

**Decision of the Management Board 08/2019/MB**

**ON ESTABLISHING THE ANALYSIS AND ASSESSMENT  
OF THE CONSOLIDATED ANNUAL ACTIVITY REPORT 2018**

**Adopted by the Management Board**

**On 22 May 2019**

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) and replacing and repealing Council Decision 2005/681/JHA<sup>1</sup>, and in particular Article 9(1)(t) thereof,

Having regard to Decision 01/2014/GB of the Governing Board of the European Police College (CEPOL) adopting the Financial Regulation and repealing decision 28/2011/GB, and in particular Article 47 thereof;

Having regard to the Consolidated Annual Activity Report (CAAR) for the financial year 2018;

HAS ADOPTED the Analysis and Assessment of the Consolidated Annual Activity Report (CAAR) for the financial year 2018, as set out in the Annex to this decision.

The present Decision shall enter into force on the day of its adoption.

Done at Bucharest, on 22 May 2019

*For the Management Board*  
*<< Signature on file >>*

.....  
*Kimmo Himberg*  
*Chair of the Management Board*

ANNEX: Consolidated Annual Activity Report (CAAR) for the financial year 2018 including its Analysis and Assessment by the Management Board

---

<sup>1</sup> OJ L319, 4.12.2015, p.1.

<b>Consolidated Annual Activity Report (CAAR)</b>	Document number:	TE.REPO.001-3
	Approval date:	09/04/2019



**Consolidated Annual Activity Report (CAAR)  
of the European Union Agency for Law Enforcement Training (CEPOL)  
for financial year 2018**

This Consolidated Annual Activity Report has been drawn up in compliance with Article 47 of the Regulation (EU) No 1271/2013 of 30 September 2013 on the framework financial regulation for the bodies referred to in Article 208 of Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council.

## Table of Contents

Acronyms and abbreviations .....	3
Management Board's analysis and assessment .....	4
Introduction .....	6
Executive Summary .....	8
Part I. Achievements of the year .....	14
Activity 1: Support, develop, implement and coordinate training for law enforcement officials in the priority areas .....	18
Activity 2: Prepare training needs analyses and multi-annual learning programmes .....	22
Activity 3: Supporting Union missions, Capacity-building in third countries, and Cooperation with Union bodies and international organisations .....	29
Part II. (a) Management and Governance .....	33
2.1 Agency Governance .....	34
Please refer to Annex IX for more details on Amendments to the SPD 2018-2020 during the year of 2018. ....	34
2.2 Major developments .....	34
2.3 Budgetary and Financial Management .....	37
2.4 Human Resources (HR) Management .....	46
2.5 Assessment by Management .....	47
2.6 Budget implementation tasks entrusted to other services and entities .....	51
2.7 Audit results during the reporting year and follow-up of recommendations and action plans .....	51
Part II. (b) External Evaluations .....	54
Part III. Assessment of the effectiveness of the internal control systems .....	55
3.1 Risk Management .....	55
3.2 Compliance and effectiveness of internal control .....	55
Part IV. Management Assurance .....	57
4.1 Review of the elements supporting assurance .....	57
4.2 Reservations and overall conclusions on assurance .....	57
Part V. Declaration of Assurance .....	58
ANNEXES .....	60
Annex I. Details on CEPOL Training tools .....	61
Annex II. Performance statistics .....	65
Annex III. Statistics on financial management .....	67
Annex IV. Organisational chart .....	69
Annex V. Establishment Plan and additional information on Human Resources Management .....	70
Annex VI. Human and financial resources by activity .....	74
Annex VII. Specific annexes related to Part II .....	75
Annex VIII. Draft Annual Accounts 2018 .....	80
Annex IX. Amendments to the SPD 2018-2020 during the year of 2018 .....	81

