

Decision of the Management Board 33/2018/MB

ON THE CEPOL SINGLE PROGRAMMING DOCUMENT 2020-2022

Adopted by the Management Board

On 20 November 2018

THE MANAGEMENT BOARD,

Having regard to Regulation (EU) 2015/2219 of the European Parliament and of the Council of 25 November 2015 on the European Union Agency for Law Enforcement Training (CEPOL) replacing and repealing Council Decision 2005/681/JHA¹ (hereinafter 'CEPOL Regulation') and in particular Article 9(1)(a) and Article 18(2) thereof,

Having regard to the Governing Board Decision 01/2014/GB of 21 February 2014 adopting the Financial Regulation and repealing decision 28/2011/GB, and in particular title III thereof on the establishment and the structure of the budget,

Whereas:

- (1) By virtue of Article 9(1)(a) of the CEPOL Regulation the Management Board shall adopt each year, by a majority of two-thirds of its members and in accordance with Article 10, a document containing CEPOL's multi-annual programming and its annual work programme for the following year;
- (2) Article 18(2) of the CEPOL Regulation stipulates that the Management Board shall, on the basis of the draft statement of estimates, adopt a provisional draft estimate of CEPOL's revenue and expenditure for the following financial year and shall send it to the Commission by 31 January each year.

¹ OJ L 319, 4.12.2015, p.1.

HAS ADOPTED THIS DECISION

Article 1

The draft Single Programming Document: Years 2020-2022 as annexed to the present Decision is hereby being adopted.

Article 2

This present Decision shall take effect on the date of its adoption.

Done at Vienna, on 20 November 2018

For the Management Board

<< Signature on file >>

.....
Norbert Leitner
Chair of the Management Board

Annex: the CEPOL Single Programming Document: Years 2020-2022.



**EUROPEAN UNION AGENCY FOR
LAW ENFORCEMENT TRAINING**

Draft Single Programming Document
Years 2020-2022

Table of Contents

Table of Contents	2
List of Acronyms and Abbreviations	7
Mission statement	8
SECTION I – POLICY CONTEXT	9
SECTION II – MULTIANNUAL PROGRAMMING 2020-2022	10
II.1 Multiannual objectives 2020-2022	10
II.2 Human and financial resource outlook for years 2020 – 2022	13
Overview of the past and current situation	13
Resource programming for the years 2020-2022	13
SECTION III – WORK PROGRAMME 2020	20
Executive summary	20
<i>Overview of Activities and Objectives 2020</i>	21
<i>Goal 1: CEPOL will plan, develop and coordinate high quality training services</i>	27
<i>Activity 1.1: Training needs assessment and coordination</i>	27
Overview	27
Objectives 2020	27
<i>Activity 1.2: Further develop and ensure high quality training services</i>	29
Overview	29
Objectives 2020	30
<i>Goal 2: CEPOL will further develop, support and implement training activities to the Law Enforcement Officials of the EU and, if applicable, of Third countries with particular emphasis on fundamental rights and crime prevention</i>	32
Overview	32
<i>Activity 2.1 Training activities in the area of Serious and Organized Crime</i>	33
Overview	33
Objectives 2020	33
<i>Activity 2.2 Training activities in the area of Counterterrorism</i>	35
Overview	35
Objectives 2020	35
<i>Activity 2.3 Training activities in the area of Public Order</i>	37
Overview	37
Objectives 2020	37
<i>Activity 2.4 Training activities in the area of Union missions</i>	38
Overview	38
Objectives 2020	38

Activity 2.5 Training activities in the area of Law Enforcement Techniques, procedures and instruments (Including Forensics)	39
Overview	39
Objectives 2020	39
Activity 2.6 Training activities in the area of Law enforcement leadership and management, Language skills and Train the trainers	41
Overview	41
Objectives 2020	41
Activity 2.7 Training activities in the area of IT based information exchange instruments and law enforcement cooperation	43
Overview	43
Objectives 2020	43
Activity 2.8 Training activities in the area of Fundamental rights and Crime prevention	44
Overview	44
Objectives 2020	44
Activity 2.9 Training activities in the area of Emerging internal security threats	45
Overview	45
Objectives 2020	45
Goal 3: CEPOL will further build capacity of Third Countries by tailored made training services	46
Activity 3.1 Prepare, design, implement and follow-up capacity building projects in Third Countries	47
Overview	47
Objectives 2020	47
Goal 4: CEPOL will promote, contribute and encourage research relevant for law enforcement training	48
Activity 4.1: Research relevant for training and education	48
Overview	48
Objectives 2020	48
Goal 5: CEPOL is an efficient and effective organization promoting digital development	49
Activity 5.1 Governance, Administration and Stakeholder Relations	49
Overview	49
Objectives 2020	50
Overview of CEPOL regular activities 2020	55
Overview of CEPOL project activities 2020	56
Grant Agreements	57
ANNEXES	58
Annex I – Resource allocation per activity	58
Annex I.a Planning of the job screening exercise for 2020	58
Annex I.b ABB table	59

Annex II: Financial resources overview.....	61
Table 1.a: Revenue overview	61
Table 1.b: Expenditure overview	61
<i>Annex: II.a – Financial Resources (Tables) for CEPOL regular activities 2020-2022</i>	62
Table 2.a: Revenue	62
Table 2.b: Expenditure - Commitment appropriations for CEPOL regular activities	63
Table 2.c: Expenditure - Payment appropriations for CEPOL regular activities	64
Annex II.a - Table 3: Budget outturn and cancellation of appropriations	66
Annex: II.b – Financial Resources (Tables) overview for CEPOL externally financed project activities	67
Table 4.a: Revenues	67
Table 4.b: Expenditure - Commitment appropriations	68
Table 4.b: Expenditure - Payment appropriations	69
Annex III: Human resources quantitative 2020-2022.....	71
Annex III – Table 1.a: Staff population for CEPOL regulatory activities and its evolution. Overview of all categories of staff	71
Annex III – Table 1.b: Staff for CEPOL externally financed project activities	72
Annex III- Table 2: Multi-annual staff policy plan Year 2020 -Year 2022.....	73
Annex: IV – Human Resources qualitative 2020-2022.....	74
Recruitment Policy	74
Appraisal of performance and reclassification/promotions	78
Mobility policy.....	82
Gender and geographical balance.....	83
Schooling	85
Annex: V – Building Policy.....	86
Annex: VI – Privileges and immunities	88
Annex: VII – Evaluations	89
Annex: VIII – Risks	90
Annex IX - Draft Procurement plan for the year 2020 - Financing Decision	91
Annex X – Organisation chart.....	96

Foreword

The Single Programming Document (SPD) 2020 spans a three-year period, from 2020 to 2022. The CEPOL strategy, which has been revised as from 2020, drives the identification of activities and setting targets for the aforementioned period.

The SPD 2020 includes also a detailed description of the resources that need to be allocated for each area in order for CEPOL to fulfil its programme of work. In this respect, the Agency continues to pursue the resources it deems necessary to achieve its objectives as they stem from the provisions of its legal mandate, and by its effort to respond effectively to emerging challenges in the Justice and Home Affairs policy area - with an obvious emphasis on those policies which influence European law enforcement training.

The European Agenda on Security¹ embeds law enforcement training in the European Union security architecture as a key supporting action crucial to protecting Union citizens. In line with its mandate, CEPOL will support all key priority areas deriving from the Agendas² on Security and Migration³. On the other hand, the European Law Enforcement Training Scheme (LETS) 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, CEPOL, and the wider JHA family.

While training of law enforcement officers is a shared responsibility of the EU Member States and the Union institutions, CEPOL strives to provide Law Enforcement Officials of the EU and Third countries with the necessary skills, knowledge and competencies to successfully tackle the European security threats. With the EU Strategic Training Needs Assessment (EU-STNA) CEPOL is supporting the decision-making process in the law enforcement training at Union level, while the Operational Training Needs Analysis (OTNA) seeks to assist the realization of strategic goals through the implementation of specific training activities. The whole package of measures supporting the enhanced use of Europe-wide information-sharing tools (including training on the Entry/Exit and Travel Information Systems) require additional efforts on the side of the Agency to ensure law enforcement officials are aware and able to use those instruments enabling them to better tackle the challenges of terrorism, organised crime, and irregular migration. The introduction of new actors in the Justice and Home Affairs landscape such as the EU cybersecurity agency and the European Public Prosecutor's office will significantly add to the training needs of European law enforcement.

CEPOL's legal basis also entrusts the agency, as part of its core business, with an enhanced external action portfolio to ensure consistency of the EU internal and external action in the sphere of law enforcement training. This area represents a key element of support, by the agency, to the political priorities of the European Union with regard to the Union's external policies. This shall continue to be crucial as from 2020 onwards as European security is ever more interdependent from regional and global developments.

¹ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions. The European Agenda on Security Strasbourg, 28.4.2015. COM(2015) 185 final

² It should also be noted that 85% of the entire training and learning offered by the agency will address operational priorities stemming from the Security and Migration Agendas.

³ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions. A European Agenda on Migration. Brussels, 13.5.2015 COM(2015) 240 final



It should be noted that the draft SPD 2020 is subject to consultation with the European Commission as per the provisions of Article 10(1)⁴ of CEPOL Regulation. Further changes to its content and estimate of resources are subject to the adoption of the final EU budget by the Budgetary Authority during the course of year 2019.

⁴ Regulation (EU) 2015/2219 of the European Parliament and of the Council of 25 November 2015 on the European Union Agency for Law Enforcement Training (CEPOL) and replacing and repealing Council Decision 2005/681/JHA

List of Acronyms and Abbreviations

CEPOL CT	EU/MENA Counter-Terrorism Training Partnership
CEPOL CT 2	EU/MENA Counter-Terrorism Training Partnership 2
CEPOL FT	Financial Investigation In-Service Training Programme for Western Balkan (IPA II)
CKC	CEPOL Knowledge Centres
CNU	CEPOL National Units
CSDP	Common Security and Defence Policy
DCAF	Democratic Control of Armed Forces
EASO	European Asylum Support Office
EC3	European Cybercrime Centre
ECRIS	European Criminal Records Information System
ECTEG	European Cybercrime Training and Education Group
ED	Executive Director
EEAS	European External Action Service
EIGE	European Institute for Gender Equality
EIXM	European Information Exchange Model
EJMP	European Joint Master Programme
EJTN	European Judicial Training Network
e-Net	CEPOL's electronic network
ENP	European Neighbourhood Policy
ESDC	European Security and Defence College
EU	European Union
EUROMED Police IV	Strengthens cooperation between the police forces of the EU and Mediterranean Partner Countries in the fight against organised crime
EU-STNA	EU Strategic training needs assessment
FP	Framework Partners
FRA	European Union Agency for Fundamental Rights
FRONTEX	European Border and Coast Guard Agency
ICS	Internal Control System
ICT	Information and Communication Technology
IOM	International Organization for Migration
JHA	Justice and Home Affairs
LETS	European Law Enforcement Training Scheme
LMS	Learning Management System
LTR	Lecturers, Trainers and Researchers
MB	Management Board
MS	Member States
MTIC	Missing Trader Intra Community fraud
NCP	National Contact Points
OTNA	Operational Training Needs Analysis
PCC SEE	Police Cooperation Convention for Southeast Europe
PNR	Passenger Name Record
QM	Quality Management
SIENA	Secure Information Exchange Network Application
SIS	Schengen Information System
SPD	Single Programming Document
UNODC	United Nations Office on Drugs and Crime

Mission statement

Mission

Making Europe a safer place through law enforcement training and learning

Vision

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

Values

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

Mandate

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

Law enforcement officials⁵ means staff of police, customs and other relevant services, as defined by individual Member States, that are responsible for, and staff of Union bodies that have tasks relating to, the following:

- (a) The prevention of and fight against serious crime affecting two or more Member States, terrorism and forms of crime that affect a common interest covered by a Union policy; or
- (b) Crisis management and public order, in particular international policing of major events.

⁵ From CEPOL's Regulation

Section I – Policy Context

Three and a half years after the entry into force of its new legal mandate, and nearly fourteen years since the inception of CEPOL as an EU Agency, CEPOL will be entering 2020 as a matured organisation and a recognised world-class partner in the development and provision of training for the law enforcement community.

At the same time CEPOL will continue to strive to offer its target audience relevant training opportunities with the use of state-of-the-art tools, incorporating in its training & learning portfolio the latest methodologies and practices.

The key documents for identifying the needs and training gaps in the law enforcement community, at the time of drafting these lines, are the EU Internal Security Strategy for 2015-2020, the Commission Communications on the European Agendas on Security and Migration, the EU Global Strategy for the Common Foreign and Security Policy, Europol's Serious and Organised Crime Threat Assessment (SOCTA 2017) and the expected EU Policy Cycle 2018-2021, in conjunction with Frontex Risk Analysis for 2017, the European Union Counter-Terrorism Strategy⁶, and the Cybersecurity Strategy⁷.

Additionally, CEPOL will be following all other developments in the JHA policy area, such as law enforcement and judicial cooperation with the aim to develop and offer joint, multi-disciplinary training; in particular, it can be anticipated that new legislation, particularly in the areas of interoperability, entry/exits system, the European travel information system as well as the introduction of the EU cyber security agency and the European Public Prosecutor's office will require the support of training measures requiring CEPOL's active role.

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

The development of a new business model for the Agency as of 2020 will be an important step for the delivery of custom made, sustainable training to specific law enforcement segments in a manner that maximises the synergies between CEPOL and its key partners in the Member States.

⁶ Council of the European Union, 14469/4/05 REV 4, Brussels, 30 November 2005

⁷ Joint Communication to the European parliament, The Council, the European Economic and Social Committee and the Committee of the Regions 'Cybersecurity Strategy of the European Union: An Open, safe and Secure Cyberspace', JOIN/2013/01 final, Brussels, 7.2.2013

Section II – Multiannual Programming 2020-2022

II.1 Multiannual objectives 2020-2022

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

CEPOL's multiannual programming highlights where CEPOL wants to be in 2022 and it aims to serve as a blueprint for the development of the agency's annual action plans. It is complemented by corresponding Key Performance Indicators and Strategic Areas of Interventions 2020-2022 which also corresponds to the Work Programme Activities as of 2020 on.

Its structure and terminology have been aligned with the guidelines for programming developed by the European Commission⁸ which, in turn, also reflect Article 32 of the CEPOL Financial Regulation⁹ that sets out programming requirements for the agency.

⁸ Guidelines for the programming document Ref. Ares(2014)4305716 - 19/12/2014, these Guidelines will be revised by the European Commission in the course of 2018.

⁹ Decision 01/2014/GB of the Governing Board of the European Police College Adopting the Financial Regulation and Repealing Decision 28/2011/GB. Adopted by the Governing Board by written procedure on 21 February 2014

As of 2020 one “Global” KPI has been chosen which covers all the activities in the Work Programme: **Percentage of completion of the activities of the Work Programme.**

Goals 2020-2022	Key Performance Indicator and Target ¹⁰	Strategic Area of Intervention 2020-2022
Goal 1: CEPOL will plan, develop and coordinate high quality training services	Number of innovative developments ¹²	1.1 Training Needs Assessment and coordination
		1.2 Further develop and ensure high quality training services
Quality Objective¹¹		
Goal 2: CEPOL will further develop, support and implement training activities to the Law Enforcement Officials of the EU and, if applicable, of Third countries with particular emphasis on fundamental rights and crime prevention¹³	% of participants achieving pass rate for accreditation and certification	2.1 Training activities in the area of Serious and Organized Crime
		2.2 Training activities in the area of Counterterrorism
		2.3 Training activities in the area of Public Order
		2.4 Training activities in the area of Union missions
		2.5 Training activities in the area of Law Enforcement Techniques, procedures and instruments (Including Forensics)
		2.6 Training activities in the area of Law Enforcement Leadership, Language Skills and Train the trainers
		2.7 Training activities in the area of IT based information exchange instruments and law enforcement cooperation
		2.8 Training activities in the area of the Fundamental rights and Crime prevention
		2.9 Training activities in the area of Emerging internal security threats

¹⁰ Targets will be set at a later stage

¹¹ This multi-annual objective is marked as a quality objective in the context of ISO 9001:2015 certification, as it is directly related to the continuous improvement of CEPOL services

¹² Such as EQF certification and accreditation, further ISO certification

¹³ Fundamental rights, and where relevant crime prevention will be addressed in all our thematic trainings, and are therefore included horizontally in all the training activities that CEPOL implements.

