN (European Medical and Psychological Experts' Network for law enforcement)	3	28	Senior police medical experts and psychologists	Council Resolution on the creation of EMPEN - the European medical and psychological experts' network for law enforcement (doc. 9044/11 of 15 April 2011) is tasking CEPOL to organise training for EMPEN.
46	Law enforcement Cooperation	Police and customs cooperation	PCCC	4	56	Police and customs officers	Communication from the Commission to the European parliament, The Council, the European Economic and Social Committee and the Committee of the Regions 'The European Agenda on Security', COM(2015) 185 final of 28.04.2015
47	Law enforcement Cooperation	Disaster Victim identification	Management of Disaster Victim Identification	4	28	Disaster Victim Identification (DVI) trained personnel with coordinating and management tasks.	European Agenda on security calls for MS to pool their efforts DVI units are specialist structures that operation in their country as well as participate in talking large global disasters where it is crucial to form a unified approach.
48	Information	Schengen	Schengen Evaluation for	5	20	Leading experts and	Regulation of the European Parliament and of the Council on

	exchange	Evaluation (SIS)	SIS/SIRENE experts			evaluators participating in the Schengen Evaluation Missions with SIS/SIRENE component	the establishment of an evaluation and monitoring mechanism to verify the application of the Schengen acquis (COM(2011) 559 final - 16.9.2011; Schengen Governance legislative package - Council of the European Union (doc. 10239/13/0 May 2013).
49	Information exchange	Schengen Evaluation (police cooperation)	Schengen Evaluation for police cooperation experts	5	20	Leading experts and evaluators participating in the Schengen Evaluation Missions assessing police cooperation	
50	Information exchange	SIS II	Training for SIRENE Officers (level 1 – staff with 1 year experience)	4	28	SIRENE operators with at least 6 month work experience	Schengen Information System - Convention implementing the Schengen Agreement of 14 June 1985, OJ L 239, 22.9.2000; European Agenda on security calls for effective use of Schengen Information System
51	Information exchange	SIS II	Training for SIRENE Officers – specialised (Level 2 – experiences operators)	4	28	Experienced SIRENE operators who have sound knowledge of the legal framework and operational practice	
52	Information exchange	SIS II	SIS II for SIRENE (joint action with EU-LISA) (level 3 – SIRENE staff with technical knowledge of SIS II)	2	56	SIRENE operators and future SIRENE trainers	
53	Major events policing	Public Order	Crowd Management (HOUSE - EUSEC) - Step 1	4	28	Senior Police Officers and police staff working in planning, tactical direction and evaluating large scale public order operations	CEPOL new mandate requires to provide specialist training on policing on major events
54	Major events policing	Public Order	Security During Major events/Public-Private Partnerships (HOUSE - EUSEC) - Step 2	4	28	Senior Police Officers and Police Staff working in planning, tactical direction and evaluating large scale public order operations	
55	Major events policing	Football security	Pan-European Football Security	5	56	Police football commanders/NFIP contacts/football intelligence	CEPOL new mandate requires to provide specialist training on policing on major events

						officers	
56	Other organised international crime	Wildlife trafficking	Wildlife Trafficking	4	28	Police Officials, customs, specialists and experts directly involved in combating and investigating wildlife	Document of the EU Council no. 10291/11 dated 20 May 2011 inviting CEPOL to create a common curriculum on minimum training standard for all senior law enforcement staff engaged in countering environmental crime and the network between experts called ENVICRIME.NET. ENFOPOL 152. Env. 368 Commission recommendation 425/EC - 13/6-2007 actions related to Council Regulation 338/97 on protection of wildlife.

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

To be determined following the Training Needs Analysis launched in September 2015.

Section IV.III - Grant Agreements

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

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

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

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

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

There are several significant benefits to such approach:

- Continuity of delivery of training per thematic area;

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

Proposed timeline:

- By 30 November 2016 – establishment of a list of thematic areas where CEPOL CoEs shall be created;
- By 20 December 2016 – launch of the call for CEPOL CoEs;
- By 20 January 2017 – Framework Partners meeting facilitating the creation of CEPOL CoEs through consortia;
- 28 February 2017 – deadline for applications
- By 31 March – establishment of consortia – CEPOL CoEs
- By 30 June 2017 – signature of consortia agreements

The implementation of the proposed change will be conducted in **close cooperation and consultation** with the CEPOL National Units and Framework partners.

Note: the criteria for awarding grants will be developed and published at a later stage, following the approval by the CEPOL Management Board of the way forward described in the previous paragraph.

ANNEX: I – Resource allocation per Activity

Activity Based Budget 2016 (ABB)²⁶	Allocated human resources (FTE)				Allocated budget resources (EUR)			
Activity area	TA	CA	SNE	Total HR	Indirect cost (T1 & T2)	Direct cost (Title 3)	CT MENA²⁷ (Title 4)	Total budget
Support, develop, implement and coordinate training for law enforcement officials in the areas of terrorism, serious crime and public order	8.40	7.10	2.60	18.10	1,456,900	2,928,641	0	4,385,541
Prepare multi-annual strategic training needs analyses and multi-annual learning programmes	3.20	0.90	0.40	4.50	362,200	1,024,469	0	1,386,669
Supporting Union missions, Capacity-building in third countries, and Cooperation with Union bodies and international organisations	2.05	3.50 ²⁸	0.90	6.45	519,200	396,734	549,300	915,934 +549,300
Governance, Administration and ICT	16.35	6.50	0.10	22.95	1,847,356	277,500	0	2,124,856
Subtotals / Totals	30	18	4	52	4,185,656	4,627,344	549,300	8,813,000 +549,300

²⁶ The allocation of indirect costs (Titles 1 and 2) are driven by the FTE allocation per activity area

²⁷ The cost of CT MENA project reflects the estimated cost of the project for year 2017

²⁸ This figure included the Contract Agent (CA) post for the CT MENA project

ANNEX: II – Human and Financial Resources (Tables) 2016-2018**Annex II - Table 1: Expenditure**

Expenditure	2016		2017	
	CA	PA	CA	PA
Title 1	3,662,800	3,662,800	3,733,656	3,733,656
Title 2	441,000	441,000	452,000	452,500
Title 3	4,537,200	4,537,200	4,627,344	4,857,570
Title 4 (R0)	1,650,700	1,650,700	549,300	549,300
Total expenditure	10,291,700	8,641,000	9,362,300	9,053,726

Expenditure	Commitment appropriations						
	Executed Budget 2015	Budget 2016	DB 2017 Agency request	DB 2017 Budget forecast	VAR 2017 / 2016	Envisaged in 2018	Envisage in 2019
Title 1 Staff Expenditure	2,773,080	3,662,800	3,733,656	3,733,656	101.93%	3,805,930	3,900,000
11 Salaries & allowances	2,255,281	2,940,000	2,998,800	2,998,800	102.00%	3,058,777	3,110,000
<i>- of which establishment plan posts</i>	1,689,424	2,243,000	2,287,860	2,287,860	102.00%	2,333,617	2,370,000
<i>- of which external personnel</i>	565,857	697,000	710,940	710,940	102.00%	725,160	740,000
12 Expenditure relating to Staff recruitment	10,274	40,000	40,000	40,000	100.00%	40,000	41,000
13 Mission expenses	18,768	35,000	35,000	35,000	100.00%	35,000	63,000
14 Socio-medical infrastructure	321,417	407,800	415,956	415,956	102.00%	424,275	433,000
15 Training	24,026	40,000	40,000	40,000	100.00%	40,000	41,000
16 External Services	141,344	195,000	198,900	198,900	102.00%	202,878	207,000
17 Receptions and events	1,970	3,000	3,000	3,000	100.00%	3,000	3,000

