Decision of the Management Board 36/2017/MB

On the CEPOL Single Programming Document 2018-2020

Adopted by the Management Board

On 15 November 2017

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/JHA[1] (hereinafter 'CEPOL Regulation') and in particular Article 9(1)(a), Article 10(1)(2)(3)(4), Article 14(d) and Article 18(1) 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) Article 14(d) of the CEPOL Regulation stipulates that the Executive Director shall be responsible for preparing the draft multi-annual programming and annual work programmes and submitting them to the Management Board, after having consulted the Commission;

(2) Article 18(1) of the CEPOL Regulation requires that the Executive Director shall draw up a draft statement of estimates of CEPOL's revenue and expenditure for the following financial year, including an establishment plan, and shall send it to the Management Board;

(3) 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;

(4) In accordance with Article 10(1), the Management Board shall, by 30 November each year, adopt a document containing CEPOL's multi-annual programming and annual work programme, based on a draft put forward by the Executive Director, taking into account the opinion of the Commission and, as regards the multi-annual programming, after having consulted the European Parliament. This document shall become definitive after the final adoption of the general budget and, where necessary, shall be adjusted accordingly.

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[1] OJ L 319, 4.12.2015, p.1.

HAS ADOPTED THIS DECISION

Article 1

The Single Programming Document: Years 2018-2020 as annexed to the present Decision is hereby being adopted.

Article 3

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

Done at Tallinn, 15 November 2017

For the Management Board

<Signature on file>

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Mr Norbert Leitner
Chair of the Management Board

Annex: the CEPOL Single Programming Document: Years 2018-2020.

EUROPEAN UNION AGENCY FOR

LAW ENFORCEMENT TRAINING

Single Programming Document

Years 2018-2020

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Foreword

The European Agenda on Security[2] embeds law enforcement training in the European Union security architecture as a key supporting action, crucial to achieving high level strategic and operational results in protecting Union citizens. CEPOL –in coordination with relevant Union bodies– will identify the operational deficits deriving from the lack of knowledge or skills where training could be offered to close such gaps effectively, in full alignment with the fundamental rights.

In recent years the Union law enforcement community faced significant challenges related to the serious and organised crime and an increase in terrorist attacks. At the same time, the growth in migration volumes posed new policing problems. To support the effectiveness of operational actions, CEPOL will provide support to Member States to deal with the challenges arising from terrorism and radicalisation by providing a platform for exchange of knowledge and skills across the Union. This will be achieved with the establishment of a CEPOL Knowledge Centre (CKC) on counterterrorism issues.

CEPOL is aware of the fast developing societal and global changes as well as technological developments that affect law enforcement environment, bringing new security challenges. To this end, the Agency will ensure that urgent, emerging training needs can be addressed in a flexible and prompt manner.

In 2018 CEPOL will play the key role in the management and implementation of an inclusive and consultative EU-STNA process delivering the EU-STNA report for approval by the Council of the European Union. The EU-STNA will provide the necessary framework for coordinated Union action and will support the decision-making process in law enforcement training at Union level with evidence-based analytical findings.

Additionally, the Operational Training Needs Analysis (OTNA) will identify training interventions tailored for the MS needs and will constitute the basis for CEPOL training catalogue. In 2018, OTNA will be piloted in the CKC areas of CSDP Mission training and Counterterrorism. Research and innovation shall become a building block for further development of CEPOL training products.

CEPOL will continue investing part of its resources to promote the strategic understanding of European security challenges among future law enforcement leaders by implementing a comprehensive European Leadership Development Programme. In 2018 the programme will be redefined to ensure it remains relevant, valid and effective, while a new cycle for its flagship component, the European Joint Master Programme (EJMP), will be developed.

The Agency will continue to the political priorities of the European Union with regard to the Union's external policies. CEPOL shall seek to export European know-how and foster fruitful training partnerships by progressively seeking to extend the availability of CEPOL training to Third Countries.

More specifically, CEPOL will continue the implementation of EU/MENA Counter-Terrorism Training Partnership (CEPOL CT) with its second phase, based on the achievements of the previous phase carried out in the period 2015-2017. The second phase (CEPOL CT 2) aims at continuing the productive collaboration with Jordan, Lebanon, Tunisia and Turkey and developing partnership with Algeria and Morocco. Additionally, CEPOL participates in the Multi-country support to the Western Balkan Integrative Internal Security Governance programme under the Instrument for Pre-accession

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[2] 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

Assistance (IPA II) 2014-2020 implementing the Financial Investigation In-Service Training (CEPOL FI) for countries in the region, notably Albania, Bosnia and Herzegovina, Kosovo, The Former Yugoslav Republic of Macedonia, Montenegro and Serbia.

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Acronyms and Abbreviations

CEPOL CT	EU/MENA Counter-Terrorism Training Partnership
CEPOL CT 2	EU/MENA Counter-Terrorism Training Partnership 2
CEPOL FI	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
EJMP	European Joint Master Programme
e-Net	CEPOL's electronic network
ENFSI	European Network of Forensic Science Institutes
ENP	European Neighbourhood Policy
ENTRi	Europe's New Training Initiative for Civilian Crisis Management (ENTRi)
ESDC	European Security and Defence College
EU	European Union
EUPST	European Union Police Services Training
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	Fundamental Rights Agency
FSJ	Freedom, Security and Justice
ICS	Internal Control System
ICT	Information and Communication Technology

IOM	International Organization for Migration
IPA II	Instrument for Pre-accession Assistance
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
ODIHR	OSCE Office for Democratic Institutions and Human Rights
OSCE	Organization for Security and Co-operation in Europe
OTNA	Operational Training Needs Analysis
PCC SEE	Police Cooperation Convention for Southeast Europe
PNR	Passenger Name Record
QM	Quality Management
SIENA	Secure Information Exchange Network Application
SIS	Schengen Information System
SPD	Single Programming Document
UNHCR	United Nations High Commissioner for Refugees
UNODC	United Nations Office on Drugs and Crime

Mission, Vision and Values

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

Section I – General Context

The three-year period (2018-2020) covered by this document, represents a significant point in CEPOL's history. The year 2018 will find CEPOL continuing and consolidating its efforts to implement the provisions envisaged in its new legal basis entailing several critical changes. The Agency shall complete the execution of the outstanding measures in its Change Management Plan, elaborated in 2015, and the implementation of the recommendations stemming from the CEPOL five-year external evaluation[3].

Key documents issued from 2013 onwards, such as the European Law Enforcement Training Scheme (LETS)[4], read in conjunction with the European Agendas on Security[5] and Migration[6], the European Union Counter-Terrorism Strategy[7], and the Cybersecurity Strategy[8] constitute in fact a new European law enforcement training policy framework, in which CEPOL has to position itself.

In the new European Agenda on Security[4], training is identified for the first time as a key supporting action along with five overarching priorities:

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

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

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

Given the wider target group established by the new legal basis, and having due regard to the specificities of key actors in the law enforcement sector, such as customs and border guards, while acknowledging the distinct roles and diversified training requirements of judges and prosecutors, it is realistic to foresee that joint, multi-disciplinary trainings will increase.

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

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

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

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

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

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

Section II – Multiannual Programming 2018-2020

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 Operational Training Needs Analysis, taking into due account the requirements deriving from EU policy documents.

The multiannual programming is based on the work done by the ad-hoc Strategy Expert Group and the input received during a consultation process with the Member States (CEPOL Network).

CEPOL's multiannual programming highlights where CEPOL wants to be in 2020 and it aims to serve as a blueprint for the development of the agency's annual action plans. It is complemented by corresponding Performance Indicators and it also identifies risks that could potentially hamper the achievement of corporate objectives.

Its structure and terminology have been aligned with the guidelines for programming developed by the European Commission[9] which, in turn, also reflect Article 32 of the CEPOL Financial Regulation[10] that sets out programing requirements for the agency.

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9 Guidelines for the programming document Ref. Ares(2014)4305716 - 19/12/2014
[10] 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

Multiannual objective 1

CEPOL will ensure high-quality, multidisciplinary, innovative and relevant training and learning options, accessible to its target groups

Key Performance Indicator 1

Level of customer and stakeholder satisfaction with training activities (adequacy of training, quality of training).

(Customer satisfaction: 94%; Stakeholder satisfaction: above 70.7%[11])

Strategic areas of intervention:

Quality, Relevance, Coherence and Complementarity

1.1. CEPOL will ensure complementarity and relevance of its activities
1.2. Further developing a coherent quality system
1.3. Development of policy leading to accredited certification
1.4. Development of training methodology
1.5. CEPOL will be responsive in a flexible way to the newly-emerging needs *vis-a-vis* the prevalent security situation
1.6. CEPOL will provide blended[12] learning based on cutting-edge technologies, to ensure the EU level added value and accessibility
1.7. Further developing coherent and shared training quality standards
1.8. Development of policy leading to training certification

Performance Indicators:

1.1. Completed quality system: maintain and renew the ISO 9001:2015 certificate for residential activities and the Exchange Programme
1.2. Continued accreditation for CEPOL EJMP
1.3. Completed standards of learning environment: Complete the Training Cycle with the introduction of the EU-STNA and the OTNA
1.4. Number of supported / implemented training activities and learning products
1.5. Number of involved trainees
1.6. Number of supported / implemented capacity-building projects in third countries

Risks:

1.1. Lack of appropriate level of funding
1.2. Deficit of key skills and knowledge within the Agency
1.3. Limited resources of CEPOL partners

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[11] During the last stakeholder satisfaction survey the aggregate score was 70.7%. The Agency is aiming for higher score for subsequent surveys

[12] 'Blended learning' includes the whole variety of learning opportunities which will be mixed according to target group and objectives of the activities

Multiannual objective 2   **CEPOL will contribute to and encourage the development of research relevant for training activities and will disseminate research findings**

Key Performance Indicator 2   Up to 3% of Title 3 per year for the period of 2018-2020 allocated for stimulating research via grants and partnerships[13]

Strategic areas of intervention: **Encouragement, Dissemination, Partnerships** 2.1. Research projects relevant for law enforcement training / education activities 2.2. Dissemination of research products 2.3. Research partnerships

Performance Indicators: 2.1. Launch a call for research grants 2.2. Increasing number of applications for the biennial research and science conference (min 50 self-financed participants biennially) 2.3. Number of research dissemination publications (bulletins) 2.4. Usage of e-Library and e-Journals: 10% increase per year

Risks: 2.1. Improper understanding of the importance and the added value of research and science to the learning quality 2.2. Insufficient financial and human resources. 2.3. Insufficient research capacity 2.4. Unsatisfactory dissemination of research results.

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[13] For 2018 no research grants will be given. This can changes in future depending on availability of budget

Multiannual objective 3
   CEPOL will apply for appropriate resources and ensure their effective use to meet its objectives

Key Performance Indicator 3
   Budget 200N commitment above 97%, budget 200(N-1) payments 95%

Strategic areas of intervention:
   Implementation, Effectiveness, Pro-activeness, Continuity, Professionalization
   3.1. Ensuring of proper planning of the multiannual programming and budgeting
   3.2. Implement activity based HR management
   3.3. Upgrade the technological infrastructure (e-Net, ICT)

Performance Indicators:
   3.1. Continued efforts towards the realisation of at least 12 additional FTEs, to allow the Agency to fulfil its new tasks defined in Regulation (EU) 2015/2219
   3.2. Annual performance appraisal of CEPOL staff (100%)[14]
   3.3. Development of multiannual staff development policy
   3.4. Development of a plan for modular upgrade (with priorities and costing of the different modules) of the ICT infrastructure for delivery of CEPOL core business and implementation where resources are available

Risks:
   3.1. Imbalance between Agency's capacity and National CEPOL Units
   3.2. Lack of political support
   3.3. Inability to attract and retain qualified staff
   3.4. Loss of institutional memory and experienced staff
   3.5. Underspending exceeding 5% of the annual budget
   3.6. Inability to seize the opportunity arising from technological developments

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[14] The target of 100% can only be met for the eligible staff

Multiannual objective 4   **CEPOL will be professionally led and managed to ensure good governance in its organisational performance**
Key Performance Indicator 4   Comply with the European Code of Good Administrative Behaviour[15] (as specified in Annex XI to this document)

Strategic areas of intervention:
    Quality, Communications, External Relations/ Representation, Accountability, Responsibility
  4.1. Ensure 'good governance'[16] through cooperation between the Management Board, its Chair, and the Executive Director
  4.2. CEPOL encourages multiannual ownership by establishment of CEPOL Knowledge Centre's
  4.3. CEPOL develops a new communication policy in order to support the implementation of Regulation (EU) 2015/2219 and ensure transparency
  4.4. CEPOL develops and implements, in close collaboration with its network, the concept of the Centres of Excellence (Competency Centres) (definitions, criteria, standards, aims, etc.) and it develops a policy leading to the certification of activities of the CEPOL Knowledge Centres
  4.5. Development of a new external relations policy in order to support the implementation of Regulation (EU) 2015/2219 and ensure transparency
  4.6. Development of a policy leading to increased e-governance

Performance Indicators:
  4.1. Multiannual direct awards granted to consortia as CEPOL Knowledge Centres
  4.2. Developing External Relations Sub-Strategy
  4.3. Implementation of shared training quality standards: implementation of evaluation methodology for 95% of activities
  4.4. Development of a policy leading to certification of training components
  4.5. Implementation of a new communication policy
  4.6. Implementation of a new external relations policy
  4.7. Step by step development towards stronger e-governance and e-administration where sufficient resources are available, following EC standards and compliant with EC financial system.

Risks:
  4.1. Insufficient leadership and unsatisfactory communication.
  4.2. Deficit of key knowledge and relevant competences within the Agency
  4.3. Lack of resources of CEPOL partners within Member States
  4.4. Lack of consistent support by European Institutions
  4.5. Diversity of national law enforcement training policies

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[15] The European Code of Good Administrative Behaviour comprises 27 Articles that are not in their entirety applicable to CEPOL. Although adherence to the Code will be sought by analogy, CEPOL cannot monitor and report compliance for all requirements set by the Code.

[16] Multi-annual programming, budgeting, responsiveness of Member States; as specified by the Council of Europe ('The 12 principles for good governance', http://www.coe.int/t/dgap/localdemocracy/Strategy_Innovation/12principles_en.asp)

Section II – Resource programming for the years 2018-2020

Human and financial resource-outlook for years 2018 – 2020

Overview of the past and current situation

Staff population overview for 2017

In line with the budget as adopted by the Budgetary Authority and the Management Board, CEPOL's establishment plan 2017 contains 31 Temporary Agent (TA) positions. The full staffing plan for implementation of CEPOL's regulatory activities is complemented by 18 Contract Agent (CA) positions and 3 Seconded National Expert (SNE) positions.

From November 2015 CEPOL is implementing the MENA Counter-Terrorism Training Partnership. For the implementation of this project, CEPOL receives a grant from the FPI. This grant finances *inter alia* 4 CA positions.

Peaks in workload as well as absences of staff - due to the time needed for recruitment - long term leave etc. - are and will continue to be filled by interim staff on contracts for limited time. In line with Hungarian labour law, these contracts can be renewed for a period up to 5 years without the need for a fixed job offer.

Expenditure for 2016

Detailed data are provided under Table 1 in Annex II

Resource programming for the years 2018-2020

Financial Resources

Detailed data provided in Tables in Annex II

Justification

Revenue: *Please refer to Tables in Annex II*

Expenditure: *Please refer to Tables in Annex II*

Human resources

Staff population evolution

Detailed data, provide table 1 in annex III

Resource outlook over the years 2018 to 2020

A) New tasks

Compared to 2017, there are no additional tasks foreseen in 2018.

B) Growth of existing tasks

The legal basis that came into force on 1 July 2016 cannot be fully implemented with the current staffing. Careful analysis shows that the CEPOL establishment plan has to increase with at least 9 positions to be able to – at a minimal level – meet these expectations. In particular, the following additional posts are a minimum requirement for CEPOL to perform all tasks stemming from the CEPOL Regulation:

- Certification & Accreditation Officer (AD5) would be dealing with the promotion of mutual recognition of training (Art. 4(5) of the Regulation). Currently, there is neither capacity within the organisation to implement these actions or the necessary skills to perform the new, complex and intensive nature of the tasks.

- Grants team leader (AD6) is necessary to cope with the new, complex and intensive nature of tasks related to managing (multi-annual) grants concluded with the CEPOL Knowledge Centres (CKC). The CKC will shift the current practice of managing small-scale funding, for the implementation of single residential activities, to the implementation of a range of activities pertaining to a thematic priority and/or research. Additionally, the new legal mandate stipulates that CEPOL may benefit from Union funding in the form of ad-hoc grants.

- A Portfolio officer (AD6) is necessary to address the requirement for CEPOL to develop and implement training by addressing specific thematic areas. The need for an additional staff member on this is also related to the widening of CEPOL's target group from police officers to law enforcement officials.

- Course organiser (AST4) will have to implement training activities and learning products. The new Regulation calls explicitly for CEPOL not only to support and coordinate, but also to implement training activities and learning products (Art 3(1), Art. 4(2)(a)). There is a clear division of labour between the (thematic) portfolio managers and the course organisers and it is estimated that this legal provision will result in the Agency having to organise 30-35 events per year.

- On-line Learning Team Leader (AD7) with strong on-line learning knowledge as well as management skills will have to be introduced as the relevance of e-learning has become more relevant in times of strict austerity. E-learning products have become an integral part of the training portfolios of CEPOL and the new Regulation explicitly tasks the Agency to develop and upgrade learning tools and methodologies for lifelong learning.

- E-Learning Assistant (AST4) will strengthen and support the deployment of e-learning services to portfolio managers, framework partners and CKCs.

- ICT Team leader (AD6) will be necessary to further develop CEPOL's ICT infrastructure, in order to support the provision of innovative and advanced (web-based and e-learning) training activities by the e-learning team.

- Procurement Team leader (AD6) is necessary to deal with the significantly increased number of procurement activities stemming from the increased operational activities. The workload in the procurement team is nowadays – also a result of the CT MENA project – so high that 2 staff members are insufficient to ensure timely and regular follow up of all procurement needs.

- Facility/Logistics Officer (AD6) is necessary to enable CEPOL to facilitate 30 to 35 events organised in CEPOL.

Unfortunately, the Commission proposal for the draft budget 2018 includes only 1 additional position for 2018. After internal deliberations, CEPOL decided to fill this one position with the post of portfolio manager (AD6). As all other positions identified as still necessary to implement our mandate CEPOL repeats it request for the remaining positions in 2019.

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 be, or expects to be, the beneficiary of a number of grants:

- CT MENA (based on a grant from EEAS/FPI) will have a second phase for three years with additional countries in focus. This project will start already in 2017, immediately after the end date of the first CT MENA phase.

- Financial Investigation In-Service Training Programme Western Balkan project financed by a grant from DG NEAR is foreseen to start in the beginning of 2018 and will have a running time of 2 years.

- A Cybercrime project for which CEPOL will receive a delegated agreement from OLAF is planned to start also in the beginning of 2018. It is foreseen that this delegated agreement will be issued annually, under the assumption that the training delivery will be as efficient and effective as in the current set up with a commercial provider.

For all these projects a total of 20 staff positions are foreseen. Ideally, these positions should be a mixture of Temporary Agents and Contract Agents. However, using Temporary Agents for these projects requires an amendment of the establishment plan by the Council and Parliament (together the Budgetary Authority); the procedure necessary to realise this takes too long and would delay the start of the project too much. For this reason, CEPOL can only use Contract Agents and SNEs as these positions do not require a prior approval of the budgetary authority. This however does carry a risk of not being able to attract candidates with the necessary profile for the project positions.

The current staff planning for the three projects are fully based on the use of Contract Agents in Function Groups III and IV. Where it is not possible to attract suitable candidates for these positions, CEPOL will prepare a call for Seconded National Experts.

C) Efficiency gains

Successive evaluations of CEPOL have found the agency to be both efficient and effective. A 9-fold increase of participants in the period 2009 to 2016 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 B), 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 2016 and 2017 to serious risk with regards to business continuity as well as legality and regularity. E.g. there are only 2 HR officer, 2 ICT officers and 2 Procurement officers. Many areas in operations, such as Research and Science, Common Curricula, Policy Cycle priorities managers are manned by one person only with no effective backup possible. 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 though 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 2016 - 95%). 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 2014 and 2015, CEPOL delivered training to 25% more participants year after year, while in 2016 the number of participants increased by even 38%; all this has been achieved with operating budgets which remained largely unchanged.
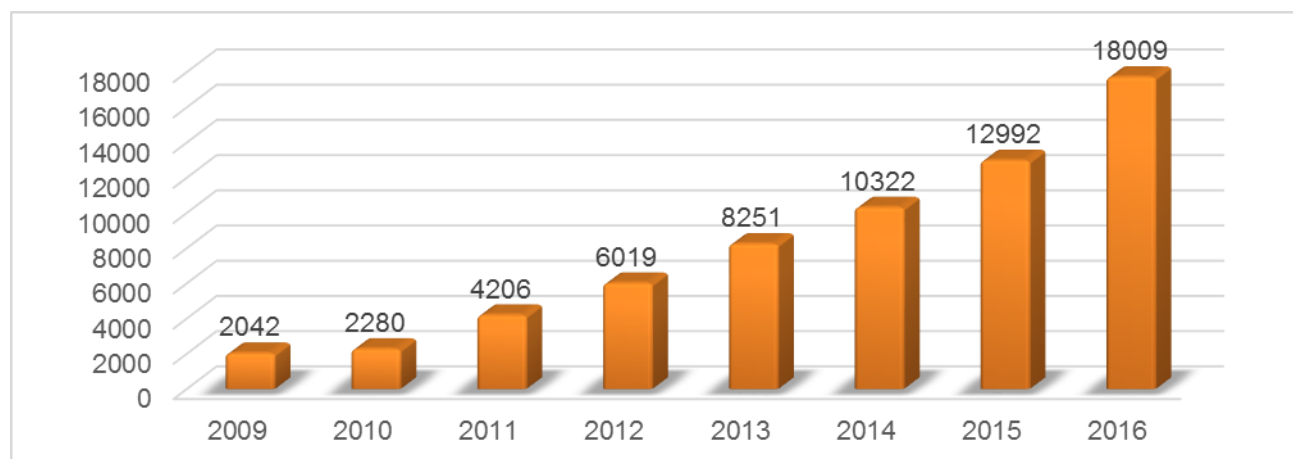
Figure 1 - Number of participants to CEPOL activities per year

D) Negative priorities/decrease of existing tasks

Following the 2018 draft general budget for the EU as adopted by the Commission in June, it was necessary to scale down the list of residential activities presented to the 2nd MB in May 2017. Reason for this is that CEPOL's requests for human (and budgetary) resources were not accepted by the Commission: instead of 9 additional posts, only 1 has been included in the draft budget; instead of an increase budget with €2.7M the amount foreseen for 2018 is even slightly below the amount allocated to CEPOL in 2017.

In order to confront and address these differences, CEPOL has to adjust its programme of work accordingly:

- Residential activities for 2018 will be scaled down from 164 activities (originally presented to the 2nd MB in May 2017) to 97;

- CEPOL Exchange Programme (CEP) – a flagship product of CEPOL – receives a continuously increasing number of applications (in 2017 there were 30% more applications than in 2016); as neither the number of staff dealing with the CEP nor the budget for the Exchange programme can increase, a continuously increasing number of applications has to be turned down.

- Due to limited resources in Research & Science, the Research and Science conference 2018, the planned research grant 2018 and related research activities will be postponed.

CEPOL may have to further deprioritise/reduce its activities as the combined effect of the new and extended tasks have been coupled with a stable number of resources.

E) Redeployment:

Redeployment can be defined as the process for the transfer of vacant posts or the reassignment of individual members of staff within CEPOL in case activities are discontinued. Also, redeployment can be used in the interest of the service to ensure business continuity by transferring staff from one position to another.

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.

Section III – Work Programme 2018

Executive summary

This section of the SPD 2018 outlines the specific objectives that aim to contribute to the realisation of CEPOL's strategic objectives. These are encompassed in four major activity areas and they include expected outputs, results and indicators. It has been developed on the basis of the draft 2018 budget and the establishment plan. These shall become definite after the final adoption of the general budget of the EU.

The legal mandate envisages for CEPOL to assume a coordination and implementation role and requests it to fully align its activities to the relevant political priorities articulated at Union level; in which training is identified for the first time as a key supporting action for European Security.

As far as the target group of CEPOL is concerned, a wider target group of 'law enforcement officials', as loosely as defined by EU Member States, is identified as the community CEPOL is called to serve. Having due regard to the specificities of distinct roles and diversified training requirements, joint, multi-disciplinary trainings will increase.

