Decision of the Management Board 37/2017/MB

On the CEPOL draft Single Programming Document 2019-2021

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) and Article 18(2) thereof,

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

Whereas:

(1)   By virtue of Article 9(1)(a) of the CEPOL Regulation the Management Board shall adopt each year, by a majority of two-thirds of its members and in accordance with Article 10, a document containing CEPOL's multi-annual programming and its annual work programme for the following year;

(2)   Article 18(2) of the CEPOL Regulation stipulates that the Management Board shall, on the basis of the draft statement of estimates, adopt a provisional draft estimate of CEPOL's revenue and expenditure for the following financial year and shall send it to the Commission by 31 January each year.

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

HAS ADOPTED THIS DECISION

Article 1

The draft Single Programming Document: Years 2019-2021 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: CEPOL draft Single Programming Document: Years 2019-2021

EUROPEAN UNION AGENCY FOR

LAW ENFORCEMENT TRAINING

Draft Single Programming Document

Years 2019-2021

Contents

Foreword

The Single Programming Document (SPD) 2019 spans a three-year period, from 2019 to 2021. The CEPOL strategy drives the identification of activities and setting targets for the aforementioned period.

The SPD 2019 includes also a detailed description of the resources that need to be allocated for each area in order for CEPOL to fulfil its programme of work. In this respect, the Agency continues to pursue the resources it deems necessary to achieve its objectives as they stem from the provisions of its legal mandate and by its effort to respond effectively to emerging challenges in the Justice and Home Affairs policy area - with an obvious emphasis on those policies which influence European law enforcement training.

The European Agenda on 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 will support all key priority areas deriving from the Agendas[3] on Security and Migration[4], in line with its mandate. On the other hand, the European Law Enforcement Training Scheme (LETS) places great emphasis on structuring training in line with the principle of subsidiarity, while at the same time maintaining a strong degree of integration and inter-dependency between the Member States, CEPOL, and the wider JHA family.

While training of law enforcement officers is a shared responsibility of the EU Member States and the Union institutions, CEPOL strives to provide the European law enforcement community with the necessary skills, knowledge and competencies to successfully tackle the European security threats. With the EU Strategic Training Needs Assessment (EU-STNA) CEPOL is supporting the decision-making process in the law enforcement training at Union level, while the Operational Training Needs Analysis (OTNA) will help to the realization of strategic goals through the implementation of operational training activities.

For the years to come CEPOL has been entrusted with an enhanced external action portfolio to ensure consistency of the EU internal and external action in the sphere of law enforcement training. This area of action 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 should be noted that the draft SPD 2019 is subject to consultation with the European Commission as per the provisions of Article 10(1)[5] of CEPOL Regulation. Further changes to its content and estimate of resources are subject to the adoption of the final EU budget by the Budgetary Authority during the course of year 2018.

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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

[3] 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.

[4] 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

[5] 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

Acronyms and Abbreviations

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

Mission, 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

Contributing to building resilience and strengthening the Union's defences via training is CEPOL's response to the threats identified in Europe's political agenda on security. Relevant priorities and initiatives identified in the European Agenda on Security and in the State of the Union 2017[6] will play a key role in CEPOL's own prioritisation and planning.

Tackling terrorism, serious and organised crime and cyber criminality, as well as preventing and countering violent extremism and radicalisation, have become even more acute needs –and ingenerated new and more challenges– for the European Law Enforcement community in recent years. Curbing the scourge of human trafficking and migrant smuggling while protecting the security of the Unions' borders as well as the freedom of movement within the EU, require a common and proportionate response.

The notions of internal and external security have become ever more interdependent. Furthermore, over the last years the European Union has taken firm action to enhance security at its external borders, improve information exchange and close down the space in which terrorists operate. Maximising the benefits of existing information systems while working towards the Interoperability of information systems is a way to tackle a number of threats.

While the European Union has given itself a series of legal, policy and operational instruments to face these new threats and challenges, a pressing need remains for the European law enforcement community to utilise the available cooperation instruments to their full extent. CEPOL remains at the forefront of the efforts to raise the profile of those cooperation instruments and to enhance their proficient use by law enforcement professionals by developing flexible and technologically advanced training tools.

At the same time, the magnitude of the challenges identified above require a new strategic approach to European level training which must be predicated on forward-looking, structured needs analysis and on processes developing long term professional competency that progressively are brought in line with the relevant policies articulated at Union level. Furthermore, European level training must incorporate strong fundamental rights characteristics in a cross-cutting perspective.

CEPOL shall continue to ensure that its training is based on empiric evidence of the training needs, thus responding effectively to capacity gaps in law enforcement performance.

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[6] https://ec.europa.eu/commission/sites/beta-political/files/state-union-2017-brochure_en.pdf

Section II – Multiannual Programming 2019-2021

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 the medium-term 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[7] which, in turn, also reflect Article 32 of the CEPOL Financial Regulation[8] that sets out programing requirements for the agency.

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

[8] 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

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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%[9])

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[10] 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

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

[10] '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[11]
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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[11] 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%)[12]
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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[12] 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[13] (as specified in Annex XI to this document)

Strategic areas of intervention:
  Quality, Communications, External Relations/ Representation, Accountability, Responsibility
  4.1. Ensure 'good governance'[14] 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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[13] 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.

[14] 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 2019-2021

Human and financial resource-outlook for years 2019 – 2021

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 2019-2021

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 2019 to 2021

A) New tasks

Compared to 2017, there are no additional tasks foreseen in 2019.

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 as set for 2017 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.

The growth of the organisation and the increased dependence of the Agency on ICT warrants a change of grading of the highest graded HR and ICT positions from AST 5 to AD 5. As it is obviously not possible to re-grade the post holders with the re-grading of the post, CEPOL will organise a recruitment procedure aimed at establishing a reserve list for the newly graded positions. This is planned to take place in 2018.

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.
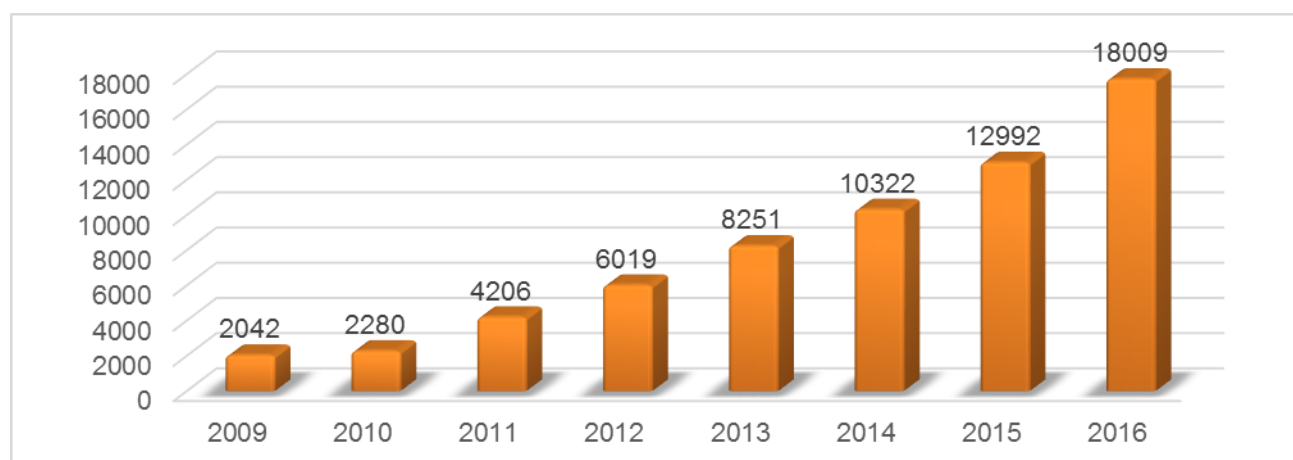
Figure 1 - Number of participants to CEPOL activities per year

D) Negative priorities/decrease of existing tasks

Since the entry into force of the new CEPOL Regulation, the agency's resources have not grown in tandem with its new expanded mandate to enable it to cope with the new tasks; e.g. instead of 12 necessary new posts, in 2017-2019 only 4 posts have been allocated to the agency. At the same time the budget since 2016 has grown insufficiently. The budget evolution for years 2016, 2017 and 2018 has been as follows: € 8,641,000, € 9,280,000 and (expected) € 9,216,720 respectively (Titles 1, 2 and 3).

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

- 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.

In 2017 the high-level ICT strategy has been developed by Deloitte in close cooperation with CEPOL IT staff and representatives from the Operations Department. Further implementation of the strategy is proposed in three separate streams.

However, as CEPOL doesn't have sufficient (human) resources in its ICT team it will be necessary to hire outside consultants to assist us with this implementation. The follow up proposal from Deloitte would require a total budget of € 420 000. However, as it has been made clear to Deloitte, CEPOL would not be able to free up the resources necessary to implement this in one go. For this reason, the three streams are split in 4 sub-projects each which can be implemented if and when budget becomes available. The proposal has an indicative time line which indicates which sub-projects should precede others.

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 2019

Executive summary

This section of the SPD 2019 outlines the specific objectives that aim to contribute to the realisation of CEPOL's strategic objectives. These are encompassed in five major activity areas and they include expected outputs, results and indicators. It has been developed on the basis of the Agency's request for its draft budget 2019 and 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 as a key supporting action for European Security.

The EU Strategic Training Needs Assessment (EU-STNA) will provide the necessary guidance for long-term, strategic Union approaches. It will provide scientific, evidence-based support to decision makers for the development of law enforcement training policy for the upcoming years. At the same time the Operational Training Needs Analysis (OTNA) translate strategic goals in CEPOL operational training activities by identifying training interventions specifically designed for the CEPOL target group, thus enabling CEPOL to establish tailored training.

In 2019 the two (pilot) CEPOL Knowledge Centres (CKCs) will be in their second year of operation and they will play an essential role in building relevant training solutions in thematic areas to respond to identified and prioritised training needs. The same year, an evaluation of the CKC operation will be conducted and its outcomes presented to the CEPOL Management Board.

The work programme 2019 continues to support all key priority areas deriving from the Agendas on Security[15] and Migration[16] in line with the LETS[17] principles. In particular: serious and organised international crime, cybercrime, migrant smuggling, counterterrorism, information exchange and fundamental rights. It is of vital importance that the law enforcement community in its entirety is able to operate effectively in the international environment.