Social welfare		2,000	2,000	2,000	100.00%	2,000	2,000
Other staff related expenditure		0	0	0		0	0
Title 2 Infrastructure and operating expenditure	113,950	441,000	452,000	452,000	102.49%	462,500	470,000
20 Rental of buildings and associated costs	21,138	38,000	40,000	40,000	105.26%	42,000	43,000
21 Information and communication technology	56,575	290,000	295,000	295,000	101.72%	300,000	305,000
22 Movable property and associated costs	911	14,500	15,000	15,000	103.45%	15,500	16,000
23 Current administrative expenditure	31,189	87,000	90,000	90,000	103.45%	92,500	93,000
24 Postage / Telecommunications	4,137	11,500	12,000	12,000	104.35%	12,500	13,000
25 Meeting expenses	0	0	0	0		0	0
26 Running costs in connection with operational activities	0	0	0	0		0	0
27 Information and publishing	0	0	0	0		0	0
28 Studies	0	0	0	0		0	0
Other infrastructure and operating expenditure	0	0	0	0		0	0
Title 3 Operating expenditure	2,074,596	4,537,200	4,627,344	4,627,344	101.99%	4,857,570	4,938,000
30 Bodies and organs	59,936	234,000	238,680	238,680		250,000	255,000
31 Courses and seminars	1,614,101	3,173,200	3,236,664	3,236,664		3,431,570	3,498,000
32 Other programme activities	271,621	940,000	958,000	958,000		975,000	980,000
33 Evaluation	0	0	0	0		0	0
35 Missions	95,596	140,000	143,000	143,000		148,000	151,000
37 Other operational activities	33,342	50,000	51,000	51,000		53,000	54,000
Title 4 Operating expenditure	0	1,650,700	549,300	549,300	33.28%	0	0
41 Expenditure relating to persons working for CT MENA project		816,000	269,620	269,620		0	0
42 Travel		422,000	141,964	141,964		0	0

43 Equipment and supplies		6,900	2,300	2,300		0	0
44 Local office		10,800	3,600	3,600		0	0
45 Other costs, services		195,000	65,000	65,000		0	0
46 Other		0	0	0		0	0
47 Indirect costs		116,700	38,933	38,933		0	0
48 Provision for contingency reserve		83,300	27,883	27,883		0	0
49 Taxes		0	0	0		0	0
TOTAL EXPENDITURE	4,961,626	10,291,700	9,362,300	9,362,300	90.97%	9,126,000	9,308,000

	Payment appropriations						
	Executed Budget 2015	Budget 2016	DB 2017 Agency request	DB 2017 Budget forecast	VAR 2017 / 2016	Envisaged in 2018	Envisage in 2019
Expenditure							
Title 1 Staff Expenditure	2,773,080	3,662,800	3,733,656	3,733,656	101.93%	3,805,930	3,900,000
11 Salaries & allowances	2,255,281	2,940,000	2,998,800	2,998,800	102.00%	3,058,777	3,110,000
<i>- of which establishment plan posts</i>	1,689,424	2,243,000	2,287,860	2,287,860	102.00%	2,333,617	2,370,000
<i>- of which external personnel</i>	565,857	697,000	710,940	710,940	102.00%	725,160	740,000
12 Expenditure relating to Staff recruitment	10,274	40,000	40,000	40,000	100.00%	40,000	41,000
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Social welfare		2,000	2,000	2,000	100.00%	2,000	2,000
Other staff related expenditure		0	0	0		0	0
Title 2 Infrastructure and operating	113,950	441,000	452,000	452,000	102.49%	462,500	470,000

expenditure							
20 Rental of buildings and associated costs	21,138	38,000	40,000	40,000	105.26%	42,000	43,000
21 Information and communication technology	56,575	290,000	295,000	295,000	101.72%	300,000	305,000
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24 Postage / Telecommunications	4,137	11,500	12,000	12,000	104.35%	12,500	13,000
25 Meeting expenses	0	0	0	0		0	0
26 Running costs in connection with operational activities	0	0	0	0		0	0
27 Information and publishing	0	0	0	0		0	0
28 Studies	0	0	0	0		0	0
Other infrastructure and operating expenditure	0	0	0	0		0	0
Title 3 Operating expenditure	2,074,596	4,537,200	4,627,344	4,627,344	101.99%	4,857,570	4,938,000
30 Bodies and organs	59,936	234,000	238,680	238,680		250,000	255,000
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32 Other programme activities	271,621	940,000	958,000	958,000		975,000	980,000
33 Evaluation	0	0	0	0		0	0
35 Missions	95,596	140,000	143,000	143,000		148,000	151,000
37 Other operational activities	33,342	50,000	51,000	51,000		53,000	54,000
Title 4 Operating expenditure	0	1,650,700	549,300	549,300	33.28%	0	0
41 Expenditure relating to persons working for CT MENA project		816,000	269,620	269,620		0	0
42 Travel		422,000	141,964	141,964		0	0
43 Equipment and supplies		6,900	2,300	2,300		0	0
44 Local office		10,800	3,600	3,600		0	0
45 Other costs, services		195,000	65,000	65,000		0	0

46 Other		0	0	0		0	0
47 Indirect costs		116,700	38,933	38,933		0	0
48 Provision for contingency reserve		83,300	27,883	27,883		0	0
49 Taxes		0	0	0		0	0
TOTAL EXPENDITURE	4,961,626	10,291,700	9,362,300	9,362,300	90.97%	9,126,000	9,308,000

Annex II - Table 2: Revenue

Revenues	2015	2016	2017		VAR 2017/ 2016 (Budget forecast)
	Revenues estimated by the agency	Revenues estimated by the agency	As requested by the agency	Budget Forecast	
1 REVENUE FROM FEES AND CHARGES					
2. EU CONTRIBUTION	8,471,000.00	8,641,000.00	8,813,000.00	8,813,000.00	101.99%
<i>of which assigned revenues deriving from previous years' surpluses</i>	793,000.00	0.00	0.00		
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)	0.00	0.00	0.00	0.00	
<i>Of which EFTA</i>					
<i>Of which Candidate Countries</i>					
4 OTHER CONTRIBUTIONS	0.00	0.00	0.00	0.00	
<i>Of which additional EU funding stemming from ad hoc grants (FFR Art. 7)</i>					
<i>Of which additional EU funding stemming from delegation agreements (FFR Art. 8)</i>					
5 ADMINISTRATIVE OPERATIONS					

<i>Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)</i>					
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT					
7 CORRECTION OF BUDGETARY IMBALANCES					
TOTAL REVENUES	8,471,000.00	8,641,000.00	8,813,000.00	8,813,000.00	101.99%

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

Calculation budget outrun

Budget outturn	2013	2014	2015
Revenue actually received (+)	8,617,246.89	8,877,936.05	8,503,906.77
Payments made (-)	-7,277,639.66	-7,140,188.36	-4,961,624.00
Carry-over of appropriations (-)	-891,405.38	-1,511,570.62	-3,730,739.00
Cancellation of appropriations carried over (+)	303,735.60	57,272.36	311,841.00
Adjustment for carry-over arising from assigned revenue	60,673.19	72,556.37	224,476.96
Exchange rate differences (+/-)	45,845.42	-125,890.90	-10,191.37
Adjustment for negative balance from previous year (-)			
Total (Balance of the outturn account)	858,456.06	230,114.90	337,670.36

Result of year 2013 (+/-)	
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Surplus from 2013 reimbursed to the EU budget (-)	
Surplus to be reimbursed to the EU budget for 2013	337,670.36

Descriptive information and justification on:***Budget outturn***

The balance of the budget outturn for the year 2015 (337,670 €) is the provisional open pre-financing from the 2015 budget that has to be returned to the EC. In comparison to the last years the amount to be reimbursed remains below 5% and reflects the high consumption of the budget over this period.