**Acronyms and abbreviations**

<b>AEPC</b>	Association of European Police Colleges	<b>FLETC (US)</b>	Federal Law Enforcement Training Centres
<b>ALEFA</b>	Association of Law Enforcement Forensic Accountants	<b>FPI</b>	Foreign Policy Instruments
<b>CAAR</b>	Consolidated Annual Activity Report	<b>FR</b>	Financial Regulation
<b>CEPOL</b>	European Union Agency for Law Enforcement Training	<b>FRA</b>	The European Union Agency for Fundamental Rights
<b>CEP</b>	CEPOL Exchange Programme	<b>FRONTEX</b>	European Border and Coast Guard Agency
<b>CA</b>	Contract Agent	<b>HR</b>	Human Resources
<b>CARIN</b>	Camden Assets Recovery Interagency Network	<b>IAS</b>	Internal Audit Service
<b>CKCs</b>	CEPOL Knowledge Centres	<b>IAP</b>	Internal Audit Panel
<b>CNUs</b>	CEPOL National Units	<b>ICS</b>	Internal Control Standards
<b>COSI</b>	Standing committee for the EU internal security	<b>IcSP</b>	Instrument Contributing to Stability and Peace
<b>CRM</b>	Customer Relationship Management tool	<b>ICT</b>	Information and Communications Technology
<b>CT</b>	Counter Terrorism	<b>IP</b>	Internet Protocol address
<b>CSDP</b>	Common Security and Defence Policy	<b>ISO</b>	International Organization for Standardization
<b>DCAF</b>	The Geneva Centre for the Democratic Control of Armed Forces	<b>INTERPOL</b>	International Criminal Police Organization
<b>DG HOME</b>	The Directorate-General for Migration and Home Affairs	<b>JITs</b>	Joint Investigation Teams
<b>DG JUST</b>	The Directorate-General for Justice and Consumers	<b>JHA</b>	Justice and Home Affairs
<b>DPO</b>	Data Protection Office	<b>KPI</b>	Key Performance Indicators
<b>EASO</b>	European Asylum Support Office	<b>LETS</b>	European Law Enforcement Training Scheme
<b>EC</b>	European Commission	<b>LEWP</b>	Law Enforcement Working Party
<b>EC3</b>	European Cybercrime Centre at Europol	<b>LIBE</b>	European Parliament's Committee on Civil Liberties, Justice and Home Affairs
<b>ECA</b>	European Court of Auditors	<b>LMS</b>	Learning Management System
<b>ECTEG</b>	European Cybercrime Training and Education Group	<b>LTRdb</b>	CEPOL Lecturers, Trainers and Researchers Database
<b>ECTC</b>	European Counter Terrorism Centre	<b>MENA</b>	Middle East and North Africa
<b>EEAS</b>	European External Action Service	<b>MB</b>	Management Board
<b>EJMP</b>	CEPOL European Joint Master Programme	<b>MS</b>	Member State
<b>EJTN</b>	European Judicial Training Network	<b>OLAF</b>	European Anti-Fraud Office
<b>EMCDDA</b>	European Monitoring Centre for Drugs and Drug Addiction	<b>OSCE</b>	Organization for Security and Co-operation in Europe
<b>EMPACT</b>	European Multidisciplinary Platform against Criminal Threats	<b>OTNA</b>	Operational Training Needs Analysis
<b>EMSC</b>	European Migrant Smuggling Centre	<b>PCC SEE</b>	Police Cooperation Convention for Southeast Europe Secretariat
<b>ENFAST</b>	European Network on Fugitive Active Search Teams	<b>PI</b>	Performance Indicators
<b>ENFSI</b>	European Network of Forensic Science Institutes	<b>RIPE NCC</b>	Regional Internet Registry for Europe, the Middle East and parts of Central Asia
<b>ENTri</b>	Europe's New Training Initiative for Civilian Crisis Management	<b>SIS II</b>	Schengen Information System
<b>EP</b>	European Parliament	<b>SIRENE</b>	Supplementary Information Request at the National Entries
<b>ESDC</b>	European Security and Defence College	<b>SNE</b>	Seconded National Expert
<b>EU</b>	European Union	<b>SOC</b>	Serious Organized Crime
<b>EUIPO</b>	European Union Intellectual Property Office	<b>TA</b>	Temporary Agent
<b>Eu-LISA</b>	The European Agency for the operational management of large-scale IT Systems in the area of freedom, security and justice	<b>TNA</b>	Training Needs Assessment
<b>EUPST</b>	The European Union Police Services Training	<b>UEFA</b>	Union of European Football Associations
<b>EU-STNA</b>	EU-Strategic Training Needs Assessment	<b>UNODC</b>	United Nations Office on Drugs and Crime
<b>Eurodac</b>	European Dactyloscopy - European Union fingerprint database for identifying asylum seekers and irregular border-crossers	<b>WG</b>	Working Group
<b>EUROPOL</b>	European Union Agency for Law Enforcement Cooperation	<b>WP</b>	Work Programme
<b>EUROJUST</b>	European Union Agency dealing with judicial co-operation in criminal matters		
<b>FIU</b>	Financial Intelligence Unit		

## Management Board's analysis and assessment

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) and replacing and repealing Council Decision 2005/681/JHA;

Having regard to Decision 01/2014/GB of the Governing Board of the European Police College (CEPOL) adopting the Financial Regulation and repealing decision 28/2011/GB, and in particular Article 47 thereof;

Having regard to the Consolidated Annual Activity Report (CAAR) for the financial year 2018 of the Authorising Officer of CEPOL;