CEPOL, in coordination with relevant Union bodies, will strive to identify operational deficits deriving from the lack of knowledge or skills where training could be offered to close such gaps effectively, in full alignment with fundamental rights. Moreover, considering the fast developing law enforcement environment, CEPOL will ensure that ability to implement additional activities to satisfy emerging training needs, identified by EU institutions, can be addressed.

In recognition of the growing interdependence between internal and external security, CEPOL shall step up its efforts to promote the European message in geopolitical areas to which the EU assigns specific priority. 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

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[15] 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

[16] 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

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

partnerships by progressively seeking to extend the availability of CEPOL training to Third Countries primarily 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.

In its effort to promote the quality, impact and sustainability of its activities, the Agency will continue to capitalise on new training methodologies, techniques and instruments that can enhance the learning experience. Research and innovation shall become a building block for further development of CEPOL training products and the Agency will continue to support experts and trainers through a number of initiatives focusing on innovative tools and applications.

CEPOL will continue to invest part of its resources to promote the strategic understanding of European security challenges among future law enforcement leaders, by continuing to implement a comprehensive European Leadership Development Programme aiming at fostering a genuine European law enforcement culture.

It should be noted that for the SPD 2019, the number and the sequence of Activities (areas of action) have been revisited to ensure that the order they are presented in the document follows more natural sequence. Additionally, expected Outcomes and Indicators have been grouped for each Activity to support comparability between the different Objectives.

Activities as coherent areas of action for the work programme 2019

It should be noted that CEPOL training is needs-based, coordinated and accountable. CEPOL's training concept firmly embeds the principles of the training cycle as schematically represented below:
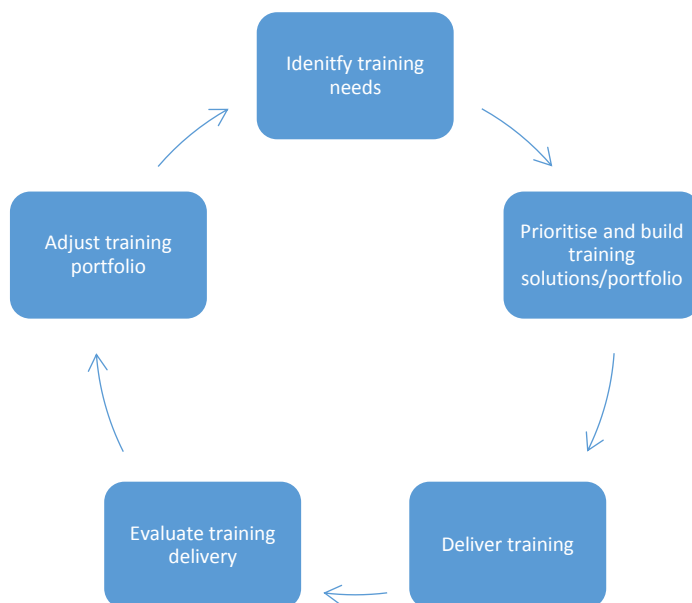
Activity 1: CEPOL delivery is needs-based, coordinated and qualitative

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 EU Strategic Training Needs Assessment (EU-STNA) provides the necessary guidance for long-term, strategic Union approaches, whereas the Operational Training Needs Analysis (OTNA) translates strategic goals in CEPOL operational training activities.

The pilot EU-STNA is based on the methodology developed with the support of the European Commission and in close cooperation with the Member States and stakeholders, particularly JHA agencies and the Commission. It provides scientific, evidence-based support to decision makers for the development of law enforcement training policy for the upcoming years.

The OTNA will identify training interventions specifically designed for the CEPOL target group, in addition to the existing coordination mechanisms and it will allow CEPOL to establish tailored training.

It is expected that the two (pilot) CEPOL Knowledge Centres (CKCs) will be in their second year of operation, The agency and the CKCs will play an essential role in building relevant training solutions in thematic areas to respond to identified and prioritised training needs. In 2019, an evaluation of the CKC operation will be conducted and its outcomes presented to the CEPOL Management Board.

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

CEPOL is continuously seeking for effective forms of cooperation with its stakeholders, notably the immediate family of the JHA agencies, with a view to achieve a more jointly effort to avoid overlaps, duplication of efforts, and to contribute to the effective, coordinated delivery of European law enforcement training in line with the spirit of the LETS. This will be done primarily (but not exclusively) by the enhanced use of the JHA Training Matrix, an online repository of all trainings delivered by the JHA agencies and the European Security and Defence College (ESDC).

Objective 1.A: EU-STNA and OTNA

The agency strives to respond effectively to the training needs of the Union in order to provide the law enforcement officials with the knowledge and skills that are necessary for tackling key common security threats faced by the Union. CEPOL's work will ensure that training responds to the identified and prioritised training needs ensuring its intervention is evidence based to produce the most effective impact. Specifically:

- Following the pilot EU- Strategic Training Needs Assessment (EU-STNA), expected to be produced in 2018, covering the EU Policy Cycle 2018-2021; CEPOL will launch in 2019 the mid-term evaluation of the EU-STNA aiming to assess the methodology's pertinence and to identify elements for improvement for its next 4-year cycle, and adjust it accordingly.
- On the basis of the EU-STNA outcomes, the Operational Training Needs Analysis (OTNA) will be conducted every second year. Consequently, in 2019 the OTNA for 2020 will be launched.

As the training needs for 2019 will be identified in the end of 2017-2018 and the EU-STNA outcomes will not yet be available, a two-track approach will be applied for 2019:

- Identification of training needs in all priority areas except counter-terrorism and CSDP missions by applying a simplified methodology used by the agency until 2018
- Piloting the OTNA methodology for the priority areas of counter-terrorism and CSDP Missions. Findings of the OTNA will be handed over to CEPOL Knowledge Centres (CKCs) for the design of corresponding training portfolios.

Expected results 1.A

- EU-STNA and OTNA will provide reliable data of the prioritised performance gaps where EU training is necessary, particularly:
  - 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 the CEPOL training catalogue.

Objective 1.B: Training coordination and stakeholder relations

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. CEPOL training delivery is coordinated with the training actors operating in the Justice and Home Affairs sector. To achieve this the following main actions will continue to be implemented

- EU-STNA will provide recommendations for the division of labour among EU JHA training actors which CEPOL will build into its programming cycle;
- The common JHA Training Matrix will continue to serve as a tool for the coordination and reporting of training efforts. CEPOL will explore the opportunities on how the JHA Training can be aligned with reporting on the implementation of EU-STNA priorities;
- CEPOL will support JHA Contact Group with the coordination of agreed actions in the training nexus.
- The agency will support the work of CEPOL National Units.

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

Expected results 1.B
- By better identification of stakeholder needs and increased engagement level, CEPOL will be able to improve relevance of its services to the law enforcement community.
- CEPOL continues to contribute to the making and implementation of JHA policies insofar as its mandate and resources allow.
- CEPOL National Units are provided with the information and tools in support to their national coordination function.
- Officials from the Candidate, potential candidate and ENP countries achieve good understanding of EU law enforcement cooperation instruments.

Objective 1.C: Training quality assurance measures

CEPOL's training quality continues to be assessed and the findings feed into further improvement of future actions:

- All training actions will be evaluated using Kirkpatrick's methodology. Where applicable, testing and certification will be integrated into training activities.
- ISO certification in the management of residential training and CEPOL Exchange Programme will be maintained. Preparation for the certification of other areas of the CEPOL training toolkit will commence.

Expected results 1.C
- Integrated quality improvement mechanism ensures that CEPOL training remains operationally relevant and is of high quality.

Outputs for Activity 1

Area	Outputs
Outputs 1.A: EU-STNA and OTNA	• The EU-STNA mid-term evaluation report • The annual training needs analysis report outlining the tactical level training requirements
Outputs 1.B: Training coordination and stakeholder relations	• JHA Training Matrix • Coordination meetings • CNU meetings
Outputs 1.C: Training quality assurance measures	• 2 evaluation reports • ISO certification is maintained • CEPOL certification mechanism is established

Indicators for Activity 1

Area	Indicator	2018 (Forecasted result)	Target for 2019	Means and frequency of verification
1.A – EU-STNA and OTNA	Number of analytical products	3	2	Annually
	Number of stakeholders involved	26 (for the OTNA) 35 (for the EU-STNA)	26 (for the OTNA) N/A[18] (for the EU-STNA)	Annually
1.B – Training coordination and stakeholder relations	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[19] (%)	90%	90%	Agency Progress Report, every 6 months to the MB

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[18] The EU-STNA exercise has a 4-years cycle

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

	CEPOL holds annual Stakeholders' meeting	1	1	Agency Progress Report, every 6 months to the MB
	Number of CNU meetings	2	2	Agency Progress Report, every 6 months to the MB
1.C – Training quality assurance measures	• % of CEPOL training activities evaluated	95%	95%	Annually
	• % of ISO action plan activities are implemented or are in progress.	90%	90%	
	• Certification Mechanism is approved by MB, number of MB decisions	N/a	1	

Activity 2: Delivery of thematic training portfolios in priority areas

Overview

The European Agenda on Security[20] 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[21] on Security and Migration[22], 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 EU law enforcement services faced significant challenges related to serious and organised crime and an increase in terrorist attacks, particularly the 'lone actors' phenomenon. At the same time, the growth in migration flows poses new policing problems. These challenges shall be tackled effectively to ensure the security of Union citizens. It is the responsibility of CEPOL, in coordination with relevant Union bodies, to identify operational deficits deriving from the lack of knowledge or skills where training could be offered to close such gaps effectively, in full alignment with 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 additional activities to satisfy emerging training needs, identified by EU institutions, 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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[20] 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

[21] 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.

[22] 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 2.A: Serious and organised crime, including horizontal aspects

Based on the OTNA, and putting particular emphasis on fundamental rights and freedoms, CEPOL will deliver comprehensive training portfolios responding to the security threats of the Union, particularly in the following areas:

- EU Policy Cycle[23]:
    - Facilitation of 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 assets recovery
    - Organised property crime
    - False documents
- Horizontal aspects of serious and organised crime such as
    - Online trade in illicit goods and services
- Other serious and organised crime

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, CEPOL's training shall be:

- Based on the training needs identified in the scope of the Cybercrime Training Competency Framework;
- Prioritised in the framework of Cyber Training Governance Model.

CEPOL will implement those activities, in close cooperation with Europol/EC3, Eurojust, ECTEG, the European Commission and the CEPOL framework partners.