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

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

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

ANNEX: III – Human Resources quantitative**Annex III – Table 1: Staff population and its evolution. Overview of all categories of staff**

Staff population		Staff population actually filled in 31.12.2014 ²⁹	Staff population in EU Budget 2015 ³⁰	Staff population actually filled at 31.12.2015 ³¹	Staff population in voted EU Budget 2016 ³²	Staff population in Draft EU Budget 2017	Staff population envisaged in 2018 ³³	Staff population envisaged in 2019 ³⁴
Officials	AD	0	0		0	0	0	
	AST	0	0		0	0	0	
	AST/SC	0	0		0	0	0	
TA	AD	16	16	15	17	19	19	19
	AST	10	11	11	11	11	11	11
	AST/SC	0	0		0	0	0	
Total ³⁵		26	27	26	28	30	30	30
CA GF IV		0	0		5 ³⁶	4 ³⁷	3	3
CA GF III		0	2	2	4 ³⁸	3 ³⁹	2	2

²⁹ Offer letters sent should be counted as posts filled in with a clear reference in a footnote **with a number how many posts/positions it concerns**.

³⁰ As authorised for officials and temporary agents (TA) and as estimated for contract agents (CA) and seconded national experts (SNE).

³¹ Offer letters sent should be counted as posts filled in with a clear reference in a footnote **with a number how many posts/positions it concerns**.

³² As authorised for officials and temporary agents (TA) and as estimated for contract agents (CA) and seconded national experts (SNE).

³³ Figures should not exceed those indicated in the Legislative Financial Statement attached to the founding act (or the revised founding act) minus staff cuts in the context of 5% staff cuts over the period 2013-2017.

³⁴ *Ibid.*

³⁵ Headcounts

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

³⁷ Including 2 positions for CT MENA project for 6 months

³⁸ Including 2 positions for CT MENA

Staff population	Staff population actually filled in 31.12.2014 ²⁹	Staff population in EU Budget 2015 ³⁰	Staff population actually filled at 31.12.2015 ³¹	Staff population in voted EU Budget 2016 ³²	Staff population in Draft EU Budget 2017	Staff population envisaged in 2018 ³³	Staff population envisaged in 2019 ³⁴
CA GF II	7	7	7	10 ⁴⁰	10	10	10
CA GF I	1	1		1	1	1	1
Total CA ⁴¹	8	10	9	20	18	16	16
SNE ⁴²	5	11 ⁴³	9 ⁴⁴	4 ⁴⁵	4	4	4
<i>Structural service providers</i> ⁴⁶	-	-	-	-	-	-	-
TOTAL	39	47	44	52	52	50	50
<i>External staff</i> ⁴⁷ <i>for occasional replacement</i> ⁴⁸			7				

³⁹ Including 2 positions for CT MENA for 6 months

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

⁴¹ FTE

⁴² FTE

⁴³ Including 1 Cost free SNE

⁴⁴ See footnote 15

⁴⁵ See footnote 15

⁴⁶ **Service providers** are contracted by a private company and carry out specialised outsourced tasks of horizontal/support nature, for instance in the area of information technology. At the Commission the following general criteria should be fulfilled: 1) no individual contract with the Commission; 2) on the Commission premises, usually with a PC and desk; 3) administratively followed by the Commission (badge, etc.) and 4) contributing to the value added of the Commission. FTE

⁴⁷ FTE

⁴⁸ For instance replacement due to maternity leave or long sick leave.

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

Category and grade	Establishment plan in EU Budget 2015		Filled as of 31 December 2015		Modifications in 2015 in application of flexibility rule ⁴⁹		Establishment plan in voted EU Budget 2016		Modifications in 2016 in application of flexibility rule ⁵⁰		Establishment plan in Draft EU Budget 2017		Establishment plan 2018		Establishment plan 2019	
	O ⁵¹	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA
AD 16																
AD 15																
AD 14													1			1
AD 13		1		1				1				1				
AD 12																
AD 11								1				2		2		2
AD 10		2		2				2				2		3		3
AD 9		3		3				2				1				
AD 8													1			1
AD 7		1		1				2				2		1		4
AD 6								3				6		9		6
AD 5		9		8				6				5		2		2
Total AD		16		15	0	0	0	17	0	0	0	19	0	19	0	19
AST 11																
AST 10																
AST 9																
AST 8																
AST 7																1
AST 6								1				1		2		2

⁴⁹ In line with Article 32 (1) of the framework Financial Regulation, the management board may modify, under certain conditions, the establishment plan by in principle up to 10% of posts authorised, unless the financial rules of the body concerned allows for a different % rate.

⁵⁰ *Ibid.*

⁵¹ O = Officials

Category and grade	Establishment plan in EU Budget 2015		Filled as of 31 December 2015		Modifications in 2015 in application of flexibility rule ⁴⁹		Establishment plan in voted EU Budget 2016		Modifications in 2016 in application of flexibility rule ⁵⁰		Establishment plan in Draft EU Budget 2017		Establishment plan 2018		Establishment plan 2019	
	O ⁵¹	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA
AST 5		2		2				2				3		4		6
AST 4		2		2				4				6		5		2
AST 3		7		7				4				1		0		
AST 2																
AST 1																
Total AST		11		11	0	0	0	11	0	0	0	11	0	11	0	11
AST/SC6																
AST/SC5																
AST/SC4																
AST/SC3																
AST/SC2																
AST/SC1																
Total AST/SC				0												
TOTAL		27		26	0	0	0	27	0	0	0	28	0	30	0	30

ANNEX: IV – Human Resources qualitative

Annex IV, Section A: Recruitment Policy

1. Recruitment Policy

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

1.1. Officials

CEPOL does not employ any officials.

1.2. Temporary agents

1.2.1. Type of key functions

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

The following table describes the allocation and designation of Temporary Agents within CEPOL, including the entry grade for each position. This table is based on the organisation chart per 31 December 2014 and does not take into consideration possible additional positions as a result of the legislative process leading to a new CEPOL regulation.