### General Observations

1. Considers that the Consolidated Annual Activity Report 2018 represents a comprehensive and transparent account of the Agency's activities and results of the year; takes note of the **declaration of assurance of the Executive Director**.
2. Observes the high level of achievements of the annual objectives of the Agency's Annual Work Programme for 2018, both in terms of results achieved and performance.
3. Acknowledges that the **Agency successfully delivered its mandate through the year**, and in some cases exceeding objectives set in its Annual Work Programme 2018.
4. Acknowledges the continuously **growing demand for law enforcement training** entrusted to the Agency and the need for the Agency to receive adequate human and financial resources.
5. Emphasises the importance of **providing the Agency with adequate resources** (both financial and human) for the implementation of its mandated tasks as well as addressing the ever growing demand from the law enforcement community to provide more and specific training and capacity building activities.
6. Notes the **discharge granted** by the European Parliament for the budget year 2017.
7. Notes with satisfaction that as far as **budget management** is concerned, at the end of December 2018, the total 2017 budget execution, including carried forward funds from 2017-2018, has reached 95.8 %, which represents almost a 2% improvement compared to the previous year.
8. Welcomes the fact that the European Commission allocated additional €1 200 000 to CEPOL amending its initial budget, allowing the Agency to invest into IT related areas including infrastructure.
9. Regarding the regular budget for 2018 notes, that by the end of December 2018, 97.97% of the budget has been committed, out of which 78% has been paid out.
10. In terms of **human resources management**, takes notes of the Agency's continuous efforts to ensure business continuity while the staff fluctuation is still problematic, mainly due to low country coefficient factor combined with relatively low grades of staff.

### Observations on the operational achievements

11. Welcomes the fact that in 2018 CEPOL conducted the pilot **EU-Strategic Training Needs Assessment (EU-STNA)** and that more than **87%** of **CEPOL residential and online training events** (residential activities, webinars, online courses) addressed capability gaps in relation to **critical security threats stemming from the European Agenda on Security**.

12. Notes with satisfaction that the quality of CEPOL products as measured by the **stakeholders' satisfaction rate** remained exceptionally high with overall **94%** of participants stating that they were very satisfied or satisfied with the activities.
13. Positively notes that, in terms of the delivery of its core business, for the eight year in a row, the outreach of CEPOL has increased: **number of participants** has grown to **29 003** compared to **23 767** in 2017 which represents an increase of **22%**. This demonstrates continuous commitment of CEPOL's investment as a contributor to the development of a common European law enforcement culture across Europe and beyond.
14. Notes with concern that due to the 2018 budget cuts, CEPOL had to apply **negative priorities**, hence **37%** of the residential activities identified in the 2018 needs assessment process, as well as the same percentage of the applications for CEPOL Exchange Programme could not be satisfied due to budget constraints
15. Notes with satisfaction that CEPOL has successfully concluded the first counter terrorism training partnership project with four countries of the Middle East and North Africa region and the Agency has already started the implementation of two new **3rd country capacity building projects** on counterterrorism and financial investigations.
16. Takes note that the 2nd cohort of the CEPOL European **Joint Master Programme** is in progress and 28 students are set to graduate in 2019.
17. Notes with satisfaction that since 2017 the Agency successfully maintained the **ISO 9001:2015 certification** of CEPOL's Management System, helping to demonstrate the Agency's commitment to quality and stakeholder satisfaction. Moreover, following successful audit, the certificate scope was extended to e-Learning services, reading now: 'Management of the Law Enforcement Residential Activities, Exchange Programme and Online Courses, Modules and Webinars: support, develop, implement and coordinate training for law enforcement officials'.
18. Expresses its satisfaction with the high level of compliance with the implemented internal control standards, acknowledged also by the audits performed through the year, and the fact that there were no critical recommendations issued.

## Conclusion

The Management Board considers **CEPOL has effectively delivered the expected services in accordance with the 2018 Work Programme** and is satisfied by the overall performance of CEPOL as well as by the level and the adequacy of utilisation of the available human and financial resources.

The Management Board expresses its appreciation to the Executive Director and his staff for their commitment and achievements through the year, and wishes to thank them especially for the constructive collaboration with the Management Board.

The Management Board attaches this analysis and assessment to the CAAR for submission to the Court of Auditors, the Commission, the European Parliament and the Council by no later than 1 July, in accordance with Article 47(2) of the Financial Regulation applicable to CEPOL.

*For the Management Board  
<< Signature on file>>*

.....  
*Mr. Kimmo Himberg  
 Chair of the Management Board*

## Introduction

CEPOL was initially founded by Council Decision 200/820/JHA of 22 December 2000 as a body financed directly by the Member States of the European Union and functioned as a network, by bringing together the national training institutes in the Member States, whose tasks include the training of senior police officers. CEPOL was later established as an agency of the European Union by Council Regulation No. 2005/681/JHA of 20 September, 2005 (OJ L 256/63 of 1 October, 2005).