The work programme 2018 continues to support all key priority areas deriving from the Agendas on Security[17] and Migration[18] in line with the LETS[19] principles. In particular: serious and organised international crime, cybercrime, migrant smuggling, counterterrorism, information exchange and fundamental rights. CEPOL shall ensure that gaps continue to be identified in all Policy Cycle priorities and are adequately tackled by training. It shall also provide a platform for exchange of knowledge and skills across the Union to enhance specialist skills and competences at strategic and tactical level.

The draft general budget 2018 for the European Union, as adopted by the European Commission on 30 May 2017[20] is significantly different from the key parameters approved by the 1st Management Board in the SPD 2018[21].

The anticipated budget allocation for the Agency is €2.8M lower to the original request made by the Agency's Management Board, as a matter of fact, the 2018 figure is slightly lower compared to the 2017 one. Consequently, CEPOL has to adjust its activities to a lower budget while at the same time taking due account of a number of developments for year 2018.

Following an internal analysis and in consultation with the MB, the main effects resulting from this adjustment are as follows:

- Residential activities had to be scaled down from 164 to 97
- The Research & Science Conference had to be changed to a biennial event in order to free up funds for 3 activities
- The initially planned Research activity for 2018 had to be postponed to a later year

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[17] 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

[18] 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

[19] Communication from the Commission establishing a European Law Enforcement Training Scheme. Brussels, 27.3.2013, COM(2013) 172 final

[20] http://ec.europa.eu/budget/library/biblio/documents/2018/statement-of-estimates-of-the-european-commission.pdf

[21] Decision of the Management Board 07/2016/MB on the Draft Single Programming Document 2018-2020. Adopted by the Management Board on 10 November 2016

- The CEPOL exchange programme, e-learning activities had to be downsized
- Major technological developments in the area of e-Learning had to be put on hold.

In 2018 CEPOL will pilot the first EU Strategic Training Needs Assessment (EU-STNA). As a tool for providing evidence where the capacity gaps in law enforcement performance lie and where training is a solution, the EU-STNA aims at assessing strategic training needs addressing EU priorities in the area of internal security and its external aspects. Following the identification of strategic training needs, these will then be prioritised and subsequent delivery will be coordinated among the JHA actors providing training with a view to better coordinate training activities for law enforcement officials and to avoid duplication of efforts among all training providers at EU level.

EU-STNA outcomes, relevant for the CEPOL target group, will be further operationalised through the CEPOL Operational Training Needs Analysis (OTNA) which will be launched in the end of 2018 in order to examine identified training needs in more detail enabling the organisation of suitable training activities for the law enforcement community in 2020.

Aiming to increase the coherence and complementarity between activities in priority thematic areas, CEPOL will operate two pilot CEPOL Knowledge Centres (CKC) in CSDP Mission training and on Counterterrorism. In 2018 the Operational TNA will be piloted in these two priority areas.

CEPOL will continue to support the Union's external policies by seeking cooperative relations that promote the EU's political priorities, the European know-how and the exchange of good practices through training partnerships with Third-Countries. One of the instruments CEPOL will be using to that effect is to implement thematic projects funded by the European Union and focusing on further development of existing training cooperation with Western Balkan and the EU South Neighbourhood countries.

Activities

Activity 1: Support, develop, implement and coordinate training for law enforcement officials in the priority areas

Overview

The European Agenda on Security[22] embeds law enforcement training in the European Union security architecture, as a key supporting action, crucial to achieving high level strategic and operational results in protecting Union citizens. CEPOL will support all key priority areas deriving from the Agendas[23] on Security and Migration[24], in line with its mandate and the LETS principles. These priorities are:

- Serious and organised crime, particularly in the framework of the EU Policy Cycle on Serious and Organised International Crime 2018-2021;
- Cybercrime and cybersecurity;
- Migration;
- Terrorism and radicalisation;
- Information exchange instruments and law enforcement cooperation mechanisms, particularly those established by the Union;
- Public Order, particularly policing of mass events.

In recent years the Union law enforcement community faced significant challenges related to the serious and organised crime and an increase in terrorist attacks, particularly the 'lone actors' phenomenon. At the same time, the growth in migration volumes posed new policing problems. These challenges shall be tackled effectively to ensure the security of the Union citizens. It is the responsibility of CEPOL, in coordination with relevant Union bodies, to identify the operational deficits deriving from the lack of knowledge or skills where training could be offered to close such gaps effectively, in full alignment with the fundamental rights.

It is of vital importance that the law enforcement community in its entirety is able to operate effectively in the international environment. In order for that to happen, law enforcement officials must have a sound knowledge of existing tools and instrument and apply them in a consistent manner, while at the same time demonstrating awareness of the needs of vulnerable groups. CEPOL will address this area with training. Moreover, considering the fast developing law enforcement environment, CEPOL will ensure that ability to implement ad hoc activities to ensure urgent and acute training needs, identified either by the Commission or other JHA agencies, can be addressed.

The magnitude of this challenge is far from insignificant. The European law enforcement community accounts for more than two million officials. While it would be unrealistic to think CEPOL could provide training for all eligible officers the tasks the agency has been given by virtue of its Regulation are still much greater than the resources available. Balancing the legitimate expectations of the law enforcement community and the policy makers with the agency's resources remains indeed the key challenge.

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[22] 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

[23] 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.

[24] 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

Objective 1.A: Serious and Organised Crime, in particular priorities of the EU Policy Cycle on Serious and Organised International Crime 2018-2021

To support the effectiveness of operational actions, CEPOL shall ensure that operational knowledge and performance gaps continue to be identified in EU Policy Cycle priorities, i.e.:

- Trafficking in human beings
- Environmental crime
- Excise, MTIC
- Firearms
- Drugs
- Criminal finance, money laundering and asses recovery
- Organised property crime
- False documents

Horizontal aspects of serious and organised crime

- Online trade in illicit goods and services

All activities will be implemented in close cooperation with relevant partners, particularly Europol, Eurojust, FRA, Frontex and the European Commission. A joint training activity will be implemented with EUIPO on IP rights infringements.

Outputs 1.A

Based on the specific training needs identified through EMPACTs, the following training and learning activities are earmarked:

- 31 residential activities
- 34 webinars
- 2 Online modules
- 2 online courses
- 110 exchanges

Expected results 1.A

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

- Enhanced specialist skills and competencies to deal with cross border investigations and operations in dealing with the serious and organised international crime;
- Increase the ability of the specialist experts on crosscutting elements in order to enhance the width of the investigations; particularly on financial aspects and cybercrime, in line with the principles of fundamental rights.

Indicator(s) 1.A

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

Indicator 1.A	*2017 (Forecasted result)*	*Target for 2018*	*Means and frequency of verification*
Number of activities implemented vs planned, (%)	97%	97%	Progress measured internally – monthly, externally every 6 months to the Management Board (MB)
Number of participants trained	3,500	5,400	Progress measured internally – monthly, externally every 6 months to the MB

Participant satisfaction with CEPOL training, %	94%	94%	Progress measured internally – monthly, externally every 6 months to the MB

Objective 1.B: Serious and Organised crime - Cybercrime and cybersecurity

Aligned with the needs identified through the EU Policy Cycle to ensure support to specialists and first responders in developing knowledge and skills to deal with problems arising from cybercrime and cybersecurity threats, including digital forensics.

In close coordination with Europol/EC3, Eurojust, ECTEG, ENISA and the Commission, CEPOL will implement the activities in cooperation with the Framework partners.

Outputs 1.B

- 11 Residential activities
- 35 Webinars
- 1 Online modules
- 1 Online course planned, subject to further assessment
- 30 Exchanges

Expected results 1.B

Having attended CEPOL learning and training activities:

- First responders will be better equipped through the improved knowledge, to deal with the cyber tools used by criminals in all types of investigations;
- Specialists and experts will increase their skills and competencies in investigating cybercrime and cyberattacks, including dealing with cyber forensics.

Indicator(s) 1.B

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

Indicator 1.B.	2017 (Forecasted result)	Target for 2018	Means and frequency of verification
Number of activities implemented vs planned, %	97%	97%	Internally – monthly, externally every 6 months to the MB
Number of participants trained	800	4,500	Internally – monthly, externally every 6 months to the MB
Participant satisfaction with CEPOL training, %	94%	94%	Internally – monthly, externally every 6 months to the MB

Objective 1.C: Serious and Organised crime - Migrant smuggling

CEPOL will support the operational law enforcement officers with the skills required for combating migrant smuggling. The portfolio will be developed in close cooperation and coordination with the key Union actors, such as the Commission, Europol, Frontex, EASO, FRA as well as international organisations IOM, UNHCR, ODIHR and OSCE.

Outputs 1.C

- 6 Residential activities
- 2 Webinars
- 30 Exchanges
- TNA report on migration

Expected results 1.C

Having attended CEPOL learning and training activities

- The law enforcement community will be better equipped to deal with the emerging policing and humanitarian issues deriving from the diverse environment of migrant-smuggling;
- The law enforcement community will increase its knowledge on the root causes and drivers of migrant smuggling and will enhance its ability to investigate migrant smuggling in a balanced manner in line with fundamental rights principles.

Indicator(s) 1.C

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

Indicator 1.C	**2017 (Forecasted result)**	**Target for 2018**	**Means and frequency of verification**
Number of activities implemented vs planned, %	97%	97%	Internally – monthly, externally every 6 months to the MB
Number of participants trained	400	400	Internally – monthly, externally every 6 months to the MB
Participant satisfaction with CEPOL training, %	94%	94%	Internally – monthly, externally every 6 months to the MB

Objective 1.D: Counterterrorism

CEPOL will provide support to Member States to deal with the challenges arising from terrorism and radicalisation in line with fundamental rights safeguards. It will do so by providing a platform for exchange of knowledge and skills across the Union, capturing and disseminating good practices, and strengthening professional networks. This will be achieved with the establishment of a CEPOL Knowledge Centre (CKC) on counterterrorism issues. Experts may be engaged in the design and delivery of the training and learning activities. The training shall be customised to deal specifically with the variety of terrorism, such as Jihadi, Ethno-Nationalist and Separatist, Left wing and anarchist, Right Wing, Single Issue lone actors , etc. The training will encompass the new threat anticipation.

CEPOL shall address the training of (a) specialists and (b) law enforcement officers that may need to identify terrorism aspects on community level, such as community officers and public order officials. The key areas to be covered as the following:

- Radicalisation
- De-radicalisation
- Foreign fighters
- Specialist network ATLAS
- Crosscutting matters:
    - Social media impact
    - Financial investigations
    - Use of SIS II, PNR
    - Information exchange, including with Europol's Counterterrorism Centre
    - Fundamental rights

Outputs 1.D

Based on identified training needs the following training and learning activities will be delivered

- 10 Residential activities
- 5 Webinars
- 1 Online module
- 30 Staff exchanges of counter-terrorism law enforcement personnel

Expected results 1.D

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

- Increase the understanding of root causes and actual trends of terrorism and radicalisation, including in prisons, 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 fundament rights principles;
- Utilise existing instruments available to support counter-terrorism actions, particularly those established at Europol;
- Increase the knowledge on how to integrate financial investigations in counterterrorism actions.

Indicator(s) 1.D

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

Indicator 1.D.	**2017 (Forecasted result)**	**Target for 2018**	**Means and frequency of verification**
Number of activities implemented vs planned, %	97%	97%	Progress measured internally – monthly, externally every 6 months to the MB
Number of participants trained	700	1200	Progress measured , internally – monthly, externally every 6 months to the MB
Participant satisfaction with CEPOL training, %	94%	94%	Progress measured internally – monthly, externally every 6 months to the MB
Establishment of a CKC on CT	N/A	1 CKC	Report to the MB on the progress

Objective 1.E: Information exchange, policing of mass events, fundamental rights

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

1. Effective use of European Union instruments for information exchange and law enforcement cooperation, through the use of professional networks and available tools and mechanisms such as:

   - Information exchange, such as legal assistance, Prüm Decisions, SIENA, ECRIS, etc.
   - Schengen Information System, including European Arrest Warrant, use of Interpol databases

- Schengen evaluation
- Europol, Eurojust and Frontex, particularly information exchange and cooperation mechanisms established by these Agencies
- Single Points of Contact
- European Forensic area
- Joint Investigation Teams
- Passenger Name Record
- Joint Customs Operations
- Police and Customs Cooperation Centres

2. Application and improvement of investigative techniques that have significant impact on cross border investigations, including but not limited to the following;

- Financial investigations and asset recovery
- Undercover operations
- Informant handling
- Witness protection
- Social Network analysis
- Open source intelligence
- Common forensic area
- Cargo profiling

3. Exchanging good practices and approaches on major events policing

4. Incorporating Fundamental Rights in training curricula and delivering specialist actions.

Outputs 1.E

Based on the specific training needs identified the following training and learning activities will be delivered:

- 31 Residential activities
- 16 Webinars
- 1 Online courses
- 130 Exchanges

Expected results 1.E

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

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

Specialist officials will:

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

Indicator(s) 1.E

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

Indicator 1.E	2017 (Forecasted result)	Target for 2018	Means and frequency of verification
Number of activities implemented vs planned, %	97%	97%	Internally – monthly, externally every 6 months to the MB
Number of participants trained	4,600	3100	Internally – monthly, externally every 6 months to the MB
Participant satisfaction with CEPOL training, %	94%	94%	Internally – monthly, externally every 6 months to the MB

Objective 1.F: Emerging threats

Considering the fast developing societal and global changes as well as technological developments that affect law enforcement environment, bringing new security challenges; it is crucial that CEPOL can address urgent, emerging training needs in a flexible and prompt manner. Therefore CEPOL, using primarily the underspending funds, will strive to ensure it can meet 90% of requests for urgent training from the Commission, other JHA agencies and Member States.

Outputs 1.F

- Activities are organised in line with the received requests. They can be either residential or online activities, or integrated into CEPOL Exchange Programme;
- Additional joint activities with Europol according to the needs.

Expected results 1.F

By addressing urgent training needs CEPOL will support closure of performance gaps of emerging security threats thus contributing to the security of the Union citizens.

Indicator(s) 1.F

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

Indicator 1.F	2017 (Forecasted result)	Target for 2018	Means and frequency of verification
% of urgent training needs met	n/a	90%	Annually

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

Overview

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

The efficient use of the available resources require that roles and responsibilities are established in a clear and unambiguous manner. There is no space for duplication or overlaps. However, more important is the quality of training: the EU's response to training needs shall be evidence-based, consistent and well-coordinated.

The EU Strategic Training Needs Assessment (EU-STNA) provides the necessary guidance for long-term, strategic Union approaches; Operational Training Needs Analysis (OTNA) translates strategic

goals in CEPOL operational training activities. The pilot EU-STNA, expected to be delivered in 2018, will be based on the methodology developed with the support of the European Commission and in close cooperation with the Member States and stakeholders, particularly Europol and Frontex. It will provide scientific, evidence-based support to the decision makers for the development of law enforcement training policy for the upcoming years. Subsequently, having the EU-STNA outcomes in 2018 will allow CEPOL to move towards STNA-OTNA based programming. OTNA will identify training interventions specifically designed for the CEPOL target group, in addition to the existing coordination mechanisms (the JHA training matrix and coordination meetings) it will allow CEPOL to establish tailored training.

The Union's strategic development in the law enforcement area will, to a significant extent, depend on future law enforcement leaders. CEPOL will therefore invest part of its resources to promote the strategic understanding of European security challenges among future law enforcement leaders, by implementing a comprehensive European Leadership Development Programme, aiming at fostering a genuine European law enforcement culture putting particular emphasis on the protection of human rights. In 2018 the programme will be redefined to ensure it remains relevant, valid and effective, while a new cycle for its flagship component, the European Joint Master Programme (EJMP), will be developed.

Research and innovation shall become a building block for further development of CEPOL training products. CEPOL will continue to support experts and trainers through a number of initiatives focusing on innovative tools and applications. The CEPOL Centres of Knowledge (CKC) will be piloted in two thematic areas aiming to test the mechanism. Online learning solutions shall be further developed and applied where relevant, particularly for wider audiences, emerging crime trends as well as specific, targeted competencies development.

Finally, it should be noted that as a certified organisation (ISO 9001:2015) the Agency is continuously seeking to improve quality across all its activities and products.

Objective 2.A EU-STNA and OTNA

In 2018 CEPOL will play the key role in the management and implementation of an inclusive and consultative EU-STNA process delivering the EU-STNA report for approval by the Council of the European Union. Future programming (as of 2020) for CEPOL's core business will be based on the EU-STNA and will be coordinated with the Union Bodies and Institutions. In order to provide evidence-based data for programming training and learning actions, CEPOL will conduct the operational analysis of the law enforcement training needs on the priorities identified by the EU-STNA 2018-2021. Additionally, OTNA will be piloted in the CKC areas of CSDP Mission training and Counterterrorism.

Outputs 2.A

- JHA Training Matrix
- Coordination meetings.
- The Stakeholder engagement survey.
- The annual training needs analysis report outlining the tactical level training requirements.
- The EU-STNA report listing strategic training needs of the European Union and potential training providers

Expected results 2.A

- By the identification of the stakeholder needs and increased engagement level, CEPOL will be able to improve relevance of its services to the law enforcement community;

- EU-STNA will provide the necessary framework for coordinated Union action and will support the decision-making process in law enforcement training at Union level with evidence-based analytical findings;
- The OTNA will identify training interventions tailored for the MS needs and will constitute the basis for CEPOL training catalogue.

Indicator(s) 2.A

Indicator 2.A	2017 (Forecasted result)	Target for 2018	Means and frequency of verification
Number of analytical products	1	3	Annually
Number of stakeholders involved	N/A	26 (for the OTNA) 35 (for the EU-STNA)	Annually

Objective 2.B Leadership Development

Support the strategic vision of European law enforcement development by delivering a European Leadership Development Programme with the focus on the following:

- EU Leadership programme consisting of two modules for Future Leaders;
- European Joint Master Programme: (a) implementation of the 2nd master cohort with graduation to take place in 2019; (b) development and accreditation of a new 4-year cycle. The curriculum will be extended to encompass the law enforcement aspects.

Outputs 2.B
- 3 Residential activities
- 20 Exchanges
- 1 Working Group on new EJMP 4-year cycle development

Expected results 2.B
- Graduates of the EJMP will acquire science-based competencies to operate effectively in the global law enforcement environment and address common management and cooperation challenges;
- The new four-year cycle of the EJMP will be accredited and will support development of middle level law enforcement management that is able to operate in international policing environment;
- Future leaders of national law enforcement services having attended CEPOL training will develop the competencies necessary to manage law enforcement structures in the global environment.

Indicator(s) 2.B

Indicator 2.B.	2017 (Forecasted result)	Target for 2018	Means and frequency of verification
Rate of EJMP students submitting a dissertation in comparison with final graduates	N/A	90%	Yearly

Participant satisfaction rate with CEPOL training	90%	94%	Internally – monthly, externally every six months to MB

Objective 2.C Research

CEPOL supports and contributes to law enforcement research.

The focus for the research will lie in the following:

- Distribution of research and science materials and findings

Outputs 2.C
- Services supporting research dissemination are provided: publications and the access to scientific journals and e-books

Expected results 2.C
- 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.

Indicator(s) 2.C

Indicator 2.C	*2017 (Forecasted result)*	*Target for 2018*	*Means and frequency of verification*
Number of the research & science bulletins published	2	2	Annually

Objective 2D. Training Development

Quality of training lies in four key parameters: trainees, trainers, learning environment and content. Therefore, CEPOL's operations will be addressing quality factors for each one of them:

Experts and trainers will be supported by

- Training on Train the Trainers methodologies, training for online course, webinar and module developers
- Community of Practice for education

Training and learning environment will encompass the following actions:

- The Lecturers, Trainers and Researchers database (LTRdb) supports CEPOL activities design and implementation
- Language development
- Quality assurance actions
- Further strengthening of e-learning delivery

Finally, to ensure that the content of thematic areas is addressed in a comprehensive manner, CEPOL will pilot CEPOL Knowledge Centres.

Outputs 2.D
- Pilot CEPOL Knowledge Centres are operational
- LTRdb continues to be maintained and made available to CEPOL activities;

- 4 services supporting online learning:
  - Maintenance of the authoring tool
  - Administration of Learning Management System
  - Improvement of the support to courses (residential and online)
  - E-Net maintenance
- Virtual Training Centre for Intellectual Property Rights
- 4 Residential activities
- 6 Webinars
- 2 Online courses
- 24 Exchanges
- Evaluation of training and learning activities

Expected results 2.D

- The innovative concept of the CEPOL Knowledge Centres of (CKC) fosters a consistent and coherent training portfolio design and delivery at Union-level;
- Professional language capacity of law enforcement officers attending CEPOL learning options will contribute to better involvement in the international specialist cooperation environment;
- The European, cross-border dimension of law enforcement is further acknowledged by the enhanced access to CEPOL's online learning component.

Indicator(s) 2.D

Indicator 2.D	2017 (Forecasted result)	Target for 2018	Means and frequency of verification
Number of new entries in LTRdb	50	50	Internally – monthly, externally – every 6 months to MB
Pilot CKCs in operation	n/a	2	Progress report to MB twice a year
Number of participants taking part in online learning	17,000	20,000	Internally – monthly, externally – every 6 months to MB
Number of evaluation reports	2	2	Annually

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

Overview

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

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

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

In recognition of the growing intertwining of internal and external security, as declared by the European Agenda on Security and the renewed Internal Security Strategy of the EU, CEPOL shall step up its efforts to promote the European message in the geopolitical areas to which the EU assigns

specific priority- be they areas in which an EU civilian crisis management operation is deployed or is about to be deployed, or regions/countries which are particularly relevant to the external aspects of the Union's Justice and Home Affairs (JHA) policy.

In partnership with its network of training providers, following the guidance of the European Institutions (notably the European Commission), and in cooperation with other EU partners such as the European External Action Service, the European Security and Defence College and the EU JHA agencies, CEPOL shall seek to export European know-how and foster fruitful training partnerships by progressively seeking to extend the availability of CEPOL training to Third Countries. In particular, the agency shall continue to implement ad-hoc activities targeted to the countries with an accession or association perspective.

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

More specifically, CEPOL will continue the implementation of EU/MENA Counter-Terrorism Training Partnership (CEPOL CT) with its second phase, based on the achievements of the previous phase carried out in the period 2015-2017. The second phase (CEPOL CT 2) aims at continuing the productive collaboration with Jordan, Lebanon, Tunisia and Turkey and developing partnership with Algeria and Morocco. Additionally, CEPOL participates in the Multi-country support to the Western Balkan Integrative Internal Security Governance programme under the Instrument for Pre-accession Assistance (IPA II) 2014-2020 implementing the Financial Investigation In-Service Training (CEPOL FI) for countries in the region, notably Albania, Bosnia and Herzegovina, Kosovo, The Former Yugoslav Republic of Macedonia, Montenegro and Serbia.

In order to create a solid framework for cooperation in line with the new legal mandate, CEPOL shall continue to conclude Working Arrangements and update the existing ones with relevant partners (third countries, EU bodies, international organisations, etc.). For 2018 CEPOL aims to finalise working arrangements with UNODC, Ukraine, EUIPO and ENFSI as well as renewing its working arrangement with Frontex. Finally, in 2018 the Agency aims to conclude a new working arrangement with Colombia and Lichtenstein.

Objective 3.A CSDP Missions
The objectives of CSDP Missions are supported by CEPOL training by focusing specifically on the law enforcement and judicial cooperation aspects of those missions, thereby enhancing compatibility and uniformity of EU approaches to civilian crisis management areas, particular focus will be given to:

- Pre-deployment training
- CSDP Command and Planning
- Change Management
- Fundamental rights
- Mission management and leadership

A pilot CEPOL Knowledge Centre (CKC) for CSDP missions is established.

Outputs 3.A
- 7 Residential activities

Expected results 3.A

Having attended CEPOL training and learning options the participants will:

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

Impact assessment will improve understanding of the effectiveness of the training and recommend areas for improvement.

Indicator(s) 3.A

Indicator 3.A	2017 (Forecasted result)	Target for 2018	Means and frequency of verification
Number of activities implemented vs planned, %	95%	97%	Internally – monthly, externally every 6 months to the MB
Number of participants trained	210	180	Internally – monthly, externally every 6 months to the MB
Participant satisfaction with CEPOL training, %	94%	94%	Internally – monthly, externally every 6 months to the MB

Objective 3.B Capacity building in Third Countries

CEPOL's role in Capacity building in Third Countries is to contribute to peace and stability, respect for fundamental rights and the harmonisation of law enforcement practices with those observed across the European Union by building, developing and utilizing training partnerships. In addition to the promotion of the effective use of international law enforcement cooperation instruments developed at Union level and the importance of efficient interagency collaboration and information exchange, these action help widening networks of law enforcement specialist and transferring Third Countries' professional experience to Europe. Particular attention shall be paid to thematic assistance in the priority areas covered by the European Agendas on Security and Migration, the Global Strategy and the renewed Internal Security Strategy of the Union. In doing so, CEPOL shall rely on cooperation with European Union Delegations, international and regional partners, such as the PCC SEE, UNODC and DCAF, etc.