Unit	Position	Entry grade	Job summary
Office of the Director			
	Director	AD-13	The Director is the Authorising Officer by delegation for CEPOL. According to the Council decision he is legally representing CEPOL. He works closely with the

Unit	Position	Entry grade	Job summary
			CEPOL Governing Board and Committees on defining CEPOL's strategy and Annual Work Programme. Mandatory position.
	Internal Control Officer	AD-5	This post is primarily concerned with ensuring compliance with the Commission Internal Control Standards. Specifically, it provides advice and support to the Director in all aspects of internal and external auditing, as well as on controlling, reporting obligations and related tasks. It further provides assurances advice in management and specific policy areas within the Agency.
Corporate Services Department			
	Head of Corporate Services	AD-10	Department manager and Head of Administration. Overall management responsibility for all functions within the department: Finance, HR, Procurement and ICT. This post has the attributions of Authorising Officer by sub-delegation and is considered mandatory to ensure the segregation of duties.
Finance Unit	Head of Finance	AD-9	Head of Finance Unit and deputy to Head of Department to ensure business continuity in compliance with the Internal Control Standards.
	Budget and Finance Officer	AD-7	This post is concerned with planning and monitoring the budget, and ensures the consistency with the budget of CEPOL and the EU financial regulations.
	Financial Contact Person	AD-5	CEPOL has signed an agreement with DG BUDG on the outsourcing of the accounting function of the Agency to the Accounting Services from the European Commission from 1 April 2014. The post of Financial Contact Person replaces the Accounting Officer position with a change of tasks
	Budget and Finance	AST-3	Support for Head of Finance Unit and Budget and Finance Officer as well as the

Unit	Position	Entry grade	Job summary
	Support Assistant		Procurement Officer.
HR Management	Human Resources Officer	AST-5	This post is designated to prepare HR analysis and reporting to support the management and to provide HR support services to the organisation. This post is considered to be mandatory to ensure compliance with the Staff Regulations and compliance with the Internal Control Standards.
ICT	IT Officer	AST-5	Development of ICT Strategy. First and second level ICT support for the organisation, back-office systems and user administration.
	ICT Assistant	AST-3	Support for the ICT officer and functional back up to that post to ensure business continuity in accordance with the Internal Control Standards.
Procurement and Asset Management	Procurement Officer	AST-3	Procurement and asset management services to the organisation to ensure compliance with the Financial Regulations.
Travel & Logistics	Travel & Logistics team leader	AST-3	This post is coordinating and allocating the work of the travel and logistic team between the team members.
Legal Affairs	Legal Officer	AD6	This post will provide legal advice to the CEPOL management on its different activities: HR, Procurement and operational activities.
Operations Department			
	Head of Operations Department (Deputy Director)	AD-10	This post is responsible for CEPOL's core business - the development of an effective learning environment for law enforcement officers in the EU Member States. In particular this post is responsible for the effective planning and implementation of the CEPOL Annual Work Programme. This post has the attributions of Authorising

Unit	Position	Entry grade	Job summary
			Officer by sub-delegation and is considered mandatory to ensure the segregation of duties.
Management Support and Assistance	Management Support Assistant	AST-4	This post is designated to provide support to the Head of Operations Department (Deputy Director).
Training & Research Unit	Head of Unit	AD-9	The primary responsibility of this post is to manage the development and implementation of CEPOL's core activities in accordance with the Annual Work Programme. This post also provides back-up to the Head of Department to ensure business continuity in accordance with the Internal Control Standards.
	Programme Officer (Common Curricula /capacity building)	AD-5	<p>This post is designated to the preparation and implementation of the CEPOL work programme particularly to ensure the development of training manuals and common curricula.</p> <p>The post manages CEPOL's contribution to projects where CEPOL is a partner. Additionally it coordinates CEPOL's contribution to designated priorities of the EU Policy Cycle.</p>
	Programme Support Officer	AST-3	This post is designated to conduct evaluation of and support implementation of CEPOL residential activities. The post gives administrative support to grant management process and implementation of residential activities. Additionally it coordinates CEPOL's contribution to designated priorities of the EU Policy Cycle.
	E-Learning Officer	AD-5	This post is concerned with the design, development and implementation of e-learning programmes as well as establishing of an e-learning culture within the CEPOL network. This post is also concerned with the development and delivery of

Unit	Position	Entry grade	Job summary
			web-enabled seminars. The post coordinates the work of e-Learning Team. Additionally it coordinates CEPOL's contribution to designated priorities of the EU Policy Cycle.
	Programme Officer (residential activities)	AD-5	The post is designated for the coordination, preparation and implementation of the CEPOL Work Programme to ensure the development, implementation, monitoring and follow-up of courses and seminars. The post coordinates overall CEPOL's contribution to the EU Policy Cycle as well as specifically designated priorities. The post coordinates the work of Training Team.
	Programme Officer (EPEP)	AD-5	The post is designated to preparation and coordination of implementation of the EPEP. Additional responsibilities include implementation of the residential activities and coordination of CEPOL's contribution of designated priorities of the EU Policy Cycle. The post coordinates the EPEP Team
	Finance and Budget Support Officer	AST-3	This post is designated for the processing of all reimbursement claims from Member States and invoices from service providers related to residential activities.
	Programme Officer	AD-5	These two (new) posts will be allocated to the implementation of the new tasks stemming from the CEPOL Regulation and the European Law Enforcement Training Scheme.
	Research and Knowledge Management Officer	AD-5	The main responsibilities of this post include the collection of research findings and good practices within the Police, Universities and Institutes related to Police matters and disseminating research findings and good practices to the national police colleges and the organisers of CEPOL courses and seminars.

Unit	Position	Entry grade	Job summary
Strategic Affairs Unit	Head of Unit	AD-9	This post is designated as Head of Unit responsible for the horizontal/coordination tasks in support of CEPOL's core business such as Planning, Governance, Communications, External Relations, and Quality Management.
	Planning Officer	AD-5	This post is designated to provide planning expertise across the Annual Work Programme and other organisational plans.
	Communications officer	AST-4	This post is designated to be responsible for CEPOL's communications and publicity. These responsibilities include raising awareness of CEPOL, editing publications, and responding to enquiries from the press and public as well as coordinating communication within CEPOL and the CEPOL Network.
	Governance Assistant	AST-3	This post is responsible for the administration and organisation of Agency governance meetings as well as National Contact Points meetings, with particular reference to Governing Board matters.
	Quality Management Officer and Data Protection Officer	AD-5	This post is responsible for CEPOL's quality management development, especially the core activities. The role of Data Protection Officer is considered to be mandatory to enable compliance with the Data Protection Regulations. One officer fulfils both roles at present.

1.2.2. Selection procedure

All Temporary Agents are recruited via formal selection procedures according to the CEPOL Recruitment Guide. The CEPOL recruitment guide will be amended at the end of 2015 or the beginning of 2016 to ensure alignment with the external selection procedure as outlined in the model decision on engagement of Temporary Agents 2(f). Main change will be that there will be the possibility for internal selection, inter-agency selection and external selection.

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

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

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

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

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

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

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

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

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

1.2.3. Entry grades

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

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

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

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

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

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

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

1.2.4. Length of contracts

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

1.3. *Contract agents*

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

1.3.1. Key functions

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

The following table describes the allocation and designation of Contract Agents within CEPOL, including the function group for each position. This table is based on the organisation chart per 31 December 2014 and does not take into consideration possible additional positions as a result of the legislative process for a new CEPOL regulations.

Unit	Job Title	Function group (Entry)	Job summary
Office of the Director			
	Secretary to the Director	FG-I	This post provides secretarial support to the Director and the Head of Operations Department (Deputy Director).
Corporate Services Department			
	Finance Assistant	FG-II	One Data Entry/Financial Administrator post. One financial initiator. These posts are considered mandatory in order to ensure the correct division of responsibilities according to the Financial Regulations and business continuity according to the Internal Control Standards
	HR Assistant	FG-II	Support for the HR Officer to ensure compliance with the Staff Regulations and payroll officer for the agency. This post is considered to be mandatory to ensure HR business continuity and compliance with the Internal Control Standards
	Procurement Assistant	FG-III	Support for the Procurement Officer to ensure compliance with the Financial Regulation and Procurement Vademecum. This post of considered to be mandatory to ensure procurement business continuity and compliance with Internal Control Standards

Unit	Job Title	Function group (Entry)	Job summary
	Travel and Missions Support Officer	FG-II	Three posts. Travel booking for operational travel (course, training attendees and EPEP), network and staff missions booking. Posts provide logistical support to CEPOL events
	e-Net/ECM Support	FG-IV	To provide support to the new e-Net (support to in- and external users) and the ECM developments (internal document management system)
Operations Department			
MENA Project	Project manager	FG-IV	This post (foreseen for the project duration of 18 months) will support all steps of the of the EU/ Middle East and North Africa (MENA) region project (inception phase, implementation, monitoring, reporting and evaluation) supporting training cooperation on counter-terrorism with selected countries in the geographical area concerned.
	Senior Project Officer	FG-IV	This post (foreseen for the project duration of 18 months) will support all steps of the of the EU/ Middle East and North Africa (MENA) region project (inception phase, implementation, monitoring, reporting and evaluation) supporting training cooperation on counter-terrorism with selected countries in the geographical area concerned.
	Project assistants	FG-III	These two post (foreseen for the project duration of 18 months) be tasked to provide administrative, financial and operational support throughout all steps of the EU/ Middle East and North Africa (MENA) region project supporting training cooperation on counter-terrorism with selected countries in the geographical area concerned. This includes inception phase, implementation, monitoring, reporting and evaluation.