Goal 3: CEPOL will further build capacity of Third Countries by tailored made training services ¹⁴	80% of Target KPIs under the Projects have been achieved. % of Budget implementation	3.1 Prepare, design, implement and follow-up capacity building projects in Third Countries
Goal 4: CEPOL will promote, contribute and encourage research relevant for law enforcement training	% increase of downloads from online sources made available by CEPOL and research projects that are successfully conducted.	4.1 Research relevant for training
Goal 5: CEPOL is an efficient and effective organization promoting digital development¹⁵	% increase in allocation of resources to digital development	5.1 Governance, Administration and Stakeholder Relations

¹⁴ The main budget of these activities financed based on Delegation Agreement

¹⁵ Digitalization of operations are included under Goal 1

II.2 Human and financial resource outlook for years 2020 – 2022

Overview of the past and current situation

Staff population overview for 2018

In line with the budget as adopted by the Budgetary Authority and the Management Board, CEPOL's establishment plan 2018 contains 32 Temporary Agent (TA) positions. The full staffing plan for implementation of CEPOL's regulatory activities is complemented by 18 Contract Agent (CA) positions and 5 Seconded National Expert (SNE) positions bringing the total to 61 FTEs.

In 2018 CEPOL commenced the implementation of two EU funded projects, concretely Counterterrorism Project 2 with 10 posts and Western Balkan Financial Investigations project with 6 staff member.

Expenditure for 2018

Detailed data provided in Table 1 in Annex II.

Title	Heading	Expenditure 2018	Draft Expenditure 2019	Draft Expenditure 2020
1	Expenditure relating to persons working with CEPOL	3,923,000	4,244,718	5,173,660
2	Buildings & equipment and miscellaneous expenditure	382,500	375,050	522,570
3	Operational expenditure	4,911,220	4,688,232	6,308,270
Total Expenditure		9,216,720	9,308,000	12,004,500

Title-External	Heading	Expenditure 2018	Draft Expenditure 2019	Draft Expenditure 2020
4 (RO)	Externally assigned revenue	p.m	p.m	p.m
5 (Projects)	EU-MENA CTT 2	p.m	p.m	p.m

Resource programming for the years 2020-2022

Financial Resources

Detailed data provided in Tables in Annex II.

Title	Heading	Estimated Expenditure 2020 ¹⁶	Expenditure 2021	Expenditure 2022
1	Expenditure relating to persons working with CEPOL	5.1 M	6.5M	7.7M
2	Buildings & equipment and miscellaneous expenditure	0.5 M	0.6M	0.6M
3	Operational expenditure	6.3 M	10.1M	11.3M
Total Expenditure		12.0 M	17.2M	19.6M

Title-External	Heading	Expenditure 2020	Expenditure 2021	Expenditure 2022
4 (RO)	Externally assigned revenue	p.m		
5 (Projects)	EU-MENA CTT 2	p.m		

Justification

Title 1 – Expenditure related to persons working with CEPOL

The request is made on the assumption that full staffing – as requested already for the budget years 2017, 2018 and 2019 - will be accomplished by 2020 (40 TA, 18 CA and 4 SNE). Such increased level of staff is necessary for the appropriate completion of additional tasks assigned within CEPOL's mandate as enhanced per 1 July 2016 and to ensure direct and timely delivery of EU level training to tackle the most pressing European security priorities.

Additional staff increase for operational activities requested as of 2021 to cope with the new or reinforced activities foreseen within the post 2020 MFF. 9 TAs in 2021, 7 TAs in 2022 and 2-3-1-1 TAs respectively in 2023-2026. Additional 6 positions are requested for 2021-2022 for administration, partially to cope with the increased administrative workload deriving from the new and reinforced operational activities (4 staff) and partially to fulfil legal obligations not tackled up to date due to lack of resources.

Title 2 – Buildings, Equipment and Miscellaneous expenditure

In 2018 CEPOL has made a request to the Hungarian authorities to explore the possibilities for a new building for CEPOL that would enable the agency to better fulfil its tasks and obligations as well as better accommodate the additional staff; both for staff requested as for staff engaged in the capacity building projects. The current building has been designed for 53 staff members, current staffing levels (including the two projects that are actively implemented

¹⁶ Commitment and Payment appropriations are the same

in 2018) are at 76. The Hungarian authorities are positively considering this request but a decision has not been taken yet.

Title 3 – Operational expenditure

The operational activities performed by CEPOL up to 2020 must be reinforced and complemented by important other activities such as:

- Expand the scope and enhance the availability of EU level training. Training on serious and organised crime, counterterrorism (except cyber) needs to be further sustained. Needs increase substantially, driven by SOCTA and EMPACT work. Volume of officials to be trained shall be expanded to satisfy the demand of law enforcement agencies other than Police, and can be estimated at 0.5M officials in the EU (UK excluded). It is the aim to train up to 15k officials per year on SOC priorities (except cyber). Establishment of a new CEPOL business model for delivery of custom made training to specific law enforcement segments and regionalisation of training opportunities.
- Cybercrime, cyber related crime, electronic evidence and cybersecurity training: Cyber TNA demonstrates that over 70% of MS do not regularly train on cyber in MS. Rotation of staff, lack of access to the expertise and trainers as well as high cost of cyber training is one of the reasons. Cyber, being a distinctly cross-border crime where in one case over 20 jurisdictions can be involved, requires training at the EU level. In the area of digital forensics common training standards are necessary to facilitate the path to evidence admissibility in EU MS. The establishment and operation of the EU law enforcement cyber-training facility - CEPOL Cyber Academy for law enforcement is necessary - it shall operate in close cooperation with EC3, ENISA, ECTEG, EDA, private sector etc.
- Training on information exchange and specialist law enforcement techniques, with the increase of the use of SIS, travel intelligence, Prüm, operational agencies - tools designed to support cross border cooperation calls for significant increase in raising knowledge on these tools and supporting specialist networks. Here CEPOL needs to be prepared for the support of the Interoperability package, Entry-Exit System and ETIAS.
- Training needs assessment and training coordination at EU level. Identification of needs for skill development (STNA, OTNA, thematic micro-TNAs). These analytical products that are developed on the basis of threats, technological and societal developments provide the necessary evidence where EU level training will add value. Future oriented needs assessments are imperative in all areas, but even more crucial and resource-consuming in those driven by technology such as cyber.
- Development of EU training standards, Certification of training and trainers
- Language training to facilitate cross border cooperation inside the EU and with the Candidate + ENP countries
- Research (Grants) in the area of Law Enforcement education
- External aspects of Internal security, particularly capacity building in ENP countries: 1) provide custom made training activities for ENP countries, 2) providing subsidised learning opportunities organised by CEPOL - joint ENP-EU activities.
- Sustainability of training initiatives funded by EU, through creation of CEPOL Sustainability Hub aiming to ensure continuity to training initiatives developed using EU funds - take over

the project outcomes, ensure their further maintenance, implementation and the development

- Development of training environment, e.g. technologies, methodologies: enforcing the technological solutions for education and learning such as e-Net platform, capacity to build interactive online learning solutions. Innovation in law enforcement training, including technological aspects, should become an integral part of CEPOL's delivery. Online learning is the most suitable tool to ensure access to education to wider audiences, it works really well where high number of officials needs to raise awareness, but also it offers alternatives for specialist learning such as creating learning opportunities - simulations of hostile environments, simulations of crisis situations

Budget Outturn and cancellation of appropriations

This section will be updated in due course.

Human resources

Detailed data provided in Tables in Annex III.

Based on the conclusions of CEPOL's five-year external evaluation, the 35th Governing Board on May 2016 recommended that the Agency pursues twelve additional (new) posts to be able to deliver the increased demand of training in an efficient and effective manner. As three posts were granted to CEPOL for the year 2017, the Agency sought to request the remaining nine posts via its 2018 staff request. Instead of nine posts, one was allocated to the agency. As for 2019, none of the additionally requested eight posts have been granted to the Agency.

As CEPOL has to implement effectively its mandate that came into application in July 2016, the agency will pursue the necessary resources for full engagement with the all law enforcement sectors, implement its research agenda, and ensure quality, transferability and mobility of CEPOL training and education through standardisation and certification. It is clear that the agency suffers, across all departments, from a lack of human resources which make it extremely difficult for CEPOL to evolve and implement fully its mandate.

For that purpose CEPOL requests an increase in human resources for 2020 and consequently for 2021 and 2022.

Staff Category	Staff Population 2020	Staff Population 2021	Staff Population 2022
Temporary Agents	40	55	62
Contract Agents	18	25	25
SNEs	3	8	8

Resource outlook over the years 2020 to 2022

A) New Tasks:

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

B) Growth of existing tasks

The legal basis that came into force on 1 July 2016 cannot be implemented with the current staffing. Careful analysis shows that the CEPOL establishment plan as set for 2020 has to increase with at least 8 positions to be able to – at a minimal level – meet these expectations.

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

On the latter, CEPOL will continue to be the beneficiary of CEPOL CT 2 (based on a grant from EEAS/FPI), which started in January 2018 a second phase for three year with additional countries in focus.

C) Efficiency gains

Successive evaluations of CEPOL have found the agency to be both efficient and effective. Increase of participants in the period 2009 to 2018 has been achieved with a very limited increase in resources allocated to the Agency.

The last few years CEPOL has become a recognised partner among policy makers and practitioners. As a result, the demand for CEPOL training has been constantly increasing. To accommodate these legitimate training needs, the agency is investigating all options to deliver as much as possible within the given resource framework. However, the limits of internal resource reshuffling and further efficiency gains have been reached. Besides the additional operational tasks stemming from the CEPOL Regulation that entered into force on 1 July 2016 – see growth of existing tasks above – it should also be mentioned that all services (support as well as operations) are extremely lean and have led in the previous years to serious risk with regards to business continuity as well as legality and regularity. Also the grading of these and other staff members is (too) low compared to both their responsibilities and to grading for similar responsibilities in other EU Agencies.

CEPOL monitors the efficiency and effectiveness of the agency through the use of Key Performance Indicators. The use of KPIs enables CEPOL's Management to assess the performance of the agency and to ensure that the required qualitative and quantitative targets are met and maintained.

The agency's performance indicators demonstrate that CEPOL exceeded its activity implementation targets, whilst constantly achieving outstanding levels of satisfaction with its activities (satisfaction rate in 2017 - 93%). The quality of CEPOL's output depends on the

agency's ability to work effectively, and the achievements of the last years are built upon the agency's ongoing drive to operate effectively and efficiently. Further evidence of the agency's enhanced efficiency is the reduction in the unit price of its training. In 2016 the number of participants increased by 38% compared to 2015, while in 2017 by 32% compared to 2016; all this has been achieved with operating budgets which remained largely unchanged:

D) Negative priorities

CEPOL's resources for 2020 as indicated by the Commission on the basis of the final year of the MFF 2014-2020, are insufficient for the Agency to deliver fully on the mandate which entered into force on 1 July 2016. In particular, it will not be possible to reach out to new and widened target audiences and make meaningful advancements on learning technology.

In addition to the consequences of the discrepancy between the budget request of the Agency and the amount foreseen in the draft budget as adopted by the Commission, CEPOL faces additional challenges. These challenges are caused, *inter alia*, by increased costs outside of CEPOL's control, such as the increasing costs of travel for participants in our training activities (from € 430 per capita in 2017 to € 460 in 2018).

Additional consequences for CEPOL's work programme for 2020 could include the following:

- Residential activities will be scaled down to approximately 100 activities (from 161 proposals expressed by the Member States in their training needs analysis), with the net result of less officials benefiting from EU level training delivered by CEPOL.
- It will be impossible to reach wider segments of law enforcement services other than Police (such as Customs, Border Guards et al) in line with the mandate of the agency.
- CEPOL Exchange Programme (CEP) – a flagship product of CEPOL – will, despite a continuously increasing number of applications, only be able to implement around 300 exchanges compared to 598 in 2017 and 546 planned for 2018).
- A much needed overhaul of the IT infrastructure and e-Learning system to ensure that CEPOL will maintain and improve the quality of the e-Learning services it delivers to the European law enforcement community, will have to be postponed further.
- It will not be possible to develop and implement more costly training requiring, for example, large scale simulation exercises or training requiring advanced technology (serious gaming et al)
- The Research & Science conference, already postponed twice will have to be scaled down to a much lower level than in 2017.
- It will be very difficult to make meaningful advancements in the field of certification, accreditation and mutual recognition of law enforcement training in Member States and the recognition by Member States of training provided at Union level.

E) Redeployment:

CEPOL uses the instrument of redeployment as a general rule in case where vacancies come into existence: before publishing a vacancy a business case is drafted by the responsible line manager. This business case includes *inter alia* a job summary and key accountabilities. The business case is routed via both the head of Corporate Services and the head of the Operations department for comments/approval before the Executive Director

(ED) will approve (in which case the recruitment procedure will start) or not (in which case the ED will make comments indicating what shall be done with the vacancy).

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

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

Conclusions on evolution of resources

In order to implement the consequences from the operational and administrative considerations outlined above, it will be necessary for CEPOL to obtain a significant increase in resources - which nevertheless would represent a modest effort when compared to the magnitude of resources attributed to other EU agencies in the JHA family.

Section III – Work Programme 2020

Executive summary

This section outlines the specific objectives that aim to contribute to the realisation of CEPOL's strategic objectives. These are encompassed under activity areas and they include expected outputs, results and indicators.

In 2020 the following programming principles shall continue to apply:

- (1) CEPOL will continue to support key EU security threats as mandated by the Institutions, and shall continue to cover the spectrum of the EU policy cycle, while striving to cover the whole panoply of thematic competences attributed to the agency by its legal basis;
- (2) CEPOL's programming will be informed by Strategic and Operational Training Needs assessments and analyses;
- (3) The number of activities delivered directly by the agency shall potentially grow along the trend observed in recent years, in response to emerging threats and growing institutional demand;
- (4) Further efforts will be made to enhance the multi-disciplinary nature of CEPOL activities by encouraging the participation of wider law enforcement professional target groups;
- (5) Further efforts will be made to go towards enhancing the value of CEPOL's training activities by means of certification and accreditation.

The action of CEPOL in 2020 shall follow the below thread:

- (1) Enhanced use of evidence- based training needs assessment for the definition and design of CEPOL's portfolio;
- (2) Further attention to the issue of quality management, with a view to offer ever-increasing qualitative learning to the law enforcement community in Europe and beyond, particularly by working on the issues of certification, accreditation, evaluation and blended learning;
- (3) Continued attention to covering the entire spectrum of Serious Organised crime focussing on EMPACT priorities, with enhanced delivery in the area of Cyber;
- (4) Continued attention to the issue of Counter terrorism, Union Missions and Public Order
- (5) Expand its operations in the area of the Western Balkans to support countries with an EU accession perspective, and continue to support partnerships with third countries by allowing participation to CEPOL activities;
- (6) Continue to be ran in line with the standards expected from an EU public administration entity in line with the principle of service orientation, efficiency, modernisation and sound management

Overview of Activities and Objectives 2020

Goals 2020-2022	Work Programme Activity 2020	Resources (Human and Financial) ¹⁷	Objectives 2020
Goal 1: CEPOL will plan, develop and coordinate high quality training services Multi-annual quality objective¹⁸	1.1 Training Needs Assessment and coordination	3.36 FTE 382,402 EUR	1.1.1 CEPOL's EU Strategic Training Needs Assessment will be evaluated and improvement measures will be identified according to timeline
			1.1.2 The scope of the Operational Training Needs Analysis¹⁹ will be applied to more than 50% of the thematic areas
			1.1.3 JHA Training Matrix continue to be an aid to planning and coordination among the Justice and Home Affairs Agencies and other stakeholders
	1.2 Further develop and ensure high quality training services	6.51 FTE 1,016,466 EUR	1.2.1 CEPOL will further develop certified / accredited training products in line with the EQF
			1.2.2 CEPOL will further develop its evaluation of training activities based on Kirkpatrick` methodology and requirement related to certification and accreditation
			1.2.3 CEPOL will design and implement from 2020 onwards a new business model on the implementation of training services
			1.2.4 CEPOL will ensure the use of new technical developments including innovation in learning methodology and further digitalization of learning services ²⁰
Goal 2: CEPOL will further develop, support and implement training activities to the Law Enforcement	2.1 Training activities in the area of Serious and Organized Crime	11.80 FTE 3,706,580 EUR	2.1.1 CEPOL will further develop, support and implement training activities in the area of Cybercrime and Cyber enabled crime for Law Enforcement Officials of the EU, and, if applicable, of Third countries.