Outputs 3.B

- Specific, tailor made capacity building activities to the Middle East and North Africa region;
- Specific, tailor made capacity building activities to Western Balkan region;
- Staff Exchanges are implemented via the EUROMED Police IV project;
- CEPOL training material is made available to the candidate, potential candidate and ENP policy area countries;
- Specific activities tailored towards officials from the candidate, potential candidate and ENP countries;
- Participation of other Third Country partners to CEPOL activities, based on Working Arrangements.

Expected results 3.B

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

- Staff Exchanges and study visits supported via projects help expose beneficiary countries' officials to good practices in law enforcement, and are conducive to building long lasting professional relations;
- Officials from the candidate, potential candidate and ENP countries achieve good understanding of EU law enforcement cooperation instruments, thus facilitating the harmonisation of standards.

Indicator(s) 3.B

Indicator 3.B.	2017 (Forecasted result)[25]	Target for 2018[26]	Means and frequency of verification
Number of participants trained in residential activities[27]	600	1400	Internally – monthly, externally every 6 months to the MB
Participant satisfaction with CEPOL residential training, %	90%	90%	Internally – monthly, externally every 6 months to the MB
Number of participants for exchanges and study visits[28]	300	400	Internally – monthly, externally every 6 months to the MB
Participant satisfaction with CEPOL Exchanges, %	90%	90%	Internally – monthly, externally every 6 months to the MB
Working Arrangements effectively being implemented, %	90%	90%	Periodical reporting to the MB- every 6 months

Objective 3.C Coordination

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

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[25] The project ends on 15 November 2017, the target covers overall implementation period (November 2015-November 2017)

[26] New projects implementation period may start Q4 2017-Q1 2018, concluded action plans of projects are anticipated by Q1-Q2 2018, therefore performance will be measured against these action plans after their adoption

[27] In the duration of the whole actions, annual break down of the participant number is not predictable before inception phase of actions

[28] In the duration of the whole actions, annual break down of the participant number is not predictable before inception phase of actions

law enforcement community are effectively communicated to the superior EU institutional instances.

In particular, CEPOL shall further seek effective forms of cooperation with the immediate family of the JHA agencies, with a view to achieve a more concerted effort to avoid overlaps, duplication of efforts and to contribute to the effective, coordinated delivery of European law enforcement training in line with the spirit of the LETS. This will be done primarily (but not exclusively) by the enhanced use of the JHA Training Matrix, an online repository of all trainings delivered by the JHA agencies[29] and the European Security and Defence College (ESDC).

Responding to its Coordinating role for training, stemming from its new mandate, CEPOL may support the EIGE chairmanship of the JHA Agencies Network in organising the regular training meeting of the network, thus further elaborating aspects of training coordination first endeavoured by CEPOL's respective workshop in 2017.

Outputs 3.C
- CEPOL contributes to the implementation of the actions envisaged in the JHA Scorecard
- CEPOL training responds to the input of key stakeholders
- CEPOL maintains and develops the JHA Training Matrix
- CEPOL maintains close working relations with the European Commission, the Council of the European Union and the European Parliament as well as other EU bodies and Institutions

Expected results 3.C
- CEPOL continues to play a meaningful role in the joint efforts of the JHA Agencies
- The risk of overlaps and duplication of efforts by JHA agencies are reduced with the use of the JHA Matrix as a planning tool
- CEPOL continues to contribute to the making and implementation of JHA policies insofar as its mandate and resources allow
- Officials from the Candidate, potential candidate and ENP countries achieve good understanding of EU law enforcement cooperation instruments

Indicator(s) 3.C

Indicator 3.C	2017 (Forecasted result)	Target for 2018	Means and frequency of verification
Timely input of information in of the JHA Training Matrix	70%	70%	Agency Progress Report, every 6 months to the MB
Attendance to Council Working Parties[30] (%)	90%	90%	Agency Progress Report, every 6 months to the MB
CEPOL holds annual Stakeholders' meeting	1	1	Agency Progress Report, every 6 months to the MB

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[29] EASO, EIGE, EMCDDA, eu-LISA, Eurojust, Europol, FRA, FRONTEX

[30] CEPOL attends COSi, COSI SG and LEWP by default. Participation on other working parties is subject upon specific request

Activity 4: Governance, Administration and ICT

Overview

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

Objective 4.A – Governance

As far as Governance is concerned, in 2018 emphasis will be placed on two main priorities: firstly, that the Management Board (MB) consolidates its practices and continues to function effectively as CEPOL's supreme decision making body; secondly, that the Management Board is able to continue steering and completing the outstanding actions in the Change Management Plan foreseen to take place in 2018. To enable this, the staff of the agency will ensure the timely, transparent and effective flow of information to the MB and in particular to its Chairperson.

Outputs 4.A

- Management Board's decision-making is enabled and supported

Expected results 4.A

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.

Indicator(s) 4.A

Indicator 4.A	2017 (Forecasted result)	Target for 2018	Means and frequency of verification
Regular Management Board meetings are held, number	2	2	Outcomes of proceedings twice a year

Objective 4.B - Quality Management

Quality Management (QM) at CEPOL is aiming to ensure visibility and accountability in relation to the Agency's performance expectations. It ensures that Objectives (including Quality Objectives, i.e. objectives originating from the quality policy and having impact on customer satisfaction) and their associated Indicators are aligned with CEPOL's multiannual Objectives and Strategy.

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

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

The Agency strives to ensure compliance with the applicable ISO 9001:2015 requirements, and the Internal Control Standards.

Outputs 4.B

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

- Maintain ISO 9001:2015 Certificate on Management System for CEPOL Residential Activities and Exchange Programme

Expected results 4.B

- Establish a robust report mechanism that gives a concise and up-to-date picture of CEPOL's performance and Strategy implementation
- Provide assurance to CEPOL's management and stakeholders that targets are aligned with strategic objectives and that performance is measured
- Provide leadership, engage and involve people, encourage improvement, use evidence based decision-making, and manage effective stakeholder relationships

Indicator(s) 4.B

Indicator 4.B	2017 (Forecasted result)	Target for 2018	Means and frequency of verification
CEPOL's Strategy KPI and PI reported in the Agency's Progress Report	3 KPIs 9 PIs	4 KPIs 22 PIs	Every six months in preparation of the GB.
ISO 9001:2015 1st surveillance audit report with positive opinion	N/A	no major non-conformities	One audit report per year

Objective 4.C - Internal Control System

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

Outputs 4.C

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

Expected results 4.C

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

Indicator(s) 4.C

Indicator 4.C	2017 (Forecasted result)	Target for 2018	Means and frequency of verification
Implementation of the annual internal control plan	100%	100%	Number of ex-post controls conducted versus planned every year

Objective 4.D - Stakeholder relations and communication

CEPOL communications supports the development of the image of CEPOL, and its network of training institutes, as a knowledge hub of excellence for European law enforcement training by enhancing the visibility and outreach of its activities.

For 2018 CEPOL communications activities shall continue along the following lines:

- Communicate the medium and long-term benefits of CEPOL learning and training to varied audiences;
- Facilitate information flows and strengthen communication with the EU institutions and the other JHA agencies;
- Promote the role of training to enhance cooperation amongst law enforcement officials;
- Engage in common communication projects with EU Institutions and other JHA agencies in order to enhance the visibility of law enforcement training;
- Make CEPOL's role in supporting EU security via training better known to its stakeholders, the general public, youth and media.
- Facilitate information flows within CEPOL by (a) making staff aware of the necessary changes in order to adapt to new political priorities of the European Union and inform staff of what is happening not only in their respective units but also in the whole organisation to promote staff engagement.

Additionally, the Agency shall support the CEPOL National Units (CNU) established in the EU Member States and the National Contact Points (NCPs) in non-Member States, in their work for organising national coordination concerning CEPOL activities.

Outputs 4.D

- Outcomes of proceedings of CNU meetings;
- 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.

Expected results 4.D

It is expected that the combination of the above lines of action shall have an impact on (a) CEPOL's overall credibility and reliability as an EU agency and (b) the awareness of CEPOL among various audiences

Indicator(s) 4.D

Indicator 4.D	2017 (Forecasted result)	Target for 2018	Means and frequency of verification
Number of CNU meetings	2	2	Outcomes of proceedings twice a year
Agency Progress Reports delivered (timeliness, number)	2, 3 weeks prior to Management Board meetings	2, 3 weeks prior to Management Board meetings	Approval prior to upload/dissemination of documents, twice per year
Agency (annual) Activity Report, timeliness	MB validation at first regular meeting	MB validation at first regular meeting	Executive Director's validation by April 2017

Internal newsletter	Weekly	Weekly	Monthly reports

Objective 4.E - Managing Human Resources

CEPOL shall continue to be fully compliant with all its legal requirements stemming from staff regulations, implementing rules on the staff regulations, executive director's decisions and administrative notices.

CEPOL's HR sector shall start the relevant procedures to fill a vacancy within 4 weeks of the vacancy coming into existence.

CEPOL shall fully use its internal training budget in 2018 by organising internal training opportunities and to enable staff to participate in individual training where necessary in order to further enhance the skills and competences of CEPOL staff necessary to fulfil their tasks at CEPOL.

Outputs 4.E

- 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 where relevant the follow up of additional internal guidance.

Expected results 4.E

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

Indicator(s) 4.E

Indicator 4.E	*2017 (Forecasted result)*	*Target for 2018*	*Means and frequency of verification*
Ensuring full deployment of CEPOL's HR capacity	Per 31 December this figure is 96% for Temporary Agents	Per 31 December this figure is 96% for Temporary Agents	In monthly HR reports this indicator is presented.
Staff training plan adopted	The staff training plan for 2018 is adopted by 31 October 2017	The staff training plan for 2019 year is adopted by 31 October 2018	Executive Director's decision on the adoption
Staff training plan implemented	Fully implemented staff training plan 2016	Fully implemented staff training plan 2018	Implementation of the staff training plan is reported in the CSD monthly report.

Objective 4.F – Information and Communications Technology

CEPOL's Information and Communications Technology (ICT) shall establish and maintain a solid ICT infrastructure within CEPOL and delivering support to CEPOL staff members.

Outputs 4.F

- Review and update of the CEPOL ICT strategy with core processes running of secondary location
- Implementation of Change Management to cover critical processes
- Establishment of the ICT disaster recovery site
- Establishment of a Change Advisory Board

Expected results 4.F

- Alignment of ICT services with core business goals
- Enhancement of performance and availability of ICT environment
- Minimise unplanned interruptions of service, leading to uptimes for the different identified systems of at least 95%
- Ensure that planned maintenance will not overrun its communicated timeslots; and
- Ensure that recovery time objectives are realistically set and kept.

Indicator(s) 4.F

Indicator 4.F	2017 (Forecasted result)	Target for 2018	Means and frequency of verification
Review and update of ICT strategy	New ICT Strategy adopted	ICT Strategy reviewed and updated	Report to MB the review and update
Establishment of disaster recovery site	ICT disaster recovery plan reviewed and adopted	ICT disaster recovery plan reviewed and updated	One core business system moved to DR site once per year

Section IV.I – List of residential activities 2018

Legend of categories:

1 - Serious crime and Counter-terrorism

EU Policy Cycle priorities 2018-2021

- Facilitate illegal immigration
- Trafficking in human beings
- Environmental crime
- Excise, MTIC
- Firearms
- Drugs: Cannabis/Cocaine/Heroin and New psychoactive substances/Synthetic drugs
- Cybercrime: Attacks against information systems, Child sexual exploitation and Non-cash payment fraud
- Criminal finance, money laundering and asses recovery
- Organised property crime
- False documents

Horizontal aspects of serious and organised crime

- Online trade in illicit goods and services

Counter Terrorism

2 - Public order - policing of major events

3 - Planning and command of Union missions

4 - Leadership, language, train the trainers

5 - Law enforcement cooperation and information exchange

6 - Specific areas and instruments

- Analysis
- Forensics
- Specialist law enforcement techniques
- Joint investigation teams

7 - Fundamental rights

8 - Research and prevention

Ref. number 2018	Category	Sub-category	Draft title	Number of days	Number of participants
1	1	FII	Organised crime facilitating illegal migration - links to terrorism threat	4	26
2	1	FII	Migrant smuggling and THB (human organs)	4	26
3	1	FII	Financial investigation linked to facilitation of irregular migration	3	26
4	1	FII	Hotspots – secondary security checks	3	26
5	1	FII	Facilitating illegal migration – Western Balkans focus	3	26
6	1	FII	Facilitating illegal migration – Mediterranean focus	3	26
7	1	THB	THB - labour exploitation	3	26
8	1	THB	Financial investigations related to (online) THB	4	26
9	1	THB	Child trafficking	4	26
10	1	Enviro	Environmental crime	4	26
11	1	Enviro	Wildlife trafficking	4	26
12	1	Excise	Excise Fraud	3	26
13	1	Excise	Excise related analysis	4	26
14	1	MTIC	Missing Trader Intra Community Fraud (MTIC)	3	26
15	1	Firearms	Firearms - strategic aspect inside and with impact on EU	3	26
16	1	Firearms	Firearms linked to OC and terrorism - implementation of EU Firearms Directive	4	26
17	1	Drugs	Drug crime and markets - strategic analysis	3	26
18	1	Drugs	Cocaine Smuggling	3	26
19	1	Drugs	Heroin Smuggling	3	26

20	1	Drugs	Illicit laboratories dismantling - advanced	10	30
21	1	Drugs	Illicit laboratories dismantling - follow up	4	30
22	1	Drugs	Synthetic drugs	3	26
23	1	Cyber	Cybercrime threats and trends	3	26
24	1	Cyber	Combating cybercrime - cooperation with private sector	3	26
25	1	Cyber	Cybercrime - conducting Forensic searches in various IT devices	3	26
26	1	Cyber	Cybercrime - advanced Windows file systems forensics	3	26
27	1	Cyber	First Responders and Cyber Forensic	3	26
28	1	Cyber	Open source IT forensics (IT digital forensic with open sources tools)	12	56
29	1	Cyber	Combating Card Fraud	3	26
30	1	Cyber	Bitcoins and cryptocurrencies - prevention of illegal use	4	26
31	1	Cyber	Identification of child victim sexual exploitation (CSE)	9	26
32	1	Cyber	Strategies in managing child sex offenders (CSE)	4	26
33	1	Cyber	Online service providers - Internet based investigations	4	26
34	1	Cyber	Financial investigations	3	26
35	1	Criminal finance	Money laundering	5	26
36	1	Criminal finance	Asset recovery	4	26
37	1	Criminal finance	Financial intelligence and analyis of financial data	3	26
38	1	Criminal finance	Follow the money - internationally and overseas	4	26
39	1	OPC	Organised property crime - domestic burglaries and other MO	4	26
40	1	False documents	False documents facilitating crimes - detect, prevent	4	26

41	1	Horizontal	Online smuggling of drugs, TOR, Darknet	4	26
42	1	Counter-terrorism	Fighting terrorism and its financing	4	26
43	1	Counter-terrorism	Terrorism - profiling and prevention	4	26
44	1	Counter-terrorism	Foreign fighters, radicalisation and violent extremism - common risk indicators	4	26
45	1	Counter-terrorism	Radicalisation, violent extremism - prevention	5	26
46	1	Counter-terrorism	Radicalisation in prison facilities	4	26
47	1	Counter-terrorism	De-radicalisation of foreign fighters	3	26
48	1	Counter-terrorism	Preventing attacks on critical infrastructure	4	26
49	1	Counter-terrorism	Passenger Name Record (PNR)	3	26
50	1	Counter-terrorism	Airport security: airport soft target protection	4	26
51	1	Counter-terrorism	Explosive, security, equipment standards (environment tbd)	4	26
52	2	Policing major events	Pan-European Football Security	5	52
53	3	CSDP missions	EU Missions and operations - strategic planning	3	26
54	3	CSDP missions	Pre-deployment training for CSDP missions	4	26
55	3	CSDP missions	Change management in CSDP missions	3	26
56	3	CSDP missions	Management and Leadership in diverse environment	4	26
57	3	CSDP missions	Strengthening human rights in the host country	5	26
58	3	CSDP missions	Tackling OC and corruption in the host country	2	26
59	3	CSDP missions	EU CSDP Police command and planning	10	26
60	4	Leadership	EU Law enforcement leadership development & Future leaders - **module 1**	5	26

61	4	Leadership	EU Law enforcement leadership development & Future leaders - **module 2**	5	26
62	4	Language	Language development - professional LE terminology in English (1st)	4	26
63	4	Language	Language development - professional LE terminology in English (2nd)	19	26
64	4	TtT	Train the trainers - **step 1**	4	26
65	4	TtT	Train the trainers - **step 2**	4	26
66	5	LE Cooperation	Policing in Europe – European Joint Master Programme (2nd)	10	30
67	5	LE Cooperation	International LE cooperation and information exchange	4	26
68	5	LE Cooperation	Single point of contact - one stop shop	3	26
69	5	Information exchange	SIRENE Officers – level 1	4	26
70	5	Information exchange	SIRENE Officers – level 2	4	26
71	5	Information exchange	SIS II for SIRENE staff with technical knowledge of SIS II	2	26
72	5	Information exchange	Train the technical trainers – SIS II, VIS, EURODAC – IT operators	2	26
73	5	Information exchange	Schengen evaluation - Police cooperation	5	20
74	5	Information exchange	Schengen evaluation - SIS and SIRENE	5	20
75	5	Analysis	Open source intelligence (OSINT) and IT solutions	4	26
76	5	Analysis	Strategic intelligence analysis	4	26
77	5	Analysis	Operational intelligence analysis	5	26

78	5	Analysis	Social network analysis	4	26
79	6	Specialist LE techniques	European Explosive Ordnance Disposal Network (EEODN)	4	26
80	6	Forensics	Forensic investigation in CBRN contaminated environment/terrorist attack	4	26
81	6	Forensics	Forensic science and evidence - challenges for policing	4	26
82	6	Forensics	Data interpretation in forensic evidence	4	26
83	6	Forensics	Chip-off and ISP to recover data from damaged or protected devices	4	26
84	6	Forensics	DNA - Interpretation of complex DNA profiles, software and technologies	4	26
85	6	Specialist LE techniques	Crisis Hostage Negotiation	4	26
86	6	Specialist LE techniques	Undercover officers - new identities on international scale	4	26
87	6	Specialist LE techniques	Informant handling – advanced	4	26
88	6	Specialist LE techniques	Witness Protection	5	26
89	6	Specialist LE techniques	Cross-border surveillance - procedures, practice	4	26
90	6	Specialist LE techniques	ATLAS Network (Special Intervention Units)	5	37
91	6	Specialist LE techniques	International search for fugitives (ENFAST)	3	26
92	6	Specialist LE techniques	Social Media Implications in Law Enforcement	5	26
93	6	Specialist LE techniques	Disaster victim identification	4	26

94	6	JIT	Joint Investigation Team – Implementation	4	26
95	6	JIT	Joint Investigation Team – Leadership	4	26
96	6	JIT	Joint Investigation Team - Western Balkans	3	22
97	7	Fundamental rights	Hate Crimes	4	26
98	7	Fundamental rights	Fundamental Rights and Police Ethics - **Step 1**	4	26
99	7	Fundamental rights	Management of Diversity - **Step 2**	4	26
100	8	Prevention	Unmanned aerial vehicles (drones) - treats & opportunities for LE	4	26
101	8	Prevention	Juvenile crime and domestic violence	4	26
102	TBD	TBD	Presidency activity 1	3	26
103	TBD	TBD	Presidency activity 2	3	26

Section IV.II - List of online activities 2018: Webinars, online courses, online modules

Webinars

Number	Category	Sub-category	Title	Aims and objectives	Learning outcomes	Target audience
1	1. Serious crime and counter terrorism	1.1.1 EU Policy Cycle priority: Facilitate illegal immigration	Facilitate illegal immigration I (title t.b.c.)	Following OAP 2018	Following OAP 2018	Following OAP 2018
2	1. Serious crime and counter terrorism	1.1.1 EU Policy Cycle priority: Facilitate illegal immigration	Facilitate illegal immigration II (title t.b.c.)	Following OAP 2018	Following OAP 2018	Following OAP 2018
3	1. Serious crime and counter terrorism	1.1.2 EU Policy Cycle priority: Trafficking in human beings	Trafficking in human beings I (title t.b.c.)	Following OAP 2018	Following OAP 2018	Following OAP 2018
4	1. Serious crime and counter terrorism	1.1.2 EU Policy Cycle priority: Trafficking in human beings	Trafficking in human beings II (title t.b.c.)	Following OAP 2018	Following OAP 2018	Following OAP 2018
5	1. Serious crime and counter terrorism	1.1.3 EU Policy Cycle priority: Environmental crime	Environmental crime I (title t.b.c.)	Following OAP 2018	Following OAP 2018	Following OAP 2018
6	1. Serious crime and counter terrorism	1.1.3 EU Policy Cycle priority: Environmental crime	Environmental crime II (title t.b.c.)	Following OAP 2018	Following OAP 2018	Following OAP 2018
7	1. Serious crime and counter terrorism	1.1.4 EU Policy Cycle priority: Excise	Excise Fraud: Fuel Laundering	Following OAP 2018	Following OAP 2018	Following OAP 2018

Number	Category	Sub-category	Title	Aims and objectives	Learning outcomes	Target audience
8	1. Serious crime and counter terrorism	1.1.4 EU Policy Cycle priority: Excise	Excise Fraud: Illegal manufacturing of cigarettes	Following OAP 2018	Following OAP 2018	Following OAP 2018
9	1. Serious crime and counter terrorism	1.1.5 EU Policy Cycle priority: MTIC	MTIC fraud: Fighting the tax frauds (detection and prevention), particularly the frauds in VAT	Knowledge of methods of criminal intelligence analysis and of analysis used by Tax Administration, including the social network analysis Knowledge of analytical tools used by police and the tax administration Cooperation between the tax administration and police Data and information collected in databases of police and the tax administration (in particular, data collected at the European level)	Analysis used in the tax administration and the police authorities, including the social network analysis methods to detect crime Awareness about the possible cooperation and exchanging information between the tax administration and the police The scope of collected data and information by police and tax authorities	Analysts from Tax Administration (analysts, who are involved in the construction of risk management systems and involved in the building of statistical models for the detection of irregularities or crime).
10	1. Serious crime and counter terrorism	1.1.5 EU Policy Cycle priority: MTIC	MTIC II (title t.b.c.)	Following OAP 2018	Following OAP 2018	Following OAP 2018
11	1. Serious crime and	1.1.6 EU Policy Cycle priority: Firearms	Firearms I (title t.b.c.)	Following OAP 2018	Following OAP 2018	Following OAP 2018

Number	Category	Sub-category	Title	Aims and objectives	Learning outcomes	Target audience
	counter terrorism					
12	1. Serious crime and counter terrorism	1.1.6 EU Policy Cycle priority: Firearms	Firearms II (title t.b.c.)	Following OAP 2018	Following OAP 2018	Following OAP 2018
13	1. Serious crime and counter terrorism	1.1.6 EU Policy Cycle priority: Firearms	Firearms III (title t.b.c.)	Following OAP 2018	Following OAP 2018	Following OAP 2018
14	1. Serious crime and counter terrorism	1.1.7 EU Policy Cycle priority: Drugs - Cannabis/cocaine/heroin	Cannabis (title t.b.c.)	Following OAP 2018	Following OAP 2018	Following OAP 2018
15	1. Serious crime and counter terrorism	1.1.7 EU Policy Cycle priority: Drugs - Cannabis/cocaine/heroin	Cocaine (title t.b.c.)	Following OAP 2018	Following OAP 2018	Following OAP 2018
16	1. Serious crime and counter terrorism	1.1.7 EU Policy Cycle priority: Drugs - Cannabis/cocaine/heroin	Heroin (title t.b.c.)	Following OAP 2018	Following OAP 2018	Following OAP 2018
17	1. Serious crime and counter terrorism	1.1.8 EU Policy Cycle priority: Drugs - New psychoactive substances/synthetic drugs	New psychoactive substances & Synthetic Drugs I (title t.b.c.)	Following OAP 2018	Following OAP 2018	Following OAP 2018
18	1. Serious crime and counter terrorism	1.1.8 EU Policy Cycle priority: Drugs - New psychoactive substances/synthetic drugs	New psychoactive substances & Synthetic Drugs II (title t.b.c.)	Following OAP 2018	Following OAP 2018	Following OAP 2018