Unit	Job Title	Function group (Entry)	Job summary
Training and Research Unit	E-Learning Assistant	FG-III	The post is tasked with supporting the development and implementation of online learning activities and administering Learning Management System
	Cyber Crime assistant	FG-IV	The post is designated to manage the portfolio of CEPOL cyber training. The post coordinates CEPOL's contribution to the EU Policy Cycle Cybercrime priority.
	European Police Exchange Programme	FG-II	Two posts to support the organisation of the European Police Exchange Programme
Strategic Affairs Unit	Web & Communications Assistant	FG-II	This post is designated for the updating and maintaining the CEPOL website. This post is also the focal point for the National e-Net Managers and assisting with e-Net user management related issues.
	Governance Assistant	FG-II	This post provides administrative support to the department, in particular for organising governance meetings and the communication flow related to this.
	Policy Officer- External relations	FG-IV	This post will provide administrative and advisory tasks related to the implementation of CEPOL's mandate in the area of external relations, with particular reference to inter-institutional and inter-agency coordination, capacity building in and relations with Third Countries.

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

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

Category & Grade	Staff in active employment at 1 January 2015		How many staff members were reclassified in 2016		Average number of years in grade of reclassified staff members
	Officials	TA	Officials	TA	
AST 10					
AST 9					
AST 8					
AST 7					
AST 6				1	
AST 5		1		1	
AST 4		2		3	
AST 3		7			
AST 2					
AST 1					
Total AST		10		5	
AST/SC 1					
AST/SC 2					
AST/SC 3					
AST/SC 4					
AST/SC 5					

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

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

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

Table 2 - Reclassification of contract staff

Function Group	Grade	Staff in activity at 1 January 2015	How many staff members were reclassified in 2016	Average number of years in grade of reclassified staff members
FG IV	18			
	17			

Function Group	Grade	Staff in activity at 1 January 2015	How many staff members were reclassified in 2016	Average number of years in grade of reclassified staff members
	16			
	15			
	14			
	13			
FG III	12			
	11			
	10			
	9			
	8			
FG II	7			
	6		2	
	5	4	1	
	4	1		
	3			
	2			
	1	1		
TOTAL		6	3	N.A.

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

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

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

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

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

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

Annex IV, Section C: Mobility policy

1. Internal mobility

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

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

2. Mobility between Agencies

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

3. Mobility between the Agencies and the institutions

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

Annex IV, Section D: Gender and geographical balance

Data in graphs and text per estimated situation on 31 December 2015.

At present there is a reasonable gender balance in CEPOL. The ratio between man and women employed by CEPOL is 19 / 20. Within the different staff categories there are some bigger differences in this ratio, especially with regards to SNEs and CAs.

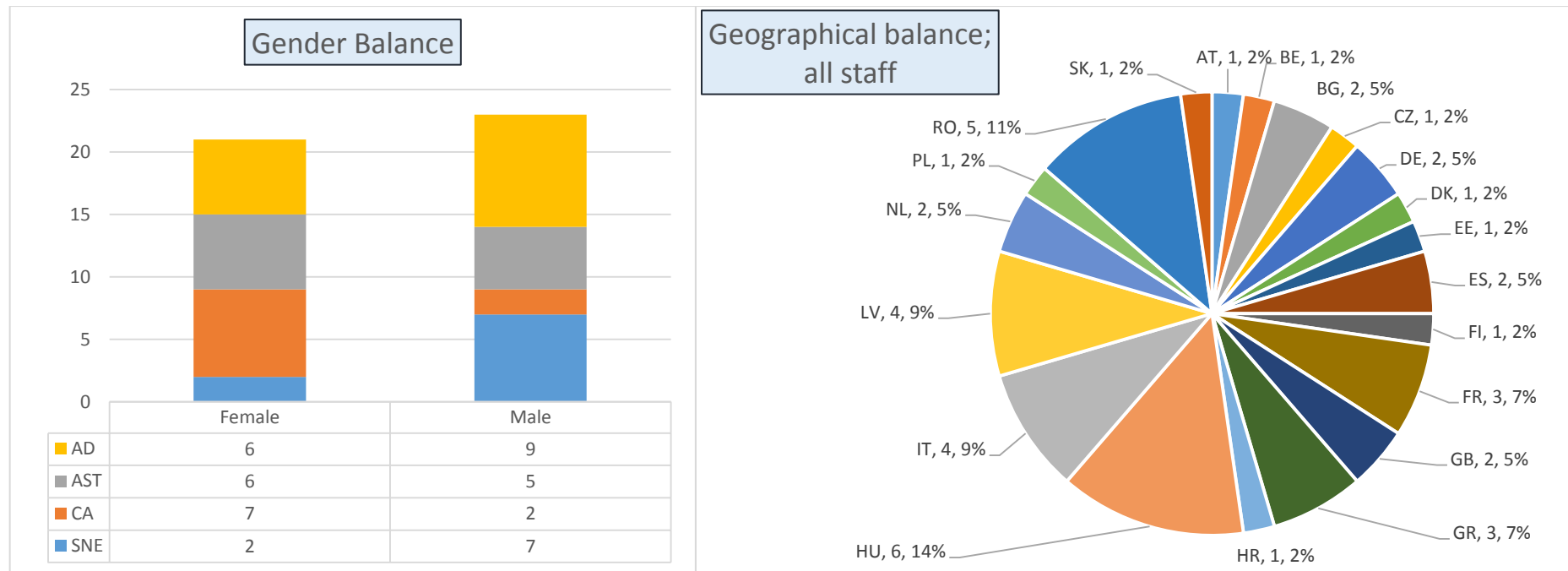
The overrepresentation of men in the category SNEs (7 / 2 on 31 December 2015) is largely due to the fact that SNEs are recruited from experienced staff of national law enforcement agencies; as on national level there is a strong over representation of man the offers CEPOL receives for SNEs shows a similar overrepresentation.