¹⁷ FTEs include Temporary Agents, Contract Agents, SNEs and Interims

¹⁸ This multi-annual objective is marked as a quality objective in the context of ISO 9001:2015 certification, as it is directly related to the continuous improvement of CEPOL services. Each annual objective under this multi-annual objective is considered as annual quality objective.

¹⁹ MB decision 32/2017

²⁰ See also under Goal 5 for digitalization in corporate services

Officials of the EU and, if applicable, of Third countries with particular emphasis on fundamental rights and crime prevention ²¹			
			2.1.2 CEPOL will further develop, support and implement training activities in the area of Migrant smuggling for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
			2.1.3 CEPOL will further develop, support and implement training activities in the area of Criminal finances for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
			2.1.4 CEPOL will further develop, support and implement training activities in the other areas of Serious and Organized Crime ²² for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
	2.2 Training activities in the area of Counterterrorism	1.90 FTE 587,155 EUR	2.2.1 CEPOL will further develop, support and implement training activities in the area of Counterterrorism for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
	2.3 Training activities in the area of Public Order	1.36 FTE 256,162 EUR	2.3.1 CEPOL will further develop, support and implement training activities in the area of Public order, in particular international policing of major events for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
	2.4 Training activities in the area of Union missions	1.51 FTE 450,105 EUR	2.4.1 CEPOL will further develop, support and implement training activities in the area of CSDP mission for Law Enforcement Officials of the EU.
	2.5 Training activities in the area of Law Enforcement	2.95 FTE	2.5.1 CEPOL will further develop, support and implement training activities in the area of Forensics for Law Enforcement Officials of the EU, and, if

²¹ Fundamental rights, and where relevant crime prevention will be addressed in all our thematic trainings, and are therefore included horizontally in all the training activities that CEPOL implements.

²² Corruption and EMPACT priorities 2018-2021 such as: Drug trafficking, Organized property crime, Trafficking in human beings, Excise and MTIC fraud, Illicit firearms trafficking, Environmental crime, Document fraud

	Techniques, procedures and instruments (Including Forensics)	644,519 EUR	applicable, of Third countries in line with the outcomes of the Needs Assessment and Policy Documents
			2.5.2 CEPOL will further develop, support and implement training activities in the Other Law Enforcement Techniques, procedures and instruments ²³ for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
	2.6 Training activities in the area of Law Enforcement Leadership and Management, Language Skills and Train the trainers	2.89 FTE 616,036 EUR	2.6.1 CEPOL will further develop, support and implement training activities in the area of Leadership skills for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
			2.6.2 CEPOL will further develop, support and implement training activities in the area of Language skills for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
			2.6.3 CEPOL will further develop, support and implement training activities in the area of Train the trainers for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
	2.7 Training activities in the area of IT based information exchange instruments and law enforcement cooperation	3.91 FTE + 1 FTE <i>Interoperability</i> 811,777 EUR + 144,000 EUR (T1+T3) <i>Interoperability</i>	2.7.1 CEPOL will further develop, support and implement training activities in the area of law enforcement cooperation and in particular IT based information exchange instruments for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
	2.8 Training activities in the area of the Fundamental rights and	2.45 FTE	2.8.1 CEPOL will further develop, support and implement training activities in the area of Fundamental rights, and Fundamental rights will also be addressed in all CEPOL's thematic

²³ Including but not limited to law enforcement cooperation instruments, criminal analysis, witness protection, undercover, informant handling, crisis negotiations, cross-border surveillance, joint investigations, disaster victim identification, social media in law enforcement

	Crime prevention	347,124 EUR	trainings organized for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
			2.8.2 Where relevant, CEPOL will include Crime prevention in its thematic trainings which is addressed to Law Enforcement Officials of the EU, and, if applicable of Third Countries.
	2.9 Training activities in the area of Emerging internal security threats	0.67 FTE 192,315 EUR	2.9.1 On request and ad-hoc basis CEPOL will develop, support and implement training activities to address emerging internal security threats for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
Goal 3: CEPOL will further build capacity of Third Countries by tailored made training services	3.1 Prepare, design, implement and follow-up capacity building projects in Third Countries	<u>Planned from CEPOL budget:</u> 2.2 FTE 181,632 EUR <u>Delegation Agreement:</u> Information not available yet	3.1.1 Objectives will be defined once details of the projects are known.
Goal 4: CEPOL will promote, contribute and encourage research relevant for law enforcement training	4.1 Research relevant for training and education	2.61 FTE 512,482 EUR	4.1.1 CEPOL will encourage and support the routine inclusion of scientific knowledge to its training activities and will disseminate relevant research findings
			4.1.2 CEPOL will contribute to and encourage the development of research relevant to law enforcement training activities ²⁴
Goal 5: CEPOL is an efficient and effective organization promoting digital development	5.1 Governance, Administration and Stakeholder Relations	24.9 FTE 2,299,745 EUR	5.1.1 Good governance that is in line with applicable rules and regulations, including efficient management of new headquarters, IT and resources
			5.1.2 Continue optimizing the processes of CEPOL through implementing quality management framework and digitalization requirements

²⁴ MB decision 11/2017/MB

			5.1.3 Promote CEPOL's activities by management of stakeholder relations and external and internal communication
Total CEPOL Regular Budget and FTE		69 FTE 12 Million EUR ²⁵	Objectives highlighted in grey will be implemented if budget is available/granted.

CEPOL offers different ways to learn under its training activities (Goal 2):

Type of learning	
Residential Activities	<p>Residential activities take form of courses, conferences, workshops and seminars and typically last a week and are held in a training institute in one of the Member States or at CEPOL HQ.</p> <p>Residential activities provide an opportunity to gain a deeper understanding of a subject. Teaching often features case studies and participants are encouraged to share best practices.</p>
Online Learning	<p>Online learning is a way of computer based distanced learning.</p> <p>Online learning take form of webinars (short interactive presentations), online modules (self-paced learning material) and online courses (expert moderated real-time activity)..</p>
CEPOL Exchange Programme (CEP)	<p>The CEP is an Erasmus-style exchange programme that allows law enforcement officials to spend one week with a counterpart in their country, exchanging knowledge and good practices, initiating cooperation projects and fostering deep and long-lasting learning and networking opportunities.</p>
CEPOL European Joint Master Programme (EJMP)	<p>EJMP is an EU academic programme which aims to address common challenges of law enforcement cooperation in the frame of internal security. It provides students with science-based competences in a European community of practice.</p>

Assumptions 2020:

As at this point in time planning for 2020 depends on many variable, the following assumptions have been made when drafting the planning for 2020:

Human Resources:

- 40 Temporary Agent posts

²⁵ Only CEPOL Regular budget. Does not include budget of projects based on delegation agreement and additional funds foreseen for Entry/Exit System trainings



- 18 Contract Agent posts
- 3 SNE posts
- Correction coefficient will be 76 %

Financial Resources:

- 12 M EUR is CEPOL's Regular Budget (0,144 M EUR for European Interoperability Package²⁶), complemented by externally funded projects

Operational assumptions:

- CEPOL will be granted with the requested 12 Million EUR budget and 61 FTE (excluding interims)
- CEPOL CT 2 project in its final year, CEPOL FI 2 only tentative, therefore it was not planned with resources
- Evaluation of the EU-STNA will be conducted
- EQF Expert Group will recommend to implement EQF to all training activities provided by CEPOL
- Alternative, future looking business model (maybe based on CKC pilot phase) will be implemented

Goal 1: CEPOL will plan, develop and coordinate high quality training services

Activity 1.1: Training needs assessment and coordination

Overview

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

- The pilot EU-STNA cycle will be coming to its end in 2021, therefore its impact assessment and process evaluation will be conducted in 2020, with a subsequent adjustment of the methodology, ensuring that a new 4 years' cycle can be launched in 2021/2022 aligned with the next policy cycle (2022-2025)
- On the basis of the STNA 2018-2021 outcomes, the Operational Training Needs Analysis will be conducted every year. Consequently, in 2020 the OTNA for 2022 will be launched.
- CEPOLs thematic training portfolio will be based on the EU-STNA and OTNA outcomes.
- By aiming to achieve synergies and good coordination, CEPOL will continue to:
 - o Maintain and develop the common JHA Training Matrix so that it can serve as aid to planning for the JHA Agencies and other EU level training providers.
 - o Implement and contribute to the coordinated actions of the JHA Contact Group.

New development

- Evaluation of the EU-STNA process;
- Adjustment of the EU-STNA methodology.

Objectives 2020

Activity 1.1 Training needs assessment and coordination
--

Objectives 2020	Expected results (Outcome)	Main Outputs	Draft Indicators	Target for 2020 ²⁷
<p>1.1.1 CEPOL`s EU Strategic Training Needs Assessment process will be evaluated and improvement measures will be identified according to timeline</p> <p>Quality Objective²⁸</p>	<p>EU-STNA will provide reliable data of the performance gaps where EU training is necessary, particularly:</p> <ul style="list-style-type: none"> ➤ EU-STNA will provide the necessary framework for a coordinated and prioritised Union action and will support the decision-making process in law enforcement training at Union level with evidence-based analytical findings. ➤ Improvement measures will be identified and applied to the EU-STNA methodology 	<ul style="list-style-type: none"> ➤ The EU-STNA evaluation report; ➤ EU-STNA methodology amendment 	<ul style="list-style-type: none"> ➤ Evaluation completed and recommendations for improvement implemented 	<ul style="list-style-type: none"> ➤ Completed evaluation, recommendations implemented
<p>1.1.2 The scope of the Operational Training Needs Analysis²⁹ will be applied to more than 50% of the thematic areas</p> <p>Quality Objective</p>	<p>OTNA will provide reliable data of the performance gaps where CEPOL training is necessary, particularly:</p> <ul style="list-style-type: none"> ➤ The OTNA will identify training interventions tailored for the MS needs and will constitute 	<ul style="list-style-type: none"> ➤ The annual operational training needs analysis report outlining the tactical level training requirements 	<ul style="list-style-type: none"> ➤ At least (50)% of the thematic areas will be assessed through the OTNA 	<p>50 %</p>

²⁷ Final targets will be established at a later stage

²⁸ These annual objective are marked as a quality objective in the context of ISO 9001:2015 certification, as it is directly related to the continuous improvement of CEPOL services

²⁹ MB decision 32/2017

	the basis for the CEPOL training portfolio. All thematic areas will be analysed based on the Operational Training Needs Analysis methodology			
1.1.3 JHA Training Matrix continue to be an aid to planning and coordination among the Justice and Home Affairs Agencies and other stakeholders Quality Objective	CEPOL continues to contribute to the work of the JHA agencies insofar as its mandate and resources allow	<ul style="list-style-type: none"> ➤ JHA Training Matrix ➤ Coordination meeting 	<ul style="list-style-type: none"> ➤ Number of JHA agencies and other stakeholders contributing to the JHA training matrix during the planning stage 	<ul style="list-style-type: none"> ➤ 8 stakeholders contributing to the JHA training matrix

Activity 1.2: Further develop and ensure high quality training services

Overview

In 2020 the first two CEPOL Knowledge Centres (Counter-terrorism and CSDP missions) might be in their third year of operation. Following the evaluation of the CKC an alternative business model for CEPOL will be developed and implemented.

All training activities, where applicable will provide an opportunity to evaluate the learning achievements gained by the participants, therefore, among other requirements, ensuring basis for the implementation of the EQF certification.

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

New developments

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

- New business model for CEPOL training portfolio will be implemented in cooperation between the Agency and the CNU's / Framework Partners.
- By 2020 CEPOL will prepare for full implementation of EQF based standardisation and certification of CEPOL training.
- All training actions will be evaluated using Kirkpatrick's methodology. Where applicable, testing and certification will be integrated into training activities.

CEPOL strives to maintain and to incorporate cutting edge training methodologies to be able to deliver quality training that is suitable for the multicultural law enforcement community the agency is serving. In 2020 CEPOL will continue to develop the following areas:

- Further maintenance and development of training and learning, particularly:
 - o Further integration of blended learning;
 - o E-learning, particularly strengthening the capability to deliver online courses, virtual platforms and virtual realities, serious gamification of learning options, use of videos and podcasts;
 - o Invest in technological developments supporting training landscape;
- CEPOL will continue to support its training community and experts with the following services;
 - o New training methodologies;
 - o Training on design and delivery of online courses and webinars
 - o Maintenance and further development of the lecturers, trainers and researchers database
 - o Educators' platform maintenance and development
 - o E-Net development to support CEPOL's training, learning and education activities

Objectives 2020

Activity 1.2 Further develop and ensure high quality training services				
Objectives 2020	Expected results (Outcome)	Main Outputs	Draft Indicators	Target for 2020

<p>1.2.1 CEPOL will further develop certified training products in line with the EQF³⁰.</p> <p>Quality Objective</p>	<p>CEPOL is ready to provide training activities in line with the EQF</p>	<p>➤ CEPOL certification mechanism is established</p>	<p>➤ Number of training products selected/prepared for certification/accreditation</p>	<p><i>TBD</i></p>
<p>1.2.2 CEPOL will further develop its evaluation of training activities based on Kirkpatrick` methodology and requirement related to certification and accreditation</p> <p>Quality Objective</p>	<p>➤ Not only the reaction but also the knowledge acquired through the training activity is measured</p>	<p>➤ Training activities are evaluated using Kirkpatrick's methodology</p>	<p>➤ CEPOL will implement entry and exit testing of participants in line with certification/accreditation</p>	<p>➤ 100%</p>
<p>1.2.3 CEPOL will design and implement from 2020 onwards a new business model on the implementation of training services</p> <p>Quality Objective</p>	<p>➤ The results of the CKC evaluation will be taken into account to assess whether the CKC model is administratively and operationally solid enough to be further developed and rolled out, or whether alternative business models have to be looked at</p>	<p>➤ Pilot CEPOL Knowledge Centres are evaluated</p> <p>➤ New alternative models are established and operational</p>	<p>➤ (80)% of activities are implemented according to the new business model</p>	<p><i>80%</i></p>
<p>1.2.4 CEPOL will ensure the use of new technical developments including innovation in learning</p>	<p>➤ The European, cross-border dimension of law enforcement is further addressed by the enhanced</p>	<p>➤ Extended support to learning, training and research activities through</p>	<p>➤ New/revised portfolio of online learning services available</p>	<p><i>TBD</i></p>

³⁰ If the result of the Expert Group recommends to do so

methodology and further digitalization of learning services ³¹	access to CEPOL's online learning component;	continuous further development of e-Net		
---	--	---	--	--

Goal 2: CEPOL will further develop, support and implement training activities to the Law Enforcement Officials of the EU and, if applicable, of Third countries with particular emphasis on fundamental rights and crime prevention³²

Overview

Based on the EU-STNA priorities, and while putting particular emphasis on fundamental rights, CEPOL will deliver comprehensive training portfolios responding to the security threats of the Union, in particular in the following areas:

- CEPOL lead: Serious and organised crime, particularly in the framework of the EU Policy Cycle on Serious and Organised International Crime 2018-2021, including
- CEPOL: Cybercrime and cyber-enabled crime
- CEPOL (joint activities with EU agencies): Information exchange instruments and law enforcement cooperation mechanisms, particularly those established by the Union
- CEPOL: Facilitation of illegal immigration
- CKC: Counterterrorism
- CEPOL: Public Order, particularly policing of mass events
- CEPOL (only joint activities with EU agencies): Investigation techniques, such as witness protection, informant handling, use of social and mass media for soliciting crime, open source investigation, etc.
- CEPOL: criminal finances;
- CKC- CSDP missions;
- CEPOL: Fundamental rights

CEPOL, based on OTNA outcomes, will address the full spectrum of law enforcement community with the increase in the following aspects:

- Tailor based activities for customs

³¹ See also under Goal 5 for digitalization in corporate services

³² Fundamental rights, and where relevant crime prevention will be addressed in all our thematic trainings, and are therefore included horizontally in all the training activities that CEPOL implements.