Number	Category	Sub-category	Title	Aims and objectives	Learning outcomes	Target audience
19	1. Serious crime and counter terrorism	1.1.8 EU Policy Cycle priority: Drugs – New psychoactive substances/synthetic drugs	New psychoactive substances & Synthetic Drugs III (title t.b.c.)	Following OAP 2018	Following OAP 2018	Following OAP 2018
20	1. Serious crime and counter terrorism	1.1.9 EU Policy Cycle priority: Cybercrime - Attacks against information systems	Attacks against information systems I: LE Cyber Awareness Programs in order to dissuade youngsters from Cybercrime related activities.	Following OAP 2018	Following OAP 2018	Following OAP 2018
21	1. Serious crime and counter terrorism	1.1.9 EU Policy Cycle priority: Cybercrime - Attacks against information systems	Attacks against information systems II: DarkWeb - Dark Markets	Following OAP 2018	Following OAP 2018	Following OAP 2018
22	1. Serious crime and counter terrorism	1.1.9 EU Policy Cycle priority: Cybercrime - Attacks against information systems	Attacks against information systems III: Cross-cutting Cyber Investigations	Following OAP 2018	Following OAP 2018	Following OAP 2018
23	1. Serious crime and counter terrorism	1.1.9 EU Policy Cycle priority: Cybercrime - Attacks against information systems	Attacks against information systems IV: Internet of Things (IoT)	Following OAP 2018	Following OAP 2018	Following OAP 2018
24	1. Serious crime and counter terrorism	1.1.9 EU Policy Cycle priority: Cybercrime - Attacks against information systems	Attacks against information systems V: Use of Docker to rebuild a SQL Database	Following OAP 2018	Following OAP 2018	Following OAP 2018
25	1. Serious crime and	1.1.9 EU Policy Cycle priority: Cybercrime -	Attacks against information systems	Following OAP 2018	Following OAP 2018	Following OAP 2018

Number	Category	Sub-category	Title	Aims and objectives	Learning outcomes	Target audience
	counter terrorism	Attacks against information systems	VI: Cybersecurity v.s Cooperation with CERTS and Private Sector			
26	1. Serious crime and counter terrorism	1.1.9 EU Policy Cycle priority: Cybercrime - Attacks against information systems	Attacks against information systems VII: Europol Malware Analysis System	Following OAP 2018	Following OAP 2018	Following OAP 2018
27-29	1. Serious crime and counter terrorism	1.1.9 EU Policy Cycle priority: Cybercrime - Attacks against information systems	Attacks against information systems VIII: ICANN	Following OAP 2018	Following OAP 2018	Following OAP 2018
30-34	1. Serious crime and counter terrorism	1.1.9 EU Policy Cycle priority: Cybercrime - Attacks against information systems	Attacks against information systems IX: Use of Border Gateway Protocol (BGP) routing tables to identify IP space (with Cloudflare)	Following OAP 2018	Following OAP 2018	Following OAP 2018
35-46	1. Serious crime and counter terrorism	1.1.9 EU Policy Cycle priority: Cybercrime - Attacks against information systems	Attacks against information systems X: IP WHOIS webinars series on How to investigate IP addresses for LEAs translated into two main EU official languages	Following OAP 2018	Following OAP 2018	Following OAP 2018
47	1. Serious crime and counter terrorism	1.1.9 EU Policy Cycle priority: Cybercrime - Attacks against information systems	Operational intelligence analysis in cybercrime area	Aim: To provide an understanding and raise awareness of significance of	Explain main concepts of criminal analysis (analytical cycle, analytical	Law enforcement experts specialised in cybercrime related

Number	Category	Sub-category	Title	Aims and objectives	Learning outcomes	Target audience
				operational intelligence analysis in combating cybercrime.	thinking, sources and evaluation of information, analytical techniques, hypotheses development and dissemination of analytical findings) Describe cybercrime typology and specificity Explain the role of criminal analysis in combating cybercrime	investigations and intelligence analysis.
48	1. Serious crime and counter terrorism	1.1.10 EU Policy Cycle priority: Cybercrime - Child sexual exploitation	Child sexual exploitation I: Victim ID –Introduction to Europol VID and description of Workflow and Services	Following OAP 2018	Following OAP 2018	Following OAP 2018
49	1. Serious crime and counter terrorism	1.1.10 EU Policy Cycle priority: Cybercrime - Child sexual exploitation	Child sexual exploitation II: Live Distant Child Abuse – investigative and strategic considerations	Following OAP 2018	Following OAP 2018	Following OAP 2018
50	1. Serious crime and counter terrorism	1.1.10 EU Policy Cycle priority: Cybercrime - Child sexual exploitation	Child sexual exploitation III: De-confliction and collaboration in	Following OAP 2018	Following OAP 2018	Following OAP 2018

Number	Category	Sub-category	Title	Aims and objectives	Learning outcomes	Target audience
			online investigations to achieve best results			
51	1. Serious crime and counter terrorism	1.1.10 EU Policy Cycle priority: Cybercrime - Child sexual exploitation	Child sexual exploitation IV: NCMEC Reports – processing and added value from AP Twins; using the reports in investigations (title t.b.c.)	Following OAP 2018	Following OAP 2018	Following OAP 2018
52	1. Serious crime and counter terrorism	1.1.11 EU Policy Cycle priority: Cybercrime - Non-cash payment fraud	Non-cash payment fraud I: Illicit markets – platform for eCommerce fraud	Following OAP 2018	Following OAP 2018	Following OAP 2018
53	1. Serious crime and counter terrorism	1.1.11 EU Policy Cycle priority: Cybercrime - Non-cash payment fraud	Non-cash payment fraud II: New developments in non-cash fraud – ATM malware and NFC fraud	Following OAP 2018	Following OAP 2018	Following OAP 2018
54	1. Serious crime and counter terrorism	1.1.11 EU Policy Cycle priority: Cybercrime - Non-cash payment fraud	Non-cash payment fraud III: Telecommunication Fraud in IRSF	Following OAP 2018	Following OAP 2018	Following OAP 2018
55	1. Serious crime and counter terrorism	1.1.12 EU Policy Cycle priority: Criminal finance, money laundering and assets recovery	Assets recovery (title t.b.c.)	Following OAP 2018	Following OAP 2018	Following OAP 2018

Number	Category	Sub-category	Title	Aims and objectives	Learning outcomes	Target audience
56	1. Serious crime and counter terrorism	1.1.12 EU Policy Cycle priority: Criminal finance, money laundering and assets recovery	Criminal finance (title t.b.c.)	Following OAP 2018	Following OAP 2018	Following OAP 2018
57	1. Serious crime and counter terrorism	1.1.12 EU Policy Cycle priority: Criminal finance, money laundering and assets recovery	Money laundering (title t.b.c.)	Following OAP 2018	Following OAP 2018	Following OAP 2018
58	1. Serious crime and counter terrorism	1.1.13 EU Policy Cycle priority: Organised property crime	Organised property crime I (title t.b.c.)	Following OAP 2018	Following OAP 2018	Following OAP 2018
59	1. Serious crime and counter terrorism	1.1.13 EU Policy Cycle priority: Organised property crime	Organised property crime II (title t.b.c.)	Following OAP 2018	Following OAP 2018	Following OAP 2018
60	1. Serious crime and counter terrorism	1.1.14 EU Policy Cycle priority: Document fraud	Document fraud I (title t.b.c.)	Following OAP 2018	Following OAP 2018	Following OAP 2018
61	1. Serious crime and counter terrorism	1.1.14 EU Policy Cycle priority: Document fraud	Document fraud II (title t.b.c.)	Following OAP 2018	Following OAP 2018	Following OAP 2018
62	1. Serious crime and counter terrorism	1.1.14 EU Policy Cycle priority: Document fraud	Illegal immigration and document fraud	Following OAP 2018	Following OAP 2018	Following OAP 2018
63	1. Serious crime and counter terrorism	1.2.1 Horizontal aspects of serious and organised crime: Online trade in illicit goods and services	Counterfeit goods and the VTC on Intellectual Property Rights (title t.b.c.)	Following OAPs 2018	Following OAPs 2018	Following OAPs 2018

Number	Category	Sub-category	Title	Aims and objectives	Learning outcomes	Target audience
64	1. Serious crime and counter terrorism	1.2.1 Horizontal aspects of serious and organised crime: Online trade in illicit goods and services	Online trade in illicit goods/services - TOR, Darknet	Following OAPs 2018	Following OAPs 2018	Following OAPs 2018
65	1. Serious crime and counter terrorism	1.3 Counter terrorism	Cyberterrorism: Threat for the European Union and its response	Identify a number of viable cyber-terrorism targets; Recognise the need for multi-agency approach for mitigation the risks and contain the damages (role of EUROPOL, EUROJUST, ENISA, ECTEG, CEPOL); Demonstrate critical thinking by combining the theoretical and practical knowledge gained throughout this webinar with recommendations for future policy makers.	Understand the scope of the threat of cyber-terrorism; Identify contingency plans for cyber-security; Recognise cyber-security and countermeasures goals; List countermeasures and recommend more effective ways to counter risks to potential targets.	Law Enforcement Officers, Experts and Academia dealing with counterterrorism, cybercrime and critical infrastructure protection
66	1. Serious crime and counter terrorism	1.3 Counter terrorism	Combating the Financing of Terrorism. Experiences of the Republic of Poland	The aim of the course is to present solutions adopted in Poland in combating the financing of Terrorism. The course participant will know what organisational and legal solutions are	Expanding knowledge and one of the EU countries	Police officers

Number	Category	Sub-category	Title	Aims and objectives	Learning outcomes	Target audience
				used in Poland in combating the financing of Terrorism.		
67	1. Serious crime and counter terrorism	1.3 Counter terrorism	Counter terrorism title t.b.c.	t.b.c.	t.b.c.	t.b.c.
68	1. Serious crime and counter terrorism	1.3 Counter terrorism	Counter violent extremism and radicalisation: the human rights perspective	Aim: The promotion of the rule of law and human rights, in the context of security strategies in order to address violent extremism, decreasing the kind of actions that fuel grievances and enable violent extremism to flourish. Objectives: Raise awareness. Understand the definition of extremism and radicalisation. Awareness of ways of manifestation. Understand how to prevent extremism and radicalisation.	To strengthen the response in order to develop common solutions regarding identification of foreign fighters. Joint response to radicalisation, in order to prevent the further spread of the violent ideas and actions arising from radicalisation. Human rights protection.	Law enforcement investigators – front line officers, agencies and organisations

Number	Category	Sub-category	Title	Aims and objectives	Learning outcomes	Target audience
				Avoid the risk of stigmatising communities, coercing informants and alienating those who are best placed to help prevent radicalisation.		
69	1. Serious crime and counter terrorism	1.3 Counter terrorism	Counter terrorism: Managing risks of critical infrastructure	Aim: To ensure the public order. Objectives: To represent an attractive and vulnerable targets for terrorists attacks; To identify, prevent and defeat the hybrid threats and other vulnerable targets; To suggest some potential ways to mitigate risks.	Participants will be able to: Understand, that Critical Infrastructure as an internal threat and vulnerability exploited by an aggressors; Discover the strategies and policies, strengths and weakness of State public security; Understand the importance of international experience.	Police, border guards, fire and rescue services, VIP security services, financial crime investigation services
70	2. Public order - policing of major events	NA	How to reduce the number of dead road users: Integrated approach	Share experience, find the most effective ways to reduce the number of such accidents. This is the common goal of all EU.	Share experience, find the most effective ways to reduce the number of such accidents. This is the common goal of all EU.	EU traffic police officers, researchers, road maintenance representatives.

Number	Category	Sub-category	Title	Aims and objectives	Learning outcomes	Target audience
71	4. Leadership, language development, train the trainers	NA	CEPOL Exchange Programme (CEP) 2018	To provide information to prospective exchangees and their National Exchange Coordinators on the 2018 CEPOL Exchange Programme.	To provide information to prospective exchangees and their National Exchange Coordinators on the 2018 CEPOL Exchange Programme.	Prospective exchangees for the CEPOL Exchange Programme 2018, their line managers and the National Exchange Coordinators.
72	4. Leadership, language development, train the trainers	NA	LMS use for the support of CEPOL residential activities: Course Image 10.0	Course managers and trainers are able to use the learning management system (LMS - based on Moodle) for the 2017 residential activities by means of the reviewed and updated version of Course Image 10.0. Course managers and trainers are able to find means of support for the use of Course Image 10.0 through the Educators' Platform, the e-Net Managers, online video tutorials, online module about the Course Image 10.0 and recorded webinars.	Course managers and trainers are able to use the learning management system for the 2017 residential activities by means of the reviewed and updated version of Course Image 10.0. They are able to find means of support for the use of Course Image 10.0 through the Educators' Platform, the e-Net Managers, online video tutorials, online module about the Course Image 10.0 and recorded webinars.	Course managers and trainers of the CEPOL 2018 residential activities (courses, seminars and conferences), e-Net managers with the countries and partner organisations. Educators from law enforcement and the judiciary who wish to support their learning and training activities through a learning management system.

Number	Category	Sub-category	Title	Aims and objectives	Learning outcomes	Target audience
73	4. Leadership, language development, train the trainers	NA	National Webinar for CEPOL and its e-Net (in Greek)	Aim: Raise awareness of CEPOL and the training opportunities/tools that it offers to Law Enforcement Personnel and promote a European law enforcement training culture (for Greek native speakers). Objectives: Underline CEPOL's role in the field of law enforcement cooperation. Illustrate CEPOL's training portfolio and its components. Expand on the added value of CEPOL's e-learning capacities in a law enforcement environment. Familiarise the Greek police personnel with the many tools and functions that CEPOL has to offer them in	The participants will have a clearer view of CEPOL and its products and how best to utilise them in their everyday professional life. New members of CEPOL's extended target group, will have an opportunity to get acquainted with CEPOL, its products and tools, its procedures and how best to utilise them. Participants will be informed of the new mandate and all subsequent changes and how it affects them. They will also be informed on the Training catalogue and training opportunities provided to them in the year 2018.	Law enforcement personnel in Hellas and Cyprus, as well as relevant stakeholders.

Number	Category	Sub-category	Title	Aims and objectives	Learning outcomes	Target audience
				their everyday professional lives.		
74	4. Leadership, language development, train the trainers	NA	Using the Moodle LMS and additional tools for CEPOL style online courses.	To demonstrate the list of tools, activities and resources from a learning management system (LMS) to be incorporated effectively in a training context. Identify additional tools such as webinars, online meetings and other online services to enrich online courses with more effective learning	After the learning event participants will be able to list tools, activities and resources from a learning management system (LMS) to be incorporated effectively in a training context. Identify additional tools such as webinars, online meetings and other online services to enrich online courses with more effective learning	Educators from the police, customs tax authorities, border guards and judicial authorities, JHA agencies, universities, trainers, educators, researchers. Organisers of CEPOL activities are encouraged to attend.
75	4. Leadership, language development, train the trainers	NA	Webinars for educators: Implementing webinars as a tool for learning, training and professionalisation for LE and Judiciary	Listing of good practice about organising webinars and on how to deliver them effectively. Recognise possible ways of applying webinars as a tool for learning and training, stand alone or as part	Listing of good practice about organising webinars and on how to deliver them effectively. Recognise possible ways of applying webinars as a tool for learning and training, stand alone or as part	Educators from the police, customs tax authorities, border guards and judicial authorities, JHA agencies, universities, trainers, educators, researchers. Organisers of CEPOL activities are encouraged to attend.

Number	Category	Sub-category	Title	Aims and objectives	Learning outcomes	Target audience
				of a larger formal training programme. Identify procedures for the preparation of webinars and available supporting tools, templates and resources.	of a larger formal training programme. Identify procedures for the preparation of webinars and available supporting tools, templates and resources.	
76	4. Leadership, language development, train the trainers	NA	Police training innovation: Psychoeducational group programme to enhance emotional intelligence, empathy, resilience and stress management	To raise awareness on innovative training methods of skills enhancement among police/law enforcement officers, with a presentation of an empirical research project on the implementation and evaluation of a psychoeducational group program among police officers. To discuss the feasibility and effectiveness of the programme within police organisations, as well as the benefits from incorporating similar programmes into police academies.	Build awareness of how police officers' specific skills (emotional intelligence, empathy, resilience, stress management) can be enhanced. Recognise how change can be measured. Assess the feasibility of the psychoeducational program within police/law enforcement organisations.	Law Enforcement Personnel
77	4. Leadership, language	NA	CEPOL: Training opportunities for	After the webinar participants will have	After the webinar participants will have	All members of the Belgian police. Any

Number	Category	Sub-category	Title	Aims and objectives	Learning outcomes	Target audience
	development, train the trainers		Belgian police (in French)	a clear, up-to-date understanding of the CEPOL products and services and how to register for each of them	a clear, up-to-date understanding of the CEPOL products and services and how to register for each of them	police officer from EU countries with an interest in the topic and good understand of the French language can attend.
78	4. Leadership, language development, train the trainers	NA	CEPOL: Training opportunities for Belgian police (in Dutch)	After the webinar participants will have a clear, up-to-date understanding of the CEPOL products and services and how to register for each of them	After the webinar participants will have a clear, up-to-date understanding of the CEPOL products and services and how to register for each of them	All members of the Belgian police. Any police officer from EU countries with an interest in the topic and good understand of the Dutch language can attend.
79	5. Law enforcement cooperation and information exchange	NA	Building co-operation networks for fighting intra-EU international tax frauds I: Recognise symptoms, vulnerable goods and response	To become acquainted with good practices of the enforcement services fighting these frauds in the neighbouring countries and to build an international co-operation network which facilitate the combat.	Recognise the symptoms of possible international tax frauds Define the most vulnerable kinds of goods Use the best practices of proper reaction against the international tax frauds	Police officers from economic departments, customs officers, tax inspection officers and employees involved in the fight against tax evasion in EU.
80	5. Law enforcement cooperation and	NA	Building co-operation networks for fighting intra-EU international tax frauds II:	To become acquainted with good practices of the enforcement services fighting these frauds	Know officers from neighbouring countries to contact with, in need of	Police officers from economic departments, customs officers, tax inspection officers and employees involved in

Number	Category	Sub-category	Title	Aims and objectives	Learning outcomes	Target audience
	information exchange		Communication, procedures and information exchange between MSs	in the neighbouring countries and to build an international co-operation network which facilitate the combat.	international cooperation Methods of communication Sources of information Existing procedures Kind of exchanged information	the fight against tax evasion in EU.
81	5. Law enforcement cooperation and information exchange	NA	Experience and use of fingerprints for search in SIS	Following new SIS regulation	Following new SIS regulation	SIS users, officers at SIRENE Bureaux.
82	5. Law enforcement cooperation and information exchange	NA	National Webinar for the appointed participants of Exchange Programme 2018 (in Greek)	To provide information to the Greek appointed participants, concerning the 2018 CEPOL Exchange Programme. Underline the most common mistakes on the procedure of completing the required participation documents Expand on the added value of CEPOL's Exchange Programme capacities in a law	The participants will have a clearer view of CEPOL's Exchange Programme and any question concerning the completion of the participation documents will be answered. New members of CEPOL will be registered. They will also be informed of the tools in the Learning Management System, regarding the	Greek appointed participants in the CEPOL Exchange Programme 2018.

Number	Category	Sub-category	Title	Aims and objectives	Learning outcomes	Target audience
				enforcement environment. Familiarise the appointed personnel with the tools and functions of the Learning Management System. Underline CEPOL's and National Unit role in the Exchange Programme.	Exchange Programme.	
83	5. Law enforcement cooperation and information exchange	NA	The new SIS regulation and its main chances	Following new SIS regulation	Following new SIS regulation	SIS users, officers at SIRENE Bureaux.
84	5. Law enforcement cooperation and information exchange	NA	The use of SIS for return of illegally staying third country nationals	Following new SIS regulation	Following new SIS regulation	SIS users, officers at SIRENE Bureaux.
85	5. Law enforcement cooperation and information exchange	NA	Cross border surveillance	t.b.c.	t.b.c.	t.b.c.
86	5. Law enforcement	NA	Europol for Belgian Police: Overview,	After the webinar participant will have a	After the webinar participant will have	All members of the Belgian police. Any

Number	Category	Sub-category	Title	Aims and objectives	Learning outcomes	Target audience
	cooperation and information exchange		tools and services (in French)	clear up-to-date knowledge of the role of Europol, its services and the cooperation tools is offers	a clear up-to-date knowledge of the role of Europol, its services and the cooperation tools is offers	police officer from EU countries with an interest in the topic and good understand of the French language can attend.
87	5. Law enforcement cooperation and information exchange	NA	Europol for Belgian Police: Overview, tools and services (in Dutch)	After the webinar participant will have a clear up-to-date knowledge of the role of Europol, its services and the cooperation tools is offers	After the webinar participant will have a clear up-to-date knowledge of the role of Europol, its services and the cooperation tools is offers	All members of the Belgian police. Any police officer from EU countries with an interest in the topic and good understand of the Dutch language can attend.
88	6. Specific areas and instruments	6.1 Analysis	Analysis of data collected through online sources	Introduce tools and techniques for collecting and analysing data from online sources within a legal framework	Prepare and analyse data. Use forensic tools. Use tools and techniques of collecting data from the web. Understands the legal possibilities and practically used the cooperation between the authorities in the country and member states.	Police, Customs and Tax administration employees dealing with the data analysis.
89	6. Specific areas and instruments	6.1 Analysis	Organised Property Crime (OPC): Domestic burglaries	Recognise various modi operandi and detect organised elements in property	Develop efficient disruptive approach	Police, other law enforcement officers and judicial authorities

Number	Category	Sub-category	Title	Aims and objectives	Learning outcomes	Target audience
			and other modi operandi	crime appearing as local level problem		
90	6. Specific areas and instruments	6.1 Analysis	Risk analysis and identification of threats to the tax system	Raising the level of the knowledge in threats resulting with transferring goods in the European Union. Correct analysis of areas of the risk, quickness to respond for the existing risk and the due selection of methods of action.	Getting to know connected threats from for transferring goods pose border of country. Rapid analysis of the risk and subjects being able to act in discord with provisions of the law. Taking due action to threats arising and the counteraction for coming into existence of new threats for the tax system.	Police, other law enforcement officers and judicial authorities
91	6. Specific areas and instruments	6.3 Special law enforcement techniques	Use of PNR (Passenger Name Record) in fight against serious and organised crime and terrorism	Given a PNR, participants will explain how it is captured, what it is used for, how it is handled. Given the name of PIU, they will describe the roles and responsibilities of the national Passenger Intelligence Units in handling PNR.	The participants will have increased awareness on how PNR is used in the fight against serious and organised crime and terrorism and what is the competent unit on national level to transfer such data.	Broad LAE community, including PIU staff, SOC and CT investigators/analysts

Number	Category	Sub-category	Title	Aims and objectives	Learning outcomes	Target audience
92	6. Specific areas and instruments	6.3 Special law enforcement techniques	Network for investigation and prosecution of genocide, crimes against humanity and war crimes (title t.b.c.)	Following OAP 2018	Following OAP 2018	Following OAP 2018
93	6. Specific areas and instruments	6.3 Special law enforcement techniques	Identification of and fighting the international tax optimisation – international cooperation	Presentation of good practices and tools to identify cases of tax optimisation, including possibilities of using information from other countries.	Use solutions operating in other EU countries for the identification of cases of tax optimisation. Use the tools of international cooperation to obtain information at the phase of analysis and control.	Analysts and other employees in tax administration, dedicated to detection and control in the above area.
94	6. Specific areas and instruments	6.3 Special law enforcement techniques	Methods of identification assets: Object of freezing orders and confiscation	Exchange of experience concerning effective possibilities for investigation and identification of incomes and assets resulted from financial criminal activities.	To apply the investigation methods for better results in prejudice recovery.	Prosecutors and police officers dealing with economic crime cases, as well as anti-fraud specialists.
95	6. Specific areas and instruments	6.4 Joint Investigation Teams	Joint Investigation Teams (title t.b.c.)	Following OAP 2018	Following OAP 2018	Following OAP 2018
96	7. Fundamental rights	NA	Delinquency - intersections in	Criminologists use different theories to study the evolvement	Attendants are informed about the findings of the	Decision makers on strategic level, high and middle management

Number	Category	Sub-category	Title	Aims and objectives	Learning outcomes	Target audience
			traffic behaviour and criminal aptitudes	of criminal careers. Traffic psychologists focus on similar approaches. The faculty Traffic Science & Traffic Psychology has been studying the intersections with a Master-Thesis and the research-project LAWIDA, a longitudinal analysis regarding risk-taking aptitudes of juvenile in the age of 14 to 18.	Master-Thesis and the Research Project LAWIDA and gain some ideas of prevention focussing both aspects - traffic safety and crime control	with responsibility for traffic and operational management
97	7. Fundamental rights	NA	Fundamental rights and Law Enforcement I (title t.b.c.)	t.b.c.	t.b.c.	Law enforcement officers and judicial authorities
98	7. Fundamental rights	NA	Fundamental rights and Law Enforcement II (title t.b.c.)	t.b.c.	t.b.c.	Law enforcement officers and judicial authorities
99	7. Fundamental rights	NA	Fundamental rights and Law Enforcement III (title t.b.c.)	t.b.c.	t.b.c.	Law enforcement officers and judicial authorities
100	7. Fundamental rights	NA	Fundamental rights and Law Enforcement IV (title t.b.c.)	t.b.c.	t.b.c.	Law enforcement officers and judicial authorities

Number	Category	Sub-category	Title	Aims and objectives	Learning outcomes	Target audience
101	7. Fundamental rights	NA	Fundamental rights and Law Enforcement V (title t.b.c.)	t.b.c.	t.b.c.	Law enforcement officers and judicial authorities
102	7. Fundamental rights	NA	Fundamental rights and Law Enforcement VI (title t.b.c.)	t.b.c.	t.b.c.	Law enforcement officers and judicial authorities

Online courses

Number	Category	Sub-category	Title	Aims and objectives	Learning outcomes	Target audience
1	1. Serious crime and counter terrorism	1.1.2 EU Policy Cycle / Trafficking in human beings	Detection and investigation of THB crimes for criminal activities (title to be rephrased)	Aimed at developing professional skills to detect and investigate THB for criminal activities crimes Objectives: To provide with knowledge on detecting THB for criminal activities crimes To develop skills on investigating THB for criminal activities crimes, especially to collect substantial evidence	Participants will be capable to detect THB for criminal activities crimes more successfully and will possess advanced skills to investigate those crimes, especially to collect substantial evidence	Specialised police investigators, if possible, also prosecutors
2	1. Serious crime and counter terrorism	1.1.4 EU Policy Cycle priority: Excise	Excise fraud	The overall objective of the training activity is to enhance knowledge on the application of criminal intelligence analysis and	Upon completion of the activity the participants will be able to:	Law enforcement experts specialized in excise related criminal investigations and

Number	Category	Sub-category	Title	Aims and objectives	Learning outcomes	Target audience
				financial investigative techniques in combating excise fraud. The activity will focus on describing good practices of excise related criminal intelligence analysis, on the use of financial investigations and a module will concentrate on the added value of EU cooperation instruments (Europol, OLAF).	Describe best practices of the use of criminal intelligence analysis techniques with regard to the investigation of alcohol, tobacco and mineral oil fraud Understand the role of Europol and OLAF in the fight against cross-border excise fraud	intelligence analysis
3	1. Serious crime and counter terrorism	1.1.9 EU Policy Cycle priority: Cybercrime - Attacks against information systems	Database reconstruction and examination (SQL & NOSQL), *Note: The implementation of the course is subject to further assessment*	To improve efficiency and quality of the cases' outcome through detailed analysis of the training theme. After having completed the training the participants will: • be able to reconstruct SQL and no SQL databases • recover deleted entries and • be able to examine the recovered data	Better understanding of SQL databases, identify data pre and post transaction, recover previously deleted data rows, help prove/disprove the occurrence of a data breach and determine the scope of a database intrusion.	Digital evidence examiners
4	4. Leadership, language, train the trainers	NA	Diplomatic Protocol for law enforcement officials	The aim of the course is the learning of proper protocol when dealing with bilateral and	Upon completion of the activity the participants will be able to:	All police officers starting to work in international environments.