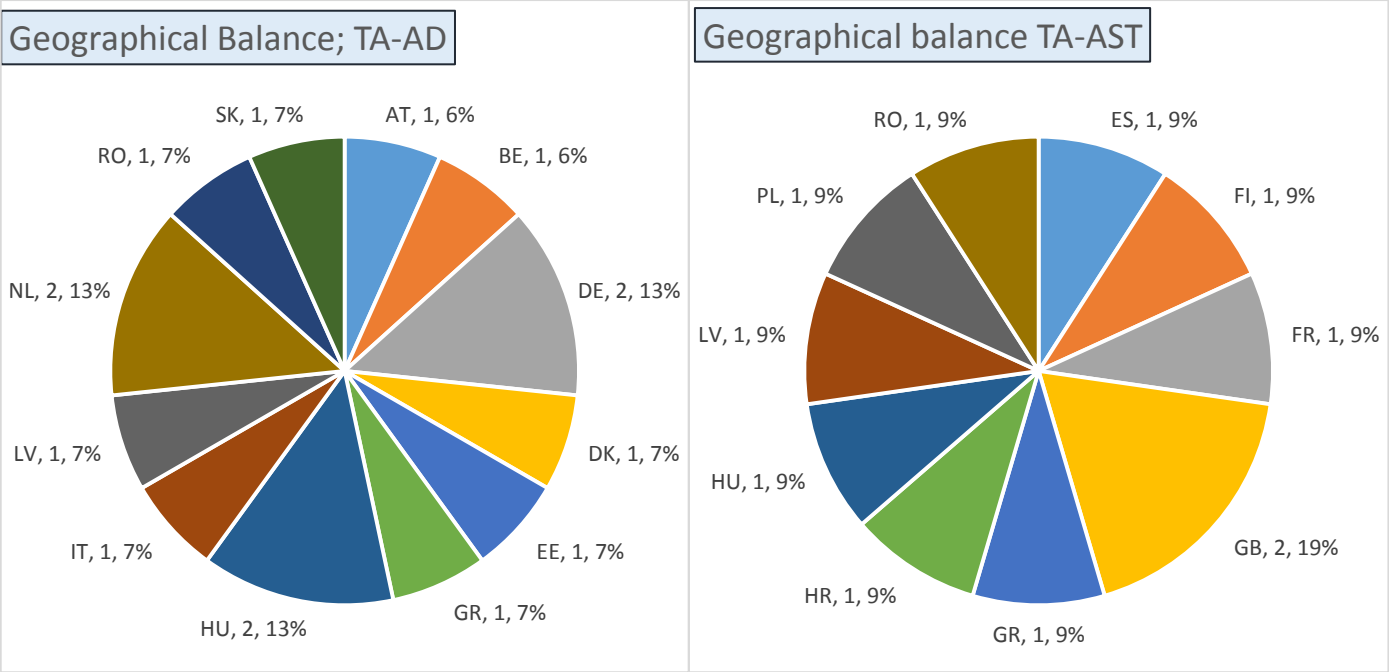
The overrepresentation of women in CAs (7 / 2) is due to the fact that there is a general overrepresentation of women in this staff category in all EU agencies. Also at CEPOL within the applications received for CA vacancies there is a significant overrepresentation of female applicants.

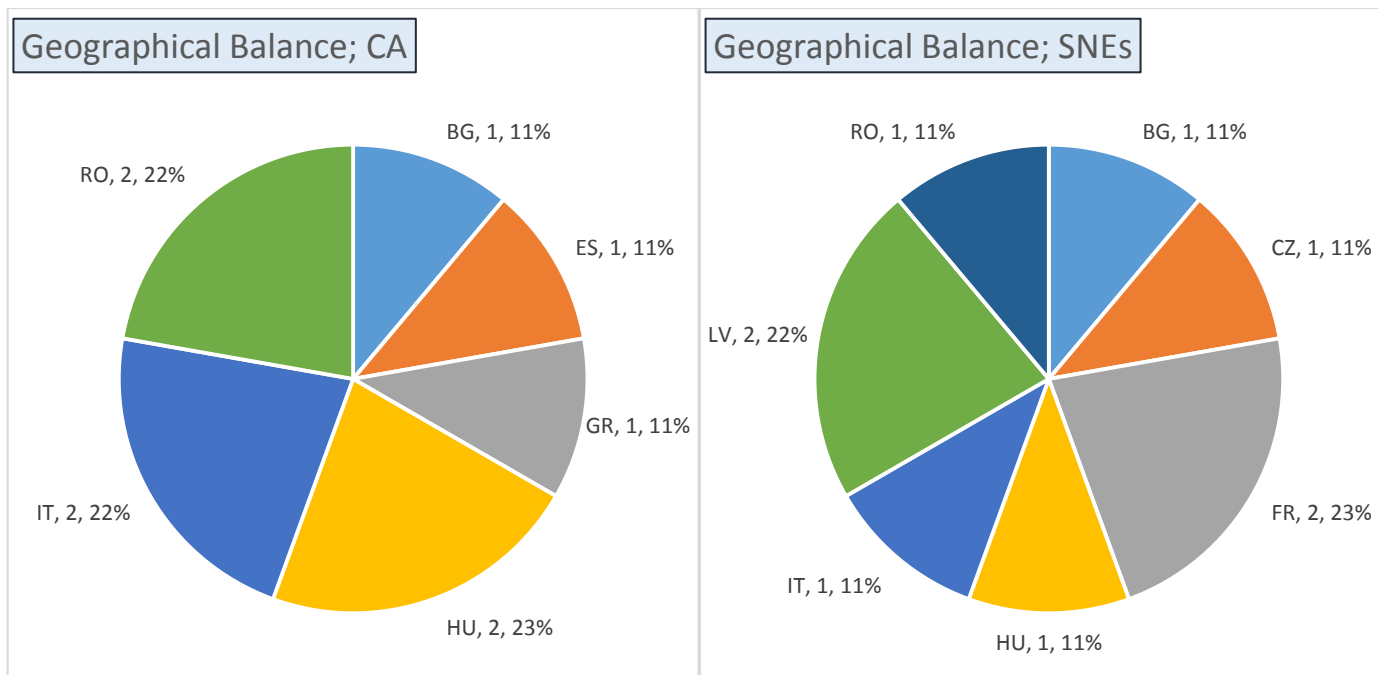
As there is at present not a significant gender imbalance in CEPOL there are no direct measures foreseen. CEPOL's recruitment is based on a fair and open competition regardless of race, political, philosophical or religious beliefs, gender or sexual orientation, disability or age and without reference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

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

In the graphs on the following pages, it has not been possible to include the selected candidates for the MENA project (4 Contract Agents) as the formal Commission decision on the project budget has not been communicated to CEPOL yet and therefore it is not certain if these contract agents will start already in 2015 or only from 1 January 2016.







Annex IV, Section E: Schooling

There is no European School in Budapest or at a reasonable distance from Budapest. Also, there is no European section in a national school. On the basis of current information, this situation is not foreseen to change in the coming years.

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

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

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

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

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

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

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

Building projects in planning phase

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

Building projects submitted to the European Parliament and the Council

N/A

ANNEX: VI – Privileges and immunities

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
CEPOL can request the reimbursement of incurred VAT in line with the HQ agreement signed and the applicable Hungarian regulations	CEPOL staff, with the exception of Hungarian nationals are issued a special identity card similar to those issued for members of diplomatic corps of the Member States of the EU in Hungary	There is no European School in Budapest or at a reasonable distance from Budapest. Also, there is no European section in a national school. On the basis of current information, this situation is not foreseen to change in the coming years.
	CEPOL Staff is entitled to enjoy the privileges and immunities, exemptions and facilities granted by Hungary to members of the diplomatic corps of the Member States of the European Union in Hungary.	CEPOL Governing Board decided that CEPOL shall pay the school fees. As a consequence, the school shall be considered as non-fee paying and the staff member concerned shall not receive the education allowance provided for in Article 3 of Annex VII of the Staff Regulations. The costs covered by CEPOL shall be: <ul style="list-style-type: none"> • The registration and attendance fees • The school transportation costs.
	The Protocol of privileges and immunities applies to the Director of CEPOL and the staff of its Secretariat, with the exception of staff seconded from the Member States and Hungarian nationals.	
	Staff is entitled to reimbursement of VAT in accordance with the relevant rules foreseen for resident officials of international organizations in Hungary, up to 300.000 HUF of value of VAT/year during the first 2 years of employment in Hungary.	All other costs are excluded, in conformity with Commission Decision C (2004)131-53-2004 on general implementing provisions for the grant of the education allowance.