- Increase joint activities among law enforcement sectors, prosecutors and judiciary. In the latter case in close cooperation with EJTN, Eurojust and the European Public Prosecutors Office
- Implement several activities with the same curriculum where the training need is high and where training plays a significant impact in preparedness to deal with security threats.
- European leadership development comprising:
 - o Development of a PhD programme
 - o European Joint Master Programme
 - o Future Leaders development programme
- Law enforcement specific language skills development - English

CEPOL will address training needs of law enforcement official via:

- Residential training activities;
- Online training activities;
- CEPOL exchange programme
- CEPOL European Joint Master Programme

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

Overview

Objectives 2020

Activity 2.1 Training activities in the area of Serious and Organized Crime				
Objectives 2020	Expected results (Outcome)	Main Outputs	Draft Indicators	Target for 2020

2.1.1 CEPOL will further develop, support and implement training activities in the area of Cybercrime and Cyber enabled crime for Law Enforcement Officials of the EU, and, if applicable, of Third countries.	Having attended CEPOL learning and training activities, law enforcement officials will:	<ul style="list-style-type: none"> ➤ Residential activities ➤ Webinars ➤ Online modules ➤ Online courses ➤ Exchanges ➤ Blended training curricula 	<ul style="list-style-type: none"> ➤ <i>Number of activities implemented vs. planned (Number and %)</i> ➤ <i>Number of training needs addressed versus expressed/identified</i> ➤ <i>Number of Third country participants trained</i> ➤ <i>Number of activities organized in cooperation with other EU agencies</i> ➤ <i>Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%)</i> ➤ <i>% of participants achieving pass rate for accreditation and certification)</i> 	TBD
2.1.2 CEPOL will further develop, support and implement training activities in the area of Facilitation of illegal immigration for Law Enforcement Officials of the EU, and, if applicable, of Third countries.	<ul style="list-style-type: none"> ➤ Enhance their specialist skills and competencies to deal with cross border investigations and operations in dealing with serious and organised international crime; ➤ Reinforce their ability to deal with crosscutting elements in order to broaden the spectrum of investigations, particularly with regard to the financial aspects thereof, as well as the use of online tools, while upholding fundamental rights. 			
2.1.3 CEPOL will further develop, support and implement training activities in the area of Criminal finances for Law Enforcement Officials of the EU, and, if applicable, of Third countries.				

2.1.4 CEPOL will further develop, support and implement training activities in the other areas of Serious and Organized Crime ³³ for Law Enforcement Officials of the EU, and, if applicable, of Third countries.				
--	--	--	--	--

*Activity 2.2 Training activities in the area of **Counterterrorism***

Overview

Objectives 2020

Activity 2.2 Training activities in the area of Counterterrorism				
Objectives 2020	Expected results (Outcome)	Main Outputs	Draft Indicators	Target for 2020

³³ Other EMPACT priorities 2018-2021 such as: Drug trafficking, Organized property crime, Trafficking in human beings, Excise and MTIC fraud, Illicit firearms trafficking, Environmental crime, Document fraud. This area also includes Corruption.

<p>2.2.1 CEPOL will, through grant concluded with CEPOL Knowledge Centre, further develop, support and implement training activities in the area of Counterterrorism for Law Enforcement Officials of the EU, and, if applicable, of Third countries.</p>	<p>Having attended CEPOL learning and training activities, law enforcement personnel will:</p> <ul style="list-style-type: none"> ➤ Increase the understanding of root causes and actual trends of terrorism and radicalisation, including in prisons, and exchange experience on prevention and de-radicalisation methods; ➤ Enhance specialist skills and competencies at strategic and tactical level to deal with cross border cooperation in counter-terrorism actions while balancing the actions with the fundamental rights principles; ➤ Utilise existing instruments available to support counter-terrorism actions, particularly those established at Europol. 	<ul style="list-style-type: none"> ➤ Residential activities ➤ Webinars ➤ Online modules ➤ Exchanges ➤ Blended training curricula 	<ul style="list-style-type: none"> ➤ <i>Number of activities implemented vs. planned (Number and %)</i> ➤ <i>Number of training needs addressed versus expressed/identified</i> ➤ <i>Number of Third country participants trained</i> ➤ <i>Number of activities organized in cooperation with other EU agencies</i> ➤ <i>Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%)</i> ➤ <i>% of participants achieving pass rate for accreditation and certification)</i> 	<p><i>TBD</i></p>
---	--	---	--	-------------------

Activity 2.3 Training activities in the area of **Public Order**

Overview

Based on the EU-STNA priorities, and while putting particular emphasis on fundamental rights, CEPOL will deliver comprehensive training portfolios responding to the security threats of the Union, in particular in the following areas:

CEPOL, based on OTNA outcomes, will address the full spectrum of law enforcement community with the increase in the following aspects:

Objectives 2020

Activity 2.3 Training activities in the area of Public Order				
Objectives 2020	Expected results (Outcome)	Main Outputs	Draft Indicators	Target for 2020
2.3.1 CEPOL will further develop, support and implement training activities in the area of Public order, in particular international policing of major events for Law Enforcement Officials of the EU, and, if applicable, of Third countries.	By attending CEPOL learning and training activities, law enforcement officials will: <ul style="list-style-type: none"> ➤ Increase the awareness of existing instruments and mechanisms, with a view to enhance their application and frequency of use. ➤ Specialist officials will: ➤ Understand in detail the existing instruments and cooperate on the basis of commonly applied standards fully in line with fundamental rights and freedoms; 	<ul style="list-style-type: none"> ➤ Residential activities ➤ Webinars ➤ Online modules ➤ Exchanges ➤ Blended training curricula 	<ul style="list-style-type: none"> ➤ <i>Number of activities implemented vs. planned (Number and %)</i> ➤ <i>Number of training needs addressed versus expressed/identified</i> ➤ <i>Number of Third country participants trained</i> ➤ <i>Number of activities organized in cooperation with other EU agencies</i> ➤ <i>Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%)</i> 	TBD

	<ul style="list-style-type: none"> ➤ Acquire new skills and knowledge of law enforcement investigation techniques with particular implications on Union level investigations; ➤ Strengthen professional networks. 		<ul style="list-style-type: none"> ➤ <i>% of participants achieving pass rate for accreditation and certification)</i> 	
--	---	--	---	--

Activity 2.4 Training activities in the area of **Union missions**

Overview

Based on identified training needs and consultations with the European Commission and the EEAS CEPOL shall continue to support building the capacity of law enforcement officials deployed to EU CSDP missions and to offer support services for capacity building within CSDP missions.

Objectives 2020

Activity 2.4 Training activities in the area of Union missions				
Objectives 2020	Expected results (Outcome)	Main Outputs	Draft Indicators	Target for 2020
2.4.1 CEPOL will, through grant concluded with CEPOL Knowledge Centre, further develop, support and implement training activities in the area of CSDP missions for	Having attended CEPOL training and learning activities the participants will: <ul style="list-style-type: none"> ➤ Understand and be able to apply the CSDP relevant legal framework. ➤ Be able to operate in Union missions in line with 	<ul style="list-style-type: none"> ➤ Residential activities ➤ Webinars ➤ Online modules ➤ Exchanges 	<ul style="list-style-type: none"> ➤ <i>Number of activities implemented vs. planned (Number and %)</i> ➤ <i>Number of training needs addressed versus expressed/identified</i> 	<i>TBD</i>

Law Enforcement Officials of the EU.	their mandate and needs consistently, implementing EU values and approaches.		<ul style="list-style-type: none"> ➤ <i>Number of Third country participants trained</i> ➤ <i>Number of activities organized in cooperation with other EU agencies</i> ➤ <i>Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%)</i> ➤ <i>% of participants achieving pass rate for accreditation and certification</i> 	
--------------------------------------	--	--	--	--

*Activity 2.5 Training activities in the area of **Law Enforcement Techniques, procedures and instruments** (Including **Forensics**)*

Overview

Based on the EU-STNA priorities, and while putting particular emphasis on fundamental rights, CEPOL will deliver comprehensive training portfolios on specific areas and instruments.

New developments

Based on the outcome of the EU-STNA, special attention will be made on the area of Forensics, where CEPOL will extend its training activities.

Objectives 2020

Activity 2.5 Training activities in the area of Law Enforcement Techniques, procedures and instruments (Including Forensics)				
Objectives 2020	Expected results (Outcome)	Main Outputs	Draft Indicators	Target for 2020

<p>2.5.1 CEPOL will further develop, support and implement training activities in the area of Forensics for Law Enforcement Officials of the EU, and, if applicable, of Third countries in line with the outcomes of the Needs Assessment and Policy Documents</p>	<p>Having attended CEPOL training and learning activities the participants will:</p> <ul style="list-style-type: none"> ➤ <i>Understand current forensic practices and share experiences;</i> ➤ <i>select relevant forensic service provider and understand the possibilities and limitations of forensic science</i> 	<ul style="list-style-type: none"> ➤ Residential activities ➤ Webinars ➤ Online modules ➤ Exchanges 	<ul style="list-style-type: none"> ➤ <i>Number of activities implemented vs. planned (Number and %)</i> ➤ <i>Number of training needs addressed versus expressed/identified</i> ➤ <i>Number of Third country participants trained</i> ➤ <i>Number of activities organized in cooperation with other EU agencies</i> ➤ <i>Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%)</i> ➤ <i>% of participants achieving pass rate for accreditation and certification)</i> 	<p><i>TBD</i></p>
<p>2.5.2 CEPOL will further develop, support and implement training activities in the Other Law Enforcement Techniques, procedures and instruments ³⁴ for Law Enforcement Officials of the EU, and, if applicable, of Third countries.</p>	<p>Having attended CEPOL training and learning activities the participants will:</p> <ul style="list-style-type: none"> ➤ <i>Understand and apply different law enforcement techniques;</i> ➤ <i>Exchange knowledge and practices on law enforcement procedures and instruments</i> 			

³⁴ Including but not limited to law enforcement cooperation instruments, criminal analysis, witness protection, undercover, informant handling, crisis negotiations, cross-border surveillance, joint investigations, disaster victim identification, social media in law enforcement

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

Overview

Objectives 2020

Activity 2.6 Training activities in the area of Law enforcement leadership and management, language skills and Train the trainers				
Objectives 2020	Expected results (Outcome)	Outputs	Draft Indicators	Target for 2020
2.6.1 CEPOL will further develop, support and implement training activities in the area of Leadership and Management skills for Law Enforcement Officials of the EU, and, if applicable, of Third countries.	<ul style="list-style-type: none"> ➤ Graduates of the EJMP will acquire science-based competencies to operate effectively in the European law enforcement environment and address common management and cooperation challenges; ➤ Future leaders of national law enforcement services having attended CEPOL training will develop the competencies necessary to manage law enforcement structures in a European cooperation perspective; 	<ul style="list-style-type: none"> ➤ Residential activities ➤ Webinars ➤ Online courses ➤ Online module ➤ Exchanges 	<ul style="list-style-type: none"> ➤ <i>Number of activities implemented vs. planned (Number and %)</i> ➤ <i>Number of training needs addressed versus expressed/identified</i> ➤ <i>Number of Third country participants trained</i> ➤ <i>Number of activities organized in cooperation with other EU agencies</i> ➤ <i>Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%)</i> ➤ <i>% of participants achieving pass rate for accreditation and certification)</i> 	TBD

<p>2.6.2 CEPOL will further develop, support and implement training activities in the area of Language skills for Law Enforcement Officials of the EU, and, if applicable, of Third countries.</p>	<p>➤ Professional language capacity of law enforcement officers attending CEPOL learning activities will contribute to enhance their ability to cooperate internationally, including at the specialist level.</p>			
<p>2.6.3 CEPOL will further develop, support and implement training activities in the area of Train the trainers for Law Enforcement Officials of the EU, and, if applicable, of Third countries.</p>	<p>Having attended CEPOL training and learning activities the participants will:</p> <ul style="list-style-type: none"> ➤ <i>Organise effective learning environments for adult learners;</i> ➤ <i>Recognise different approaches to learning;</i> ➤ <i>Know the basics of writing learning objectives.</i> 			

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

Overview

New developments

- Schengen Information System trainings.
- In 2020 CEPOL will deliver training activities addressing new developments in the area of IT data bases, in particular, Entry-Exit system.

Objectives 2020

Activity 2.7 Training activities in the area of IT based information exchange instruments				
Objectives 2020	Expected results (Outcome)	Outputs	Draft Indicators	Target for 2020
2.7.1 CEPOL will develop, support and implement training activities in the area of law enforcement cooperation and in particular IT based information exchange instruments for Law Enforcement Officials of the EU, and, if applicable, of Third countries.	By attending CEPOL learning and training activities, law enforcement officials will: <ul style="list-style-type: none"> ➤ Increase the awareness of existing instruments and mechanisms, with a view to enhance their application and frequency of use. ➤ Specialist officials will: ➤ Understand in detail the existing instruments and cooperate on the basis of commonly applied standards fully in line with fundamental rights and freedoms; ➤ Acquire new skills and knowledge of law enforcement investigation techniques with particular 	<ul style="list-style-type: none"> ➤ Residential activities ➤ Webinars ➤ Online module ➤ Exchanges ➤ EJMP 	<ul style="list-style-type: none"> ➤ <i>Number of activities implemented vs. planned (Number and %)</i> ➤ <i>Number of training needs addressed versus expressed/identified</i> ➤ <i>Number of Third country participants trained</i> ➤ <i>Number of activities organized in cooperation with other EU agencies</i> ➤ <i>Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%)</i> 	TBD

	implications on Union level investigations; ➤ Strengthen professional networks.		➤ <i>% of participants achieving pass rate for accreditation and certification)</i>	
--	--	--	---	--

Activity 2.8 Training activities in the area of **Fundamental rights and Crime prevention**

Overview

Fundamental Rights and Crime Prevention are covered, where relevant in the other thematic trainings, however special trainings are also organized on these topics. In addition ad-hoc training needs during the year, when duly justified and urgent can be added to the Training catalogue.