Number	Category	Sub-category	Title	Aims and objectives	Learning outcomes	Target audience
				multilateral international cooperation. The course objectives are to: Learn proper protocol when dealing with foreign partners, Share best practices in international police co-operation, Train participants in teaching others (train the trainers).	establish better contacts with foreign partners; use correct forms when dealing with foreign partners; properly write official correspondence with foreign partners.	
5	4. Leadership, language, train the trainers	NA	Police English language training	The course aims its participants to have the ability, in accordance with CEFR, to express themselves briefly in familiar situations and to deal in a general way with non-routine information i. in writing ii. in speaking iii. in reading iv. in listening To enrich their Police English Language vocabulary and use it appropriately in situations where police specific terminology is required.	Upon completion of the activity the participants will be able to achieve a Common European Framework of References for languages (CEFR) to the level of B1 - independent user, in Police English Language.	Police officers and law enforcement staff from EU Member States with minimum 3 years of experience whose work position and responsibilities require the use of English Language in the framework of cross border police cooperation.

Number	Category	Sub-category	Title	Aims and objectives	Learning outcomes	Target audience
6	5. Law enforcement cooperation and information exchange	NA	Naples II convention: Possibilities for cooperation in customs investigations	Raise awareness of the possibilities of Naples II convention Increase the use of Naples Explain the new guidance of Naples II	A lot of prosecutors, but also custom authorities and border guards are more familiar with the possibilities of the Naples II convention. The use of the convention is upgraded and increased in numbers	The target audience is both prosecutors within the EU as well as border guards and customs authorities

Online modules

Number	Category	Sub-category	Title	Aims and objectives	Learning outcomes	Target audience
1	1. Serious crime and counter terrorism	1.1.2 EU Policy Cycle priority: Trafficking in human beings	Trafficking Human Beings	Update knowledge landscape for self-paced and blended learning contexts	Update existing module required as per planning modules 2016-2020	Law enforcement officials
2	1. Serious crime and counter terrorism	1.1.9 EU Policy Cycle priority: Cybercrime - Attacks against information systems	Money Laundering	Update knowledge landscape for self-paced and blended learning contexts	Update existing module required as per planning modules 2016-2020	Law enforcement officials
3	1. Serious crime and counter terrorism	1.2.1 Horizontal aspects in serious and organised crime: Online trade in illicit goods and services	Online trade in illicit goods and services	Develop knowledge landscape for self-paced and blended learning contexts	Following OAP 2018	Law enforcement officials

| 4 | 1. Serious crime and counter terrorism | 1.3 Counter terrorism | Community policing and prevention radicalisation | Develop knowledge landscape for self-paced and blended learning contexts | Priority from DG Immigration and Home Affairs | Law enforcement officials |
| 5 | 2. Public order - policing of major events | NA | Policing Mass Events | Develop knowledge landscape for self-paced and blended learning contexts | Covering domain Public Order as part of the CEPOL legal mandate | Law enforcement officials |

Section IV.III - Grant Agreements

Grants for the implementation of CEPOL activities in 2018.

For the implementation of activities 2018 one call for applications (The Call) will be implemented with the following indicative timeline:

- Publication of the Call on 30 June 2017.
- Questions in relation to the grant application; clarifications are to be received in writing no later than 29 September 2017. Any questions received after the deadline will not be accepted. Responses to the questions will be communicated to all Framework Partners.
- Grant applications are to be dispatched or delivered in hand by the 20 October 2017.
- Evaluation will be conducted by the 1 December 2017.
- Grants will be awarded by 23 December 2017.

Delays in budgetary procedures at European level may impact the planned timeline. Considering the significant increase in the number of framework partners, the approach for the Framework Partners' meeting will be reviewed.

1. OBJECTIVES

The Call aims to contribute to the European law enforcement cooperation through learning that meets the highest level of international excellence. This will be achieved via the implementation of a series of training activities. The term 'training activities' refers to: courses and seminars.

The carrying out of training activities consists of the following elements:

- Organising all the logistical aspects of the activities except the flights for the participants. The latter are to be organised by CEPOL.

- Carrying out the activities in line with the Decision of the Governing Board laying down administrative Rules, commitments and guidelines for its courses, seminars and conferences (30/2006/GB31).
- Carrying out the activities in line with the Decision of the Governing Board laying down administrative Rules, commitments and guidelines for its webinars and online courses (13/2016/GB).
- Planning and implementing the activities at high quality covering all educational aspects (programme, learning outcomes/objectives, delivery methodology, trainers/lecturers, use of LMS, Common Curricula, online learning modules, research and science).
- Delivering of final report(s) in accordance with the requirements set in the Governing Board decision 30/2006/GB. More specifically, reporting on implemented activities, including each activity within a set, shall be in line with articles 4.14 and 4.15 of the Governing Board decision 30/2006/GB.

2. EVALUATION OF APPLICATIONS

The evaluation of the submitted applications will be performed by an independent Opening Committee and an independent Evaluation Committee, appointed by the Executive Director of CEPOL. The Evaluation Committee will be assisted by a member of CEPOL staff providing purely administrative support and having no voting rights. No observers will be admitted during the assessment of eligibility and evaluation process.

The Opening Committee:

Shall screen the eligibility of the applications and the Selection criteria (see below under point 4 and 5).

The Evaluation Committee:

Shall screen the award criteria (see below under point 6).

Failure to meet at any step the criteria shall exclude further evaluation of the application.

3. BUDGET AVAILABLE AND FORM OF FINANCING

The total budget earmarked for the financing of projects financed under the present Call is EUR 2,200,000. CEPOL will finance no more than 95% of the total eligible costs of an activity.

4. ELIGIBLE APPLICATIONS

Failure to comply with the requirements and criteria set below will lead to the rejection of the application.

4.1

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[31] The reference to the Governing Board decision 30/2006/GB is made without prejudice to potential further changes.

- Applications must be sent to the correct address no later than the deadline for submitting applications.
- Applications must be submitted in writing, using the following documents: application forms, declaration on honour forms, financial proposal form, and if applicable, the partnership forms.
- Applications must be submitted using the double envelope system in order to guarantee the confidentiality and integrity of data.

4.2

Participation to the Call is restricted to the Framework Partners of CEPOL[32] for the period 2017-2020. Framework Partners may apply either individually or in a consortium of Framework Partners. It is noted that consortia are encouraged to apply for implementing the sets of activities.

In the event of an individual submission, the submission of the application and all the other required documents is to be performed by the Framework Partner or a mandated entity as long as the latter is indicated in the Framework Partnership Agreement signed following the Call for Framework Partners.

In the event that an application is submitted by a consortium dully filled and signed Partnership Forms are required[33]. The leader of the consortium shall be responsible for the submission of the application and all the other required documents. Partners cannot withdraw their participation from a consortium from the moment a grant is awarded to the consortium and the grant agreement has been signed. Withdrawal is possible at any other stage prior to the signature of the grant agreement.

4.3

The type of activities eligible under this Call refers to the activities as described in the Training Catalogue 2018.

4.4

Applicants must sign a declaration on honour certifying that they are not in one of the situations referred to in articles 106 and 107 of the EU Financial Regulation.

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[32] See list of Partners on the website of CEPOL on the basis of the Decision of the Director of CEPOL on the "Call for Framework Partners to organise CEPOL courses, seminars, workshops and conferences in 2015-2018" adopted on 30 January 2014.

[33] At the time of application scanned copies are acceptable, but original Partnership Forms must be received by the Agency before a grant agreement is signed.

5. SELECTION CRITERIA

The selection criteria assess the applicant's ability to complete the proposed action or work programme (i.e the financial and operational capacity of the applicants). Applicants must have the professional competencies as well as appropriate qualifications necessary to complete the proposed action. In this respect, applicants have to submit a declaration on honour.

6. AWARD CRITERIA

The award criteria allow the evaluation of the quality of the proposals in relation to the objectives of the call. Received applications will be assessed on the basis of the following criteria:

1. Activity concept   – maximum points   20

2. Content details – residential part   – maximum points   40

3. European dimension   – maximum points   10

4. Learning environment   – maximum points   20

5. Cost effectiveness   - maximum points   10

Total   **- maximum points 100**

Only applications that reach the threshold of 70 points (out of 90) for the content part will be then evaluated for cost effectiveness. In the context of assessing the cost effectiveness, applications below the threshold of at least 5 (out of 10) points shall be rejected. The points for the financial bid are awarded as follows:

- 5 points: 0%-5% less than the maximum budget available;
- 7 points: 5%-15% less than the maximum budget available;
- 10 points: more than 15% less than the maximum budget available.

An application can be proposed for a grant by the Evaluation Committee provided the application:

- has reached the threshold of at least 75 points and
- has the highest rating within a group of applicants for the specific activities

The establishment of CEPOL Knowledge Centres (CKCs)

In line with the approval of CEPOL Management Board taken at its 2nd meeting in May 2017 to establish two pilot CEPOL Knowledge Centres, the Decision of the Management Board 26/2017/MB[34] and the Director's Decision. 48/2017/DIR[35], the Executive Director of the European Union Agency for Law Enforcement Training (CEPOL), intends to establish two pilot CEPOL Knowledge Centres, one per the following thematic priority:

- Counterterrorism,
- EU CSDP Missions.

The CKCs shall be established on the basis of the mechanism of Framework Partnership with Multiple Beneficiaries (hereinafter 'CKC partnerships'). Following their establishment the CKC partnerships will be invited to submit a proposal for grant for the implementation of activities in 2018.

The call for CKC partnerships aims to contribute to the strengthening of internal security including its external aspects by building capabilities of law enforcement officials in the thematic priorities of Counterterrorism and EU Common Security and Defence Policy Missions (hereinafter CSDP Missions) through learning that meets the highest level of international excellence. This will be achieved by the formation of two CEPOL Knowledge Centres (hereinafter CKCs), one per thematic priority area, i.e. one CKC for Counterterrorism and one CKC for CSDP Mission training. Each CKC shall be responsible for the implementation of all CEPOL training and learning activities, such as residential activities, webinars, online modules, etc., in the given thematic priority with the following specific objectives:

- CEPOL Knowledge Centres in cooperation with relevant JHA agencies shall become leading CEPOL training provider for law enforcement in the relevant thematic priority.
- Thematic priority training shall be developed and delivered in a spirit of complementarity, with high quality as the leading principle.
- CKCs shall ensure business continuity for portfolio implementation during the term of the Framework Partnership agreement.

ELIGIBLE ORGANISATIONS

The two CKC partnerships will be concluded with the CEPOL Framework Partners working together under the formulation of consortia. Each one of the two consortia is required to have a minimum of 4 entities.

DURATION OF CKC PARTNERSHIPS

The CKC partnerships will be operational for two years and will expire on 31/12/2019.

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[34] Decision of the Management Board 26/2017/MB of 29/09/2017 on approving a pilot phase of CEPOL Knowledge Centres

[35] Decision of the Executive Director 48/2017/DIR of 30/09/2017 on the call for framework partnerships with multiple beneficiaries – pilot CEPOL Knowledge Centres – for the implementation of CEPOL training and learning activities on counterterrorism and CSDP missions in 2018-2019

AREA OF ACTIVITIES UNDERTAKEN WITHIN CKC PARTNERSHIPS

Activities should aim to support law enforcement cooperation capabilities in the area of counterterrorism, through provision of high quality training and learning activities in the given thematic priority, particularly, but not exclusively:

- Residential activities – courses, seminars, workshops and conferences. The implementation of these types of activities will entail the following:
    - Organising all the logistical aspects of the activities except the international travel for the participants. The latter are to be organised by CEPOL.
    - Carrying out the activities in line with the Financial Rules for CEPOL residential training activities as set out in the Decision of CEPOL Executive Director 42/2017/DIR.
    - Planning and implementing the activities at a high quality level covering all educational aspects (programme, learning outcomes/objectives, delivery methodology, trainers/lecturers, use of LMS, Common Curricula, online learning modules, research findings).
    - Delivering final report(s) in accordance with the requirements set in the Financial Rules for CEPOL residential training activities, as set out in the Decision of CEPOL Executive Director 42/2017/DIR.
- Online activities – webinars, online courses, online modules and other. The implementation of these activities will require the planning and implementing the activities at high quality covering all educational aspects (programme, learning outcomes/objectives, delivery methodology, trainers/lecturers, use of LMS, Common Curricula, online learning modules, research findings). Technical support, if requested, will be provided by CEPOL.
- On the basis of identified training needs CKC Partnerships shall propose the annual training portfolio for 2019.

CONDITIONS AND MODALITIES

1. Funding Conditions

For actions to be undertaken by CKC partnerships, co-funding of up to 95% of the total costs will take place. However, the 95% co-funding will not exceed the total reimbursable costs as set out in the Decision of CEPOL Executive Director 42/2017/DIR. In addition, the funding will cover up to a maximum of EURO 12,000 per year for actual costs incurred by the CKC Partnership Leader in relation to administrative support needed for the implementation of the thematic area by the CKC Partnership.

2. Eligibility criteria

- CKC Partnership consortia must be formed by CEPOL Framework Partners, as established following the open call launched on 22.01.2016;
- The Application must include:
    1. Completed Application Form (Annex 1);
    2. Signed Partner Mandate forms (Annex 2), signed and attached in scanned version;
- Applicants must respect the deadline for applications, which is 3 November 2017.

3. Exclusion criteria

It is noted that the check of exclusion criteria has already been performed in the context of the call launched in January 2016, therefore no repetition of the check is envisaged for the present call.

4. *Selection criteria*

Proposals for CKC partnerships shall be evaluated on the basis of the applicants' collective professional capacity and access to specific expertise, as listed below, required for a long-term cooperation with CEPOL for implementing the relevant actions; evidence can be a list of previously implemented training, expertise can be evidenced by CVs of key experts that the CKC Partnership plans to engage in the activities.

Specific requirements for **CKC on Counterterrorism**:

- CKC Partnership should include Framework Partners from those EU Member States (hereinafter 'EU MS'), which have dealt with terrorist attacks in the last three years;
- Collectively the access to the following expertise shall be demonstrated;
    1. Cultural, linguistic, sociological and ideological expertise pertaining to specific terrorist phenomena (Left Wing, Anarchist, Right Wing, Religiously Motivated, eco-terrorism, single issue);
    2. International/ transnational terrorism: key organisations, their structure, their modus operandi, upcoming threats;
    3. Terrorist modus operandi (propaganda, radicalisation, recruitment, financing, planning, reconnaissance, execution of a terrorist plot);
    4. Radicalization process;
    5. Foreign Terrorist Fighters and Returnees;
    6. Financing of terrorism;
    7. Terrorist use of the internet;
    8. Forensic analysis of electronic evidences in the context of CT cases (mobile, pc, etc);
    9. CBRN/E, weapons and IED;
    10. Crisis management and terrorism crime scene management/investigation;
    11. International information/intelligence sharing mechanisms in CT matters (police and judicial cooperation, cooperation between LEAs and Security Services);
    12. Legal instruments for combatting terrorism.

Specific requirements for **CKC on CSDP Missions**:

- CKC Partnership should include Framework Partners of those EU MS which have previous experience in training law enforcement officials for CSDP Missions either under CEPOL or other projects, e.g. EUPST, ENTRi.

- CKC Partnerships collectively should demonstrate or have access to such expertise in the following areas:

1. Experts who are posted or recently, but not longer than 2 years, have returned from CSDP Missions;
2. FSJ/JHA nexus;
3. Gender aspects in CSDP;
4. Integrity and ethics;
5. Cultural awareness;
6. Organised crime and corruption in host countries;
7. Project management;
8. MMA;
9. Security training, e.g. HEAT;
10. Mediation and Negotiation;
11. Conflict analysis;
12. SSR;
13. Change Management;
14. Fundamental rights in CSDP Missions.

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TIMELINE

Indicative timeline for the entire process is given below:

30 September 2017	Launch of the call for the establishment of two CKCs in form of framework partnerships with multiple beneficiaries (CKC partnerships)
3 November 2017	Deadline for applications
November 2017	Assessment of the applications
December 2017	Awarding and signature of CKC Partnership agreements for two years 2018-2019
December 2017	Invitation addressed to the relevant CKC to submit its proposal for a grant on implementation of activities in 2018 in the areas of Counterterrorism and CSDP Missions
January 2017	Signature of specific grant agreements

Annex I – Resource allocation per activity for CEPOL regular activities

Activity Group	Operational area	FTE allocation	*Budget T1 & T2*	*Budget T3*	All Budget Titles
Operational					
	EU-STNA/OTNA Coordination	2.4	170,000	200,000	370,000
	Policy cycle	13.2	935,100	1,217,000	2,152,100
	Cybercrime	2.4	170,000	431,000	601,000
	Migration	2.2	155,100	233,000	388,100
	Counter-terrorism	0.6	42,500	414,000	456,500
	Law enforcement Cooperation	3.0	212,600	1,128,000	1,340,600
	Public Order	0.2	15,000	80,000	95,000
	CSDP	0.6	42,500	255,000	297,500
	Leadership	1.2	85,100	142,000	227,100
	Training and learning development	3.0	212,600	296,000	508,600
	Research and Science	1.2	85,100	30,000	115,100
	Top operational coordination	2.0	245,000		245,000
	General operational activities	4.0	232,000	285,000	517,000
	Project Office	1.0	84,800		84,800
Administrative Support					
	Human Resources management	2.0	131,900		131,900
	Information and Communication management	4.0	213,100		213,100
	Internal Audit	1.0	84,800		84,800
	Resource Director/Head of Administration	1	122,500		122,500
Coordination					
	Legal advice, including Data Protection	1.0	84,800		84,800
	External communication	2.0	117,800	110,000	227,800
	Governance and planning	3.0	202,600	80,000	282,600
	External relations	1.0	51,800	10,220	62,020
Neutral					

	Accounting, finance, non-operational procurement	9.0	608,800		608,800
	Subtotals / Totals	**61**	*4,305,500*	*4,911,220*	*9,216,720*

Methodology for the Resource Allocations

- Only CEOPL staff for regular activities are included in the table. I.e. establishment plan (TA posts), CA, SNE and structural interims
- Activities have been grouped in four categories Operational, Administrative Support, Coordination and Neutral. For each activity a number of FTE(s) is attached bringing the total number of FTEs to 61.
- For the Operational activities, the cost of each activity has been calculated with respect to Title 3 funds.
- Title 1 has been prorated based in the number and type of staff allocated to each activity (I.e. AD management level, AD, AST, CA, SNE and structural interims)
- Title 2 has been prorated based in the number of staff allocated to each activity (regardless of type of staff or grading)

Annex: II.a – Human and Financial Resources (Tables) 2018-2020 for CEPOL regular activities*

The below tables 1 to 3 of Annex II.a show the figures of the Draft Budget 2018, as approved by the European Commission and presented for discussion by the Budgetary Authority (the Council and the European Parliament). Should the outcome of these discussion be different to the draft budget as presented below, the figures on human and financial resources will be updated accordingly.

Annex II.a - Table 1: Expenditure

Expenditure	2017		2018	
	CA	**PA**	**CA**	**PA**
Title 1	3,833,656	3,833,656	3,923,000	3,923,000
Title 2	452,000	452,000	382,500	382,500
Title 3	4,994,344	4,994,344	4,911,220	4,911,220
Title 4 (R0)	539,804	539,804	-	
Total expenditure	9,819,804	9,819,804	**9,216,720**	**9,216,720**

Expenditure	Commitment appropriations						
	Executed Budget 2016[36]	**Budget 2017**	**DB 2018 Agency request**	**DB 2018 Budget forecast**	**VAR 2018 / 2017**	**Envisaged in 2019**	**Envisaged in 2020**
Title 1 Staff Expenditure	**3,235,599**	3,833,656	4,851,500	3,923,000	102.33%	4,840,500	4,980,500
11 Salaries & allowances	2,433,723	3,098,800	3,960,000	3,239,000	104.52%	4,039,000	4,119,000

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[36] 2016 budget figures represent budget execution at mid October 2017. The final figures will be known at the end of 2017.