Expected results 2.A

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

- Enhance their specialist skills and competencies to deal with cross border investigations and operations in dealing with serious and organised international crime;
- Reinforce their ability to deal with crosscutting elements in order to broaden the spectrum of investigations, particularly with regard to the financial aspects thereof, as well as the use of online tools, while upholding fundamental rights.

Objective 2.B: Counterterrorism

Based on the OTNA, 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

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[23] Based Council conclusions on setting the EU's priorities for the fight against organised and serious international crime between 2018 and 2021, adopted by the Council at its 3539th meeting held on 18 May 2017, c.f. doc. 9450/17

disseminating good practices, and strengthening professional networks. CEPOL will seek to enhance law enforcement capabilities to prevent, protect, pursue and respond to terrorism, in line with the relevant EU strategies.

For 2019, the (pilot) CEPOL Knowledge Centre (CKC) on counterterrorism issues will be already in operation and 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 types of terrorism and related *modi operandi*, such as Jihadi, Ethno-Nationalist and Separatist, Left wing and anarchist, Right Wing, Single Issue, lone actors, etc. Anticipated new threats will be encompassed in the training will encompass.

CEPOL shall address the training of (a) specialists and (b) generalist 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:

- Counter-terrorism
- Radicalisation and de-radicalisation
- Violent extremism
- Terrorism financing
- Foreign fighters
- Specialist network ATLAS
- Crosscutting matters:
    - Social media impact
    - Financial investigations
    - Use of SIS II, PNR and other travel intelligence tools
    - Information exchange, including with Europol's Counterterrorism Centre
    - Fundamental rights

Expected results 2.B
Having attended CEPOL learning and training activities, law enforcement personnel will:

- Increase the understanding of root causes and actual trends of terrorism and radicalisation, including in prisons, and exchange experience on prevention and de-radicalisation methods;
- Enhance specialist skills and competencies at strategic and tactical level to deal with cross border cooperation in counter-terrorism actions while balancing the actions with the fundament rights principles;
- Utilise existing instruments available to support counter-terrorism actions, particularly those established at Europol.

Objective 2.C: Information exchange, cooperation mechanisms and tools
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:

- Information exchange and European cooperation mechanisms and tools, e.g.
    - Joint Investigation Teams, European Information Exchange Model – EIXM, Prüm Decisions, SIENA, ECRIS, etc.
    - Schengen Information System, including European Arrest Warrant, use of Interpol databases

- o Schengen evaluation
- o Europol, Eurojust and Frontex, particularly information exchange and cooperation mechanisms established by these Agencies
- o Single Points of Contact
- o European Forensic area
- o Joint Investigation Teams
- o Passenger Name Record
- o Joint Customs Operations
- o Police and Customs Cooperation Centres
- Investigation techniques with a significant cross-border impact such as:
  - o Undercover operations
  - o Informant handling
  - o Witness protection
  - o Social Network analysis
  - o Open source intelligence
  - o Common forensic area
  - o Cargo profiling
  - o Use of social and mass media for soliciting crime
  - o Open source investigation.
- Policing mass events

Expected results 2.C

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

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

Specialist officials will:

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

Objective 2.D: Fundamental rights

Fundamental rights and freedoms shall be integrated in CEPOL training. In cooperation with FRA, EIGE and the Council of Europe CEPOL will increase the efforts in raising law enforcement awareness, particularly in the below areas:

- Hate crime
- Societal diversity
- Law enforcement ethics
- Gender equality

Expected results 2.D

Though training efforts CEPOL supports the achievement of balanced law enforcement responses to security threats, better identification of fundamental rights violations, and the provision of adequate actions.

Objective 2.E: Emerging training needs

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 funds resulting from savings on implemented activities, will strive to ensure it can meet 90% of the requests for urgent training from the Member States and the EU institutions.

Expected results 2.E

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

Outputs for Activity 2

Areas	Outputs
Collective Outputs for the following areas **2.A: Serious and organised crime, including horizontal aspects** **2.B: Counterterrorism** **2.C: Information exchange, cooperation mechanisms and tools** **2.D: Fundamental rights** **2.E: Emerging training needs**	• Residential activities • Webinars • Online modules • Online courses • Exchanges • Blended training curricula

Indicators for Activity 2

Areas	Indicator	2018 (Forecasted result)	Target for 2019	Means and frequency of verification
2.A – Serious and organised crime, including horizontal aspects **2.B – Counterterrorism** **2.C – Information exchange, cooperation mechanisms and tools** **2.D – Fundamental rights**	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	14,600	30,000	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
2.E- Emerging training needs	Training needs satisfied, %	90%	90%	Annually

Activity 3: External aspects of the EU security threats

Overview

This area of action 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.

In recognition of the growing interdependence between 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 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 doing so CEPOL will promote international law enforcement cooperation instruments, help widening networks of law enforcement specialists and transfer Third Countries professional experience to Europe.

Taking into account the limits of CEPOL resources, the objective of building third countries' capacity 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.

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. Based on identified training needs and consultations with the European Commission and the EEAS, CEPOL will continue to support building capabilities of EU CSDP missions, particularly in the following non- exhaustive list of areas:

- Pre-deployment training
- Mentoring, monitoring and advising
- EU CSDP Mission Command and Planning
- Support to Security Sector Reform24
- Fundamental rights
- Change management
- Mission management and leadership
- Nexus between CSDP and Freedom, Security and Justice (FSJ)

In 2019 the (pilot) CEPOL Knowledge Centre (**CKC**) for CSDP missions will become a leading CEPOL training provider for law enforcement in the specific thematic area in cooperation with relevant JHA

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[24] In line with Joint Communication JOIN (2016) 31, "Elements for an EU wide strategic framework to support Security Sector Reform"

agencies. Training activities will be developed and delivered in the spirit of complementarity with high quality as the leading principle.

Expected results 3.A

Having attended CEPOL training and learning activities 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 needs consistently, implementing EU values and approaches.

Objective 3.B: Capacity building projects

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. 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.

Complying with the relevant policies[25] of the European Union, CEPOL will seek opportunities to contribute law enforcement capacity building efforts in third countries by training means applying its tested-and-tried methodologies. It shall serve to transfer EU know-how in the target countries and bring back first-hand experience in return, support building networks of law enforcement specialist and foster development of training partnerships. In respect to the already targeted regions, such as the Western Balkan and the Middle East and North Africa regions, CEPOL shall support sustainability of previous achievement and deepen partnerships, moving towards institutionalised cooperation where applicable. To achieve this, the Financing Investigation In-service Training, Western Balkans (hereinafter: CEPOL FT) and EU/MENA Counter-Terrorism Training Partnership 2 (CEPOL CT 2) multiannual programmes will be implemented in 2019. The CEPOL FT duration is two years, with a maximum budget of EUR 2.5 Million, building on CEPOL experience and existing partnerships in the region. The CEPOL CT 2 has a three years duration and with EUR 6.5 Million budget, it builds further on the achievements of the previous flagship CEPOL action in the EU South Neighbourhood.

CEPOL will also base its cooperation with third countries on existing working arrangements, and will endeavour to conclude new arrangements based on clearly assessed operational needs.

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.

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[25] Currently: European Agenda on Security, European Global Strategy.

Outputs for Activity 3

Area	Outputs
Outputs 3.A: CSDP Missions	• Residential activities • Webinars • Exchanges
Outputs 3.B: Capacity building projects	• 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

Indicators for Activity 3

Area	Indicator	2018 (Forecasted result)	Target for 2019	Means and frequency of verification
3.A – CSDP Missions	Number of activities implemented vs planned, %	97%	97%	Internally – monthly, externally every 6 months to the MB
	Number of participants trained	180	TBD	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
3.B – Capacity building projects	Number of participants trained in residential activities through capacity building projects[26]	1,400	TBD	Internally – monthly, externally every 6 months to the MB
	Participant satisfaction with CEPOL residential training through capacity building projects, %	90%	TBD	Internally – monthly, externally every 6 months to the MB

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

	Number of participants for exchanges and study visits through capacity building projects [27]	400	TBD	Internally – monthly, externally every 6 months to the MB
	Participant satisfaction with CEPOL Exchanges through capacity building projects, %	90%	TBD	Internally – monthly, externally every 6 months to the MB
	Participation of certain Third Counties at CEPOL residential activities[28]	80%	80%	Internally – monthly, externally every 6 months to the MB

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

[28] As per the provisions of the Decision of the Executive Director 32/217/DIR on the participation of certain Third Countries at CEPOL residential activities

Activity 4: Training development and research

The quality, impact and sustainability of CEPOL activities depends also on the ability of the Agency to capture and capitalise upon new training methodologies, techniques and instruments that can enhance the learning experience. 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. 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.

To a similar extent, the Union's strategic development in the law enforcement area will significantly depend on future law enforcement leaders and their ability to incorporate European approaches that can enhance national effectiveness and facilitate international cooperation. 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 fundamental rights. In 2019 CEPOL will pursue the following objectives:

Objective 4.A: Soft skill building, leadership training and language skills
In 2019 CEPOL will continue to develop the following areas:

- European leadership development comprising:
    - European Joint Master Programme, where CEPOL will seek synergies with Frontex
    - Future Leaders development programme
    - Development of the necessary language capabilities to enable the law enforcement to operate across borders.

Expected results 4.A
- Graduates of the EJMP will acquire science-based competencies to operate effectively in the European law enforcement environment and address common management and cooperation challenges;
- Future leaders of national law enforcement services having attended CEPOL training will develop the competencies necessary to manage law enforcement structures in a European cooperation perspective;
- Professional language capacity of law enforcement officers attending CEPOL learning activities will contribute to enhance their ability to cooperate internationally, including at the specialist level.

Objective 4.B: Training development including technology supported methodologies
CEPOL strives to maintain and to incorporate cutting edge training methodologies to be able to deliver quality training that is suitable for the multicultural law enforcement community the agency is serving. In 2019 CEPOL will continue to develop the following areas:

- Further maintenance and development of training and learning, particularly:
    - Further integration of blended learning;
    - E-learning, particularly strengthening the capability to deliver online courses, enhancing the use of virtual platforms and virtual realities, the serious gamification of learning options, and the use of videos and podcasts.

- The agency, with the support of an expert group, will complete the evaluation of two pilot CKCs;
- CEPOL will continue to support its training community and experts with the following services:
    - Training methodologies
    - Training on design and delivery of online courses and webinars
    - Maintenance and further development of the lecturers, trainers and researchers database
    - Educators' platform maintenance and development
    - E-Net development to support CEPOL's training, learning and education activities.