Objectives 2020

Activity 2.8 Training activities in the area of Fundamental rights and Crime prevention				
Objectives 2020	Expected results (Outcome)	Outputs	Draft Indicators	Target for 2020
2.8.1 CEPOL will further develop, support and implement training activities in the area of Fundamental rights, and Fundamental rights will also be addressed in all CEPOL's thematic trainings organized for Law Enforcement	Through training efforts CEPOL supports the achievement of balanced law enforcement responses to security threats, better identification of fundamental rights violations, and the provision of adequate actions. Having attended CEPOL training and learning activities the participants will be able to: ➤ <i>explain the relation between integrity, ethics and human rights;</i> ➤ <i>identify and analyse the risks and challenges of managing diversity</i>	➤ Residential activities ➤ Webinars ➤ Online module ➤ Exchanges	➤ <i>Number of activities implemented vs. planned (Number and %)</i> ➤ <i>Number of training needs addressed versus expressed/identified</i> ➤ <i>Number of Third country participants trained</i> ➤ <i>Number of activities organized in cooperation with other EU agencies</i>	<i>TBD</i>

Officials of the EU, and, if applicable, of Third countries.	<i>within and outside law enforcement;</i> <ul style="list-style-type: none"> ➤ <i>Engage in cooperation in the field in particular with regard to human rights protection.</i> 		<ul style="list-style-type: none"> ➤ <i>Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%)</i> ➤ <i>% of participants achieving pass rate for accreditation and certification)</i> 	
2.8.2 Where relevant, CEPOL will include Crime prevention in its thematic trainings which is addressed to Law Enforcement Officials of the EU, and, if applicable of Third Countries.	Having attended CEPOL training and learning activities the participants will be able to: <ul style="list-style-type: none"> ➤ <i>describe prevention activities and exchange practices on prevention;</i> ➤ <i>understand roles and responsibilities of different actors involved in crime prevention;</i> ➤ <i>involve relevant prevention professionals to support operational work.</i> 			

Activity 2.9 Training activities in the area of **Emerging internal security threats**

Overview

Objectives 2020

Activity 2.9 Training activities in the area of Emerging internal security threats				
Objectives 2020	Expected results (Outcome)	Outputs	Draft Indicators	Target for 2020
2.9.1 On request and ad-hoc basis CEPOL will develop, support	By addressing urgent training needs CEPOL will support closure of performance gaps on emerging security threats, thus contributing to a	<ul style="list-style-type: none"> ➤ Residential activities ➤ Webinars 	<ul style="list-style-type: none"> ➤ <i>Number of activities implemented vs. planned (Number and %)</i> 	<i>TBD</i>

<p>and implement training activities to address emerging internal security threats for Law Enforcement Officials of the EU, and, if applicable, of Third countries.</p>	<p>faster response to the security needs of Union citizens.</p> <p>Having attended CEPOL training and learning activities the participants will be able to:</p> <ul style="list-style-type: none"> ➤ understand the phenomena, roles and responsibilities of different actors involved in operational cooperation. 	<ul style="list-style-type: none"> ➤ Online module ➤ Exchanges 	<ul style="list-style-type: none"> ➤ <i>Number of training needs addressed versus expressed/identified</i> ➤ <i>Number of Third country participants trained</i> ➤ <i>Number of activities organized in cooperation with other EU agencies</i> ➤ <i>Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%)</i> ➤ <i>% of participants achieving pass rate for accreditation and certification)</i> 	
--	---	--	--	--

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

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

Complying with the relevant policies³⁵ of the European Union, CEPOL will continue to pursue the goal of contributing to law enforcement capacity building efforts in third countries by training means, applying its tested-and-tried methodologies. It shall serve to transfer EU know-how in the target countries and bring back first-hand experience in return, support building networks of law enforcement specialist and foster development of training partnerships. In respect to the already targeted regions, such as the Western Balkan and the Middle East and North Africa, CEPOL shall support sustainability of previous achievement and deepen partnership moving towards institutionalised cooperation where it applicable.

³⁵ Currently: European Agenda on Security, European Global Strategy,

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

Overview

Implementation of the EU/MENA Counter-Terrorism Training Partnership 2 (CEPOL CT2) has a final year in. The 3-year duration project is funded by the European Union under the Instrument contributing to Stability and Peace (IcSP). It has an overall 6.5 Million EUR budget with the implementation period between 1 January 2018 and 31 December 2020.

New developments

CEPOL proposed a follow-up project of its ongoing Financial Investigation In-Service Training, Western Balkans project in May 2018. The fiche indicates the follow up “Joint International Training on Financial Investigation for Western Balkans (CEPOL FI2)” project for the duration of 4 years (commencing January 2020) and an indicative budget of 6 MEUR. It is too early to predict that this project materializes, but the contract might be signed in the course of 2019 in order to start implementation in 2020.

Objectives 2020

Activity 3.1 Prepare, design, implement and follow-up capacity building projects in Third Countries				
Objectives 2020	Expected results (Outcome)	Outputs	Draft Indicators	Target for 2020
3.1.1 Objectives will be defined once details of the projects are known.			Indicators are set under each delegation agreement of the project	

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

Activity 4.1: Research relevant for training and education

Overview

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

- Start the implementation of CEPOL research agenda
- CEPOL Research and Science Conference will bring together academics, practitioners and educators to discuss law enforcement education challenges and opportunities
- Access to scientific e-journals, e- books and e-Library.

New developments

2020 will be the first year when CEPOL will have Training and Education Research projects. Three topics might be proposed for implementation:

- From police to law enforcement: best path for an extended training outreach
- Identifying the evidence-base for an optimal blended-learning approach in law enforcement training and education
- Preparing for Civilian Crisis Missions: What training support is needed on the ground?

Objectives 2020

Activity 4.1 Research relevant for training and education				
Objectives 2020	Expected results (Outcome)	Main Outputs	Draft Indicators	Target for 2020

4.1.1 CEPOL will encourage and support the routine inclusion of scientific knowledge to its training activities and will disseminate relevant research findings	Access to research findings will support law enforcement personnel in strategic and tactical decision making; CEPOL research products will support further development of law enforcement training and education based on scientifically sound findings.	➤ Services supporting research dissemination are provided: access to scientific journals and e-books	➤ % increase of downloads from online sources made available by CEPOL	<i>TBD</i>
4.1.2 CEPOL will contribute to and encourage the development of research relevant to law enforcement training activities ³⁶	In line with the MB decision 11/2017/MB	➤ Research projects implemented	➤ Research projects successfully conducted, outcomes published	<i>TBD</i>

Goal 5: CEPOL is an efficient and effective organization promoting digital development³⁷

Activity 5.1 Governance, Administration and Stakeholder Relations

Overview

In 2020 horizontal and support activities will – as is to be expected – fully support operational activities in all aspects. In order to be able to do at a qualitative and quantitative level similar to the expected operational output, it will be necessary to significantly increase the resources allocated. Both human resources (at qualitative and quantitative level: more post at a higher grade) and financial resources (to cover additional staff costs and additional cost in running the organisation, especially ICT) will have to be increased.

³⁶ MB decision 11/2017/MB

³⁷ See also under Goal 1 for digitalisations in operations

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

New developments

- ISO 9001 certification will be maintained and process for the extension to all areas of CEPOL training, learning and education toolkits will commence. Options for further ISO certifications will be analysed.
- CEPOL may move to its new Headquarters offered by the Hungarian Authorities

Objectives 2020

Activity 5.1 Governance, Administration and Stakeholder Relations				
Objectives 2020	Expected results (Outcome)	Outputs	Draft Indicators	Target for 2020
5.1.1 Good governance that is in line with applicable rules and regulations, including efficient management of new headquarters, IT and resources	<p>Governance:</p> <ul style="list-style-type: none"> ➤ 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. <p>Internal Control:</p> <ul style="list-style-type: none"> ➤ Improved processes and internal control system of the Agency, to 	<p>Governance:</p> <ul style="list-style-type: none"> ➤ Management Board's decision making is enabled and supported <p>Internal Control:</p> <ul style="list-style-type: none"> ➤ 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 	<ul style="list-style-type: none"> ➤ Budget implementation (99% for commitment, and 95% of payment – over 2 years) ➤ Average recruitment time (Average number of weeks from the day when the position is published until the reserve list is established) 	<i>TBD</i>

	<p>better achieve the business objectives in the respective area</p> <p>Human Resources:</p> <ul style="list-style-type: none"> ➤ Shorter period of open positions in the organisation. This will lead to a (slightly) lower workload for all staff members which will in turn give better chances for participation in training opportunities as well as a better work/life balance. <p>Financial Resources:</p> <ul style="list-style-type: none"> ➤ By better planning of financial resources, budget implementation will become more efficient <p>ICT:</p> <ul style="list-style-type: none"> ➤ The Project/Programme Management Office coordinates projects and IT initiatives ➤ Alignment of ICT services with core business goals ➤ Implementation of additional infrastructure in order to support the project office in the implementation of externally financed projects (e.g. MENA or WB) ➤ Enhancement of performance and availability of ICT environment 	<p>Financial Resources:</p> <ul style="list-style-type: none"> ➤ Smooth and efficient budget implementation, – commitments shall reach 98% and of the available budget appropriations commitment rate and payment execution 95%. ➤ Timely processing of invoices, a minimum of 95% of invoices processed within deadline <p>Human Resources:</p> <ul style="list-style-type: none"> ➤ Review of organisational structure and allocation of posts within the structure ➤ Timely start of relevant recruitment procedures in order to reduce the capacity gaps due to staff (temporarily) leaving CEPOL. ➤ CEPOL Staff training plan for the following year and the implementation of the CEPOL Staff training plan for the current year ➤ Timely processing of newly adopted/amended implementing rules on the staff regulations and 		
--	--	---	--	--

	<ul style="list-style-type: none"> ➤ Ensure that planned maintenance will not overrun its communicated timeslots ➤ Ensure that recovery time objectives are realistically set and kept. <p>Building:</p> <ul style="list-style-type: none"> ➤ The building will be utilised to its maximum capacity ➤ Alternative(s) to our current building will be discussed with the Hungarian authorities. 	<p>where relevant the follow up of additional internal guidance.</p> <p>ICT:</p> <ul style="list-style-type: none"> ➤ The drivers, vision and scope of the Enterprise Architecture are defined and applied ➤ Business and user requirements are defined and applied <p>Building:</p> <ul style="list-style-type: none"> ➤ For all in-house meeting the relevant procedures and templates will be followed ➤ Building requirement are defined and – where necessary – adjusted to changing needs and constraints 		
5.1.2 Continue optimizing the processes of CEPOL through implementing quality management framework and digitalization requirements	<ul style="list-style-type: none"> ➤ Training and learning services certified in accordance with applicable international standards ensures CEPOL is a reputable partner to work with and provides consistent quality services while improving organisational effectiveness. 	<ul style="list-style-type: none"> ➤ Maintain and expand ISO 9001:2015 Certificate on Management System 	<ul style="list-style-type: none"> ➤ New certification acquired (Renewal of the current certification and new processes³⁸) 	<i>TBD</i>

³⁸ Eg. ISO 27000

<p>5.1.3 Promote CEPOL's activities by management of external relations and external and internal communication</p>	<p>Communications:</p> <ul style="list-style-type: none"> ➤ A progressive building of a strong and positive CEPOL corporate culture and image, strengthening its perception as a viable and valuable partner across the EU landscape and beyond. ➤ CEPOL's role in supporting EU security via training is better known to its stakeholders and the general public. <p>External relations</p> <ul style="list-style-type: none"> ➤ Officials from the Candidate, potential candidate and ENP countries achieve good understanding of EU law enforcement cooperation instruments 	<p>Communications:</p> <ul style="list-style-type: none"> ➤ Corporate reports to be circulated to institutional recipients and key stakeholders; ➤ Key publications to be circulated to institutional recipients and key stakeholders; ➤ CEPOL branded merchandise and corporate material is distributed to the appropriate recipients; ➤ Production and dissemination of periodical digests and newsletters, press releases, audio/visual material; ➤ Organisation of communications support provided to key CEPOL events; ➤ Enhanced CEPOL presence in the media and in particular social media platforms; ➤ CEPOL website as main source of information on CEPOL for external audiences. 	<ul style="list-style-type: none"> ➤ % increase in the achievement of indicators compared to the baseline in the External Sub-Strategy ➤ % increase in the achievement of indicators compared to the baseline in the Communication Sub-Strategy 	<p><i>TBD</i></p>
--	---	---	---	-------------------

		<p>External relations:</p> <ul style="list-style-type: none">➤ By better identification of stakeholder needs and increased engagement level, CEPOL will be able to improve relevance of its services to the law enforcement community➤ Participation of other Third Country partners to CEPOL activities, based on Working Arrangements		
--	--	---	--	--

Overview of CEPOL regular activities 2020

Activity	Thematic area	Residential activities		Webinars		Online courses		Online modules		CEP	EJMP
		Number of residential training planned	Aggregated number of participants planned	Number of webinars planned	Aggregated number of participants planned	Number of online courses planned	Aggregated number of participants planned	Number of online modules planned	Aggregated number of participants planned	Number of CEP planned	Number of students planned
3.1	Serious and organized crime	49	1274	40	6400	15	500	9	450	250	-
3.2	Counterterrorism	9	234	3	480	-	-	2	300	40	-
3.3	Public order	2	52	2	320	-	-	1	230	30	-
3.4	Union missions	8	208	3	480	-	-	-	-	-	-
3.5	Law Enforcement Techniques, procedures and instruments (including Forensics)	13	338	12	1920	-	-	7	1600	70	-
3.6	Law Enforcement Leadership and Management Skills,, Language Skills and Train the trainers	9	234	10	1600	1	100	9	1600	60	28
3.7	IT based information exchange instruments and law enforcement cooperation	10	260	10	1600	-	-	6	1000	124	
3.8	Fundamental rights and Crime Prevention	2	52	10	1600	-	-	3	600	40	-
3.9	Emerging internal security threats	2	52	5	800	-	-	2	300	10	-
2.1	Research	1	150	-	-	-	-	-	-	-	-
	Total (planned)	105	2854	95	15200	16	600	39	6080	624	28

Overview of CEPOL project activities 2020³⁹

<i>Projects</i>		<i>Residential activities (including courses, regional workshops, seminars, etc)</i>		<i>Webinars (if applicable)</i>		<i>Online courses (if applicable)</i>		<i>Online modules (if applicable)</i>	<i>Study visits</i>		<i>Exchan ge</i>
		<i>Number of residential training planned</i>	<i>Aggregat ed number or participan ts</i>	<i>Number of webinars planned</i>	<i>Aggregat ed number or participan ts</i>	<i>Number of online courses planned</i>	<i>Aggregat ed number or participan ts</i>	<i>Number of online modules planned</i>	<i>Number of study visits</i>	<i>Aggregat ed number of participan ts</i>	<i>Number of Exchan ge</i>
<i>CEPOL CT2</i>	<i>2020</i>	5	110	-	-	-	-	-	13	92	60
	<i>Full project lifecycle (2018- 2020)</i>	44	809	-	-	-	-	-	38	227	150

³⁹ Negotiation for further projects are on-going

Grant Agreements

This section will be updated in due course.

Annexes

Annex I – Resource allocation per activity

Annex I.a Planning of the job screening exercise for 2020

Results of the job screening exercise is to be included each year in the Consolidate Annual Activity Report. CEPOL plans to use its resources in the following way in 2020.

Job Type Category⁴⁰	Year 2020 (%)
Operational	66%
Top Level Operational Coordination	2%
Programme Management & Implementation	40%
Evaluation & Impact Assessment	3%
General Operational	21%
Administrative support and Coordination	21%
Administrative Support	13%
Coordination	8%
Neutral	13%
Finance/Control	13%
Linguistics	0%
Total	100%

⁴⁰ Including TA, CA, SNEs and interims from both CEPOL regular budget and CEPOL projects activity

Annex I.b ABB table

Resources 2020 per Strategic Objective/Goal and Activities	FTE 2020	FTE (%)	Budget Title 1 and 2	Budget Title 3	Total Budget	% Total Budget
Goal 1: High quality training	9.87	14%	814,868	584,000	1,398,868	12%
1.1 Training Needs Assessment and Coordination	3.36	5%	277,402	105,000	382,402	3%
1.2 Further develop and ensure high quality training services	6.51	9%	537,466	479,000	1,016,466	8%
Goal 2: Training activities	29.42	43%	2,428,503	5,183,270	7,611,773	63%
2.1 Training activities in the area of Serious and Organized Crime	11.80	17%	974,208	2,732,372	3,706,580	31%
2.2 Counterterrorism	1.90	3%	156,451	430,704	587,155	5%
2.3 Public Order	1.36	2%	112,282	143,880	256,162	2%
2.4 Union Missions	1.51	2%	124,253	325,852	450,105	4%
2.5 Law Enforcement Techniques, procedures and instruments	2.95	4%	243,139	401,380	644,519	5%
2.6 Law Enforcement Leaderships and Management, Language Skills and Train the Trainers	2.89	4%	238,186	377,850	616,036	5%
2.7 IT based information exchange instruments	3.91	6%	322,397	489,380	811,777	7%
2.8 Fundamental rights and Crime prevention	2.45	4%	202,272	144,852	347,124	3%
2.9 Emerging internal security threats	0.67	1%	55,315	137,000	192,315	2%
Goal 3: Capacity Building Projects (only resources from CEPOL budget)	2.20	3%	181,632	-	181,632	2%
3.1 Capacity building projects	2.20	3%	181,632	-	181,632	2%
Goal 4: Research	2.61	4%	215,482	297,000	512,482	4%
4.1 Research relevant for training and education	2.61	4%	215,482	297,000	512,482	4%
Goal 5: Administration	24.90	36%	2,055,745	244,000	2,299,745	19%
5.1 Governance, Administration and Stakeholder Relations	24.90	36%	2,055,745	244,000	2,299,745	19%
TOTAL	69.00	100%	5,696,230	6,308,270	12,004,500	100%

Resources 2020 per Strategic Objective/Goal and Activities	FTE 2020	Overall budget during project's lifecycle
Goal 3: Projects⁴¹ (based on delegation agreement)	10	6,444,698
3.1 Capacity Building Projects (CEPOL CT2)	10	6,444,698 (this amount is for 3 years (2018-2020), 2020 being the last year of implementation)

Methodology for the Resource Allocations

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

⁴¹ At the time of the SPD it is too early to know which projects will run in 2020.