	<p>Staff – with the exception of Hungarian nationals – are entitled to import from their last country of residence or from the country of which they are nationals, free of duty and without prohibitions or restrictions, within 12 months from the date of establishment of normal place of residence in the customs territory of the European Union, furniture and personal effect, including motor vehicles, which shall be registered under diplomatic plates.</p>	
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ANNEX: VII – Evaluations

1. Internal Evaluation

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

The evaluation of training activities is an essential task for CEPOL to monitor and maintain the quality of training and its impact. CEPOL's evaluation system is based on the Kirkpatrick model, with a methodology specifically adapted to CEPOL's structure and environment. Evaluations are conducted at level 1 (immediately after residential activities, webinars, and the European Police Exchange Programme exchanges and study visits), and at level 3 (post-course evaluations take place after residential activities only). Post-course evaluations are carried out on both participants and their line managers approximately six months after a residential activity has finished.

Further streamlining of the evaluation is planned to improve the efficiency of the process by:

- revising the evaluation methodology (to be approved by the GB by end of 2015);
- developing proposal for certification for participation in selected products.

2. External Evaluation

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

The latest evaluation report has been completed in 2011, the resulting recommendations were fully completed by 2013. Following an evaluation procedure (Open Call) a contract has been awarded on 16 April 2015 to the successful tenderer to conduct the next (second) five-year evaluation of CEPOL. The evaluation will cover the period 2011 to 2015 and it should also combine the evaluation of the European Police Exchange Programme.

The five years evaluation reports completed so far are publicly available here:

<https://www.cepol.europa.eu/who-we-are/key-documents/evaluation-reports>

As provided in the Regulation (EU) No 543/2014⁵² by which the seat of CEPOL was moved to Budapest, the Commission was invited to submit a report on the effectiveness of this Decision following a thorough cost-benefit analysis and impact assessment. The results of the assessment are awaited.

⁵² Regulation (EU) No 543/2014 of the European Parliament and of the Council of 15 May 2014 amending Council Decision 2005/681/JHA establishing the European Police College (CEPOL) (OJ L 163, 29.5.2014, p. 5).

ANNEX: VIII – Risks

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

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

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

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

Risk	Countermeasure	Timeframe
<i>CORE PROCESSES AREA</i>		
Delay in presenting the first STNA	Clear and timely communication to all involved stakeholders Establish risk triggers and early warning	Continuous
New concept of Centres of Excellence does not meet Management Board approval	Revert to previous system Envisage new/amended system	Continuous
Underspending resulting in budget cuts in the following budgetary appropriation (N+1)	Regular budget monitoring; Signature of multiannual 2018-2020 consortia agreements with CEPOL Centre's of Excellence (CoE) to enable direct grants to	Continuous 30 June 2017

	CoEs	
Administrative Capacity of CEPOL insufficient for complex projects	Provide for support staff (Contract Agents/interim staff)	Continuous
<i>HUMAN RESOURCES MANAGEMENT AND ADMINISTRATION</i>		
Insufficient deployment of CEPOL's HR capacity	Regular monitoring of anticipated HR turnover	Continuous
	Timely publication of vacancy announcements	Continuous
<i>GOVERNANCE AND STAKEHOLDER RELATIONS</i>		
Delayed implementation of the Change Management plan measures	Regular monitoring and early warning	Continuous
Discrepancy between enhanced mandate and available resources	Streamlining of processes and redeployment of resources	Continuous
	Manage stakeholder expectations	
Management of Enterprise Content Management and E-Net projects	Regular reporting Management steer and monitoring	Continuous

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

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

The financing decision includes the following information:

Part 1 – Multiannual framework contracts (strategic decision)

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

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

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

In 2017 CEPOL estimates that total budget for operational procurement will be indicatively EUR 2,440,700

Part 1 – Multiannual framework contracts (strategic decision)

Ref. no.	Subject matter of the contract	Estimated total value of the framework contract over their maximum duration of 4 years (EUR)	Indicative time frame for the launching procurement	Indicative number of contracts and their type
At present no multi-annual framework contracts are planned to be launched in 2017				

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

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2017	Indicative value of the contract for 2017 (EUR)	Indicative time frame for launching the procurement	Indicative number of contracts and their type
1	Supply and distribution of CEPOL branded merchandise	4.D – Stakeholder relations and communication	30,000	Q1 – Q4 2017	Multiple specific contracts in execution of a framework supply contract (awarded in 2015)
2	Editorial services related to communications (publications)	4.D – Stakeholder relations and communication	25,000	Q1 – Q4 2017	Multiple service requests under the Service Level Agreement with the Publications Office
3	Graphic design services	4.D – Stakeholder relations and communication	10,000	Q1 – Q4 2017	2 specific contracts in execution of a framework service contract for communication services (to be awarded in 2016)
4	Website related services	4.D – Stakeholder relations and communication	10,000	Q1 – Q4 2017	2 specific contracts in execution of a framework service contract for communication services (to be awarded in 2016)
5	Translations and proofreading	4.D – Stakeholder relations and communication	61,000	Q1 – Q4 2017	Multiple service requests under the Service Level Agreement with CdT
6	Media and social media monitoring	4.D – Stakeholder relations and communication	12,000	Q1 – Q4 2017	1 order form, in execution of the existing inter-institutional framework contract DI/07360
7	Multimedia (photos + videos)	4.D – Stakeholder relations and communication	44,000	Q1 – Q4 2017	Multiple specific contracts in execution of a framework service contract for communication services (to be awarded in 2016)

8	Event management	2. Prepare multi-annual strategic training needs analyses and multi-annual learning programmes. 3. Supporting Union missions, Capacity-building in third countries, and Cooperation with Union bodies and international organisations 4.D – Stakeholder relations and communication	56,000	Q1 – Q4 2017	Multiple specific contracts in execution of a framework service contract for communication services (to be awarded in 2016)
9	Subscriptions to the police science e-journals	2. Prepare multi-annual strategic training needs analyses and multi-annual learning programmes	15,000	Q2 2017	1 specific contract, , in execution of the existing framework contract CEPOL/CT/2015/013
10	Technical access services in relation to provision of subscriptions to the police science e-journals	2. Prepare multi-annual strategic training needs analyses and multi-annual learning programmes	10,000	Q2 2017	1 specific contract, , in execution of the existing framework contract CEPOL/CT/2015/013
11	Provision of the metadata in connection with provision of subscriptions to the police science e-journals	2. Prepare multi-annual strategic training needs analyses and multi-annual learning programmes	15,000	Q3 2017	1 specific contract, in execution of the existing framework contract CEPOL/CT/2015/013
12	Purchase of subscriptions to e-books	2. Prepare multi-annual strategic training needs analyses and multi-annual learning programmes	5,000	Q3 2017	1 specific contracts in execution of a framework service contract for supply of subscriptions to e-books (to be awarded in 2016)
13	Layout, printing, distribution of European Police Science and Research Bulletin and up to 2 Special Conference Issues	2. Prepare multi-annual strategic training needs analyses and multi-annual learning programmes	12,500	Q1 – Q4 2017	4 service requests under the Service Level Agreement with the Publications Office