Expected results 4.B

- The European, cross-border dimension of law enforcement is further acknowledged by the enhanced access to CEPOL's online learning component;
- The evaluation of pilot CKCs will provide the agency with the necessary evidence as to whether CKC objectives have been achieved and further roll out of the mechanism is advisable.

Objective 4.C: Research

In 2019 CEPOL Research activities will continue to provide empirical evidence and support to law enforcement education through the following activities:

- Start the implementation of CEPOL research agenda (subject to available resources)
- Via the CEPOL Research and Science Conference, the agency will bring together academics, practitioners and educators to discuss law enforcement education challenges and opportunities
- Continued and enhanced access to scientific e-journals, e- books and e-Library.

Expected results 4.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.

Outputs for Activity 4

Area	Outputs
Outputs 4.A: Soft skill building, leadership training and language skills	• Residential activities • Exchanges

Outputs 4.B: Training development including technology supported methodologies	• Pilot CEPOL Knowledge Centres are evaluated
	• LTRdb continues to be maintained and made available to CEPOL activities
	• Services supporting online learning:
	    ○ Update of the authoring tool
	    ○ Administration of Learning Management System
	    ○ Improvement of the support to courses (residential and online)
	    ○ Webinar tool development
	    ○ Creation of reference guides in thematic areas
	    ○ E-Net maintenance
	    ○ Virtual Training Centre for Intellectual Property Rights
	    ○ Virtual laboratory
	• Residential activities
	• Webinars
	• Online courses
	• Exchanges

Outputs 4.C: Research	• Services supporting research dissemination are provided: access to scientific journals and e-books

Indicators for Activity 4

Area	Indicator	2018 (Forecasted result)	Target for 2019	Means and frequency of verification
4.A – Soft skill building, leadership training and language skills	Rate of EJMP students submitting a dissertation in comparison with final graduates	90%	90%	Yearly

	Participant satisfaction rate with CEPOL training	94%	94%	Internally – monthly, externally every six months to MB
4.B – Training development including technology supported methodologies	Number of new entries in LTRdb	50	50	Internally – monthly, externally – every 6 months to MB
	Pilot CKCs evaluation report	0	1	Annually
	Number of participants taking part in online learning	20,000	TBD	Internally – monthly, externally – every 6 months to MB
4.C – Research	Number the research & science bulletins published	2	2	Annually
	Numbers of research grants	0	1	Annually
	Number of participants in R&S Conference	0	150	Annually

Activity 5: CEPOL operations are supported by horizontal and support Activities

Overview

This area relates to cross-cutting activities carried out to support operational activities and staff that are essential to support processes for the delivery of CEPOL's mission. It includes the management of corporate services (HR, Legal, Logistics, Finance, Procurement, ICT etc.) as well as cross cutting elements such as Governance, External Relations, Communications, Quality Management and Internal Control Standards.

As far as Governance is concerned, in 2019 emphasis will be placed on that the Management Board (MB) consolidates its practices and continues to function effectively as CEPOL's supreme decision making body. 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.

In 2017 the high-level ICT strategy has been developed by Deloitte in close cooperation with key CEPOL staff members. Further implementation of the strategy is proposed in three separate streams as described under Objective 5.F.

Objective 5.A – Governance

As far as Governance is concerned, in 2019 emphasis will be placed on that the Management Board (MB) consolidates its practices and continues to function effectively as CEPOL's supreme decision making body and that the Management Board is able to continue steering the Agency through emerging challenges. 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.

Expected results 5.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.

Objective 5.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 for residential activities and the exchange programme.

Expected results 5.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

Objective 5.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.

Expected results 5.C

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

Objective 5.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 2019 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.

Expected results 5.D

A progressive building of a strong and positive CEPOL corporate culture and image, strengthening its perception as a viable and valuable partner across the EU landscape and beyond.

CEPOL's role in supporting EU security via training is better known to its stakeholders and the general public.

Objective 5.E - Managing Human Resources

CEPOL shall continue to be fully compliant with all its legal requirements stemming from staff regulations; it shall timely adopt its own implementing rules in line with Article 110 of the staff regulation and prepare in timely and legal matter executive director's decisions and administrative notices giving further guidance to implementing rules.

CEPOL's 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 2019 by organising internal training opportunities and to enable staff to participate in individual training as agreed during the 2018 appraisal exercise in order to further enhance the skills and competences of CEPOL staff necessary to fulfil their tasks at CEPOL.

Expected results 5.E
It is expected that the above objectives will contribute to a shorter period of open positions in the organisation. This will lead to a (slightly) lower workload for all staff members which will in turn give better chances for participation in training opportunities as well as a better work/life balance.

Objective 5.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 and operational activities where relevant.

In 2017 the high-level ICT strategy has been developed by Deloitte in close cooperation with CEPOL IT staff and representatives from the Operations Department. Further implementation of the strategy is proposed in three separate streams, implementation will depend on sufficient (human and financial) resources:

- IT Strategy and Project/Programme Management Office – objective is to set-up a Project/Programme Management Office function to coordinate projects and IT initiatives supporting the IT strategy and prepare capabilities required for an improved business-IT alignment.
- Enterprise Architecture – objective is to take stock of the current Enterprise Architecture (EA), define the future vision and set-up the EA function to start and manage its implementation
- IT Operations – objective is to define the current and future requirements of CEPOL's core IT operations capabilities and redesign the IT operations by formalising the key processes/capabilities and rethinking the service model.

Expected results 5.F
- The Project/Programme Management Office coordinates projects and IT initiatives
- Alignment of ICT services with core business goals
- Implementation of additional infrastructure in order to support the project office in the implementation of externally financed projects (e.g. MENA, WB and OLAF)
- Enhancement of performance and availability of ICT environment
- Ensure that planned maintenance will not overrun its communicated timeslots; and
- Ensure that recovery time objectives are realistically set and kept.

Outputs for Activity 5

Area	Outputs
Outputs 5.A – Governance	• Management Board's decision making is enabled and supported
Outputs 5.B – Quality Management	• 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
Outputs 5.C – Internal Control System	• Conduct ex post control activities in line with the annual internal control plan and draft reports proposing improvements to the internal processes, including review of compliance with the internal control standards.
Outputs 5.D - Stakeholder relations and communication	• 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.
Outputs 5.E - Managing Human Resources	• 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.
Outputs 5.F – Information and Communications Technology	• The drivers, vision and scope of the Enterprise Architecture are defined • Business and user requirements are defined

Indicators for Activity 5

Area	Indicator	2018 (Forecasted result)	Target for 2019	Means and frequency of verification
5.A – Governance	Regular Management Board meetings are held, number	2	2	Outcomes of proceedings twice a year
5.B – Quality Management	CEPOL's Strategy KPI and PI reported in the Agency's Progress Report	4 KPIs 22 PIs	4 KPIs 22 PIs	Every six months in preparation of the GB.
	ISO 9001:2015 1st surveillance audit report with positive opinion	no major non-conformities	no major non-conformities	One audit report per year
5.C – Internal Control System	Implementation of the annual internal control plan	100%	100%	Number of ex-post controls conducted versus planned every year
5.D - Stakeholder relations and communication	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
5.E - Managing Human Resources	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.

Area	Indicator	2018 (Forecasted result)	Target for 2019	Means and frequency of verification
	Staff training plan adopted	The staff training plan for 2019 year is adopted by 31 October 2018	The staff training plan for 2020 year is adopted by 31 October 2019	Executive Director's decision on the adoption
	Staff training plan implemented	Fully implemented staff training plan 2018	Fully implemented staff training plan 2019	Implementation of the staff training plan is reported in the CSD monthly report.
5.F – Information and Communications Technology	Review and update of ICT strategy	ICT Strategy reviewed and updated	Development of ICT Strategy is continued with implementation of IT Information security policy	Report to MB the review and update
	Meetings of the Change Advisory Board	2	2	Report in CSD periodical report
	Establishment of disaster recovery site	ICT disaster recovery plan reviewed and updated	Disaster recovery scenario is tested and verified	One core business system moved to DR site once per year
	Minimise unplanned interruptions of service, leading to uptimes for the different identified systems of at least 95%;	Unplanned downtime of core services is less than 5% on yearly basis	Unplanned downtime of core services is less than 4% on yearly basis	Reports of performance and availability monitoring system are included in CSD monthly reports

Section IV.I – List of residential activities 2019

CEPOL continues to implement a four step approach in identification of the training needs.

Step 1-

    a)   *residential activities of priority*: a list of mandatory residential activities, which consists of the following categories:

- EU Policy Cycle – 17 activities;
- Joint activities with EU agencies – 15 activities;
- Future leaders – 2 activities
- European Joint Master Programme – 1 activity
- Schengen – 4 activities
- Forensics – 4 activities
- Presidency activities – 2

Total: **45 activities**

    b)   Activities for pilot CEPOL Knowledge Centres on Counterterrorism and CSDP Missions:

In 2018 a new OTNA methodology will be piloted for two CKC areas. The results will be given to CKCs to draft a proposal for training portfolio based on the identified needs. The earmarked funds (including flights) are:

- CKC on Counterterrorism: EUR 350,000;
- CKC on CSDP Mission training: EUR 240,000.

Total: EUR 590,000

Step 2 – identification of training needs: In the beginning of November 2017 CNUs and CEPOL key stakeholders will receive a request to identify further training needs both for residential activities and online activities. The agency encourages the CNUs to contact operational services of all relevant national law enforcement forces for this purpose, therefore the deadline for this exercise will be February 2017. All identified training needs will be collated and similar proposals merged.

Step 3 – prioritisation: The list of identified further training needs will be sent to CNUs for prioritisation using a 0-10 point scale where '0' means 'not needed' and '10' means 'high priority'. A limit to total points available for prioritisation will be established. The limit will be 50% of all points available for all activities in the list (for example, if there are 100 activities, each having maximum of 10 points: 100*10/2= 500 points). CEPOL intends to present the outcomes of the prioritisation to CNUs at its 4th meeting in April 2018.

Step 4 – adoption: The prioritised list of residential activities will be presented to the MB at its 4th meeting in May 2018.