*Annex II: Financial resources overview***Table 1.a: Revenue overview**

Revenues	2019	2020
	Budget ⁴²	Budget Forecast
EU Contribution	9,308,000	12,004,500
Additional EU funding: ad hoc grants and delegation agreements	p.m.	p.m.
Other revenues	-	-
Total revenues	9,308,000	12,004,500

Table 1.b: Expenditure overview

Expenditure	2019		2020	
	CA	PA	CA	PA
Title 1	4,244,718	4,244,718	5,173,660	5,173,660
Title 2	375,050	375,050	522,570	522,570
Title 3	4,688,232	4,688,232	6,308,270	6,308,270
Subtotal regular activities	9,308,000	9,308,000	12,004,500	12,004,500
Title 5	p.m.	p.m.	p.m.	p.m.
Total expenditure	9,308,000	9,308,000	12,004,500	12,004,500

⁴² Based on Draft Budget 2019 as proposed by the European Commission by EC(2018)250 of May 2018

*Annex: II.a – Financial Resources (Tables) for CEPOL regular activities 2020-2022***Table 2.a: Revenue**

Revenues	2018	2019	2020		VAR 2020/ 2019 (Budget forecast)
	Revenues	Revenues ⁴³	As requested by the agency	forecast	
1 REVENUE FROM FEES AND CHARGES					
2. EU CONTRIBUTION	9,216,720	9,308,000	12,004,500	12,004,500	29.0%
<i>of which assigned revenues deriving from previous years' surpluses</i>	445,812 ⁴⁴				
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)					
<i>Of which EFTA</i>					
<i>Of which Candidate Countries</i>					
4 OTHER CONTRIBUTIONS ⁴⁵					
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	9,216,720	9,308,000	12,004,500	12,004,500	29.0%

⁴³ Based on Draft Budget 2019 as proposed by the European Commission by EC(2018)250 of May 2018

⁴⁴ The published 2016 budget outturn amounted to EUR 567 666. After the publication of the 2016 budget outturn, an updated outturn amount has been established using a revised methodology for the outturn calculation. The new amount was EUR 552 560 instead of the published EUR 567 666. CEPOL has compensated the difference with the 2017 outturn (EUR 460 918) which became 445 812 with the 2016 compensation.

⁴⁵ See annex II.b

Table 2.b: Expenditure - Commitment appropriations for CEPOL regular activities

EXPENDITURE	Commitment appropriations						
	Executed 2018⁴⁶	Draft budget 2019⁴⁷	DB 2020 Agency request	DB 2020 Budget forecast	VAR 2019 / 2018	Envisaged in 2021⁴⁸	Envisaged in 2022⁴⁹
Title 1 Staff Expenditure	3,923,000	4,244,718	5,173,660	5,173,660	21.9%	p.m	p.m
11 Salaries & allowances	3,014,785	3,506,294	4,241,609	4,241,609	21.0%	p.m	p.m
- of which establishment plan posts	2,362,535	3,288,622	4,013,054	4,013,054	22.0%	p.m	p.m
- of which external personnel	652,250	217,672	228,555	228,555	5.0%	p.m	p.m
12 Expenditure relating to Staff recruitment	70,000	18,000	50,000	50,000	177.8%	p.m	p.m
13 Mission expenses	30,000	35,000	40,000	40,000	14.3%	p.m	p.m
14 Socio-medical infrastructure	472,450	476,824	571,051	571,051	19.8%	p.m	p.m
15 Training	28,000	40,000	46,400	46,400	16.0%	p.m	p.m
16 External Services	299,765	165,600	219,600	219,600	32.6%	p.m	p.m
17 Receptions and events	4,000	3,000	5,000	5,000	66.7%	p.m	p.m
18 Social welfare	4,000	p.m.	p.m.	p.m.	-	p.m	p.m
19 Other staff related expenditure	-	-	-	-	-	-	-
Title 2 Infrastructure and operating expenditure	382,500	375,050	522,570	522,570	39.3%	p.m	p.m
20 Rental of buildings / parking and associated costs	28,000	27,050	35,000	35,000	29.4%	p.m	p.m

⁴⁶ The figures for executed 2018 commitment appropriations will be known only after 31 December 2018. The figures in this table show 100% (maximum theoretic) execution, which will be updated once the real figures are available.

⁴⁷ Based on Draft Budget 2019 as proposed by the European Commission by EC(2018)250 of May 2018

⁴⁸ Budget estimations for year 2021 will be available after publication of the Multiannual Financial Framework 2021-2027

⁴⁹ Budget estimations for year 2022 will be available after publication of the Multiannual Financial Framework 2021-2027

21 Information and communication technology	285,000	309,800	406,270	406,270	31.1%	p.m	p.m
22 Movable property and associated costs	15,032	10,700	19,700	19,700	84.1%	p.m	p.m
23 Current administrative expenditure	46,468	22,500	56,600	56,600	151.6%	p.m	p.m
24 Postage / Telecommunications	8,000	5,000	5,000	5,000	0.0%	p.m	p.m
25 Meeting expenses	-	-	-	-	-	-	-
26 Running costs in connection with operational activities	-	-	-	-	-	-	-
27 Information and publishing	-	-	-	-	-	-	-
28 Studies	-	-	-	-	-	-	-
29 Other infrastructure and operating expenditure	-	-	-	-	-	-	-
Title 3 Operating expenditure	4,911,220	4,688,232	6,308,270	6,308,270	34.6%	p.m	p.m
30 Bodies and organs	150,000	180,000	180,000	180,000	0.0%	p.m	p.m
31 Courses and seminars	3,793,600	3,720,000	4,644,470	4,644,470	24.9%	p.m	p.m
32 Other programme activities	692,096	460,232	1,025,000	1,025,000	122.7%	p.m	p.m
33 Evaluation	0	p.m.	p.m	p.m		p.m	p.m
35 Missions	202,524	150,000	160,000	160,000	6.7%	p.m	p.m
37 Other operational activities	73,000	178,000	298,800	298,800	67.9%	p.m	p.m
TOTAL EXPENDITURE	9,216,720	9,308,000	12,004,500	12,004,500	29.0%	p.m	p.m

Table 2.c: Expenditure - Payment appropriations for CEPOL regular activities

<u>EXPENDITURE</u>	Payment appropriations						
	Executed 2018 ⁵⁰		DB 2020 Agency request	DB 2020 Budget forecast	VAR 2019 / 2018		

⁵⁰ The figures for executed 2018 payment appropriations will be known only after 31 December 2019. The figures in this table show 100% (maximum theoretic) execution, which will be updated once the real figures are available.

		Draft budget 2019 ⁵¹				Envisaged in 2021 ⁵²	Envisaged in 2022 ⁵³
Title 1 Staff Expenditure	3,923,000	4,244,718	5,173,660	5,173,660	21.9%	p.m	p.m
11 Salaries & allowances	3,014,785	3,506,294	4,241,609	4,241,609	21.0%	p.m	p.m
- of which establishment plan posts	2,362,535	3,288,622	4,013,054	4,013,054	22.0%	p.m	p.m
- of which external personnel	652,250	217,672	228,555	228,555	5.0%	p.m	p.m
12 Expenditure relating to Staff recruitment	70,000	18,000	50,000	50,000	177.8%	p.m	p.m
13 Mission expenses	30,000	35,000	40,000	40,000	14.3%	p.m	p.m
14 Socio-medical infrastructure	472,450	476,824	571,051	571,051	19.8%	p.m	p.m
15 Training	28,000	40,000	46,400	46,400	16.0%	p.m	p.m
16 External Services	299,765	165,600	219,600	219,600	32.6%	p.m	p.m
17 Receptions and events	4,000	3,000	5,000	5,000	66.7%	p.m	p.m
18 Social welfare	4,000	p.m.	p.m.	p.m.	-	p.m	p.m
19 Other staff related expenditure	-	-	-	-	-	-	-
Title 2 Infrastructure and operating expenditure	382,500	375,050	522,570	522,570	39.3%	p.m	p.m
20 Rental of buildings / parking and associated costs	28,000	27,050	35,000	35,000	29.4%	p.m	p.m
21 Information and communication technology	285,000	309,800	406,270	406,270	31.1%	p.m	p.m
22 Movable property and associated costs	15,032	10,700	19,700	19,700	84.1%	p.m	p.m
23 Current administrative expenditure	46,468	22,500	56,600	56,600	151.6%	p.m	p.m
24 Postage / Telecommunications	8,000	5,000	5,000	5,000	0.0%	p.m	p.m
25 Meeting expenses	-	-	-	-	-	-	-
26 Running costs in connection with operational activities	-	-	-	-	-	-	-
27 Information and publishing	-	-	-	-	-	-	-
28 Studies	-	-	-	-	-	-	-

⁵¹ Based on Draft Budget 2019 as proposed by the European Commission by EC(2018)250 of May 2018

⁵² Budget estimations for year 2021 will be available after publication of the Multiannual Financial Framework 2021-2027

⁵³ Budget estimations for year 2022 will be available after publication of the Multiannual Financial Framework 2021-2027

29 Other infrastructure and operating expenditure	-	-	-	-	-	-	-
Title 3 Operating expenditure	4,911,220	4,688,232	6,308,270	6,308,270	34.6%	p.m	p.m
30 Bodies and organs	150,000	180,000	180,000	180,000	0.0%	p.m	p.m
31 Courses and seminars	3,793,600	3,720,000	4,644,470	4,644,470	24.9%	p.m	p.m
32 Other programme activities	692,096	460,232	1,025,000	1,025,000	122.7%	p.m	p.m
33 Evaluation	0	p.m.	p.m	p.m		p.m	p.m
35 Missions	202,524	150,000	160,000	160,000	6.7%	p.m	p.m
37 Other operational activities	73,000	178,000	298,800	298,800	67.9%	p.m	p.m
TOTAL EXPENDITURE	9,216,720	9,308,000	12,004,500	12,004,500	29.0%	p.m	p.m

Annex II.a - Table 3: Budget outturn and cancellation of appropriations

Calculation budget outturn

Budget outturn	2017	2018	2019
Revenue actually received (+)	10,263,093	p.m.	p.m.
Payments made (-)	-9,019,997	p.m.	p.m.
Carry-over of appropriations (-)	-1,213,257	p.m.	p.m.
Cancellation of appropriations carried over (+)	189,305	p.m.	p.m.
Adjustment for carry-over arising from assigned revenue	246,970	p.m.	p.m.
Exchange rate differences (+/-)	-5,197	p.m.	p.m.
Adjustment for negative balance from previous year (-)		p.m.	p.m.
Correction year 2016 balance calculation error	-15,107		
Total (Balance of the outturn account)	445,811	-	-

Result of year 2018 (+/-)		
Surplus from 2018 reimbursed to the EU budget (-)		
Surplus to be reimbursed to the EU budget for 2019		

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

The budget outturn for the will be available only at a later stage, at the beginning of 2019. The above table will be updated accordingly in due course

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

This information will be available only at the beginning of 2019. The sections will be updated accordingly in due course.

Annex: II.b – Financial Resources (Tables) overview for CEPOL externally financed project activities

Based on European Commission financing decisions, in 2017 CEPOL Executive Director signed a Delegation Agreement on the EU/MENA Counter Terrorism Training Partnership 2 (CEPOL CT2) project with the European Commission Service for Foreign Policy Instruments (FPI). The EU-MENA Counterterrorism Training Partnership 2 project has a budget of € 6,444,698 and a duration of 36 months and is financed under the Instrument contributing to Stability and Peace (IcSP).

The Grant Agreement on the Financial Investigation In-Service Training Programme, Western Balkan (CEPOL FI) project with Directorate-General of Neighbourhood and Enlargement Negotiation (DG NEAR) was signed on 21 December 2017. The Financial Investigation In-Service Training Programme in Western Balkans project has a budget of € 2,500,000 and a duration of 24 months and is financed under the Instrument of Pre-accession Assistance (IPA 2). In 2020 only the final report will be issued.

Table 4.a: Revenues

	2018	2019	2020		VAR 2020/ 2019 (Budget forecast)
	Revenues	Revenues	As requested by the agency	Budget Forecast	
REVENUES⁵⁴					
1 REVENUE FROM FEES AND CHARGES					
2. EU CONTRIBUTION					
<i>of which assigned revenues deriving from previous years' surpluses</i>					
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)					
<i>Of which EFTA</i>					

⁵⁴ For multiannual project related externally assigned revenues the revenue table shows the total value of the delegation agreements/grant agreements only for the year of signature.

<i>Of which Candidate Countries</i>					
4 OTHER CONTRIBUTIONS	2,560,000	p.m.	p.m.	p.m.	-
<i>Of which additional EU funding stemming from ad hoc grants (FFR Art. 7)</i>	p.m.	p.m.	p.m.	p.m.	-
<i>Of which additional EU funding stemming from delegation agreements (FFR Art.8)</i>	2,560,000	p.m.	p.m.	p.m.	--
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	2,560,000	p.m.	p.m.	p.m.	-

Table 4.b: Expenditure - Commitment appropriations

	Commitment appropriations						
	Executed Budget 2018 ⁵⁵	Budget 2019	DB 20120 Agency request	DB 2020 Budget forecast	VAR 2020 / 2019	Envisaged in 2021	Envisaged in 2021
<u>EXPENDITURE</u>							
Title 3 CEPOL operational activities	60,000	p.m.	p.m.	p.m.	-	p.m.	p.m.
32 Other program activities	60,000	p.m.	p.m.	p.m.	-	p.m.	p.m.

⁵⁵ In Title 4 the figures for 2018 execution are final. For Title 3 and Title 5 expenditure the final execution will be only known after 31 December 2018.

Title 4. EU/MENA Counter Terrorism Training Partnership project	-	-	-	-	-	-	-
41 Human Resources	-	-	-	-	-	-	-
42 Travel	-	-	-	-	-	-	-
43 Equipment and supplies	-	-	-	-	-	-	-
44 Local office	-	-	-	-	-	-	-
45 Other costs, services	-	-	-	-	-	-	-
Title 5 Projects	3,163,088	p.m.	p.m.	p.m.	-	p.m.	p.m.
51 EU/MENA Counter Terrorism Training Partnership project 2	1,946,037	p.m.	p.m.	p.m.	-	p.m.	p.m.
52 Financial investigation in-service training programme Western Balkan	1,217,051	p.m.	p.m.	p.m.	-	p.m.	p.m.
53 Digital Forensic Training	p.m.	p.m.	p.m.	p.m.	-	p.m.	p.m.
TOTAL EXPENDITURE	3,223,088	p.m.	p.m.	p.m.	-	p.m.	p.m.

Table 4.b: Expenditure - Payment appropriations

	Payment appropriations						
	Executed Budget 2018 ⁵⁷	Budget 2019	DB 2010 Agency request	DB 2020 Budget forecast	VAR 2020 / 2019	Envisaged in 2021	Envisaged in 2021
EXPENDITURE⁵⁶							

⁵⁶ The expenditure table contrary to the revenue table shows the available appropriations (sum of the instalments cashed during the year and appropriations carried forward from previous years. This can result in a difference between revenue and expenditure.

⁵⁷ In Title 4 the figures for 2018 execution are final. For Title 3 and Title 5 expenditure the final execution will be only known after 31 December 2018.