Since 1 July 2016, the entry into force of its current legal mandate<sup>1</sup>, CEPOL's official name is 'The European Union Agency for Law Enforcement Training'.

CEPOL is headed by an Executive Director, who is accountable to a Management Board. The Management Board is made up of representatives from EU Member States<sup>2</sup> and the EU Commission. The Chair of the Management Board is a representative of one of the three Member States that have jointly prepared the Council of the European Union's 18-month programme. The Management Board meets at least two times per year. In addition, CEPOL has dedicated National Units (CNU) in every Member State to provide information and assistance to law enforcement officials who wish to participate in CEPOL's activities. CNU also support CEPOL's operations.

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

The agency's annual work programme is built with input from its network and other stakeholders, resulting in topical and focused activities designed to meet the needs of Member States in the priority areas of the EU internal security strategy.

CEPOL constantly strives to offer innovative and advanced training activities by integrating relevant developments in knowledge, research & technology, and by creating synergies through strengthened cooperation.

---

<sup>1</sup> Regulation (EU) 2015/2219 of the European Parliament and of the Council of 25 November 2015

<sup>2</sup> Denmark and the United Kingdom are not considered Member States in relation to CEPOL in accordance with Protocol 22 on the position of Denmark and Protocol 21 on the position of the United Kingdom in respect of the area of freedom, security and justice, annexed to the TEU and to the TFEU.



**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

**Core competencies**

CEPOL brings together law enforcement professionals to:

- Offer them opportunities to grow personally and professionally through training;
- Contribute by learning to solve issues related to European security;
- Establish networks of training institutes and professionals.

**Core promise**

With CEPOL, professionals can grow both their knowledge and networks.

**Motto**

CEPOL - Educate, Innovate, Motivate

**CEPOL'S Quality Statement**

The Agency is committed to implement internationally recognised management standards, such as ISO 9001:2015.

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.

CEPOL focuses on customers, stakeholders and other interested parties, provides leadership, engages and involves people, uses a process approach, encourages improvement, uses evidence based decision-making, and manages effective stakeholder relationships.

The Agency intends to ensure compliance with the applicable ISO 9001:2015 requirements, and the Internal Control Framework.<sup>3</sup>



The Agency's Management System has been assessed by an independent accredited body Lloyd's Register (LRQA), and found in full compliance with the ISO 9001:2015 requirements.

The certificate was originally issued on 2nd February 2017 and its scope was extended on 4th February 2019 to e-Learning services: '**Management of the Law Enforcement Residential Activities, Exchange Programme and Online Courses, Modules and Webinars: support, develop, implement and coordinate training for law enforcement officials**'.

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.

<sup>3</sup> <https://www.cepola.europa.eu/sites/default/files/26-2018-MB%20Revised%20CEPOL%20Internal%20Control%20Framework.pdf>

## Executive Summary

### The Year in Brief

2018 has been the second year when the agency has been operating fully under its new, extended mandate under Regulation (EU) 2015/2219, the CEPOL Regulation.

In 2018 **CEPOL trainings** kept **responsive to the needs of the law enforcement community** in key EU security threat areas such as terrorism, serious and organised crime, cybercrime and cybersecurity, as well as migrant smuggling, and were attended by **29 003** law enforcement officials.

In 2018 CEPOL successfully concluded the pilot **EU-Strategic Training Needs Assessment (EU-STNA)** providing sound evidence on law enforcement capability gaps and strategic training needs in line with EU policy priorities.

Training coordination efforts among JHA agencies continued to be supported through joint activities organised by CEPOL in close cooperation with partner agencies, e.g. **joint agreement between Frontex and CEPOL** resulted in the implementation of 49 exchanges under the area of border and coast guarding funded by Frontex and carried out by CEPOL in 2018.

The **2nd CEPOL European Joint Master Programme (EJMP)** is in progress and 28 students are set to graduate in 2019. An expert group was appointed in 2018 to work on the revision of the EJMP, inter alia to adapt it to the needs of CEPOL's widened target audience.

Two pilot **CEPOL Knowledge Centres (CKCs)** in the priority areas of **Counterterrorism** and **Common Security and Defence Policy** mission training were in the 2<sup>nd</sup> year of their operation. The CKCs are tasked to develop and implement comprehensive training and learning portfolios ensuring high quality of education in a multi-annual, sustainable horizon that aims at retaining and further developing know-how and expertise. An Expert Group is working in order to assess the CKCs performance and business model, and recommend the way forward.