List of residential activities of priority proposed for adoption (Step1a):

Sub-category	Title	Days	Participants	Justification
EU Policy Cycle: facilitation of Illegal migration	TBD	3	26	Draft Multiannual Strategic Plan for 2018-2020 includes a requirement for capacity building and training
EU Policy Cycle: Trafficking in human beings	TBD	3	26	Draft Multiannual Strategic Plan for 2018-2020 includes a requirement for capacity building and training
EU Policy Cycle: Environmental crime	TBD	3	26	Draft Multiannual Strategic Plan for 2018-2020 includes a requirement for capacity building and training
EU Policy Cycle: Excise	TBD	3	26	Draft Multiannual Strategic Plan for 2018-2020 includes a requirement for capacity building and training
EU Policy Cycle: MTIC	TBD	3	26	Draft Multiannual Strategic Plan for 2018-2020 includes a requirement for capacity building and training
EU Policy Cycle: Firearms	TBD	3	26	Draft Multiannual Strategic Plan for 2018-2020 includes a requirement for capacity building and training
EU Policy Cycle: Cocaine	TBD	3	26	Draft Multiannual Strategic Plan for 2018-2020 includes a requirement for capacity building and training
EU Policy Cycle: Heroin	TBD	3	26	Draft Multiannual Strategic Plan for 2018-2020 includes a requirement for capacity building and training

Sub-category	Title	Days	Participants	Justification
EU Policy Cycle: Cannabis	TBD	3	26	Draft Multiannual Strategic Plan for 2018-2020 includes a requirement for capacity building and training
EU Policy Cycle: Cyber attacks	TBD	3	26	Draft Multiannual Strategic Plan for 2018-2020 includes a requirement for capacity building and training
EU Policy Cycle: Card fraud	TBD	3	26	Draft Multiannual Strategic Plan for 2018-2020 includes a requirement for capacity building and training
EU Policy Cycle: Child sexual exploitation	TBD	3	26	Draft Multiannual Strategic Plan for 2018-2020 includes a requirement for capacity building and training
EU Policy Cycle: Criminal Finance	TBD	3	26	Draft Multiannual Strategic Plan for 2018-2020 includes a requirement for capacity building and training
EU Policy Cycle: Criminal Finance	Money laundering	5	26	Tasks for CEPOL as in the Draft Council Conclusion and **Action Plan on Financial Investigations** (st06915-re01 en16 of 19.04.2016)
EU Policy Cycle: Criminal Finance	Asset recovery	4	26	Tasks for CEPOL as in the Draft Council Conclusion and **Action Plan on Financial Investigations** (st06915-re01 en16 of 19.04.2016)
EU Policy Cycle: False documents	TBD	3	26	Draft Multiannual Strategic Plan for 2018-2020 includes a requirement for capacity building and training
EU Policy Cycle: Online trade	TBD	3	26	Draft Multiannual Strategic Plan for 2018-2020 includes a requirement for capacity building and training
Joint activities with EU agencies	Counterfeit goods (joint action with EUIPO)	4	26	Required by EUIPO - joint activity

Sub-category	Title	Days	Participants	Justification
EU Policy Cycle - Synthetic drugs	Illicit Laboratory Dismantling - advanced (joint action with Europol)	10	26	Required by Europol - joint activity
EU Policy Cycle - Synthetic drugs	Illicit laboratory dismantling - follow up (joint action with Europol)	3	26	Required by Europol - joint activity
LE Technique	Witness Protection (joint action with Europol)	5	26	Required by Europol - joint activity
LE Technique	Informant handling – advanced (joint action with Europol)	4	26	Required by Europol - joint activity
Analysis	Operational intelligence analysis (joint with Europol)	5	26	Required by Europol - joint activity
Analysis	Passenger Name Record (PNR) information analysis - train the trainers	3	26	Required by Europol - joint activity
Explosives	European Explosive Ordnance Disposal Network (EEODN) (joint action with Europol)	4	26	Required by Europol - joint activity
LE Technique	Witness Protection (joint action with Europol)	5	26	Required by Europol - joint activity
LE Technique	Informant handling – advanced (joint action with Europol)	4	26	Required by Europol - joint activity
SIRENE, SIS II	SIS II for SIRENE staff with technical knowledge of SIS II (joint action with EU-LISA)	2	26	Required by eu-LISA - joint activity
EU large scale IT systems	Train the technical trainers – SIS II, VIS, EURODAC – IT operators (joint action with EU-LISA)	2	26	Required by eu-LISA - joint activity

Sub-category	Title	Days	Participants	Justification
JIT	Joint Investigation Team – Implementation (joint action with EJTN and Eurojust)	4	26	Joint activity with Eurojust and EJTN
JIT	Joint Investigation Team – Leadership (joint action with EJTN and Eurojust)	4	26	Joint activity with Eurojust and EJTN
JIT	Joint Investigation Team - Western Balkans (joint action with EJTN and Eurojust)	3	22	Joint activity with Eurojust and EJTN
Leadership	EU Law enforcement leadership development & Future leaders - module 1 (curriculum to be followed)	5	26	GB Decision on implementation
Leadership	EU Law enforcement leadership development & Future leaders – module 2 (curriculum to be followed)	5	26	GB Decision on implementation
Master Programme	Policing in Europe – European Joint Master Programme	10	28	GB Decision on implementation
SIRENE, SIS II	SIRENE Officers – level 1	4	26	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
SIRENE, SIS II	SIRENE Officers – level 2	4	26	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

Sub-category	Title	Days	Participants	Justification
SIRENE, SIS II	Schengen evaluation - Police cooperation	5	20	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
SIRENE, SIS II	Schengen evaluation - SIS and SIRENE	5	20	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
TBD	Presidency activity 1	3	26	NCP agreement reached in 2015
TBD	Presidency activity 2	3	26	NCP agreement reached in 2015

Section IV.II - List of webinars for 2019: Outcomes of the Webinar Needs Analysis 2018

To be determined following the Webinar Needs Analysis launched in September 2018.

Section IV.III - Grant Agreements

a) Grants for implementation of CEPOL activities in 2019.

One call for applications for the implementation of CEPOL activities in 2019 (The Call) will be implemented with the following indicative timeline:

- Publication of the Call on **29 June 2018.**
- Questions in relation to the grant application clarifications are to be received in writing no later than **28 September 2018**. 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 **19 October 2018**.
- Evaluation will be conducted by the **1 December 2018**.
- Grants will be awarded by **23 December 2018**.

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, seminars, conferences and on-line activities.

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/GB29).
- 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:

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

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
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

- 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[30] 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[31]. 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.

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[30] 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.

[31] 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.

4.3

The type of activities eligible under this Call refers to the activities as described in the Training Catalogue 2019.

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.

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 – 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

b) Grants for CEPOL Knowledge Centres

Two pilot CEPOL Knowledge Centres (CKCs) were established for a two year period in 2017 for the implementation of CEPOL activities in 2018-2019 in the priority areas of counterterrorism and CSDP Mission training. The objective of the operation of CKCs is 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. 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.

According to Recital 17 of 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[32], CEPOL should be able to award grants. Such grants should contribute to fostering cooperation between Member State training institutes within the network and to promoting the mutual recognition of law enforcement. A grant by exception on the basis of *de jure* monopoly will be granted to the pilot CKCs.

In 2019 for the implementation of CEPOL activities by CKCs the following funds have been earmarked:

- CKC on Counterterrorism: **EUR 350,000**;
- CKC on CSDP Mission training: **EUR 240,000**.

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[32] OJ L319, 4.12.2015, p.1.

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	192,100	38,000	230,100
	Policy cycle	13.7	1,098,800	1,563,000	2,661,800
	Cybercrime	1.9	149,700	781,000	930,700
	Migration	2.4	192,100	345,000	537,100
	Counter-terrorism	0.6	48,000	345,000	393,000
	Law enforcement Cooperation	4.0	324,800	1,614,000	1,938,800
	Public Order	0.2	16,900	176,000	192,900
	CSDP	0.6	48,000	330,000	378,000
	Leadership	1.5	121,400	343,000	464,400
	Training and learning development	4.5	367,200	849,000	1,216,200
	Research and Science	1.2	96,000	216,000	312,000
	Top operational coordination	2.0	276,700	-	276,700
	General operational activities	4.0	262,000	-	262,000
	Project Office	1.0	95,800	-	95,800
Administrative Support					
	Human Resources management	2.0	148,900	-	148,900
	Information and Communication management	5.0	336,500	-	336,500
	Internal Audit	1.0	95,800	-	95,800
	Logistics, Facilities management & Security	1.0	95,800	-	95,800
	Resource Director/Head of Administration	1.0	138,400	-	138,400
Coordination					
	Legal advice, including Data Protection	1.0	95,800	-	95,800
	External communication	2.0	133,000	-	133,000
	Governance and planning	3.0	228,800	-	228,800
	External relations	1.0	58,500	-	58,500

Neutral					
	Accounting, finance, non-operational procurement	10.0	783,500	-	783,500
	Subtotals / Totals	**67.0**	*5,404,500*	*6,600,000*	*12,004,500*

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 – Human and Financial Resources (Tables) for CEPOL regular activities 2019-2021

Annex II.a - Table 1: Expenditure

Expenditure	2018		2019	
	CA	PA	CA	PA
Title 1	3,923,000	3,923,000	4,851,500	4,851,500
Title 2	382,500	382,500	553,000	553,000
Title 3	4,911,220	4,911,220	6,600,000	6,600,000
Title 4 (R0)				
Total expenditure	9,216,720	9,216,720	12,004,500	12,004,500

	Commitment appropriations						
Expenditure	Executed Budget 2017[33]	Budget 2018[34]	DB 2019 Agency request	DB 2019 Budget forecast	VAR 2019 / 2018	Envisaged in 2020	Envisaged in 2021
Title 1 Staff Expenditure	3,616,126.34	3,923,000.00	4,851,500	0	0.00%	4,840,500	-
11 Salaries & allowances	2,761,906.00	3,239,000.00	3,960,000	0	0.00%	4,039,000	-
- of which establishment plan posts	2,045,716.00	2,327,000.00	2,855,000		0.00%	2,912,000	
- of which external personnel	716,190.00	912,000.00	1,105,000		0.00%	1,127,000	
12 Expenditure relating to Staff recruitment	50,000.00	40,000.00	142,500		0.00%	52,500	
13 Mission expenses	40,000.00	40,000.00	35,000		0.00%	35,000	

[33] The 2017 execution is not known at the time of drafting this document (October 2017). The figures represent the commitment rate at 16 October 2017 – the final figure will be only known by the end of December 2017

[34] The figures for 2018 budget represents the draft budget 2018, as adopted by the European Commission. The final decision of the budget 2018 is not yet taken by the Budgetary Authorities – it is expected for end of November, beginning of December 2017, therefore figure might change. In case of the final figures adopted by the Budgetary Authorities would be different to the ones, presented here, the document will be revised accordingly.