- of which establishment plan posts	1,799,130	2,387,860	2,855,000	2,327,000	97.45%	2,912,000	2,970,000
- of which external personnel	634,593	710,940	1,105,000	912,000	128.28%	1,127,000	1,149,000
12 Expenditure relating to Staff recruitment	128,156	40,000	142,500	40,000	100.00%	52,500	112,500
13 Mission expenses	34,000	35,000	35,000	40,000	114.29%	35,000	35,000
14 Socio-medical infrastructure	310,743	415,956	462,000	371,000	89.19%	462,000	462,000
15 Training	40,063	40,000	60,000	40,000	100.00%	60,000	60,000
16 External Services	280,513	198,900	182,000	185,000	93.01%	182,000	182,000
17 Receptions and events	4,500	3,000	5,000	4,000	133.33%	5,000	5,000
Social welfare	3,901	2,000	5,000	4,000	200.00%	5,000	5,000
Other staff related expenditure		-	-			-	-
Title 2 Infrastructure and operating expenditure	**468,329**	452,000	553,000	382,500	84.62%	553,000	553,000
20 Rental of buildings and associated costs	15,902	40,000	49,000	28,000	70.00%	49,000	49,000
21 Information and communication technology	305,346	295,000	390,000	285,000	96.61%	390,000	390,000
22 Movable property and associated costs	9,760	15,000	15,000	11,500	76.67%	15,000	15,000
23 Current administrative expenditure	121,172	90,000	84,000	50,000	55.56%	84,000	84,000

24 Postage / Telecommunications	16,150	12,000	15,000	8,000	66.67%	15,000	15,000
25 Meeting expenses	-	-	-			-	-
26 Running costs in connection with operational activities	-	-	-			-	-
27 Information and publishing	-	-	-			-	-
28 Studies	-	-	-			-	-
Other infrastructure and operating expenditure	-	-	-			-	-
Title 3 Operating expenditure	**4,586,947**	**4,994,344**	**6,600,000**	**4,911,220**	**98.34%**	**6,722,000**	**6,845,000**
30 Bodies and organs	169,993	238,680	240,000	195,000	81.70%	240,000	240,000
31 Courses and seminars	3,314,461	3,499,664	5,064,000	3,720,000	81.70%	5,166,000	5,269,000
32 Other programme activities	750,993	1,062,000	1,011,000	736,220	106.30%	1,031,000	1,051,000
33 Evaluation	-	-	-	0	69.32%	-	-
35 Missions	175,000	143,000	165,000	150,000		165,000	165,000
37 Other operational activities	176,500	51,000	120,000	110,000	104.90%	120,000	120,000
Title 4 Operating expenditure	**1,110,022**	**539,804**	**-**	**-**	**-**	**-**	**-**
41 Expenditure relating to persons working for CT MENA project	767,269	279,180	-			-	-
42 Travel	171,817	38,940	-			-	-
43 Equipment and supplies	8,757	3,600	-			-	-

44 Local office	-	5,200	-			-	-
45 Other costs, services	162,179	185,000	-			-	-
46 Other	-	-	-			-	-
47 Indirect costs	-	-	-			-	-
48 Provision for contingency reserve	-	27,884	-			-	-
49 Taxes		-	-			-	-
TOTAL EXPENDITURE	**9,400,897**	**9,819,804**	**12,004,500**	**9,216,720**	**184.90%**	**12,115,500**	**12,378,500**

	Payment appropriations						
Expenditure	**Executed Budget 2016**[37]	**Budget 2017**	**DB 2018 Agency request**	**DB 2018 Budget forecast**	**VAR 2018 / 2017**	**Envisaged in 2019**	**Envisage in 2020**
Title 1 Staff Expenditure	**3,199,162**	**3,833,656**	**4,851,500**	**3,923,000**	**102.33%**	**4,840,500**	**4,980,500**
11 Salaries & allowances	2,43,723	3,098,800	3,960,000	3,239,000	104.52%	4,039,000	4,119,000
- of which establishment plan posts	1,799,130	2,387,860	2,855,000	2,327,000	97.45%	2,912,000	2,970,000
- of which external personnel	634,593	710,940	1,105,000	912,000	128.28%	1,127,000	1,149,000
12 Expenditure relating to Staff recruitment	117,975	40,000	142,500	40,000	100.00%	52,500	112,500

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[37] 2016 budget figures represent budget execution at mid October 2017. The final figures will be known at the end of 2017.

13 Mission expenses	32,145	35,000	35,000	40,000	114.29%	35,000	35,000
14 Socio-medical infrastructure	297,249	415,956	462,000	371,000	89.19%	462,000	462,000
15 Training	40,063	40,000	60,000	40,000	100.00%	60,000	60,000
16 External Services	270,097	198,900	182,000	185,000	93.01%	182,000	182,000
17 Receptions and events	4,009	3,000	5,000	4,000	13.3%	5,000	5,000
Social welfare	3,901	2,000	5,000	4,000	200.00%	5,000	5,000
Other staff related expenditure		-	-			-	-
Title 2 Infrastructure and operating expenditure	**452,138**	452,000	553,000	382,500	84.62%	553,000	553,000
20 Rental of buildings and associated costs	15,582	40,000	49,000	28,000	70.00%	49,000	49,000
21 Information and communication technology	299,709	295,000	390,000	285,000	96.61%	390,000	390,000
22 Movable property and associated costs	8,287	15,000	15,000	11,500	76.67%	15,000	15,000
23 Current administrative expenditure	114,702	90,000	84,000	50,000	55.56%	84,000	84,000
24 Postage / Telecommunications	13,859	12,000	15,000	8,000	66.67%	15,000	15,000
25 Meeting expenses	-	-	-			-	-
26 Running costs in connection with operational activities	-	-	-			-	-
27 Information and publishing	-	-	-			-	-

28 Studies	-	-	-			-	-
Other infrastructure and operating expenditure	-	-	-			-	-
Title 3 Operating expenditure	**4,341,457**	**4,994,344**	**6,600,000**	**4,911,220**	**98.4%**	**6,722,000**	**6,845,000**
30 Bodies and organs	165,458	238,680	240,000	195,000	81.70%	240,000	240,000
31 Courses and seminars	3,148,012	3,499,664	5,064,000	3,720,000	106.30%	5,166,000	5,269,000
32 Other programme activities	682,913	1,062,000	1,011,000	736,220	69.32%	1,031,000	1,051,000
33 Evaluation	-	-	-	0		-	-
35 Missions	175,000	143,000	165,000	150,000	104.90%	165,000	165,000
37 Other operational activities	170,074	51,000	120,000	110,000	215.69%	120,000	120,000
Title 4 Operating expenditure[38]	**592,982**	**539,804**	**-**	**-**	**-**	**-**	**-**
41 Expenditure relating to persons working for CT MENA project	425,212	279,180			-	-	-
42 Travel	56,188	38,940			-	-	-
43 Equipment and supplies	5,722	3,600			-	-	-
44 Local office	-	5,200			-	-	-
45 Other costs, services	105,860	185,000			-	-	-
46 Other	-	-			-	-	-

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[38] The implementation period for the CT MENA project end on 15 November 2017. However, the closure of the project might go on to 2018, therefore the funds necessary for honouring legal commitments signed in 2016 and 2017 will be carried forward to 2018 as external assigned revenue. The exact amount will be known by the end of 2017.

47 Indirect costs	-	-			-	-	-
48 Provision for contingency reserve	-	27,884			-	-	-
49 Taxes	-	-			-	-	-
TOTAL EXPENDITURE	**8,585,739**	**9,819,804**	**12,004,500**	**9,216,720 -**	**184.90%**	**12,115,500**	**12,378,500**

Annex II. a - Table 2: Revenue

	2016	2017	2018		
Revenues	**Revenues estimated by the agency**	**Revenues estimated by the agency**	**As requested by the agency**	**Budget Forecast**	**VAR 2018/ 2017 (Budget forecast)**
1 REVENUE FROM FEES AND CHARGES					
2. EU CONTRIBUTION	8,641,000	9,280,000	12,004,500	9,216,720	99%
of which assigned revenues deriving from previous years' surpluses	559,000	556,276 -	-		
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)	-	-	-	0.00	
Of which EFTA					
Of which Candidate Countries					
4 OTHER CONTRIBUTIONS	-	-	-	0.00	

Of which additional EU funding stemming from ad hoc grants (FFR Art. 7)					
Of which additional EU funding stemming from delegation agreements (FFR Art. 8)					
5 ADMINISTRATIVE OPERATIONS					
Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)					
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT					
7 CORRECTION OF BUDGETARY IMBALANCES					
TOTAL REVENUES	**8,641,000**	**9,280,000**	**12,004,500**	**9,216,720**	**99%**

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

Calculation budget outrun

Budget outturn	2014	2015	2016
Revenue actually received (+)	8,877,936	8,801,864	9,632,265
Payments made (-)	-7,140,188	-6,935,247	-7,431,927
Carry-over of appropriations (-)	-1,511,571	-1,704,728	-2,150,957
Cancellation of appropriations carried over (+)	57,272	180,662	192,047
Adjustment for carry-over arising from assigned revenue	72,556	227,970	315,928

Exchange rate differences (+/-)	-126,006	-11,521	-1,079
Adjustment for negative balance from previous year (-)			
Total (Balance of the outturn account)	230,000	559,000	**556,276**

Result of year 2015 (+/-)	559,215
Surplus from 2015 reimbursed to the EU budget (-)	- 559,215
Surplus to be reimbursed to the EU budget for 2016	**556,276**

Descriptive information and justification on:

Budget outturn

The balance of the budget outturn for the year 2016 (€ 556,276) reflects the final situation at the end of 2016, taking into account all revenues (subsidy and assigned revenue) and all expenses. For more details see below.

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

An amount of € 350K of C1 credits has not been committed by the end of 2016 therefore it has to be cancelled. 32% of this amount (€ 111K) corresponds to Title 1, mainly to underspending for salary related expenditure. The underspending is due to lower staff costs than planned (after the relocation the geographical composition of staff is changing). In Title 2 only a small (€ 12K) amount has been cancelled. Title 3 represents 65% of the unused commitment appropriations: € 226K has been cancelled: € 159K for courses and seminars and E-Learning, € 27K for Research and Science events and around € 28K for governance, network meetings working groups. The amount of the cancellation of commitment appropriations is 7% lower than in the previous year (€ 380K).

A bit more than € 32K of C4 credits have been inscribed in the budget during 2016. 79% (€ 25K) has been committed, the remaining 21% (€ 7K) could not be used, due to the late inscription of the credit during the year, therefore it has to be returned to the European Commission. At the end of 2016, a thorough analysis of payment needs has been performed to make sure that only the necessary payment appropriations were carried over to 2017. 17% of the available budget has been carried over to 2017, which is higher than in the previous year (€ 1 407K -14%). By the end of December 2016 86% of the total budget carried over has been paid and the remaining 14% de-committed. This is the same percentage as last year. 65% of the funds carried over from 2015

to 2016 correspond to operational activities. 69% of de-commitments derive from operational activities, 44% from the activity courses and seminars in Title 3, for which the budget implemented through the network of the Member States have been overestimated. 12% of the de-committed funds correspond to Title 1 and 19% to Title 2.

Annex: II.b – Human and Financial Resources (Tables) 2018-2020 for CEPOL externally financed project activities

In addition to the EU-MENA Counterterrorism Partnership Training 2[39] project, delegated to CEPOL in 2017, in 2018 it is expected that two additional projects will be delegated for implementation for CEPOL through the instrument of delegation agreements.

The European Commission conferred the implementation of the EU-MENA Counterterrorism Partnership Training to CEPOL for a period of 36 months for a total maximum value of € 6 500 000 and the Financial investigation in-service training programme in the Western Balkans[40] for a period of 24 months . The Delegation Agreements with the relevant services of the European Commission are not yet (September 2017) signed, as the annual breakdown of the proposed budgets are still under discussion. It is expected that the delegation agreement would be signed early November 2017 for both, allowing the EU-MENA Counterterrorism Partnership Training project to start already in November 2017 and the Financial Investigation in-service training programme in the Western Balkans as from 1 January 2018.

The negotiations on the delegation of the implementation of Digital Forensic Training with the corresponding services of the European Commission are still ongoing. Up to the moment (October 2017), the financing decision from the Commission side is not approved and the indicative budget is not yet defined.

The below tables 1 and 2 show the maximum amounts planned for each specific activity, as described in the corresponding financing decisions adopted by the European Commission implementing Decisions. Once the annual distribution of the funds becomes available, the tables will be updated accordingly in due course.

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[39] Commission Implementing Decision C(2017)6057 final adopted on 7/09/2017
[40] Commission Implementing Decision C(2017)5343 adopted on 27/07/2017

Annex II.b - Table 1: Expenditure

Revenues	2017	2018
	Budget Forecast	Budget Forecast
EU Contribution		
Additional EU funding: ad hoc grants and delegation agreements* (R0 funds)	6,500,000	2,500,000
Other revenues	-	-
Total revenues	6,500,000	2,500,000

Expenditure	2017		2018	
	CA	PA	CA	PA
Title 5	6,500,000	6,500,000	2,500,000	2,500,000
Total expenditure	6,500,000	6,500,000	2,500,000	2,500,000

	Commitment appropriations						
EXPENDITURE	**Executed Budget 2016**	**Budget 2017**	**DB 2018 Agency request**	**DB 2018 Budget forecast***	**VAR 2018 / 2017**	**Envisaged in 2019**	**Envisaged in 2020**
Title 5 Projects							
Chapter 51: EU/MENA Counter-Terrorism Training Partnership 2	-	6,500,000	p.m.	-		pm	-
Title 5 Projects							
Chapter 52 Financial investigation in-service training programme Western Balkan	-	-	2,500,000	-		pm	-
Title 5 Projects							
Chapter 53 Digital Forensic Training	-	-	p.m.	-		pm	pm
TOTAL EXPENDITURE		6,500,000	2,500,000	-			

	Payment appropriations						
EXPENDITURE	**Executed Budget 2016**	**Budget 2017**	**DB 2018 Agency request**	**DB 2018 Budget forecast***	**VAR 2018 / 2017**	**Envisaged in 2019**	**Envisaged in 2020**
Title 5 Projects							
Chapter 51: EU/MENA Counter-Terrorism Training Partnership 2	-	6,500,000	pm	-		pm	-
Title 5 Projects							
Chapter 52 Financial investigation in-service training programme Western Balkan	-	-	2,500,000	-		pm	-
Title 5 Projects							
Chapter 53 Digital Forensic Training	-	-	pm	-		pm	pm
TOTAL EXPENDITURE		6,500,000	2,500,000	-			

Annex II.b – Table 2: Revenue

REVENUES	2016 Revenues estimated by the agency	2017 Revenues estimated by the agency	2018 As requested by the agency	2018 Budget Forecast*	VAR 2018/ 2017 (Budget forecast)
1 REVENUE FROM FEES AND CHARGES					
2. EU CONTRIBUTION					
of which assigned revenues deriving from previous years' surpluses					
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)					
Of which EFTA					
Of which Candidate Coutries					
4 OTHER CONTRIBUTIONS	-	6,500,000	2,500,000	-	
Of which additional EU funding stemming from ad hoc grants (FFR Art. 7)					
Of which additional EU funding stemming from delegation agreements (FFR Art. 8)		6,500,000	2,500,000		
5 ADMINISTRATIVE OPERATIONS					
Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)					
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT					
7 CORRECTION OF BUDGETARY IMBALANCES					
TOTAL REVENUES	-	6,500,000	2,500,000		

Annex: III – Human Resources quantitative

Annex III – Table 1a: Staff population for CEPOL regulatory activities and its evolution. Overview of all categories of staff

Staff population		Staff population actually filled in 31.12.2015[41]	Staff population in EU Budget 2016[42]	Staff population actually filled at 31.12.2016[43]	Staff population in voted EU Budget 2017[44]	Staff population in Draft EU Budget 2018	Staff population envisaged in 2019[45]	Staff population envisaged in 2020[46]
Officials	AD							
	AST							
	AST/SC							
TA	AD	15	17	17	20	21	29	29
	AST	11	11	8	11	11	11	11
	AST/SC							
Total[47]		**26**	**28**	**25**	**31**	**32**	**40**	**40**
CA GF IV			5	3	3[48]	3	3	3
CA GF III		2	4	4	3	15	15	15
CA GF II		7	10	11[49]	11	-	-	-
CA GF I			1	1	1	-	-	-

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

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

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

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

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

[46] **Ibid.**

[47] Headcounts

[48] Including 2 FTE's for 6 months for CT MENA

[49] One CA GF II on a temporary basis

Staff population	Staff population actually filled in 31.12.2015[41]	Staff population in EU Budget 2016[42]	Staff population actually filled at 31.12.2016[43]	Staff population in voted EU Budget 2017[44]	Staff population in Draft EU Budget 2018	Staff population envisaged in 2019[45]	Staff population envisaged in 2020[46]
Total CA[50]	**9**	**20**	**19**	**18**	**18**	**18**	**18**
SNE[51]	9	5	6	3	3	3	3
Structural service providers[52]			0				
TOTAL	**44**	**52**	**50**	**52**	**53**	**61**	**61**
External staff[53] for occasional replacement[54]	11		9				

[50] FTE

[51] FTE

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

[53] FTE

[54] For instance replacement due to maternity leave or long sick leave.

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

For the CT MENA project and for the WBIPA projects the financing decisions have been signed. This is a pre-condition before the grant to CEPOL can be issued. For the OLAF project CEPOL has not received formal information but informally it seems that all project will also go ahead from 2018 onwards.

Project	Total			CT MENA II			WBIPA			OLAF		
Expected running time												
Year	*2018*	*2019*	*2020*	*2018*	*2019*	*2020*	*2018*	*2019*	*2020*	*2018*	*2019*	*2020*
CA FG IV	8	8	5	3	3	3	3	3	-	2	2	2
CA FG III	11	11	8	6	6	6	3	3	-	2	2	2
CA FG II												
CA FG I												
Subtotal Contract Agents	*19*	*19*	*13*	*9*	*9*	*9*	*6*	*6*	*0*	*4*	*4*	*4*
SNE												
Structural Service Providers												
External staff for occasional replacement												
TOTAL	**19**	**19**	**13**	**9**	**9**	**9**	**6**	**6**	**0**	**4**	**4**	**4**

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 2018 -Year 2020

Category and grade	Establishment plan in EU Budget 2016		Filled as of 31 December 2016		Modifications in 2016 in application of flexibility rule[55]		Establishment plan in voted EU Budget 2017		Modifications in 2017 in application of flexibility rule[56]		Establishment plan in Draft EU Budget 2018		Establishment plan 2019		Establishment plan 2020	
	O[57]	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA
AD 16																
AD 15																
AD 14													1		1		1
AD 13		1		1		0		1								
AD 12																
AD 11		1						2		0		2		3		3
AD 10		2		3		1		2		+1		2		1		1
AD 9		2		2		-1		1		0		1		1		1
AD 8				1		1				1						
AD 7		2				-1		2		-1		2		7		8
AD 6		3		3		3		6		+3		7		10		10
AD 5		6		7		-3		6		-3		6		6		5
Total AD		17		17		0		**20**				**21**		**29**		**29**
AST 11																
AST 10																
AST 9																
AST 8																
AST 7																
AST 6		1				1		1				1				

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[55] 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.

[56] *Ibid*.

[57] O = Officials

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Category and grade	Establishment plan in EU Budget 2016		Filled as of 31 December 2016		Modifications in 2016 in application of flexibility rule[55]		Establishment plan in voted EU Budget 2017		Modifications in 2017 in application of flexibility rule[56]		Establishment plan in Draft EU Budget 2018		Establishment plan 2019		Establishment plan 2020	
	O[57]	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA
AST 5		2		3		-1		3				3		3		3
AST 4		4		2		1		6				6		5		5
AST 3		4		3		-1		1				1		3		3
AST 2																
AST 1																
Total AST		**11**		**8**		**0**		**11**				**11**		**11**		**11**
AST/SC6																
AST/SC5																
AST/SC4																
AST/SC3																
AST/SC2																
AST/SC1																
Total AST/SC																
TOTAL		**28**		**25**		**0**		**31**				**32**		**40**		**40**

Annex: IV – Human Resources qualitative

Annex IV, Section A: Recruitment Policy

Recruitment Policy

CEPOL has updated its Recruitment Guide (in force since February 2017[58]) 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.

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.

Officials

CEPOL does not employ any officials.

Temporary agents

Type of key functions

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

The following table describes the allocation and designation of Temporary Agents within CEPOL, including the entry grade for each position. This table is based on the organisation chart adopted by the Management Board in November 2016. Where the entry grade is provided in a bracket of grades, this relates to the option of horizontal (interagency) recruitment as provided for in the implementing rule on selection and engagement of Temporary Agents under Article 29(f) of the Conditions of Employment of Other Servants of the European Union as adopted by the CEPOL GB[59]. It is the expectation that opening a position in a bracket of posts will increase the attractiveness of the vacancy to staff currently employed in other EU Agencies.

Unit	Position	Entry grade or bandwidth	Job summary
Office of the Executive Director			

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[58] Decision 09/2017/DIR of 12 February 2017
[59] Decision 26/2015/GB of 16 October 2016

Unit	Position	Entry grade or bandwidth	Job summary
	Executive Director	AD-14	The Executive Director shall manage CEPOL. S/He is accountable to the Management Board. The Executive Director shall be the legal representative of CEPOL and shall be responsible for the implementation of the tasks assigned to CEPOL in the founding regulation.
	Internal Control Officer	AD-5 – AD 6	This post is primarily concerned with ensuring compliance with the Commission Internal Control Standards. Specifically, it provides advice and support to the Executive Director in all aspects of internal and external auditing, as well as on controlling, reporting obligations and related tasks. It further provides assurances advice in management and specific policy areas within the Agency.
	Planning Officer	AD-5 – AD 6	This post is designated to provide planning expertise across the Annual Work Programme and other organisational plans.
	Communications officer	AST-4 –AST 5	This post is designated to be responsible for CEPOL's communications and publicity. These responsibilities include raising awareness of CEPOL, editing publications, and responding to enquiries from the press and public as well as coordinating communication within CEPOL and the CEPOL Network.
Corporate Services Department			
	Head of Corporate Services	AD-10 – AD 11	Department manager and Head of Administration. Overall management responsibility for all functions within the department: Finance, HR, Procurement and ICT as well as Legal, Travel, Facility Management and Security. This post has the attributions of Authorising Officer by sub-delegation and is considered mandatory to ensure the segregation of duties.
	Finance, Procurement and Travel Unit	AD-9 – AD 10	Head of Finance, Procurement and Travel Unit and deputy to Head of Department to ensure business continuity in compliance with the Internal Control Standards. Carries

Unit	Position	Entry grade or bandwidth	Job summary
Finance, Procurement and Travel Unit			responsibility with regards to Budget planning, implementation and monitoring and management responsibility for procurement and travel team.
	Finance & Budget Officer/Deputy Head of Unit	AD-7 – AD 8	The Budget and Finance Officer/Deputy Head of Unit will provide support to the planning and monitoring of all budgetary and financial functions within CEPOL and will have responsibility with regards to ensuring the legality and consistency of the budget implementation with the CEPOL financial regulations. S/he will coordinate – under the supervision of the Head of Unit Finance, Procurement and Travel the daily work of the Finance Team.
	Finance and accounting correspondent	AD-5 – AD 6	CEPOL has signed an agreement with DG BUDG on the outsourcing of the accounting function of the Agency to the Accounting Services from the European Commission from 1 April 2014. The post of Financial & Accounting Correspondent replaces the Accounting Officer position with a change of tasks for the jobholder.
	Budget and Finance Support Assistant	AST-3 – AST 4	Support for Head of Finance Unit and Budget and Finance Officer as well as the Procurement Officer.
	Procurement Team leader	AD-5 – AD 6	The new tasks for CEPOL as laid down in Regulation (EU) 2015/2219 make it necessary to strengthen its procurement and contract management function. The Procurement Officer shall be leading the procurement team and be responsible for the coordination, drafting and implementation of the annual procurement plan. The jobholder shall also be responsible for contract management in the Agency especially with regards to the interpretation of contractual provisions, rights and obligations of contracting parties. Joint procurement with national authorities as included in grants will also be part of the package of responsibilities for the procurement officer.
	Procurement Support Officer	AST-3 – AST 4	Procurement and asset management services to the organisation to ensure compliance with the Financial Regulations.

Unit	Position	Entry grade or bandwidth	Job summary
	Travel team leader	AST-3 – AST 4	This post is coordinating and allocating the work of the travel and logistic team between the team members.
HR Management	Human Resources team leader	AD-5 – AD 6	This post is designated to prepare HR analysis and reporting to support the management and to provide HR support services to the organisation. This post is considered to be mandatory to ensure compliance with the Staff Regulations and compliance with the Internal Control Standards. This position used to have an entry grade of AST-5, but in order to align with the GB decision on engagement of Temporary Agents under article 2(f) it is necessary to change the entry grade to AD5. Lowering the entry grade to AST-4 would make it impossible to recruit the expected quality for such an important position.
ICT	ICT team leader	AD-6 – AD 7	This new post in the 2018 establishment plan will support the definition and implementation of the (ICT) strategy and related action plans ensuring effective, efficient and secure information systems and infrastructure. The jobholder will coordinate the effective and efficient planning and implementation of CEPOL's IT projects and ensure maintenance and upgrading of existing systems.
	IT Officer	AD-5 – AD 6	Development of ICT Strategy. First and second level ICT support for the organisation, back-office systems and user administration. This position used to have an entry grade of AST-5, but in order to align with the GB decision on engagement of Temporary Agents under article 2(f) it is necessary to change the entry grade to AD5. Lowering the entry grade to AST-4 would make it impossible to recruit the expected quality for such an important position.
	ICT Assistant	AST 3 – AST 4	Support for the ICT officer and functional back up to that post to ensure business continuity in accordance with the Internal Control Standards.
Legal Affairs	Legal Officer	AD6 – AD7	This post will provide legal advice to the CEPOL management on its different activities: HR, Procurement and operational activities.