CEPOL started 2 **new EU-funded projects, the EU/MENA Counter-Terrorism Training Partnership 2 (CEPOL CT2)** financed by the European Commission through the Instrument contributing to Stability and Peace (IcSP) and the **Financial Investigation in-service training programme in Western Balkans (FI WB)**, financed by European Commission through the Instrument for Pre-Accession Assistance II (IPA II). These actions demonstrate CEPOL's growing recognition as a key European Union actor contributing to European security via external action, promoting the Member States' and Union agencies expertise, whilst maintaining a coherent and consistent message on upholding fundamental rights.

Based on the positive results of surveillance audits implemented in 2018-2019, CEPOL maintained its certification in accordance with **ISO 9001:2015 Quality Management System Standard**, and moreover obtained extended the scope of certification to E-learning services<sup>4</sup>, continuing to demonstrate its commitment to quality and stakeholder satisfaction.

### Key Performance Indicators

Goals and objectives reflected in the CEPOL's strategy 2018-2020 are subject to regular monitoring, analysis and reporting, both internally (management) and externally (Management Board). The Agency's Key Performance Indicators (KPIs) and Performance Indicators (PIs), linked to the achievement of four Strategic Goals, demonstrate sustainable progress achieved in 2018 (see below table). More details are provided in Annex II.

<sup>4</sup> Online Courses, Modules and Webinars

**Summary of the Agency's performance in 2018 – KPIs**

No.	(Key) Performance Indicators	Target	Deadline	Status	Comments
1	Level of customer satisfaction with training activities (adequacy of training, quality of training) (KPI)	94%	12/2018	94% <sup>5</sup>	Target achieved
2	Level of stakeholder satisfaction with training activities (adequacy of training, quality of training) (KPI)	70%	12/2018	80% <sup>6</sup>	Target achieved
3	Up to 3% of Title 3 per year for the period of 2018-2020 allocated for stimulating research via grants and partnerships (KPI)	3% <sup>7</sup>	2018-2020	-	N/A for 2018
4	Budget Year N commitment above 97% (KPI)	97%	Annually	97%	Target achieved
5	Budget Year (N-1) payments 95% (KPI)	95%	Annually	<95%	Target achieved
6	Comply with the European Code of Good Administrative Behaviour (as specified in Annex XI to SPD 2018-2020) (KPI)	100%	Annually	100% <sup>8</sup>	Target achieved

**Key conclusions on training and learning activities, external relations (executive summary of Part I)**

In 2018, in line with a thorough analysis of training needs and the agency's mandate, CEPOL offered thematic training portfolios in a wide range of law enforcement topics such as the EU policy cycle crime priorities, counterterrorism, public order, CSDP missions, information exchange, international law enforcement cooperation, training, management & leadership, law enforcement techniques, fundamental rights, crime prevention and research. The training offer comprised residential and online learning (i.e. webinars, online modules, online courses, etc.), staff exchanges as well as research and science initiatives. CEPOL's blended learning approach was reinforced by the delivery of series of webinars and the intensified use of online tools during the pre- and post- course learning stages in residential activities.

87% of the CEPOL residential and online training events (residential activities, webinars, online courses) aimed at closing performance gaps for law enforcement officials tasked to tackle critical security threats stemming from the European Agenda on Security, such as:

- Serious and organised crime, including cybercrime and migration - 50% of activities;
- Counterterrorism - 14% of activities;
- Horizontal aspects, such as law enforcement cooperation tools, professional networks information exchange etc. - 23%.

In the last years, the outreach of the agency has consistently increased in spite of a budget which remained essentially stable, as no significant increase of financial or human resources was granted to the agency to implement fully its enhanced mandate: the number of officials taking part in CEPOL training activities<sup>9</sup> has continuously grown, reaching **29 003** in 2018.

As training demand is consistently and considerably greater than the available resources, the agency had to apply negative priorities. Hence, 37% of the residential activities identified in the 2018 needs assessment process, as well as the same percentage of the applications for CEPOL Exchange Programme could not be satisfied due to budget constraints.

<sup>5</sup> target 94% vs 94% achieved (95% Residential, 94% Webinars, 84% on line courses, 95% CEP, 97% CT2, 99% WB FI)

<sup>6</sup> target 70.7% versus 80% of respondents stating that to a very large extent, or large extent CEPOL contributed to European police cooperation