14 Socio-medical infrastructure	356,000.00	371,000.00	462,000		0.00%	462,000	
15 Training	30,648.00	40,000.00	60,000		0.00%	60,000	
16 External Services	372,813.49	185,000.00	182,000		0.00%	182,000	
17 Receptions and events	4,000.00	4,000.00	5,000		0.00%	5,000	
Social welfare	758.85	4,000.00	5,000		0.00%	5,000	
Other staff related expenditure			-			-	-
Title 2 Infrastructure and operating expenditure	394,987.03	382,500.00	553,000	0	0.00%	553,000	-
20 Rental of buildings and associated costs	27,155.00	28,000.00	49,000		0.00%	49,000	
21 Information and communication technology	303,402.03	285,000.00	390,000		0.00%	390,000	
22 Movable property and associated costs	6,165.00	11,500.00	15,000		0.00%	15,000	
23 Current administrative expenditure	50,465.00	50,000.00	84,000		0.00%	84,000	
24 Postage / Telecommunications	7,800.00	8,000.00	15,000		0.00%	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	4,880,527.87	4,911,220.00	6,600,000	0	0.00%	6,722,000	-
30 Bodies and organs	183,045.99	195,000.00	240,000		0.00%	240,000	
31 Courses and seminars	3,619,881.84	3,720,000.00	5,064,000			5,166,000	
32 Other programme activities	804,600.04	736,220.00	1,011,000			1,031,000	
33 Evaluation			-	-		-	
35 Missions	150,000.00	150,000.00	165,000			165,000	

	Executed Budget 2017	Budget 2018	DB 2019 Agency request	DB 2019 Budget forecast	VAR 2019 / 2018	Envisaged in 2020	Envisage in 2021
37 Other operational activities	123,000.00	110,000.00	120,000			120,000	
Title 4 Operating expenditure[35]	1,343,948.28	-	-	-		-	-
41 Expenditure relating to persons working for CT MENA project	779,923.59		-			-	-
42 Travel	337,219.13		-			-	-
43 Equipment and supplies	3,565.87		-			-	-
44 Local office	5,600.00		-			-	-
45 Other costs, services	217,639.69		-			-	-
46 Other			-			-	-
47 Indirect costs			-			-	-
48 Provision for contingency reserve			-			-	-
49 Taxes		-	-			-	-
TOTAL EXPENDITURE	**10,235,589.52**	**9,216,720**	**12,004,500**	**-**	**0.00%**	**12,115,500**	**-**

	Payment appropriations						
Expenditure	**Executed Budget 2017**[36]	**Budget 2018**[37]	**DB 2019 Agency request**	**DB 2019 Budget forecast**	**VAR 2019 / 2018**	**Envisaged in 2020**	**Envisage in 2021**
Title 1 Staff Expenditure	3,616,126.34	3,923,000.00	4,851,500	0	0.00%	4,840,500	-
11 Salaries & allowances	2,761,906.00	3,239,000.00	3,960,000	0	0.00%	4,039,000	-

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[35] Corresponds to expected expenditure from funds available (funds carried forward from previous years and the 3rd instalment received during 2017)

[36] The 2017 execution is not known at the time of drafting this document (October 2017). The figures represent the commitment rate at 16 October 2017 – the final figure will be only known by the end of December 2017

[37] The figures for 2018 budget represents the draft budget 2018, as adopted by the European Commission. The final decision of the budget 2018 is not yet taken by the Budgetary Authorities – it is expected for end of November, beginning of December 2017, therefore figure might change. In case of the final figures adopted by the Budgetary Authorities would be different to the ones, presented here, the document will be revised accordingly.

- of which establishment plan posts	2,045,716.00	2,327,000.00	2,855,000		0.00%	2,912,000	
- of which external personnel	716,190.00	912,000.00	1,105,000		0.00%	1,127,000	
12 Expenditure relating to Staff recruitment	50,000.00	40,000.00	142,500		0.00%	52,500	
13 Mission expenses	40,000.00	40,000.00	35,000		0.00%	35,000	
14 Socio-medical infrastructure	356,000.00	371,000.00	462,000		0.00%	462,000	
15 Training	30,648.00	40,000.00	60,000		0.00%	60,000	
16 External Services	372,813.49	185,000.00	182,000		0.00%	182,000	
17 Receptions and events	4,000.00	4,000.00	5,000		0.00%	5,000	
Social welfare	758.85	4,000.00	5,000		0.00%	5,000	
Other staff related expenditure			-			-	-
Title 2 Infrastructure and operating expenditure	394,987.03	382,500.00	553,000	0	0.00%	553,000	-
20 Rental of buildings and associated costs	27,155.00	28,000.00	49,000		0.00%	49,000	
21 Information and communication technology	303,402.03	285,000.00	390,000		0.00%	390,000	
22 Movable property and associated costs	6,165.00	11,500.00	15,000		0.00%	15,000	
23 Current administrative expenditure	50,465.00	50,000.00	84,000		0.00%	84,000	
24 Postage / Telecommunications	7,800.00	8,000.00	15,000		0.00%	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	4,880,527.87	4,911,220.00	6,600,000	0	0.00%	6,722,000	-
30 Bodies and organs	183,045.99	195,000.00	240,000		0.00%	240,000	
31 Courses and seminars	3,619,881.84	3,720,000.00	5,064,000			5,166,000	
32 Other programme activities	804,600.04	736,220.00	1,011,000			1,031,000	
33 Evaluation		-	-			-	
35 Missions	150,000.00	150,000.00	165,000			165,000	
37 Other operational activities	123,000.00	110,000.00	120,000			120,000	
Title 4 Operating expenditure[38]	1,343,948.28	-	-	-		-	-
41 Expenditure relating to persons working for CT MENA project	779,923.59		-			-	-
42 Travel	337,219.13		-			-	-
43 Equipment and supplies	3,565.87		-			-	-
44 Local office	5,600.00		-			-	-
45 Other costs, services	217,639.69		-			-	-
46 Other			-			-	-
47 Indirect costs			-			-	-
48 Provision for contingency reserve			-			-	-
49 Taxes		-	-			-	-
TOTAL EXPENDITURE	10,235,589.52	9,216,720	12,004,500	-	0.00%	12,115,500	-

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[38] Corresponds to expected expenditure from funds available (funds carried forward from previous years and the 3rd instalment received during 2017)

Annex II.a - Table 2: Revenue

Revenues	2017[39] Revenues estimated by the agency	2018[40] Revenues estimated by the agency	2019 As requested by the agency	Budget Forecast	VAR 2019/ 2018 (Budget forecast)
1 REVENUE FROM FEES AND CHARGES					
2. EU CONTRIBUTION	9,280,000	9,216,720	12,004,500		
of which assigned revenues deriving from previous years' surpluses	556,276				
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)	-	-	-		
Of which EFTA					
Of which Candidate Countries					
4 OTHER CONTRIBUTIONS	995,308	-	-		
Of which additional EU funding stemming from ad hoc grants (FFR Art. 7)[41]	995,308				
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)					

[39] The 2017 execution is not known at the time of drafting this document (October 2017). The figures represent the commitment rate at 16 October 2017 – the final figure will be only known by the end of December 2017.

[40] The figures for 2018 budget represents the draft budget 2018, as adopted by the European Commission. The final decision of the budget 2018 is not yet taken by the Budgetary Authorities – it is expected for end of November, beginning of December 2017, therefore figure might change. In case of the final figures adopted by the Budgetary Authorities would be different to the ones, presented here, the document will be revised accordingly

[41] Corresponds to the 3rd instalment received, in line with the specific terms of the corresponding grant agreement

6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT					
7 CORRECTION OF BUDGETARY IMBALANCES					
TOTAL REVENUES	**10,275,308**	**9,216,720**	**12,004,500**		

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

Calculation budget outrun

The budget outturn will be available at the beginning of 2018.

Budget outturn	2015	2016	2017
Revenue actually received (+)	8,801,864	9,632,265	
Payments made (-)	-6,935,247	-7,431,927	
Carry-over of appropriations (-)	-1,704,728	-2,150,957	
Cancellation of appropriations carried over (+)	180,662	192,047	
Adjustment for carry-over arising from assigned revenue	227,970	315,928	
Exchange rate differences (+/-)	-11,306	-1,079	
Adjustment for negative balance from previous year (-)			
Total (Balance of the outturn account)	559,215	556,276	

Result of year 2017 (+/-)		
Surplus from 2017 reimbursed to the EU budget (-)		
Surplus to be reimbursed to the EU budget for 2016		

Descriptive information and justification on:

Budget outturn

The budget outturn for the will be available only at a later stage, at the beginning of 2018. The above table will be updated accordingly in due course

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

This information will be available only at the beginning of 2018. The sections will be updated accordingly in due course.

Annex: II.b – Human and Financial Resources (Tables) 2019-2021 for CEPOL externally financed project activities

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 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.

Annex II.b - Table 1: Expenditure

Revenues	2018	2019
	Budget Forecast	Budget Forecast
EU Contribution		
Additional EU funding: ad hoc grants and delegation agreements* (R0 funds)	2,500,000	
Other revenues	-	-
Total revenues	2,500,000	-

Expenditure	2018		2019	
	CA	PA	CA	PA
Title 5	2,500,000			
Total expenditure	2,500,000	-	-	0

	Commitment appropriations						
EXPENDITURE	Executed Budget 2017	Budget 2018	DB 2019 Agency request	DB 2019 Budget forecast	VAR 2019 / 2018	Envisaged in 2020	Envisaged in 2021
Title 5 Projects	**6,500,000**	**2,500,000**	**-**	**-**	**0.00%**	**-**	**-**
51 EU/MENA CTT training Partnership 2	6,500,000		-			-	-
52 Financial investinagtion in-service training programme Western Balkan		2,500,000	-			-	-
53 Digital Forensic Training			-			-	-
TOTAL EXPENDITURE					**-**		

	Payment appropriations						
EXPENDITURE	Executed Budget 2017	Budget 2018	DB 2019 Agency request	DB 2019 Budget forecast	VAR 2019 / 2018	Envisaged in 2020	Envisaged in 2021
Title 5 Projects	**6,500,000**	**2,500,000**	**-**	**-**	**0.00%**	**-**	**-**
51 EU/MENA CTT training Partnership 2	6,500,000						
52 Financial investinagtion in-service training programme Western Balkan		2,500,000					
53 Digital Forensic Training							
TOTAL EXPENDITURE					**-**		

Annex II.b – Table 2: Revenue

REVENUES	2017 Revenues estimated by the agency	2018 Revenues estimated by the agency	2019 As requested by the agency	2019 Budget Forecast*	VAR 2019/ 2018 (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	-	0.00	

Annex: III – Human Resources quantitative

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

Staff population		Staff population actually filled in 31.12.2016[42]	Staff population in EU Budget 2017[43]	Staff population actually filled at 31.12.2017[44]	Staff population in voted EU Budget 2018[45]	Staff population in Draft EU Budget 2019	Staff population envisaged in 2020[46]	Staff population envisaged in 2021[47]
Officials	AD							
	AST							
	AST/SC							
TA	AD	17	20	19	21	29	29	29
	AST	8	11	11	11	11	11	11
	AST/SC							
Total[48]		25	31	30	32	40	40	40
CA GF IV		2	3	3	3	3	3	3
CA GF III		2	3	1	15	15	15	15
CA GF II		11	11	9	0	0	0	0
CA GF I		1	1	0	0	0	0	0
Total CA[49]		16	18	13	18	18	18	18

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[42] 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.