Unit	Position	Entry grade or bandwidth	Job summary
Facility Management	Facility / Logistics Officer	AD5 – AD6	The organisation of 30 to 35 events per year at the CEPOL premises as well as a strong increase in the number of high level visits make the establishment of this new position of utmost importance. The facility logistics officer will coordinate in-house events, the practical cooperation with national authorities as well as responsible for the maintenance of CEPOL owned furniture and equipment. The coordination of the in-house events (especially around the high-level visits) includes an important role with regards to protocol.
Operations Department			
	Head of Operations Department (Deputy Director)	AD-10 – AD 11	This post is responsible for CEPOL's core business - the development of an effective learning environment for law enforcement officers in the EU Member States. In particular this post is responsible for the effective planning and implementation of the CEPOL Annual Work Programme. This post has the attributions of Authorising Officer by sub-delegation and is considered mandatory to ensure the segregation of duties.
Project Office	Senior Project Coordinator	AD-8 – AD 9	This post relates to Article 4(4) of the CEPOL regulation which requires CEPOL to assist 3rd countries in building their capacity in relevant law enforcement policy areas. As a consequence, the agency is called to get involved in international capacity building projects. The funding for these projects is mostly based on direct grants/delegated mandates. This officer will be in charge of the preparation for the CEPOL participation the different projects as well as giving support to and monitoring of on-going projects.
Governance and Management Support	Management Support Assistant	AST-4 – AST 5	This post is designated to provide support to the Head of Operations Department (Deputy Director).
	Governance Assistant	AST-3 – AST 4	This post is responsible for the administration and organisation of Agency governance meetings as well as National Contact Points meetings, with particular reference to Governing Board matters.

Unit	Position	Entry grade or bandwidth	Job summary
Training Unit	Head of Unit	AD-9 – AD 10	The primary responsibility of this post is to manage the development and implementation of CEPOL's core activities in accordance with the Annual Work Programme. This post also provides back-up to the Head of Department to ensure business continuity in accordance with the Internal Control Standards.
	Deputy head of unit	AD-8 – AD 10	The deputy head of unit is responsible for the planning, preparation, implementation and evaluation of CEPOL's training activities, including further development of CEPOL's educational approaches and methodologies. The jobholder will manage and supervise staff of training implementation teams, report on implementation of CEPOL training and learning activities and cooperate with quality management to continuously improve CEPOL training and learning products. The Jobholder also provides back up to the Head of Unit to ensure business continuity in accordance with the Internal Control standards.
	Senior analysts	AD-7	The senior analysts will lead the team working on the development of STNA and TNA methodologies, based on lessons learned and environmental changes strengthening the responsiveness to emerging training needs, conduct and produce the impact assessment reports and coordination training efforts within the Union bodies. The positions is directly stemming from the CEPOL regulation, especially articles 4(1) and 4(4).
	Analyst	AD 6	The Analyst will be working on the development of STNA and TNA methodologies, based on lessons learned and environmental changes strengthening the responsiveness to emerging training needs, conduct and produce the impact assessment reports and coordination training efforts within the Union bodies. The positions are directly stemming from the CEPOL regulation, especially articles 4(1) and 4(4).
	Portfolio Officer	AD-6	This portfolio officer will oversee the implementation of working arrangements and integration of innovation/research developments into training activities. S/he will design (common) curricula, training material, be involved in the selection and contracting of experts for all training and learning activities belonging to the thematic priority.

Unit	Position	Entry grade or bandwidth	Job summary
			The position is directly related to the increase (widening) of tasks for CEPOL related to the extension of CEPOL's target group from police officers to law enforcement officials (Art 2(1)). Also the requirement of CEPOL to develop and implement training by addressing specific thematic areas (Art 3(1) and the development and implementation of learning products on specific sets of professional skills (Art 4(2) make this additional position absolutely necessary.
	Certification and Accreditation officer	AD-5	The certification and accreditation officer shall develop a methodology for competency frameworks in line with eth EQF standards, support and facilitate accreditation and certification. This new position is directly linked to CEPOL's new mandate (Art 4(5)) that tasks CEPOL to promote mutual recognition of training. Within the current organisation there is no spare capacity that can be used without having significant, negative impact on the deliverables in the field where such a position would be taken away from.
	Online Learning team leader	AD-7	This new position relates directly to the CEPOL regulation (Art 4.2a & 3.2) with regards to developing innovative and advanced training activities (web-based and e-learning) and learning tools and methodologies for life-long learning. This post will therefore be involved in the development of a blended learning approach that is focused on incorporation of innovation; the development of policy concepts that identify education needs and continuous improvement in existing on-line activities.
	Grants team leader	AD-6	The CEPOL regulation stipulates that CEPOL may benefit from Union funding in the form of ad-hoc grants (Art 17(4) and tasks CEPOL to support Union missions and capacity building in 3rd countries by managing dedicated Union External assistance funds (Art 4(4)). This post is directly linked to these new elements will accommodate the shift from the current practice of managing small-scale funding (for the implementation of single

Unit	Position	Entry grade or bandwidth	Job summary
			residential activities) to managing grants concluded with Knowledge Centres for the implementation of a range of activities pertaining to a thematic priority area and/or research.
	Programme Officer	AD-6	This post is designated to the preparation and implementation of the CEPOL work programme particularly to ensure the development of training manuals and common curricula. The post manages CEPOL's contribution to projects where CEPOL is a partner. Additionally it coordinates CEPOL's contribution to designated priorities of the EU Policy Cycle.
	E-Learning Officer	AD-6	This post is concerned with the design, development and implementation of e-learning programmes as well as establishing of an e-learning culture within the CEPOL network. This post is also concerned with the development and delivery of web-enabled seminars. Additionally it coordinates CEPOL's contribution to designated priorities of the EU Policy Cycle.
	Programme Officer (residential activities)	AD-6	The post is designated for the coordination, preparation and implementation of the CEPOL Work Programme to ensure the development, implementation, monitoring and follow-up of courses and seminars. The post coordinates overall CEPOL's contribution to the EU Policy Cycle as well as specifically designated priorities. The post coordinates the work of Training Team.
	Programme Officer (CEP)	AD-5 – AD 6	The post is designated to preparation and coordination of implementation of the CEP. Additional responsibilities include implementation of the residential activities and coordination of CEPOL's contribution of designated priorities of the EU Policy Cycle. The post coordinates the CEP Team

Unit	Position	Entry grade or bandwidth	Job summary
	Research and Knowledge Management Officer	AD-5 – AD 6	The main responsibilities of this post include the collection of research findings and good practices within the Police, Universities and Institutes related to Police matters and disseminating research findings and good practices to the national police colleges and the organisers of CEPOL courses and seminars.
	Quality Management Officer	AD-5 – AD 6	This post is responsible for CEPOL's quality management development, especially the core activities.
	Finance & Budget Support Officer	AST-3 – AST 4	This post is designated for the processing of all reimbursement claims from Member States and invoices form service providers related to residential activities.
	Programme Support Officer	AST-4	This post is designated to conduct evaluation of and support implementation of CEPOL residential activities. The post gives administrative support to grant management process and implementation of residential activities. Additionally it coordinates CEPOL's contribution to designated priorities of the EU Policy Cycle.
	E-learning assistant	AST-4	This new position relates directly to the CEPOL regulation (Art 4.2a & 3.2) with regards to developing innovative and advanced training activities (web-based and e-learning) and learning tools and methodologies for life-long learning. This post is linked to the increase in deployment of e-learning and the extended number of services that CEPOL needs to set up, maintain and make available to portfolio managers, Framework Partners and Knowledge Centres.
	Course organiser team leader	AST-4	CEPOL Regulation Art 3(1) and 4(2) calls explicitly for CEPOL not only to support and coordinate but to implement training activities and learning products. This means that annually the Agency will have to organise between 30 and 35 events. Whereas the portfolio managers are responsible for the quality of the content and contractual arrangement for experts to participate, the course manager will deal with all other organisational details.

Unit	Position	Entry grade or bandwidth	Job summary
			The course organiser team leader will provide overall work coordination to the current team of course organisers as well as be dealing with the facility/logistics officer, Procurement , ICT and other in-house and external parties involved in course organisation and taking care of administrative /logistical aspects around course organisation.

Selection procedure

All Temporary 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,		
8		8	Officer,		
7	Assistant	7	functional /		
6		6	operational)		
5	(Assistant,	5			
4	Support				
3	Officer etc.)				
2					
1					

Managers provide operational or administrative management in support of the implementation of the CEPOL mandate. They are responsible and accountable for the delivery of expected outputs in respect of the CEPOL Strategy and associated planning and the Annual Work Programme whilst ensuring sound financial management and supervision of their respective departments/units as applicable. To date the post of the Executive Director is graded at AD13, Heads of Department posts at AD10 and Heads of Unit at AD9. As from 2018 the post of Executive Director will have an entry grade in AD14. The Heads of Department should be – in line with the above mentioned Commission decision – be graded at AD13 or AD14; however this doesn't seem to be realistic as at present the (2) heads of department are graded at AD10.

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. With the new establishment plan as presented in this document, two positions will change their entry grade from AST5 to AD5. With this change, it will be possible to recruit key staff at the grade that corresponds with the responsibilities.

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.

Contract agents

Whilst there is at this moment (1 October 2017) no specific model decision for the Agencies on engagement of Contract Agents 3(a), CEPOL applies the external recruitment policy as outlined in the model decision on engagement of Temporary Agents 2(f) by analogy for Contract Agents. CEPOL also proposes – in advance on the expected model decision on engagement of Contract Agents 3(a), to align the grading of its CAs with the Commission Implementing Rules[60]. This means *inter alia* that contract staff can perform a number of tasks under the supervision of temporary staff. The function group of a CA position should be defined by the nature of these tasks:

Function Group	Tasks
IV	Administrative, advisory, linguistic and equivalent technical tasks
III	Executive tasks, drafting, accountancy and other equivalent technical tasks
II	Clerical and secretarial, office management and other equivalent tasks
I	Manual and administrative support tasks

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[60] Commission decision C(2011) 1264 of March 2011 as amended by the Commission decision C(2013) 2528 of 3 may 2013 and the Commission decision C(2013) 8967 of 16 December 2013

Table 1 - Contract staff function groups and nature of tasks for the function groups

The following table describes the allocation and designation of Contract Agents within CEPOL, including the function group for each position. It also indicates a proposed new grade for CAs in Function Groups I & II to ensure compliance with the nature of tasks laid down in the Commission Implementing Rules on Contract Agents. This table is based on the draft organisation chart as proposed by the Agency for adoption in the Management Board of November 2016. Depending on operational needs and budget availability, CEPOL might decide to increase the number of Contract Agents in order to be able to deliver the activities included in the Programme of Work.

In 2016 a vacant SNE position (E-Learning) for which recruitment was unsuccessful, was re-opened as Contract Agent FG IV. Recruitment was successful.

At the same time the number of Contract Agents FG II for residential activities was increased with one post as this was necessary to be able to deal with the increased workload.

Both developments are reflected in the table below.

Unit	Job Title	Function group		Job summary
		Current	**Proposed**	
Office of the Executive Director				
	Web & Communication assistant	FG-II	FG-III	The post is tasked with supporting the development and implementation of online learning activities and administering Learning Management System including the financial aspects of these tasks.
	Secretary to the Executive Director	FG-I	FG-III	This post provides secretarial support to the Executive Director and the Head of Operations Department (Deputy Director). These tasks include financial ones around representation.
	Policy Officer/External relations	FG-IV	FG-IV	This post will provide administrative and advisory tasks related to the implementation of CEPOL's mandate in the area of external relations, with particular reference to inter-institutional and inter-agency coordination, capacity building in and relations with Third Countries.
Corporate Services Department				

Unit	Job Title	Function group		Job summary
		Current	Proposed	
	Administrative Assistant (Finance)	FG-II	FG-III	Two Data Entry/Financial initiator posts. These posts are considered mandatory in order to ensure the correct division of responsibilities according to the Financial Regulations and business continuity according to the Internal Control Standards
	Administrative Assistant (HR)	FG-II	FG-III	Support for the HR Officer to ensure compliance with the Staff Regulations; performs financial initiation on HR related processes.
	Procurement Support Assistant	FG-III	FG-III	Support for the Procurement Officer to ensure compliance with the Financial Regulation and Procurement Vademecum. This post of considered to be mandatory to ensure procurement business continuity and compliance with Internal Control Standards
	Travel and Missions Assistant	FG-II	FG-III	Three posts. Travel booking for operational travel (course, training attendees and the exchange programme), network and staff missions booking. Posts provide logistical support to CEPOL events, including the financial aspect of these tasks
	e-Net/ECM Support	FG-IV	FG-IV	To provide support to the new e-Net (support to in- and external users) and the ECM developments (internal document management system)
Operations Department				
	Governance Assistant	FG-II	FG-III	This post provides administrative support to the department, in particular for organising governance meetings and dealing with the financial aspects of these meetings and the communication flow related to this.

Unit	Job Title	Function group		Job summary
		Current	Proposed	
Training Unit	E-Learning Support Assistant	FG-III	FG-IIII	The post is tasked with supporting the development and implementation of online learning activities and administering Learning Management System. Although originally foreseen to be an FG-III, for operational reasons – in order to attract better candidates for this important post – it was necessary to open the position as FG-IV.
	E-Learning administrator	FG-IV	FG-IV	The post is tasked with supporting the development and implementation of online learning activities and administering Learning Management System.
	Cyber Crime Portfolio manager	FG-IV	FG-IV	The post is designated to manage the portfolio of CEPOL cyber training. The post coordinates CEPOL's contribution to the EU Policy Cycle Cybercrime priority.
	CEPOL Exchange Programme	FG-II	FG-III	This posts supports the organisation of the CEPOL Exchange Programme including the financial aspects such as payments.
	Residential events assistant (2 positions)	FG-II	FG-III	The role of the Residential events assistant is to provide support for the organisation of the events. In this role the assistant will cooperate with internal and external partners, collect data for and prepare evaluation reports as well as carry out financial/administrative tasks related to the organisation of residential activities.

As within the possibilities of the Staff Regulations to 're-grade' a job holder with a 're-graded' position, CEPOL will, after approval of the MB on this proposal, run recruitment procedures to establish a reserve list for these (and other, upcoming) FG-III positions. All staff in current FG II positions have to be informed/encouraged to apply for these positions. Where an existing staff member successfully passes the competition, a new FG III contract can then be offered for their own position. In terms of individual contracts management, the duration of the new FG III fixed-term contract has to be chosen so as to ensure that possible access to an indefinite duration contract shall happen at the same time as under the existing FG II contract.

In addition to the Contract Agent positions for CEPOL regulatory activities, it is necessary to have additional CA positions for the implementation of externally financed projects.

Post	FG	Number	Project(s)	Job Summary
Project Manager	IV	3	all	Overall responsibility for project activities
Senior Project Officer	IV	5	all	CEPOL CT Project • Responsible for CEPOL CT activities in: ○ Jordan, Lebanon, Turkey ○ Algeria, Morocco, Tunisia WBIPA Financial investigation • Responsible for WBIPA work packages as assigned by the project manager (2 positions) Digital Forensic Training • Responsible for Digital Forensic Training related activities as assigned by the project manager

Post	FG	Number	Project(s)	Job Summary
Project Officer	III	11	all	CEPOL CT project • Budget line owner, monitoring, controlling • Exchange, STE management, communication • Finance support • Procurement support • Travel support • Human Resources report WBIPA Financial investigation • Operations & Budget management • Operations & Budget management • Procurement support Digital Forensic Training • Administrative support • ICT Support

Annex IV, Section B: Appraisal of performance and reclassification/promotions

Table 1 - Reclassification of temporary staff/promotion of officials

Category & Grade	Staff in active employment at 1 January 2016		How many staff members were reclassified in 2016		Average number of years in grade of reclassified staff members (based on 1 Jan 2016; reclassification from date minimum 2 years in grade)
	Officials	TA	Officials	TA	
AD 16					
AD 15					
AD 14					
AD 13		1		0	
AD 12					
AD 11					
AD 10		2		0	
AD 9		3		1	2.17
AD 8					
AD 7		1		1	3.13
AD 6					
AD 5		8		2	5.83
Total AD		**15**		**4**	**4.24**
AST 11					
AST 10					
AST 9					
AST 8					
AST 7					
AST 6					
AST 5		2		0	
AST 4		2		1	1.25
AST 3		7		1	3.08

Category & Grade	Staff in active employment at 1 January 2016		How many staff members were reclassified in 2016		Average number of years in grade of reclassified staff members (based on 1 Jan 2016; reclassification from date minimum 2 years in grade)
	Officials	TA	Officials	TA	
AST 2					
AST 1					
Total AST		**11**		**2**	**2.17**
AST/SC 1					
AST/SC 2					
AST/SC 3					
AST/SC 4					
AST/SC 5					
AST/SC 6					
Total AST/SC		**0**			
TOTAL		**26**		**6**	**3.55**

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 2016[61]. 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.

Table 2 - Reclassification of contract staff

Function Group	Grade	Staff in activity at 1 January 2016	How many staff members were reclassified in 2016	Average number of years in grade of reclassified staff members (based on 1 Jan 2016; reclassification from date minimum 2 years in grade)
FG IV	18			
	17			

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[61] 14/2016/GB (25 May 2016)

Function Group	Grade	Staff in activity at 1 January 2016	How many staff members were reclassified in 2016	Average number of years in grade of reclassified staff members (based on 1 Jan 2016; reclassification from date minimum 2 years in grade)
	16			
	15			
	14			
	13			
FG III	12			
	11			
	10			
	9	1		
	8			
FG II	7			
	6			
	5	6	1	2.25
	4	1	1	2.21
	3			
	2			
	1			
TOTAL		8	2	2.23

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 2016[62]. 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.

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[62] 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.

Annex IV, Section C: 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 staff[63]. 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 2016 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.

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[63] 26/2015/GB of 16 October 2015

Annex IV, Section D: Gender and geographical balance

At present there is a reasonable gender balance in CEPOL. The ratio between man and women employed by CEPOL is 29 / 39. This difference is largely related to Interim staff where the ratio is 3 / 10 (men / women).

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

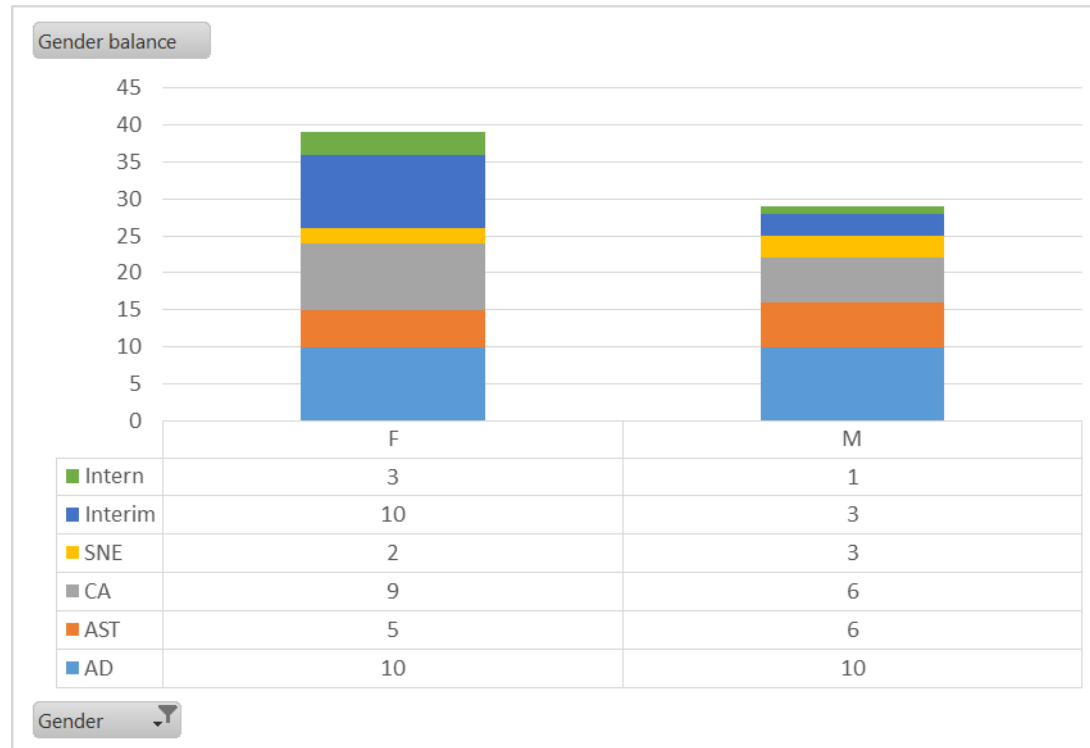| Gender balance	F	M
■ Intern	3	1
■ Interim	10	3
■ SNE	2	3
■ CA	9	6
■ AST	5	6
■ AD	10	10

Figure 1 - Gender balance (16/10/2017)

As expected, an overrepresentation of the Host Member State nationals started to develop in recent years. At present there are 18 Hungarians working for the agency (excluding interims): 35%. Other nationalities (19 other nationalities are present in CEPOL) are relative equally distributed with a maximum of 5 (Greek) nationals from one Member State.

At present CEPOL doesn't employ staff from Cyprus, Ireland, Lithuania, Luxembourg, Malta, Finland, Slovenia, Spain and Belgium.

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.
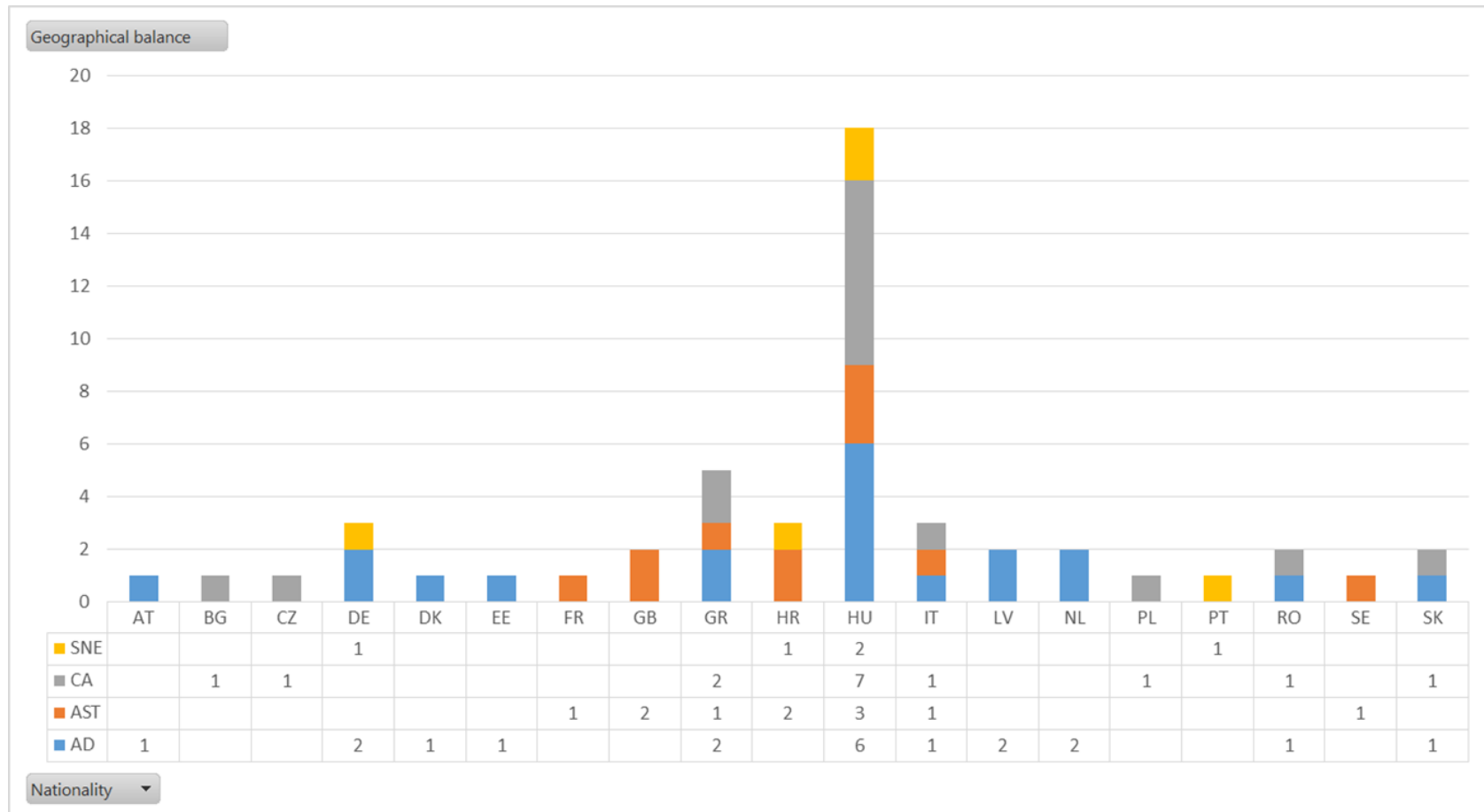

	AT	BG	CZ	DE	DK	EE	FR	GB	GR	HR	HU	IT	LV	NL	PL	PT	RO	SE	SK
■ SNE				1						1	2					1			
■ CA		1	1						2		7	1			1		1		1
■ AST					1			2	1	2	3	1						1	
■ AD	1			2	1	1			2		6	1	2	2			1		1

Figure 2 - geographical balance (16/10/2017)

Annex IV, Section E: Schooling

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

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

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

Based on these considerations, the CEPOL 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	Other Comment
Information to be provided per building:	CEPOL Headquarters 1066 Budapest Ó utca 27 Hungary	
Surface area (in square metres) Of which office space Of which non-office space	2,123.23 m2 (footing area) 978.03 m2 1,145.3 m2	
Annual rent (in EUR)	0	
Type and duration of rental contract	According to the host agreement signed between CEPOL and the Hungarian authorities, Hungary provides accommodation for CEPOL for 10 years, free of charge, as from 1 September 2014.	
Host country grant or support	Office accommodation is currently provided for free by the Hungarian authorities, in accordance with the signed host agreement. Hungary 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 reached the maximum as originally foreseen for the building. Initial discussions with the Hungarian authorities on possible measures to increase the capacity of the building were initiated at the end of 2015.