Title 3 CEPOL operational activities	60,000	p.m.	p.m.	p.m.	-	p.m.	p.m.
32 Other programme activities	60,000	p.m.	p.m.	p.m.	-	p.m.	p.m.
Title 4. EU/MENA training partnership 1	14,348	-	-	-	-	-	-
41 Human Resources	13,539	-	-	-	-	-	-
42 Travel	-	-	-	-	-	-	-
43 Equipment and supplies	532	-	-	-	-	-	-
44 Local office	277	-	-	-	-	-	-
45 Other costs, services	-	-	-	-	-	-	-
Title 5 Projects	3,163,088	p.m.	p.m.	p.m.	-	p.m.	p.m.
51 EU/MENA Counter Terrorism Training Partnership project 2	1,946,037	p.m.	p.m.	p.m.	-	p.m.	p.m.
52 Financial investigation in-service training programme Western Balkan	1,217,051	p.m.	p.m.	p.m.	-	p.m.	p.m.
53 Digital Forensic Training	p.m.	p.m.	p.m.	p.m.	-	p.m.	p.m.
TOTAL EXPENDITURE	3,237,436	p.m.	p.m.	p.m.	-	p.m.	p.m.

*Annex III: Human resources quantitative 2020-2022***Annex III – Table 1.a: Staff population for CEPOL regulatory activities and its evolution. Overview of all categories of staff**

Staff population		Staff population actually filled in 31.12.2017 ⁵⁸	Staff population in EU Budget 2018 ⁵⁹	Staff population actually filled at 31.12.2018 ⁶⁰	Staff population Draft EU Budget 2019	Staff population in Draft EU Budget 2020	Staff population envisaged in 2021	Staff population envisaged in 2022
Officials	AD							
	AST							
	AST/SC							
TA	AD	19	21	22	22	29	39	44
	AST	11	11	10	10	11	16	18
	AST/SC							
Total⁶¹		30	32	32	32	40	55	62
CA GF IV		3	13	11	5	3	3	3
CA GF III		1	24	11	4	15	15	15
CA GF II		9	-		11			
CA GF I		0	-		1			
Total CA⁶²		13	37	22	21	18	18	18
SNE⁶³		5	5	4	5	3	3	3

⁵⁸ Offer letters sent are counted as posts filled in: on 31 December 2017 this concerns TA position.

⁵⁹ As authorised for officials and temporary agents (TA) and as estimated for contract agents (CA) and seconded national experts (SNE).

⁶⁰ Offer letters sent are counted as posts filled in: on 31 December 2018 this concerns 1 TA position; the number also includes one staff member (AD) on leave on personal grounds

⁶¹ Headcounts

⁶² FTE

⁶³ FTE

Staff population	Staff population actually filled in 31.12.2017 ⁵⁸	Staff population in EU Budget 2018 ⁵⁹	Staff population actually filled at 31.12.2018 ⁶⁰	Staff population Draft EU Budget 2019	Staff population in Draft EU Budget 2020	Staff population envisaged in 2021	Staff population envisaged in 2022
<i>Structural service providers⁶⁴</i>							
TOTAL	48	74	58	58	61	76	83
<i>External staff⁶⁵ for occasional replacement⁶⁶</i>	13		6				

Annex III – Table 1.b: Staff for CEPOL externally financed project activities

For the CEPOL CT 2 the financing decisions have been signed. This is a pre-condition before the grant to CEPOL can be issued

Project	CEPOL CT II		
Expected running time			
Year	2020	2021	2022
CA FG IV	3		
CA FG III	6		
CA FG II			
CA FG I			
Subtotal Contract Agents	9		
SNE			
Structural Service Providers			
External staff for occasional replacement			
TOTAL	9		

⁶⁴ 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.

⁶⁵ FTE

⁶⁶ For instance replacement due to maternity leave or long sick leave.

The entries in the table above are based on the project plans developed for the different projects. However, it has to be noted that, if CEPOL is not successful with the recruitment of Contract Agents or in case of resignation of recruited CAs, a switch to SNEs/interims will be implemented. This will be necessary in order not to jeopardise the successful implementation of the projects. Similar has happened in 2016/2017 with the CT MENA project. This project foresaw the recruitment of 4 contract agents but on 1 October 2017 the project was manned by 2 contract agents, 2 SNEs and interim staff member.

Annex III- Table 2: Multi-annual staff policy plan Year 2020 -Year 2022

Category and grade	Establishment plan in EU Budget 2018		Filled as of 31 December 2018		Modifications in 2018 in application of flexibility rule ⁶⁷		Establishment plan in voted EU Budget 2019		Modifications in 2019 in application of flexibility rule ⁶⁸		Establishment plan in Draft EU Budget 2020		Establishment plan 2021		Establishment plan 2022	
	O ⁶⁹	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA
AD 16																
AD 15																
AD 14		1		1				1				1		1		1
AD 13																
AD 12				1		+1		2				2		2		2
AD 11		2				-1		1				1		1		1
AD 10		2		4				1				1		1		1
AD 9		1						1				1		1		1
AD 8				1										4		5
AD 7		2		3				2				8		11		14
AD 6		7		7				7				10		14		15
AD 5		6		5				7				5		4		4
Total AD		21		21				22				29		39		44
AST 11																
AST 10																
AST 9																
AST 8																
AST 7																
AST 6		1						1				1		1		1

⁶⁷ 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.

⁶⁸ Ibid.

⁶⁹ O = Officials

Category and grade	Establishment plan in EU Budget 2018		Filled as of 31 December 2018		Modifications in 2018 in application of flexibility rule ⁶⁷		Establishment plan in voted EU Budget 2019		Modifications in 2019 in application of flexibility rule ⁶⁸		Establishment plan in Draft EU Budget 2020		Establishment plan 2021		Establishment plan 2022	
	O ⁶⁹	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA
AST 5		3		3				2				3		6		6
AST 4		6		2				6				5		6		7
AST 3		1		5				1				2		3		4
AST 2																
AST 1																
Total AST		11		10				10				11		16		18
AST/SC6																
AST/SC5																
AST/SC4																
AST/SC3																
AST/SC2																
AST/SC1																
Total AST/SC																
TOTAL		32														

Annex: IV – Human Resources qualitative 2020-2022

Recruitment Policy

CEPOL has updated its Recruitment Guide (in force since February 2017⁷⁰) and is expecting communication of the Commission on a model decision on the engagement of Contract Agents under article 3(a) of the Staff Regulations (CA3a).

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

⁷⁰ Decision 09/2017/DIR of 12 February 2017

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

Type of key functions

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

Key functions	Type of contract (TA or CA)	Function group, grade of recruitment
Core functions		
Executive Director	TA	AD 14
Head of Operations Department	TA	AD 12
Head of Training and Research Unit	TA	AD 10
Head of Project Management Unit	TA	AD 10
Senior Analyst	TA	AD 7
Senior Project Coordinator	TA	AD 8 - AD 9
Analyst	TA	AD 6
Portfolio and Programme Officer	TA	AD 5 - AD 6
Support functions		
Head of Corporate Services Department	TA	AD 12
Head of Finance Unit	TA	AD 10
Deputy Head of Finance Unit	TA	AD 7- AD 8
Legal Officer	TA	AD 6- AD 7
Finance and Accounting correspondent	TA	AD 5
Communication Officer	TA	AD 5
Procurement Officer	TA	AST 3- AST 4
HR Officer	TA	AST 5
IT Officer	TA	AST 5

Selection procedure

All Temporary Agents and Contract Agents are recruited via formal selection procedures according to the CEPOL Recruitment Guide. CEPOL's current external selection procedure which is applicable to both temporary agents and contract agents is based on the following principles:

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

- Development of the vacancy notice and (amended) job description.
- Publication of a vacancy notice on CEPOL's website and on the EPSO website, indicating eligibility and selection criteria, indicating type and duration of contract as well as the recruitment grade.
- Appointing a selection panel; a representative from HR will in all panels be present as secretary and to ensure compliance with the recruitment policy. When justified by the level (panel members need to be employed at the same or a higher grade) or the required expertise of a post, one or more external members to the recruitment panel can be appointed. For each recruitment procedure, the Staff Committee is invited to nominate one staff member to represent the Staff Committee; this is not necessarily a member of the Staff Committee itself.
- Pre-selection of candidates by the selection panel on the basis of required documents, permitting the evaluation of defined application eligibility and selection criteria.
- Interview of candidates by the selection panel on the basis of pre-determined competency based questions covering the specific competencies in the area of expertise, knowledge of European Institutions, general aptitudes and language abilities as outlined in the published vacancy notice. A written assessment test is set for each.
- The selection panel proposes a list of suitable candidates in a report sent to the Executive Director acting as Authority authorised to conclude contracts respectively.
- The Executive Director acting as Authority authorised to conclude contracts makes the final selection from a list of suitable candidates.

Entry grades

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

AST	Assistants	AD	Experts, Managers, Directors		
		16			
		15			Executive Director
		14		Head of Department	
		13			
		12			
11		11	Administrator		
10		10		Head of Unit	
9		9	(Team leader, Officer, functional / operational)		
8		8			
7	Assistant	7			
6		6			
5	(Assistant, Support Officer etc.)	5			
4					
3					
2					
1					

Wherever possible CEPOL will have to recruit – especially in operational positions, due to competition with Frontex and Europol – in grades above the standard entry grade. This is especially the situation for operational positions where CEPOL aims to attract staff with 10 to 15 years' experience. In order to attract staff from Western and Northern European countries we would have to offer at least AD8 as with lower grades these candidates would earn less at CEPOL than in their home organisation.

Managers provide operational or administrative management in support of the implementation of the CEPOL mandate. They are responsible and accountable for the delivery of expected outputs in respect of the CEPOL Strategy and associated planning and the Annual Work Programme whilst ensuring sound financial management and supervision of their respective departments/units as applicable. To date the post of the Executive Director is graded at AD14, Heads of Department posts at AD12 and Heads of Unit at AD 10.

Administrators are staff requiring specific expertise and/or having a particular function contributing to the delivery of tasks, projects or coordinate complex sets of activities and financial and human resources under the authority of a Senior or Middle Manager. Typically and in comparison with other EU agencies and the European Commission these posts would be filled by Temporary Agents with an entry grade AD6 – AD8. However, at CEPOL due to historical reasons officers having high level specialisation in various fields have an entry grade AD5.

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

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.

CEPOL is expecting the model decision on the engagement and recruitment of Contract Agents according to Article 3a of the Staff Regulation in the final semester of 2018. At CEPOL, Contract Agents are used in mainly two different types of activities:

- 1) Contract Agents provide support to operational and administrative activities;
- 2) Contract Agents implement externally financed capacity building projects.

In principle the 2nd function should be performed by Temporary Agents. However, engaging TAs would entail an amendment of the establishment plan to be approved by the Budgetary Authorities and the delay in this process would also lead to significant delays in the start and implementation of the project. The size of CEPOL is here a clear factor as (much) bigger agencies can ‘play’ around with assigning TAs on temporary basis to an externally funded project while amending their establishment plan.

Recruitment for Contract Agents follows the same process as outlined under temporary agents; after a successful procedure the selected candidate will be offered an initial contract for 5 years, renewable once for a fixed term of maximum 5 years. Any subsequent contract renewals will be for indefinite period. Candidates recruited for the externally funded projects will be offered a contract that is linked to the duration of the project for which they will be engaged. It is made very clear that their engagement is linked to the project and that there is no obligation from CEPOL’s side to continue employment after the project is finalised.

Appraisal of performance and reclassification/promotions

Table 1 - Reclassification of temporary staff

Category & Grade	Staff in activity at 1 January 2019		How many staff members were reclassified in 2019		Average number of years in grade of reclassified staff members
	Officials	TA	Officials	TA	
AD 16					

Category & Grade	Staff in activity at 1 January 2019		How many staff members were reclassified in 2019		Average number of years in grade of reclassified staff members
	Officials	TA	Officials	TA	
AD 15					
AD 14		1			
AD 13					
AD 12		1			
AD 11					
AD 10		4			
AD 9					
AD 8		1			
AD 7		2			
AD 6		8			
AD 5		5			
Total AD		22			
AST 11					
AST 10					
AST 9					
AST 8					
AST 7					
AST 6					
AST 5		3			
AST 4					
AST 3		6			
AST 2					
AST 1					
TOTAL		9			

The model decision on the implementing rule for reclassification of Temporary Agents 2(f) has been adopted by the CEPOL Governing Board on 25 May 2016⁷¹. CEPOL aims at maximising the number of staff to be reclassified in each given year; however, at present the main obstacle is that only a limited number of staff are eligible for reclassification as most staff lack evidence on the ability to work in a 3rd Union language.

⁷¹ 14/2016/GB (25 May 2016)

Table 2 - Reclassification of contract staff

Function Group	Grade	Staff in activity at 1 January 2019	How many staff members were reclassified in 2019	Average number of years in grade of reclassified staff members
FG IV	18			
	17			
	16	2		
	15			
	14	8		
	13	1		
FG III	12			
	11			
	10	9		
	9	5		
	8	4		
FG II	7			
	6			
	5	1		
	4			
FG I	3			
	2			
	1			
TOTAL				

The model decision on the implementing rule for reclassification of Contract Agents 3(a) has been adopted by the CEPOL Governing Board on 25 May 2016⁷². In 2016 only a limited number of staff members were eligible for reclassification. A large majority of staff members didn't have sufficient years of seniority in the grade. CEPOL's GB has approved in October 2015 the model decision on the Implementing Rules for appraisal of Temporary Agents and Contract Agents under articles 43 and 44 of the Staff Regulations.

⁷² 15/2016/GB (25 May 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.

Mobility policy

Internal mobility

On 16 October 2015 the CEPOL Governing Board adopted the general implementing provisions on the procedure governing the engagement and use of temporary staff⁷³. This decision clearly states the different options for filling a post, including internal mobility. As from this date, vacancies for temporary agents have been opened internally for staff member in the grade bracket of the vacancy. So far, no staff members have used this tool for internal mobility.

Mobility between Agencies

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

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

Mobility between the Agencies and the institutions

CEPOL has been successful in recruiting experienced staff from other agencies and institutions. Approximately 40% of staff recruited in 2018 joined from other agencies or institutions. Another 20 percent was already engaged by CEPOL as interim or SNE. On the other hand, it should be noted 80% of staff leaving (5 out of 6) have found employment with other institutions or Agencies.

⁷³ 26/2015/GB of 16 October 2015

Gender and geographical balance

At present there is a reasonable gender balance in CEPOL. The ratio between man and women employed by CEPOL is 34 / 39. This difference is largely related to contract agents where the ratio is 19 / 11 (men / women).

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

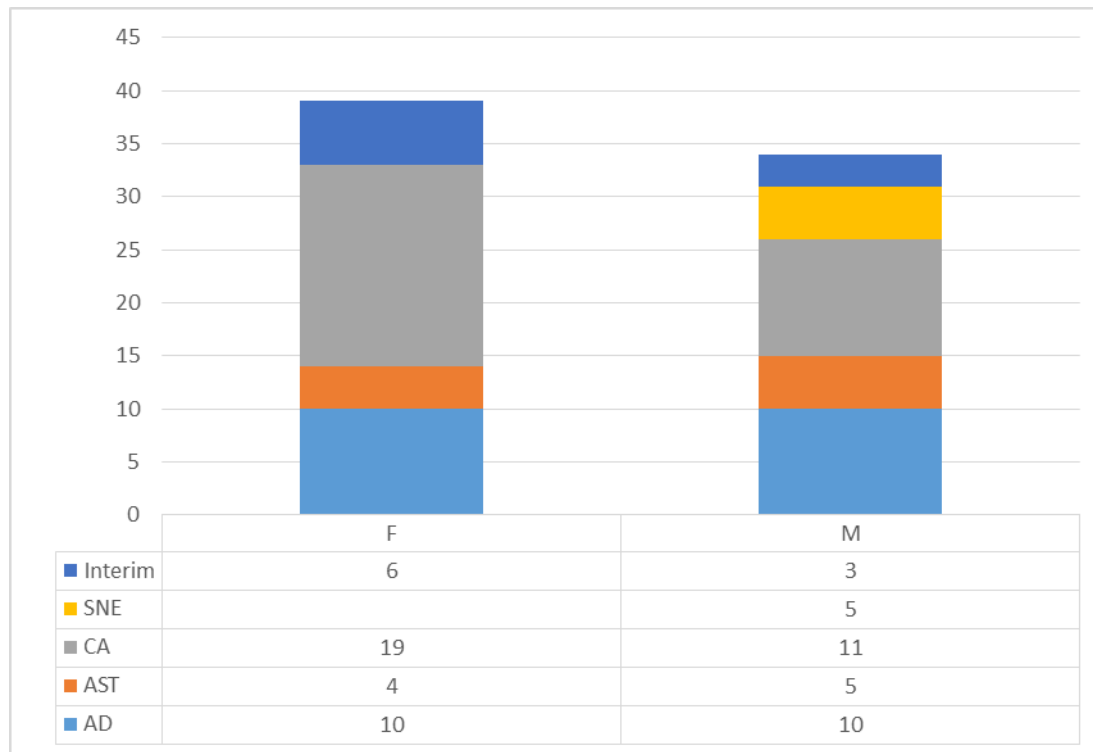


Figure 1 - Gender balance (16/10/2018)

As expected, an overrepresentation of the Host Member State nationals started to develop in recent years. At present there are 25 Hungarians working for the agency (excluding interims): 39%. Other nationalities (17 other nationalities are present in CEPOL) are relative equally distributed with a maximum of 5 (Croatian) nationals from one Member State.