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

[44] 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.

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

[46] 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.

[47] Ibid.

[48] Headcounts

[49] FTE

Staff population	Staff population actually filled in 31.12.2016[42]	Staff population in EU Budget 2017[43]	Staff population actually filled at 31.12.2017[44]	Staff population in voted EU Budget 2018[45]	Staff population in Draft EU Budget 2019	Staff population envisaged in 2020[46]	Staff population envisaged in 2021[47]
SNE[50]	*5*	*3*	*5*	*3*	*3*	*3*	*3*
Structural service providers[51]							
TOTAL	**46**	**52**	**48**	**53**	**61**	**61**	**61**
External staff[52]for occasional replacement[53]	9		13				

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[50] FTE

[51] 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

[52] FTE

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

Annex III – Table 1.b: 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 2019 -Year 2020

Category and grade	Establishment plan in EU Budget 2017		Filled as of 31 December 2017		Modifications in 2017 in application of flexibility rule[54]		Establishment plan in voted EU Budget 2018		Modifications in 2018 in application of flexibility rule[55]		Establishment plan in Draft EU Budget 2019		Establishment plan 2020		Establishment plan 2021	
	O[56]	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA
AD 16																
AD 15																
AD 14								1				1		1		1
AD 13		1		1												
AD 12																
AD 11		2						2				3		3		3
AD 10		2		4				2				1		1		1
AD 9		1		1				1				1		1		1
AD 8				1												
AD 7		2		2				2				7		8		9
AD 6		6		6				7				10		10		10
AD 5		6		4				6				6		5		4
Total AD		**20**		**19**				**21**				**29**		**29**		**29**
AST 11																
AST 10																
AST 9																
AST 8																
AST 7																

[54] 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.

[55] Ibid.

[56] O = Officials

Category and grade	Establishment plan in EU Budget 2017		Filled as of 31 December 2017		Modifications in 2017 in application of flexibility rule[54]		Establishment plan in voted EU Budget 2018		Modifications in 2018 in application of flexibility rule[55]		Establishment plan in Draft EU Budget 2019		Establishment plan 2020		Establishment plan 2021	
	O[56]	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA
AST 6		1						1								
AST 5		3		3				3		2		3		3		4
AST 4		6		2				6		6		5		5		4
AST 3		1		6				1		1		3		3		3
AST 2																
AST 1																
Total AST		**11**		**11**				**11**				**11**		**11**		**11**
AST/SC6																
AST/SC5																
AST/SC4																
AST/SC3																
AST/SC2																
AST/SC1																
Total AST/SC																
TOTAL		**31**		**30**				**32**				**40**		**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[57]) 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[58]. 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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[57] Decision 09/2017/DIR of 12 February 2017
[58] 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.

Unit	Position	Entry grade or bandwidth	Job summary
	Procurement Support Officer	AST-3 – AST 4	Procurement and asset management services to the organisation to ensure compliance with the Financial Regulations.
	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.

Unit	Position	Entry grade or bandwidth	Job summary
	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.
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.

Unit	Position	Entry grade or bandwidth	Job summary
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.
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

Unit	Position	Entry grade or bandwidth	Job summary
			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. 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

Unit	Position	Entry grade or bandwidth	Job summary
			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 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.

Unit	Position	Entry grade or bandwidth	Job summary
	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
	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

Unit	Position	Entry grade or bandwidth	Job summary
			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. 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[59]. 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

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

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[59] 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

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-III	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:
				    o Jordan, Lebanon, Turkey
				    o 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

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 3		7		1	3.08
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[60]. 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.

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[60] 14/2016/GB (25 May 2016)

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			
	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[61]. 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.

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[62]. 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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[61] 15/2016/GB (25 May 2016)
[62] 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).

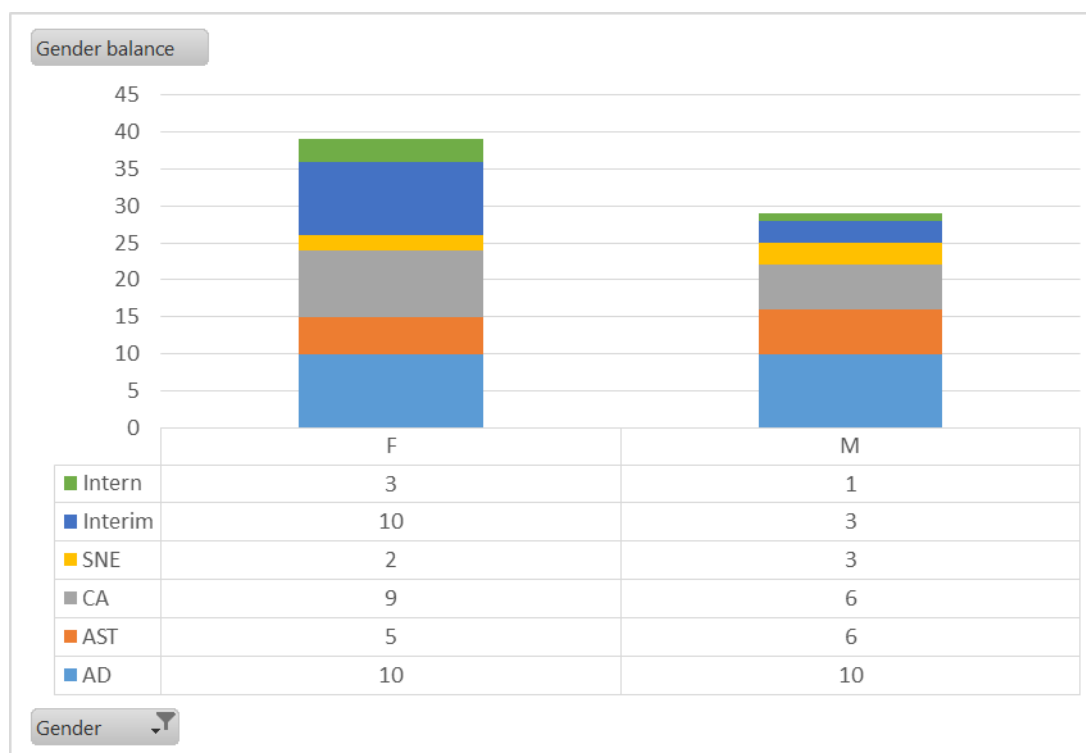As there is at present not a significant gender imbalance in CEPOL there are no direct measures foreseen.

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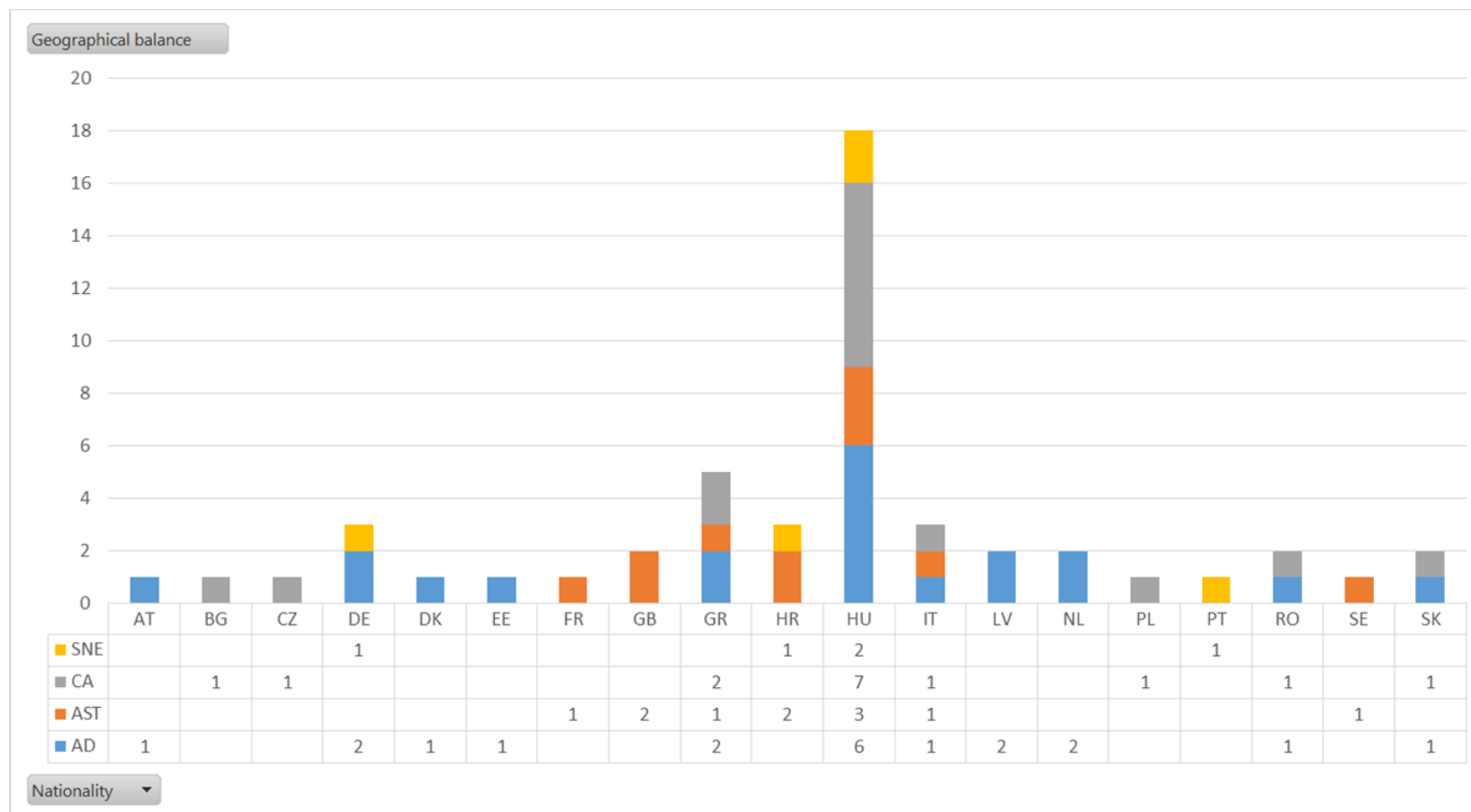
	AT	BG	CZ	DE	DK	EE	FR	GB	GR	HR	HU	IT	LV	NL	PL	PT	RO	SE	SK
SNE				1						1	2					1			
CA		1	1						2		7	1			1		1		1
AST							1	2	1	2	3	1						1	
AD	1			2	1	1			2		6	1	2	2			1		1