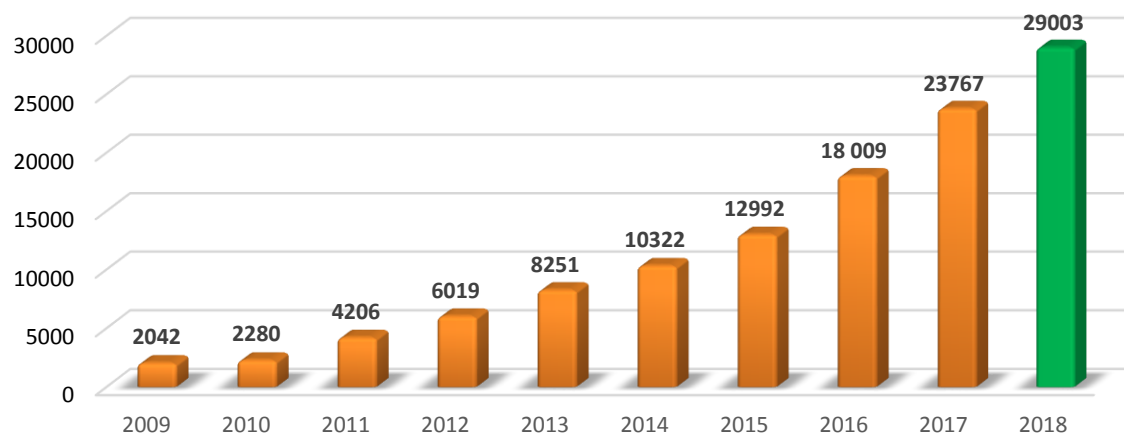
<sup>7</sup> 3% T3 equals to approx. 150,000€ in 2018; for 2018 no research grants were given. This can change in future depending on availability of budget

<sup>8</sup> The provisions of the 'European Code of Good Administrative Behaviour' are embedded in CEPOL's management and control system and subject to continuous management supervision, internal/external audits, etc.; no serious complaints or concerns were raised by the stakeholders in relation to CEPOL's work in 2018

<sup>9</sup> Including the number of participants in projects

### Participation in CEPOL activities 2009-2018\*

#### Number of participants 2018



\* Participation includes residential activities, online courses, webinars, e-learning modules, the CEPOL Exchange Programme, 1 Virtual Training Centre on IPR, 2 webinar series, CT2 MENA Programme and the Financial Investigations – Western Balkan Programme

### Overview of number of activities per objective

Objective /Thematic areas in 2018	Residential courses	Online training activities*	CT 2	FI WB	Total**
Objective 1A: Serious organised crime (excluding Facilitation of illegal immigration and Cybercrime and cybersecurity)	24	33	n/a	n/a	57
Objective 1B: Cybercrime and cybersecurity	13	28	n/a	n/a	41
Objective 1C: Migrant smuggling	6	3	n/a	n/a	9
Objective 1D: Counterterrorism	11	6	n/a	n/a	17
Objective 1 E: Information exchange, policing of mass events, fundamental rights	32	21	n/a	n/a	53
Objective 1 F: Emerging threats	n/a	n/a	n/a	n/a	0
Objective 2B: Leadership development	4	0	n/a	n/a	4
Objective 2D: Training development	4	13	n/a	n/a	17
Objective 3.A: CSDP Mission training	9	3	n/a	n/a	12
Objective 3.B: Capacity Building in Third Countries			64	37	101
<b>Total</b>	<b>103</b>	<b>107</b>	<b>64</b>	<b>37</b>	<b>311</b>

\* including 98 webinars, 4 on line courses and 5 new/updated on line modules

\*\* excluding CEPOL Exchange Programme, 31 hosted on line modules, 1 Virtual Training Centre on IPR and 2 webinar series due to different nature of activity

**Overview of number of participants per objective, for each category of training fostered by CEPOL**

Objective /Thematic areas in 2018	Residential courses	Online training activities*	CEP Exchanges	CT 2	FI WB	Total*
<b>Objective 1A: Serious organised crime (excluding Facilitation of illegal immigration and Cybercrime and cybersecurity)</b>	701	6 431	115	n/a	n/a	<b>7 247</b>
<b>Objective 1B: Cybercrime and cybersecurity</b>	405	7 717	24	n/a	n/a	<b>8 146</b>
<b>Objective 1C: Migrant smuggling</b>	193	806	61	n/a	n/a	<b>1 060</b>
<b>Objective 1D: Counterterrorism</b>	307	1360	25	n/a	n/a	<b>1 692</b>
<b>Objective 1 E: Information exchange, policing of mass events, fundamental rights</b>	1 016	5 605	243	n/a	n/a	<b>6 864</b>
<b>Objective 1 F: Emerging threats</b>	n/a	n/a	n/a	n/a	n/a	
<b>Objective 2B: Leadership development</b>	110	0	26	n/a	n/a	<b>136</b>
<b>Objective 2D: Training development</b>	107	2 604	32	n/a	n/a	<b>2 743</b>
<b>Objective 3.A: CSDP Mission training</b>	223	365	n/a	n/a	n/a	<b>588</b>
<b>Objective 3.B: Capacity Building in Third Countries</b>	n/a	n/a	n/a	341	186	<b>527</b>
<b>Total</b>	<b>3 062</b>	<b>24 888</b>	<b>526</b>	<b>341</b>	<b>186</b>	<b>29 003</b>

\* Participation includes residential activities, online courses, webinars, e-learning modules, the CEPOL Exchange Programme, 1 Virtual Training Centre on IPR, 2 webinar series, CT2 MENA Programme and the Financial Investigations – Western Balkan Programme

CEPOL's efforts to provide relevant, actual and practically applicable learning and training actions in the context of the EU internal security challenges had been successful. General satisfaction with CEPOL activities remained very high - 94%, so the recipients of CEPOL trainings confirmed the high quality and relevance of training activities (93% in 2017).