Currently (on 16/10/2018) CEPOL doesn't employ staff from Bulgaria, Cyprus, Czech Republic, Estonia, Finland, France, Ireland, Luxembourg, Malta, and Slovenia.

CEPOL's recruitment is based on a fair and open competition regardless of race, political, philosophical or religious beliefs, sex or sexual orientation, disability or age and without reference to marital status or family situation. CEPOL strives to ensure geographical balance in all its recruitment selection panels.

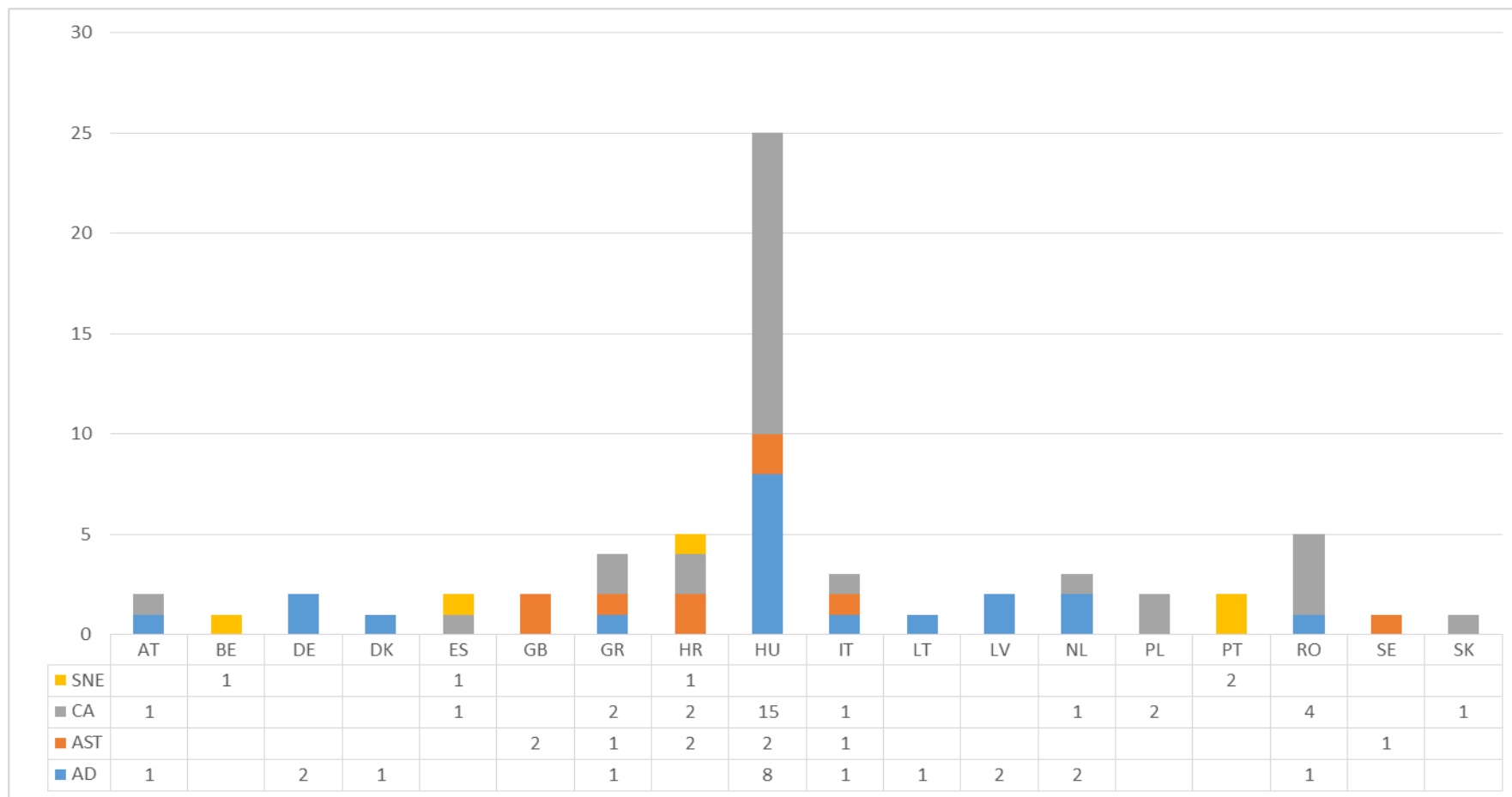


Figure 2 - geographical balance (16/10/2018)

Schooling

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

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

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

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

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

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

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

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

Building projects in planning phase

As the CEPOL staff numbers (including staff contracted for projects granted to CEPOL, interim staff as well as staff made available by the Hungarian authorities, such as receptionists, security, building maintenance and cleaning) has surpassed the maximum as originally foreseen for the building. Initial discussions with the Hungarian authorities on possible measures to increase the capacity of the building were initiated at the end of 2017. These discussion have continued in 2018; it is expected that in the last trimester of 2018 more clarify will be provided by the Hungarian authorities about their possibilities to offer a more suitable premises to CEPOL, a possible timeframe for this and about the conditions attached to such offer.

In 2018 CEPOL has rented office space close to its Headquarters to accommodate (operational) staff related to the externally financed projects. The expenditure related to the rental is entirely financed through the projects, which are sharing the costs proportionally.

Building projects submitted to the European Parliament and the Council

CEPOL Management has set up a channel of communication with the Hungarian authorities to investigate the possibilities for a new headquarters with additional functionalities and capacity compared to the current building.

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

Annex: VI – Privileges and immunities

Agency privileges

CEPOL can request the reimbursement of incurred VAT in line with the HQ agreement signed and the applicable Hungarian regulations

Privileges granted to staff

Protocol of privileges and immunities / diplomatic status

CEPOL staff, with the exception of Hungarian nationals are issued a special identity card, similar to those issued for members of diplomatic corps of the Member States of the EU in Hungary.

They are entitled to enjoy the privileges and immunities, exemptions and facilities granted by Hungary to members of the diplomatic corps of the Member States of the European Union in Hungary.

The Protocol of privileges and immunities applies to the Executive Director of CEPOL and the staff of the Agency, with the exception of staff seconded from the Member States and Hungarian nationals.

CEPOL staff are entitled to reimbursement of VAT, in accordance with the relevant rules foreseen for resident officials of international organizations in Hungary, up to 300.000 HUF of value of VAT/year during the first 2 years of employment in Hungary.

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

Education / day care

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

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

- The registration and attendance fees
- The school transportation costs.

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

Annex: VII – Evaluations

Internal Evaluation

Key Performance Indicators (KPIs) are used to evaluate the overall success of CEPOL, Performance Indicators (PIs) are in place to evaluate the success of a particular activity in which CEPOL is engaged. All KPIs and PIs are assigned targets, and linked to the Agency's strategic goals and objectives. An important measure is the overall customer satisfaction with training activities provided by CEPOL.

The evaluation of training activities is an essential task for CEPOL to monitor and maintain the quality of training and its impact. CEPOL's evaluation system is based on the Kirkpatrick model, with a methodology specifically adapted to CEPOL's structure and environment. The methodology was last updated in 2016 and includes the following steps of Kirkpatrick's model: level 1 (immediately after residential activities, webinars, and the CEPOL Exchange Programme exchanges and study visits), level 2 (assessment of acquired knowledge – testing – applied for selected residential activities and online courses) and at level 3 (post-course evaluations take place after residential activities only). Post-course evaluations are carried out on both participants and their line managers approximately six months after a residential activity has finished.

Decision 12/2016/GB on CEPOL training evaluation methodology presents a modernised evaluation system validating new evaluation templates and outlining the framework of the gradual introduction of testing.

External Evaluation Updated

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

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

Since the new regulation of CEPOL (No 2015/2219) came into force, the first five year evaluation and review is foreseen as per Article 32 of CEPOL regulation in 2021. This evaluation will be budgeted and carried out by the European Commission.

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

At the end of 2016, the Agency's Management System has been assessed by an independent accredited body Lloyd's Register (LRQA), and found in full compliance with the ISO 9001:2015 requirements. The certificate was issued on 2nd February 2017, and is valid for 3 years which

expires therefore in 2nd February 2020. It covers the following scope: 'Management of the Law Enforcement Residential Activities and the Exchange Programme: support, develop, implement and coordinate training for law enforcement officials'. The CEPOL's Management System will continue to be audited each year to ensure that compliance with internationally recognised quality management standard ISO 9001:2015 is being maintained.

In 2019 CEPOL will start the preparations to renew the ISO certification, therefore in 2020 we expect to have the same certification to be valid, as in the previous years.

Annex: VIII – Risks

This has section will be update in September 2019.

Annex IX - Draft Procurement plan for the year 2020 - Financing Decision

-To be further elaborated at a later stage -

Legal basis:

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

The financing decision, within the meaning of Article 84 FR and Article 94 RAP, includes the following information:

Part 1 – Multiannual framework contracts (strategic decision)

- Subject of the framework contracts for operational expenditure foreseen to be awarded in 2020 (Title 3);
- Their link to specific activities of the Work Programme 2020;
- 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 2020 (budgetary decision)

- Subject of the contracts for operational expenditure foreseen in 2020 (Title 3);
- Their link to specific activities of the Work Programme 2020;
- Estimated value of contracts having an effect on the budget 2020;
- Indicative number and type of contracts

In 2020 CEPOL estimates that total budget for operational procurement will be indicatively **EUR 3,726,000**

Furthermore, as of 1 January 2018, CEPOL is entrusted with the implementation of the EU/MENA Counter-Terrorism Training Partnership 2 (CEPOL CT 2), for an overall duration of 36 months.

The strategic and budgetary decision for the whole duration of the two projects is provided in Part 3 below.

Part 1 – Multiannual framework contracts (strategic decision)

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2020	Estimated total value of the framework contract over their maximum duration of 4 years (EUR)	Indicative time frame for launching the procurement (per quarter)	Type of procurement (service/supply) and type of contract (single FWC, multiple FWC in cascade, multiple FWC with reopening of competition, mixed)
1	Support Services to CEPOL communication activities - Hosting and Maintenance of CEPOL Website	Activities 2-5	100,000 EUR	Q1 2020	Single framework contract for services
2	e-Net development, support, hosting and maintenance	Activity 1	TBD	Q3-Q4 2020	Single framework contract for services

Part 2 – Direct and specific contracts foreseen in 2020 (budgetary decision)

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2020	Indicative value of the contract for 2020 (EUR)	Indicative time frame for launching the procurement (per quarter)	Indicative number of contracts and their type
1	Supply and distribution of CEPOL branded merchandise	Stakeholders relation and communication (Objective 4.D)	50,000	Q1 – Q4 2020	Multiple specific contracts in execution of a framework supply contract to be awarded in 2018

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2020	Indicative value of the contract for 2020 (EUR)	Indicative time frame for launching the procurement (per quarter)	Indicative number of contracts and their type
2	Services related to communication activities: <ul style="list-style-type: none"> Development of a platform allowing better communication between CEPOL, centres of knowledge and stakeholders Website related services Event management 	Development of education and training products (Activity area 2) External relations (Objective 5.D) Stakeholders relation and communication (Objective 5.D)	146,000	Q1 – Q4 2020	Multiple specific contracts in execution of a framework contract for communication services (awarded in 2016) and other framework contracts
3	Multimedia services (photos + videos + graphic design)	Stakeholders relation and communication (Objective 5.D)	54,000	Q1 – Q4 2020	Multiple specific contracts in execution of a framework contract for communication services (to be awarded in 2019)
4	Translations and proofreading	Stakeholders relation and communication (Objective 5.D)	5,000	Q1 – Q4 2020	Multiple service requests under the Service Level Agreement with cdt
5	Editorial services: <ul style="list-style-type: none"> Publication related to the CEP Production of recorded webinars For update of existing and production of new online modules Editorial services related to communications (publications)	Annual publication on the progress of the CEPOL Exchange Programme (CEP) (Activity area 1) Stakeholders relation and communication (Objective 5.D)	210,000	Q1 – Q4 2020	Multiple service requests under the Service Level Agreement with the Publications Office or direct service contracts
6	Provision of access to scientific journals and e-books	Activity 4 Objective 4.C	50,000	Q1 2020	Multiple specific contracts in execution of a framework contract for services (to be awarded in 2018)

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2020	Indicative value of the contract for 2020 (EUR)	Indicative time frame for launching the procurement (per quarter)	Indicative number of contracts and their type
7	Editorial Services and Publications for the European Law Enforcement Research Bulletin	(Research and Science (Activity Area 4)	15,000	Q1-Q4 2020	Multiple service requests under the Service Level Agreement with the Publications Office
8	EJMP graduation ceremony		25,000	Q4 2020	Direct Service contract or Specific contract(s) in execution of FWC
9	Master Programme meetings		15,000	Q1 & Q4 2020	Direct Service contract or Specific contract(s) in execution of FWC
10	Transcription services (Governance)	Activity 5	7,000	Q1-Q4 2020	Direct Service contract or Specific contract(s) in execution of FWC
11	Purchase webinar and Mentimeter licenses	Activity 1	22,000	Q3 2020	Specific contract in execution of DIGIT Framework contract (SIDE II)
12	Development building blocks e-Net	Activity 1	200,000	Q2 2020	Multiple Specific contracts in execution of Framework contracts
13	Course online support	Activity 1	35,000	Q1 2020	Direct Service contract or Specific contract(s) in execution of FWC
14	e-Net development, support, hosting and maintenance	Activity 1	200,000	Q1-Q4 2020	Specific contract in execution of Framework contract CEPOL/CT/2017/076
15	EU-STNA evaluation	Activity 1	50,000	Q1-Q4 2020	Direct service contract

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2020	Indicative value of the contract for 2020 (EUR)	Indicative time frame for launching the procurement (per quarter)	Indicative number of contracts and their type
16	Extension of Infogram licenses	Activity 1	1,600	Q1 2020	Specific Contract in execution of DIGIT Framework Contract (SIDE II)
17	External experts for assisting CEPOL in the planning and implementing of its core business	Activity 1	66,000	Q1 – Q4 2020	Multiple expert contracts under Call for expression of interest CEPOL/PR/EE/2017/001
18	Travel and accommodation	Activities 2 - 5	2,500,000	Q1-Q4 2020	Specific Contract(s) in execution of Framework Contract CEPOL/FWC/2018/042
19	Catering services	Activities 2 - 5	42,000	Q1-Q4 2020	Specific Contract(s) in execution of Framework Contract CEPOL/CT/2017/104 and other FWCs for events outside Budapest
20	Taxi services	Activities 2 - 5	68,400	Q1-Q4 2020	Specific Contract(s) in execution of Framework Contract CEPOL/FWC/2018/129
TOTAL			3,726,000		

Annex X – Organisation chart