In the coming years, especially under the perspective of project activities related to the external dimension of the new mandate of CEPOL, a solution for the limited space in the Headquarters is required. The additional posts planned for CEPOL staff need to be factored in as well. In this light, CEPOL has procured the services of architects for advice on the optimal utilisation of the building. At the end of 2017, two variants have been presented by the architects. Based

on CEPOL management decision this will be further developed into one proposal for which also a price indication will be provided. It is expected that this will take place in 2018; it is also expected that this will not lead to major building/re-construction works.

For (operational) staff related to the externally financed projects, CEPOL is orienting itself on the office rental market in Budapest.

Building projects submitted to the European Parliament and the Council
N/A

Annex: VI – Privileges and immunities

Agency privileges	Privileges granted to staff

Privileges granted to staff

Protocol of privileges and immunities / diplomatic status

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

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

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

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.

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

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

Annex: VIII – Risks

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

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

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

Risk	Countermeasure	Timeframe
CORE PROCESSES AREA		
Delay in implementing the first EU-STNA (2018)	• Clear and timely communication to all involved stakeholders • Establish risk triggers and early warning	Continuous
Lack of applications for pilot CEPOL Knowledge Centre	• Implementation of the business volume by the agency	Continuous
CEPOL Knowledge Centre fail to achieve their objectives	• Close support and monitoring of the CEPOL Knowledge Centre by the Agency	Continuous
Underspending resulting in budget cuts in the following budgetary appropriation (N+1)	• Regular budget monitoring	Continuous
Initial phase of multiple projects may be delayed	• Close cooperation with funding authorities and project partners • Prioritisation of recruitments • Recruitment of reserve lists • Early preparation of procurement • Lessons-learned exercise on the experience of earlier projects	Continuous

- Rigorous project planning and monitoring

HUMAN RESOURCES MANAGEMENT AND ADMINISTRATION		
CEPOL lacks the human resources to fulfil its tasks	• Request for additional new posts • Scaling down CEPOL operational activities in the event new posts are not grated	Continuous
High staff turnover putting at risk the business continuity	• Regarding of contract agents • Successful regrading of temporary agents • Reclassification of staff and functions • Enlarge offer of training for staff • Maintaining the social arrangement (e.g. schooling for staff's children)	Continuous
GOVERNANCE AND STAKEHOLDER RELATIONS		
Discrepancy between enhanced mandate and available resources	• Management stakeholders expectations • Aiming for annual action plans with relevant stake holders	Continuous
CEPOL's operation are inefficient due to lack of usage of electronic tools	• Planning and prioritisation for the rollout of electronic tolls such as: • E-invoicing, • E-signature • E-net, • CRM	Continuous

Annex IX   Procurement plan for the year 2018 - Financing Decision

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 2018 (Title 3);
- Their link to specific activities of the Work Programme 2018;
- Estimated total value of the framework contracts over their maximum duration (4 years);
- Indicative time-frame for launching the procurement procedure;
- Indicative number and type of contracts.

Part 2 – Direct and specific contracts foreseen in 2018 (budgetary decision)
- Subject of the contracts for operational expenditure foreseen in 2018 (Title 3);
- Their link to specific activities of the Work Programme 2018;
- Estimated value of contracts having an effect on the budget 2018;
- Indicative time-frame for launching the procurement procedure
- Indicative number and type of contracts.

In 2018 CEPOL estimates that total budget for operational procurement will be indicatively **EUR 7,065,000**

Part 1 – Multiannual framework contracts (strategic decision)

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2018	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	Development, Implementation, Hosting, Maintenance and Support of e-Net 3.0	Activity 2	1,000,000	Q1-Q4 2018	Single Framework Contract for Services
2	Support services for the implementation of online courses	Activity 2	400,000	Q1-Q4 2018	Single Framework Contract for Services
3	Provision of access to scientific journals and books	Activity 2	180,000	Q1 2018	Single Framework Contract for Services
4	Provision of event organisation and related services for CEPOL activities	Activities 1-4	300,000	Q1-Q2 2018	Single Framework Contract for Services

Part 2 – Direct and specific contracts foreseen in 2018 (budgetary decision)

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2018	Indicative value of the contract for 2018 (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 2018	Multiple specific contracts in execution of a framework supply contract CEPOL/CT/2015/035 (awarded in 2015)

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2018	Indicative value of the contract for 2018 (EUR)	Indicative time frame for launching the procurement (per quarter)	Indicative number of contracts and their type
2	**Services related to communication activities:** • 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 1) External relations (Objective 4.D) Stakeholders relation and communication (Objective 4.D)	146,000	Q1 – Q4 2018	Multiple specific contracts in execution of a framework contracts for services for communication (awarded in 2016)
3	**Multimedia services** (photos + videos + graphic design)	Stakeholders relation and communication (Objective 4.D)	54,000	Q1 – Q4 2018	Multiple specific contracts in execution of a framework contract for services for communication (to be awarded in 2018)
4	**Translations and proofreading**	Stakeholders relation and communication (Objective 4.D)	5,000	Q1 – Q4 2018	Multiple service requests under the Service Level Agreement with CdT
5	**Editorial services:** • Publication related to the CEP • Production of recorded webinars • Editorial services related to communications (publications) • Editorial services and publications for the European Law Enforcement Research Bulletin	Annual publication on the progress of the CEPOL Exchange Programme (CEP) (Activity area 2) Stakeholders relation and communication (Objective 4.D) (Research and Science (Activity area 2)	170,500	Q1 – Q4 2018	Multiple service requests under the Service Level Agreement with the Publications Office

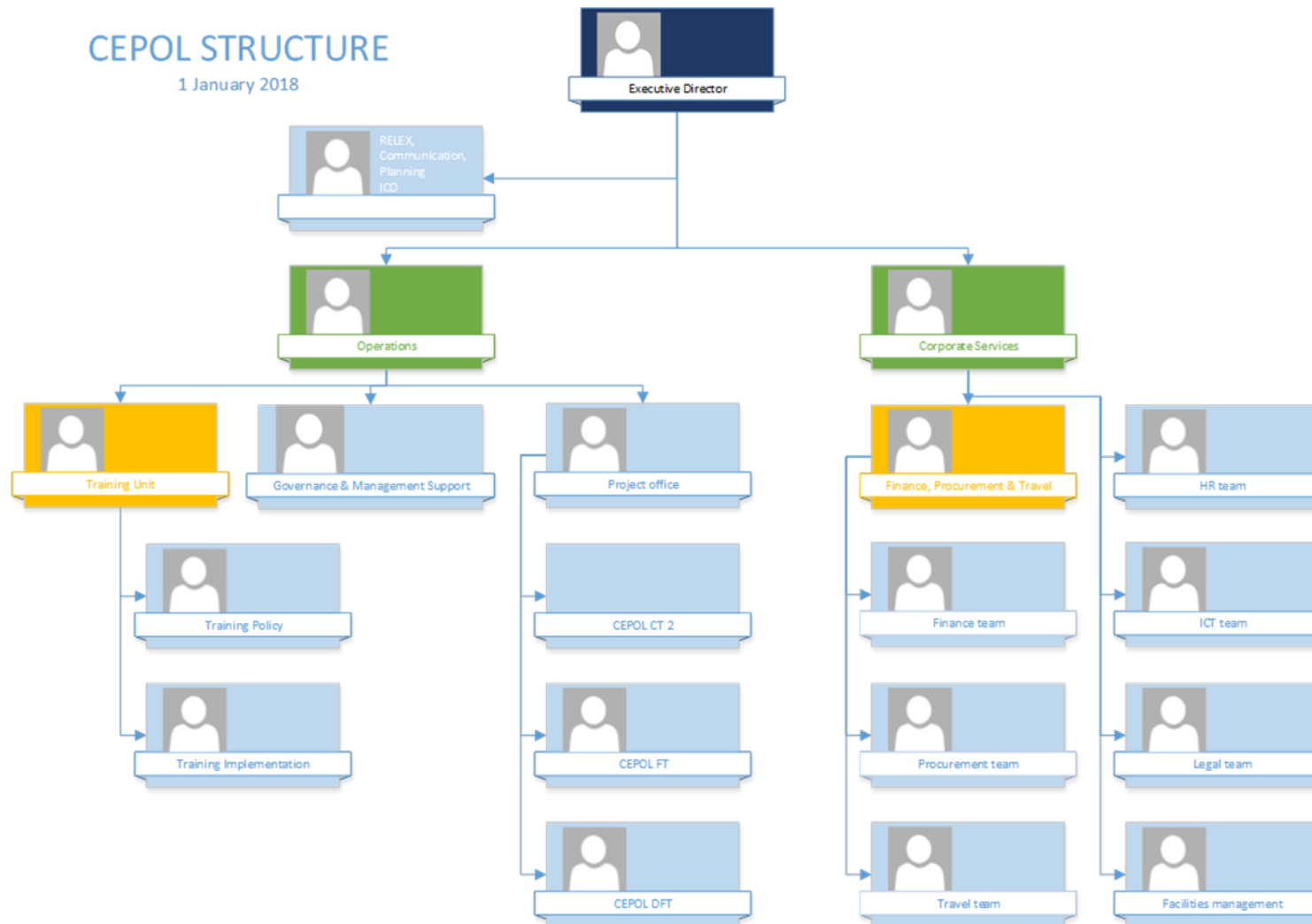| Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2018	Indicative value of the contract for 2018 (EUR)	Indicative time frame for launching the procurement (per quarter)	Indicative number of contracts and their type
6	**Editorial services for update of three existing and development of two new online modules**	Activity area 2	75,000	Q1-4 2018	Multiple order forms in execution of FWC 10573 via the Publications Office
7	**Further development of the Customer Relationship Management**	Education and training activities (All activities) European Police Exchange Programme (Activity area 1) Managing human resources as the greatest assets of CEPOL (missions, meetings)	65,000	Q1 – Q4 2018	1 specific contract, in execution of the existing inter-institutional framework contract DI/07300
8	**Media and social media monitoring**	Stakeholders relation and communication (Objective 4.D)	12,000	Q1 – Q4 2018	1 order form, in execution of the existing inter-institutional framework contract DI/07360
9	**Purchase of Webinar licences**	Activity area 2	16,000	Q3 2018	1 order form, in execution of the existing inter-institutional framework contract DI/07360
10	**Provision of access to scientific journals and e-books**	Activity 2 Objective 2.C	45,000	Q1-Q4 2018	Multiple specific contracts in execution of 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 2018	Indicative value of the contract for 2018 (EUR)	Indicative time frame for launching the procurement (per quarter)	Indicative number of contracts and their type
11	**Development building blocks for e-Net** search, authoring tool, VR 360 degrees environments, update webinar tool within e-Net, learning analytics within e-Net/LMS.	Activity 2	200,000	Q2 2018	Multiple direct service contracts or specific contracts via existing EU FWCs.
12	**Course online support** For improvement and support to online representation of courses, online courses and other activities.	Activity 2	50,000	Q1 2018	One direct service contract
13	**Development of reference guides for thematic areas**	Activity 2	18,000	Q1-Q4 2018	Multiple orders in execution of a framework contract for services
14	**e-NET 3.0 development, support hosting and maintenance**	Activity 2	200,000	Q1-Q4 2018	Multiple specific contracts in execution of the framework contract for services for e-NET (to be launched in 2018)
15	**Content experts**	Activity 1 to 3	60,000	Q1-Q4 2018	Multiple expert contracts on the basis of a call for expression of interest
16	**Catering** for: • meeting of the National exchange coordinators • residential activities • expert meetings • other meetings, as required	All activities	315,500	Q1-Q4 2018	Multiple order forms in execution of the existing framework contract for catering services (to be awarded in 2017) and multiple specific contracts.

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2018	Indicative value of the contract for 2018 (EUR)	Indicative time frame for launching the procurement (per quarter)	Indicative number of contracts and their type
17	**Travel and accommodation** for: • participation in the CEP programme • meeting of the National exchange coordinators • CEPOL residential activities participants • Various expert meetings • Travel and accommodation for missions	All activities	3,655,500	Q1-Q4 2018	Multiple order forms in execution of the existing framework contract for travel arrangement services CEPOL/CT/2015/001 or in execution of new framework contracts for travel arrangement services and for hotel services (to be launched in 2017)
18	**Transcription services**	Activity 4	7,000	Q1-Q4 2018	
19	**Taxi (Airport transfer)**	Activity 4	40,500	Q1-Q4 2018	
TOTAL			**7,065,000**		

Annex X – Organisation chart

CEPOL STRUCTURE

1 January 2018

```
Executive Director

RELEX,
Communication,
Planning
ICO

        Operations                              Corporate Services

Training Unit    Governance &      Project office    Finance,           HR team
                 Management                           Procurement &
                 Support                              Travel

Training Policy                    CEPOL CT 2         Finance team       ICT team

Training                           CEPOL FT           Procurement team  Legal team
Implementation

                                   CEPOL DFT          Travel team       Facilities
                                                                        management
```

Annex XI - The European Code of Good Administrative Behaviour[64, 65]

The Code approved by the European Parliament contains the following substantive provisions[66]

Article 1

General provision

In their relations with the public, the institutions and their officials shall respect the principles which are laid down in this Code of Good Administrative Behaviour, hereafter referred to as "the Code".

Article 2

Personal scope of application

1. The Code shall apply to all officials and other servants to whom the Staff Regulations and the Conditions of employment of other servants apply, in their relations with the public. Hereafter the term "official" refers to both the officials and the other servants.

2. The institutions and their administrations will take the necessary measures to ensure that the provisions set out in this Code also apply to other persons working for them, such as persons employed under private law contracts, experts on secondment from national civil services, and trainees.

3. The term "public" refers to natural and legal persons, whether they reside or have their registered office in a Member State or not.

4. For the purpose of this Code:
a. the term "institution" shall mean an EU institution, body, office, or agency;
b. "Official" shall mean an official or other servant of the European Union.

Article 3

Material scope of application

1. This Code contains the general principles of good administrative behaviour which apply to all relations of the institutions and their administrations with the public, unless they are governed by specific provisions.

2. The principles set out in this Code do not apply to the relations between the institution and its officials. Those relations are governed by the Staff Regulations.

1. The text that follows has been updated to take account of the changes made by the Treaty of Lisbon to the nomenclature of the Treaties and the numbering of their articles, as well as the 2008 revision of the Statute of the Ombudsman. Certain typographical and linguistic errors have also been corrected.

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[64] The original text of European Ombudsman's 'European Code of Good Administrative Behaviour' can be found following the link: http://www.ombudsman.europa.eu/en/resources/code.faces#/page/1

[65] CEPOL applies this code by analogy

[66] **1.** The text that follows has been updated to take account of the changes made by the Treaty of Lisbon to the nomenclature of the Treaties and the numbering of their articles, as well as the 2008 revision of the Statute of the Ombudsman. Certain typographical and linguistic errors have also been corrected.

Article 4

Lawfulness

The official shall act according to law and apply the rules and procedures laid down in EU legislation. The official shall in particular take care to ensure that decisions which affect the rights or interests of individuals have a basis in law and that their content complies with the law.

Article 5

Absence of discrimination

1. In dealing with requests from the public and in taking decisions, the official shall ensure that the principle of equality of treatment is respected. Members of the public who are in the same situation shall be treated in a similar manner.

2. If any difference in treatment is made, the official shall ensure that it is justified by the objective relevant features of the particular case.

3. The official shall in particular avoid any unjustified discrimination between members of the public based on nationality, sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age, or sexual orientation.

Article 6

Proportionality

1. When taking decisions, the official shall ensure that the measures taken are proportional to the aim pursued. The official shall in particular avoid restricting the rights of the citizens or imposing charges on them, when those restrictions or charges are not in a reasonable relation with the purpose of the action pursued.

2. When taking decisions, the official shall respect the fair balance between the interests of private persons and the general public interest.

Article 7

Absence of abuse of power

Powers shall be exercised solely for the purposes for which they have been conferred by the relevant provisions. The official shall in particular avoid using those powers for purposes which have no basis in the law or which are not motivated by any public interest.

Article 8

Impartiality and independence

1. The official shall be impartial and independent. The official shall abstain from any arbitrary action adversely affecting members of the public, as well as from any preferential treatment on any grounds whatsoever.

2. The conduct of the official shall never be guided by personal, family, or national interest or by political pressure. The official shall not take part in a decision in which he or she, or any close member of his or her family, has a financial interest.

Article 9

Objectivity

When taking decisions, the official shall take into consideration the relevant factors and give each of them its proper weight in the decision, whilst excluding any irrelevant element from consideration.

Article 10

Legitimate expectations, consistency, and advice

1. The official shall be consistent in his or her own administrative behaviour as well as with the administrative action of the institution. The official shall follow the institution's normal administrative practices, unless there are legitimate grounds for departing from those practices in an individual case. Where such grounds exist, they shall be recorded in writing.

2. The official shall respect the legitimate and reasonable expectations that members of the public have in light of how the institution has acted in the past.

3. The official shall, where necessary, advise the public on how a matter which comes within his or her remit is to be pursued and how to proceed in dealing with the matter.

Article 11

Fairness

The official shall act impartially, fairly, and reasonably.

Article 12

Courtesy

1. The official shall be service-minded, correct, courteous, and accessible in relations with the public. When answering correspondence, telephone calls, and e-mails, the official shall try to be as helpful as possible and shall reply as completely and accurately as possible to questions which are asked.

2. If the official is not responsible for the matter concerned, he or she shall direct the citizen to the appropriate official.

3. If an error occurs which negatively affects the rights or interests of a member of the public, the official shall apologise for it and endeavour to correct the negative effects resulting from his or her error in the most expedient way and inform the member of the public of any rights of appeal in accordance with Article 19 of the Code.

Article 13

Reply to letters in the language of the citizen

The official shall ensure that every citizen of the Union or any member of the public who writes to the institution in one of the Treaty languages receives an answer in the same language. The same shall apply as far as possible to legal persons such as associations (NGOs) and companies.

Article 14

Acknowledgement of receipt and indication of the competent official

1. Every letter or complaint to the institution shall receive an acknowledgement of receipt within a period of two weeks, except if a substantive reply can be sent within that period.

2. The reply or acknowledgement of receipt shall indicate the name and the telephone number of the official who is dealing with the matter, as well as the service to which he or she belongs.

3. No acknowledgement of receipt and no reply need be sent in cases where letters or complaints are abusive because of their excessive number or because of their repetitive or pointless character.

Article 15

Obligation to transfer to the competent service of the institution

1. If a letter or a complaint to the institution is addressed or transmitted to a Directorate General, Directorate, or Unit which has no competence to deal with it, its services shall ensure that the file is transferred without delay to the competent service of the institution.

2. The service which originally received the letter or complaint shall inform the author of this transfer and shall indicate the name and the telephone number of the official to whom the file has been passed.

3. The official shall alert the member of the public or organisation to any errors or omissions in documents and provide an opportunity to rectify them.

Article 16

Right to be heard and to make statements

1. In cases where the rights or interests of individuals are involved, the official shall ensure that, at every stage in the decision-making procedure, the rights of defence are respected.

2. Every member of the public shall have the right, in cases where a decision affecting his or her rights or interests has to be taken, to submit written comments and, when needed, to present oral observations before the decision is taken.

Article 17

Reasonable time-limit for taking decisions

1. The official shall ensure that a decision on every request or complaint to the institution is taken within a reasonable time-limit, without delay, and in any case no later than two months from the date of receipt. The same rule shall apply for answering letters from members of the public and for answers to administrative notes which the official has sent to his or her superiors requesting instructions regarding the decisions to be taken.

2. If a request or a complaint to the institution cannot, because of the complexity of the matters which it raises, be decided upon within the above mentioned time-limit, the official shall inform the author as soon as possible. In such a case, a definitive decision should be communicated to the author in the shortest possible time.

Article 18

Duty to state the grounds of decisions

1. Every decision of the institution which may adversely affect the rights or interests of a private person shall state the grounds on which it is based by indicating clearly the relevant facts and the legal basis of the decision.

2. The official shall avoid making decisions which are based on brief or vague grounds, or which do not contain an individual reasoning.

3. If it is not possible, because of the large number of persons concerned by similar decisions, to communicate in detail the grounds of the decision and where standard replies are therefore sent, the official shall subsequently provide the citizen who expressly requests it with an individual reasoning.

Article 19

Indication of appeal possibilities

1. A decision of the institution which may adversely affect the rights or interests of a private person shall contain an indication of the appeal possibilities available for challenging the decision. It shall in particular indicate the nature of the remedies, the bodies before which they can be exercised, and the time-limits for exercising them.

2. Decisions shall in particular refer to the possibility of judicial proceedings and complaints to the Ombudsman under the conditions specified in, respectively, Articles 263 and 228 of the Treaty on the Functioning of the European Union.

Article 20

Notification of the decision

1. The official shall ensure that persons whose rights or interests are affected by a decision are informed of that decision in writing, as soon as it is taken.

2. The official shall abstain from communicating the decision to other sources until the person or persons concerned have been informed.

Article 21

Data protection

1. The official who deals with personal data concerning a citizen shall respect the privacy and the integrity of the individual in accordance with the provisions of Regulation (EC) 45/2001 of the European Parliament and of the Council of 18 December 2000 on the protection of individuals with regard to the processing of personal data by the Community institutions and bodies and on the free movement of such data.

2. The official shall in particular avoid processing personal data for non-legitimate purposes or the transmission of such data to non-authorised persons.

Article 22

Requests for information

1. The official shall, when he or she has responsibility for the matter concerned, provide members of the public with the information that they request. When appropriate, the official shall give advice on

how to initiate an administrative procedure within his or her field of competence. The official shall take care that the information communicated is clear and understandable.

2. If an oral request for information is too complicated or too extensive to be dealt with, the official shall advise the person concerned to formulate his or her demand in writing.

3. If an official may not disclose the information requested because of its confidential nature, he or she shall, in accordance with Article 18 of this Code, indicate to the person concerned the reasons why he or she cannot communicate the information.

4. Further to requests for information on matters for which he or she has no responsibility, the official shall direct the requester to the competent person and indicate his or her name and telephone number. Further to requests for information concerning another EU institution, the official shall direct the requester to that institution.

5. Where appropriate, the official shall, depending on the subject of the request, direct the person seeking information to the service of the institution responsible for providing information to the public.

Article 23

Requests for public access to documents

1. The official shall deal with requests for access to documents in accordance with the rules adopted by the institution and in accordance with the general principles and limits laid down in Regulation (EC) 1049/2001.

2. If the official cannot comply with an oral request for access to documents, the citizen shall be advised to formulate it in writing.

Article 24

Keeping of adequate records

The institution's departments shall keep adequate records of their incoming and outgoing mail, of the documents they receive, and of the measures they take.

Article 25

Publicity for the Code

1. The institution shall take effective measures to inform the public of the rights they enjoy under this Code. If possible, it shall make the text available in electronic form on its website.

2. The Commission shall, on behalf of all institutions, publish and distribute the Code to citizens in the form of a brochure.

Article 26

Right to complain to the European Ombudsman

Any failure of an institution or official to comply with the principles set out in this Code may be the subject of a complaint to the European Ombudsman in accordance with Article 228 of the Treaty on the Functioning of the European Union and the Statute of the European Ombudsman.

Article 27

Review of operation

Each institution shall review its implementation of the Code after two years of operation and shall inform the European Ombudsman of the results of its review.