External relations have always been an important part of CEPOL's activities, nevertheless, they have gained further relevance under the new legal mandate. CEPOL aims at entering the "global market" of law enforcement training, while ensuring the continuous high-level implementation of its statutory tasks, and giving priority to the immediate partners of the EU among third countries. This approach is facilitated by the provisions of the new regulation enabling CEPOL to manage dedicated Union External Assistance funds (art. 4 paragraph 4 d).

The beginning of 2018 was marked by the kick-off of two EU funded projects in the areas of the Middle East and North Africa (MENA) and the Western Balkans (WB). The projects are funded by extra-budgetary resources made available to CEPOL by the European Commission, notably the Service for Foreign Policy Instruments (FPI) and the Directorate General for Neighbourhood and Enlargement negotiations (DG NEAR). All the actions that CEPOL conducts directly contribute to EU security in partnership with its neighbouring regions, and are undertaken in close coordination with the European Commission's Directorate General for Migration and Home Affairs (DG HOME).

The EU/MENA Counter-Terrorism Training Partnership 2 (CEPOL CT2) builds on EU/MENA Counter-Terrorism Training Partnership (November 2015-November 2017). The CEPOL CT2 project aims at strengthening the existing cooperation framework with 4 partner countries, Jordan, Lebanon, Tunisia and Turkey and extends such cooperation to two additional partner countries, Algeria and Morocco. CEPOL's actions advance practical cooperation and the sharing of best practices between the EU and the beneficiary countries, and contribute to the EU's political dialogues in the region.

The above action has so far implemented 19 activities (residential activities, regional workshop, study visits, unilateral exchanges) and 45 exchanges (CT 2 Exchange Programme). The overall satisfaction rate is 97%

(target: 95%). Overall, 341 law enforcement officials from the beneficiary countries and the EU have been involved in CT 2 project activities.

The CT2 project aims at advancing an emboldened training agenda, specifically addressing “hot issues” such as cyber security, modern investigative methodologies and techniques, inter agency and international cooperation, counter violent extremism and financial terrorism, law enforcement training, strategy and operation development. The project is predicated on upholding fundamental right and the rule of law, and to strengthen operational practices along the criminal justice process.

CEPOL also implemented the Financial Investigation In-Service Training Programme Western Balkan (CEPOL FI WB). The project covers the period 2017-2019 and provides law enforcement training assistance to Western Balkans, notably Albania, Bosnia Herzegovina, Kosovo<sup>10</sup>, the Republic of North Macedonia, Montenegro and Serbia, on preventing, investigating, and prosecuting transnational organized crime and the financing of terrorism.

The FI WB project has implemented 5 residential activities (2 regional training courses, 3 national courses) and 32 exchanges. The overall satisfaction of activities stood at 99%, with 186 participants from the beneficiary countries. Also, 14 participants from the Western Balkans took part in the 3 CEPOL regular residential activities.

The focus of the training activities is to streamline and strengthen financial investigations, raising knowledge on relevant legal instruments, good practices and lessons learned, but also improving the understanding and benefits of interagency and international cooperation in the region and with EU. Furthermore, it also addresses the flag ship initiative of the EU strategy on Western Balkans<sup>11</sup> on reinforcing engagement on security and migration insofar as promoting interagency and international law enforcement cooperation with regard to organized crime within the region and with EU (Members States as well as JHA agencies such as Europol, Frontex, Eurojust and other EU organizations).

## Key conclusions on management of human resources

In line with the budget as adopted by the Budgetary Authority and the Management Board, CEPOL's establishment plan 2018 contains 32 Temporary Agents (TA). In addition to the establishment plan, the Management Board approved 18 Contract Agents (CA) and 4 SNE positions – one of these SNE positions was for 9 months period in 2018.

By the end of 2018, the agency had in post 32 Temporary Agents (including one on unpaid leave) and 30 Contract Agents, of which 14 for projects funded by the Foreign Policy Instrument. In addition 5 SNE were in post (3 financed from CEPOL budget and 2 from FPI funded projects, CT2 and FI WB).

Staff fluctuation, mainly due to the low correction coefficient applied to staff salaries, continues to have a significant impact on the organisation; the same factors do not assist CEPOL in attracting the best talent from the broadest possible geographical basis from among nations of Member States.