14	Travel and accommodation costs related to 3 meetings of the Bulletin Editorial Board	2. Prepare multi-annual strategic training needs analyses and multi-annual learning programmes	6,000	Q1 – Q4 2017	Multiple order forms in execution of the existing framework contract for travel arrangement services CEPOL/CT/2015/001 or in execution of new framework contracts (to be potentially awarded in 2016)
15	Purchase of Webinar licences	1. Support, develop, implement and coordinate training for law enforcement officials in the areas of terrorism, serious crime and public order 2. Prepare multi-annual strategic training needs analyses and multi-annual learning programmes.	15,000	Q3 2017	1 order form, in execution of the existing inter-institutional framework contract DI/07360
16	Production of recorded webinars	1. Support, develop, implement and coordinate training for law enforcement officials in the areas of terrorism, serious crime and public order 2. Prepare multi-annual strategic training needs analyses and multi-annual learning programmes.	49,000	Q1 2017	Multiple service requests under the Service Level Agreement with the Publications Office
17	Services for organising and implementing webinars	1. Support, develop, implement and coordinate training for law enforcement officials in the areas of terrorism, serious crime and public order 2. Prepare multi-annual strategic training needs analyses and multi-annual learning programmes.	28,000	Q1 2017	Multiple specific contracts in execution of a framework service contract for organising and implementation webinars (to be awarded in 2016)

18	External trainer services for online courses	1. Support, develop, implement and coordinate training for law enforcement officials in the areas of terrorism, serious crime and public order 2. Prepare multi-annual strategic training needs analyses and multi-annual learning programmes.	18,000	Q2 – Q3 2017	3 direct service contracts
19	Plugins to the LMS and the media server hosting	1. Support, develop, implement and coordinate training for law enforcement officials in the areas of terrorism, serious crime and public order 2. Prepare multi-annual strategic training needs analyses and multi-annual learning programmes.	6,000	Q2 – Q3 2017	1 specific contract, in execution of the contract for the development, implementation, hosting, maintenance and support of the next generation of e-Net (e-Net 3.0) which will be awarded in 2016
20	Travel and accommodation cost related to meetings of trainers to online courses	1. Support, develop, implement and coordinate training for law enforcement officials in the areas of terrorism, serious crime and public order 2. Prepare multi-annual strategic training needs analyses and multi-annual learning programmes.	4,000	Q2 – Q3 2017	Multiple order forms in execution of the existing framework contract for travel arrangement services CEPOL/CT/2015/001 or in execution of new framework contracts (to be potentially awarded in 2016)

21	Travel costs for participants of residential activities	1. Support, develop, implement and coordinate training for law enforcement officials in the areas of terrorism, serious crime and public order (all activities) 2. Prepare multi-annual strategic training needs analyses and multi-annual learning programmes. (all activities)	1,075,200	Q1 – Q4 2017	Multiple order forms in execution of the existing framework contract for travel arrangement services CEPOL/CT/2015/001 or in execution of new framework contracts (to be potentially awarded in 2016)
22	Accommodation costs for participants of residential activities	1. Support, develop, implement and coordinate training for law enforcement officials in the areas of terrorism, serious crime and public order 2. Prepare multi-annual strategic training needs analyses and multi-annual learning programmes.	69,000	Q1 – Q4 2017	Multiple order forms in execution of the existing framework contract for travel arrangement services CEPOL/CT/2015/001 or in execution of new framework contracts (to be potentially awarded in 2016)
23	Catering for participants of residential activities, meetings, Editorial Board and online actions.	1. Support, develop, implement and coordinate training for law enforcement officials in the areas of terrorism, serious crime and public order 2. Prepare multi-annual strategic training needs analyses and multi-annual learning programmes.	50,000	Q1 – Q4 2017	Multiple order forms in execution of the existing framework contract for catering services or in execution of a framework service contract for communication services (to be awarded in 2016)

24	Further development of the Customer Relationship Management	1. Support, develop, implement and coordinate training for law enforcement officials in the areas of terrorism, serious crime and public order 4. Governance, Governance, Administration and ICT.	65,000	Q1 – Q4 2017	1 specific contract, in execution of the existing inter-institutional framework contract DI/07300
25	Travel and accommodation costs related to participation in the EPEP programme	1. Support, develop, implement and coordinate training for law enforcement officials in the areas of terrorism, serious crime and public order	350,000	Q1 – Q4 2017	Multiple order forms in execution of the existing framework contract for travel arrangement services CEPOL/CT/2015/001 or in execution of new framework contracts (to be potentially awarded in 2016)
26	Publication related to the EPEP	1. Support, develop, implement and coordinate training for law enforcement officials in the areas of terrorism, serious crime and public order	1,500	Q1 – Q4 2017	1 service request under the Service Level Agreement with the Publications Office
27	Catering for the meeting of the National exchange coordinators	1. Support, develop, implement and coordinate training for law enforcement officials in the areas of terrorism, serious crime and public order	1,500	Q1 – Q4 2017	1 order form in execution of the existing framework contract for catering services or in execution of a framework service contract for communication services (to be awarded in 2016)
28	Travel and accommodation costs related to the meeting of the National exchange coordinators	1. Support, develop, implement and coordinate training for law enforcement officials in the areas of terrorism, serious crime and public order	22,000	Q1 – Q4 2017	Multiple order forms in execution of the existing framework contract for travel arrangement services CEPOL/CT/2015/001 or in execution of new framework contracts (to be potentially awarded in 2016)

29	Travel for Governing Board and network meetings	4. Governance, Governance, Administration and ICT.	55,000	Q1 – Q4 2017	Multiple order forms in execution of the existing framework contract for travel arrangement services CEPOL/CT/2015/001 or in execution of new framework contracts (to be potentially awarded in 2016)
30	Travel and accommodation for network meetings	4. Governance, Governance, Administration and ICT.	70,000	Q1 – Q4 2017	Multiple order forms in execution of the existing framework contract for travel arrangement services CEPOL/CT/2015/001 or in execution of new framework contracts (to be potentially awarded in 2016)
31	Catering services for network meetings	4. Governance, Governance, Administration and ICT.	30,000	Q1 – Q4 2017	Multiple order forms in execution of the existing framework contract for catering services or in execution of a framework service contract for communication services (to be awarded in 2016)
32	Travel and accommodation for working group meetings	4. Governance, Governance, Administration and ICT.	40,000	Q1 – Q4 2017	Multiple order forms in execution of the existing framework contract for travel arrangement services CEPOL/CT/2015/001 or in execution of new framework contracts (to be potentially awarded in 2016)
33	Catering services for working group meetings	4. Governance, Governance, Administration and ICT.	10,000	Q1 – Q4 2017	Multiple order forms in execution of the existing framework contract for catering services or in execution of a framework service contract for communication services (to be awarded in 2016)

34	Travel and accommodation for missions	All activities	100,000	Q1 – Q4 2017	Multiple order forms in execution of the existing framework contract for travel arrangement services CEPOL/CT/2015/001 or in execution of new framework contracts (to be potentially awarded in 2016)
35	Hosting, maintenance and support of the e-Net 3.0	2. Prepare multi-annual strategic training needs analyses and multi-annual learning programmes.	70,000	Q1 – Q4 2017	1 specific contract, in execution of the contract for the development, implementation, hosting, maintenance and support of the next generation of e-Net (e-Net 3.0) which will be awarded in 2016
TOTAL			2,440,700		

ANNEX: X – Organisation chart