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	
	Protocol of privileges and immunities / diplomatic status	Education / day care
CEPOL can request the reimbursement of incurred VAT in line with the HQ agreement signed and the applicable Hungarian regulations	CEPOL staff, with the exception of Hungarian nationals are issued a special identity card, similar to those issued for members of diplomatic corps of the Member States of the EU in Hungary.	There is no European School in Budapest or at a reasonable distance from Budapest. Also, there is no European section in a national school. On the basis of current information, this situation is not foreseen to change in the coming years.
	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 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 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.	• The registration and attendance fees • The school transportation costs.
	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.	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.
	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.	

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		
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 • Rigorous project planning and monitoring	Continuous
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 2019 - 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 2019 (Title 3);
- Their link to specific activities of the Work Programme 2019;
- Estimated total value of the framework contracts over their maximum duration (4 years);
- Indicative number and type of contracts.

Part 2 – Direct and specific contracts foreseen in 2019 (budgetary decision)

- Subject of the contracts for operational expenditure foreseen in 2019 (Title 3);
- Their link to specific activities of the Work Programme 2019;
- Estimated value of contracts having an effect on the budget 2019;
- Indicative number and type of contracts

In 2019 CEPOL estimates that total budget for operational procurement will be indicatively **EUR 2,286,500.**

Part 1 – Multiannual framework contracts (strategic decision)

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2019	Estimated total value of the framework contract over their maximum duration of 4 years (EUR)	Indicative time frame for launching the procurement (per quarter)	Type of procurement (service/supply) and type of contract (single FWC, multiple FWC in cascade, multiple FWC with reopening of competition, mixed)
1	Support services for communication activities and multimedia services	Activities 1-5	400,000	Q1-Q4 2018	Single Framework Contract for Services (or cascade)

Part 2 – Direct and specific contracts foreseen in 2019 (budgetary decision)

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2019	Indicative value of the contract for 2019 (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 2019	Multiple specific contracts in execution of a framework supply contract CEPOL/CT/2015/035 (awarded in 2015)

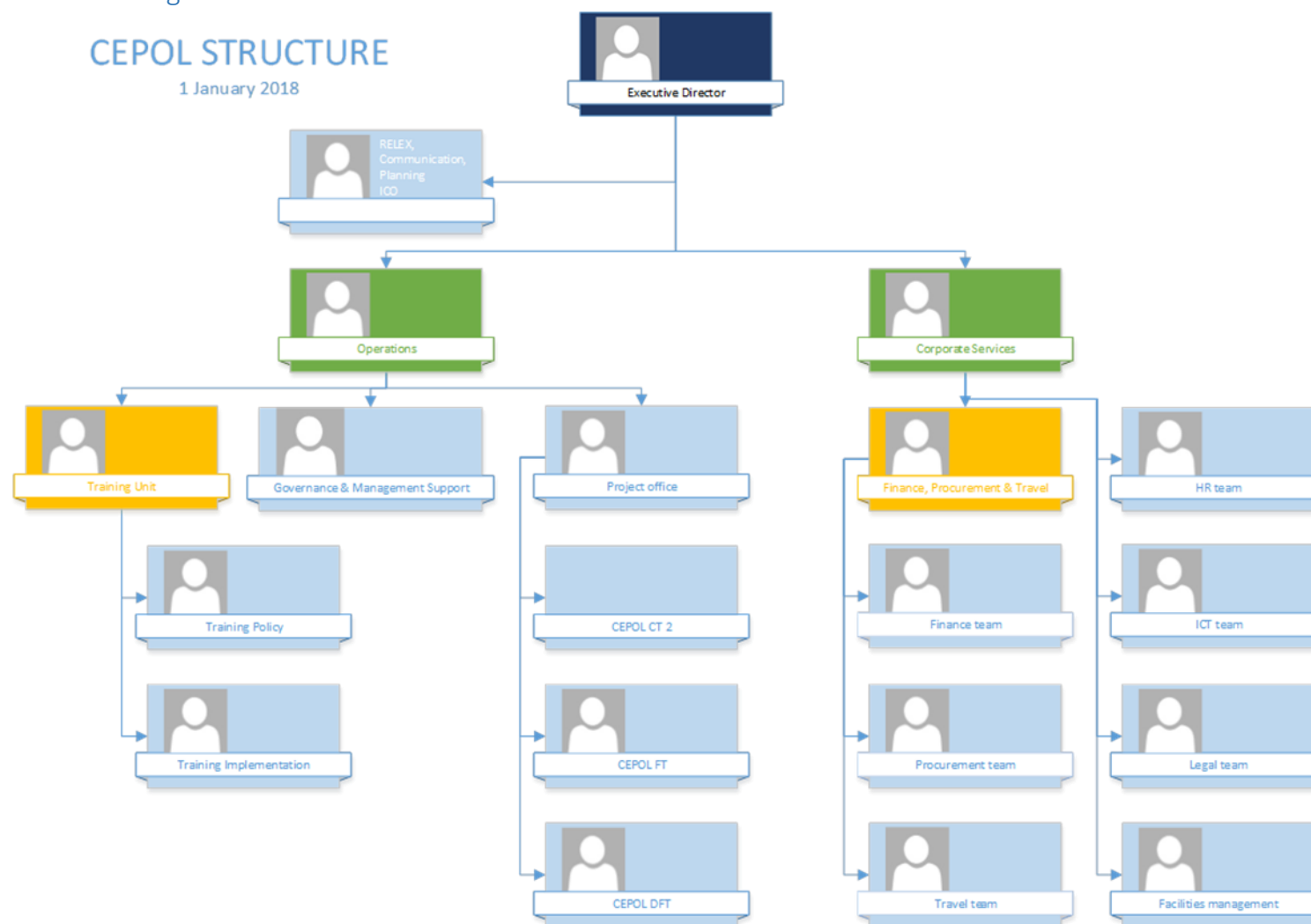| Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2019	Indicative value of the contract for 2019 (EUR)	Indicative time frame for launching the procurement (per quarter)	Indicative number of contracts and their type
2	**Services related to communication 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 2) External relations (Objective 5.D) Stakeholders relation and communication (Objective 5.D)	146,000	Q1 – Q4 2019	Multiple specific contracts in execution of a framework contract for services for services for communication services (awarded in 2016)
3	**Multimedia services** (photos + videos + graphic design)	Stakeholders relation and communication (Objective 5.D)	54,000	Q1 – Q4 2019	Multiple specific contracts in execution of a framework contract for services for communication services (to be awarded in 2019)
4	**Translations and proofreading**	Stakeholders relation and communication (Objective 5.D)	5,000	Q1 – Q4 2019	Multiple service requests under the Service Level Agreement with CdT
5	**Editorial services:** • Publication related to the CEP • Production of recorded webinars • For update of existing and production of new online modules Editorial services related to communications (publications)	Annual publication on the progress of the CEPOL Exchange Programme (CEP) (Activity area 1) Stakeholders relation and communication (Objective 5.D)	165,000	Q1 – Q4 2019	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 2019	Indicative value of the contract for 2019 (EUR)	Indicative time frame for launching the procurement (per quarter)	Indicative number of contracts and their type
6	Provision of access to scientific journals and e-books	Activity 4 Objective 4.C	45,000	Q1 2019	Multiple specific contracts in execution of a framework contract for services (to be awarded in 2018)
7	Editorial Services and Publications for the European Law Enforcement Research Bulletin	(Research and Science (Activity Area 4)	10.000	Q1-Q4 2019	Multiple service requests under the Service Level Agreement with the Publications Office
8	Travel and accommodation for: Participation in the CEP programme, study visit and NEC meeting Governance	Activities 2 - 5	704,000 (CEP) + 100,000 (Governance)	Q1-Q4 2019	TBD
9	Catering NEC meeting Governance	Activities 2 - 5	75,000 1,000 (CEP) 10,000 (Gov)	Q1-Q4 2019	TBD
10	Taxi service NEC meeting Governance	Activities 2 - 5	45,000 1,000 (CEP) 2,500 (Gov)	Q1-Q4 2019	TBD
11	Transcription services (Governance)	Activity 5	7,000	Q1-Q4 2019	TBD
12	Purchase webinar licenses	Activity 1	16,000	Q3 2019	TBD
13	Development building blocks e-Net	Activity 1	200,000	Q2 2019	TBD
14	Course online support	Activity 1	50,000	Q1 2019	TBD
15	e-Net development, support, hosting and maintenance	Activity 1	200,000	Q1-Q4 2019	TBD
TOTAL			**2,286,500**		

Annex X – Organisation chart

CEPOL STRUCTURE
1 January 2018

Executive Director

RELEX, Communication, Planning ICD

Operations

Corporate Services

Training Unit

Governance & Management Support

Project office

Finance, Procurement & Travel

HR team

Training Policy

CEPOL CT 2

Finance team

ICT team

Training Implementation

CEPOL FT

Procurement team

Legal team

CEPOL DFT

Travel team

Facilities management

Annex XI - The European Code of Good Administrative Behaviour[63, 64]

The Code approved by the European Parliament contains the following substantive provisions[65]

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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[63] 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

[64] CEPOL applies this code by analogy

[65] **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.