The 15 recruitment campaigns run in 2018, attracted 590 applicants. CEPOL continues to receive a significant number of applications from Hungarian citizens. This however does not impact on the quality of applications received and the Agency's ability to recruit suitable candidates

Host Member State nationals are still overrepresented in total number of staff. At the end of 2018, there were 25 Hungarian citizens (37%) working for the agency, from a total of 67 staff (TA, CA & SNE - CEPOL establishment plan and project related staff).

Further details on management of human resources can be found in Part II, point 2.4.

<sup>10</sup> All references to Kosovo, whether the territory, institutions or population, in this text shall be understood in full compliance with United Nation's Security Council Resolution 1244 and without prejudice to the status of Kosovo.

<sup>11</sup> A credible enlargement perspective for and enhanced EU engagement with the Western Balkans; 6.2.2018 COM(2018) 65 final



## Key conclusions on management of financial resources

At the end of December 2018, the total 2017 budget execution, including carried forward funds from 2017-2018, has reached 95.8 %, which represents almost a 2% improvement compared to the previous year.

CEPOL's regular budget for 2018 was €9 216 720. In December 2018 an additional €1 200 000 has been allocated to CEPOL, amending its initial budget and bringing the total available to a historical € 10 416 720. The regular budget is consumed over three budget headings (titles). Title 1 covers staff related expenditure; Title 2 covers expenditure related to infrastructure and running costs; and Title 3 covers operational costs.

By the end of December 2018, 97.97% of the budget has been committed, out of which 78% has been paid (76.51% of the total budget).

A total of €2 235 418 has been carried over to 2019, amounting to 21% of the overall 2018 budget. The high amount of carry-over is due to the fact that the additional amount of the amended budget became available only on 10 December 2018 and contracts could be signed only at the end of the year.

In 2017 CEPOL signed 2 agreements with different European Commission services (DG NEAR and EEAS respectively) for the implementation of two capacity-building actions, which commenced on 1 January 2018: the Financial Investigation In-Service Training Programme, Western Balkans for the period of 2018-2019 and with a maximum budget of € 2 500 000, and the EU/MENA Counter-Terrorism Training Partnership project to be implemented between 2018-2020 with a maximum budget of € 6 444 698. The agreement signed in 2015 for the implementation of the CT MENA projects has been successfully closed in 2018.

Further details on management of financial resources can be found in Part II, point 2.3.

## Key conclusions on internal control effectiveness

CEPOL conducts its operations in compliance with the applicable rules and regulations, working in an open and transparent manner, and meeting the expected high level of professional and ethical standards.

During 2018 CEPOL continued to apply the 16 internal control standards, while in November 2018, Management Board adopted Decision 26/2018/MB on the revised CEPOL's Internal Control Framework (ICF) which is applicable starting 2019.

The Agency has systematically examined the observations and recommendations issued by internal auditors, the European Court of Auditors and the European Parliament. On this basis, it took actions as appropriate. All pending recommendations from the internal auditor have been closed.

No audit recommendations having a critical nature or impacting on the legality and regularity of transactions were formulated by the internal/external auditors in the past six years.

Moreover, no major non-conformities were identified by the quality external auditor during the 2<sup>nd</sup> surveillance audit with regards to implementation of ISO 9001:2015 Management System Standard.

The agency has assessed the effectiveness of its key internal control systems during the reporting year and has concluded that the internal control system is working effectively. Further details regarding the assessment of the effectiveness of the internal control systems can be found in Part III.

The Executive Director, in his capacity as Authorising Officer, has signed the Declaration of Assurance.

## Part I. Achievements of the year

### General overview

Based on the outcomes of the EU Strategic Training Needs Assessment and Operational Training Needs Analyses, which encompasses consultations with the MS and stakeholders, CEPOL develops its response to the EU level training needs deriving from the EU security threats in line with CEPOL mandate.

A thematic based approach in line with the European Law Enforcement Training Scheme (LETS) principles is applied when preparing a selection of training interventions. As a principle online solutions are used for awareness raising or where large audiences need to be reached, while high level specialist training needs are met by tailor made residential activities (applying blended training methodology) and CEPOL exchange programme (details on various tools can be found in Annex I). CEPOL training approach is based on circular training cycle:



In 2018 CEPOL planned to implement **197 activities** (102 residential, 86 webinars, 5 online modules and 4 online courses), but catering to emerging needs, CEPOL delivered **210 activities** (103 residential, 98 webinars, 5 new and updated online modules and 4 online courses).

In addition, **101 activities** were implemented under Objective 3.B: 'Capacity Building in Third Countries' financed under external projects, which brings the total number of activities implemented in 2018 to **311**.

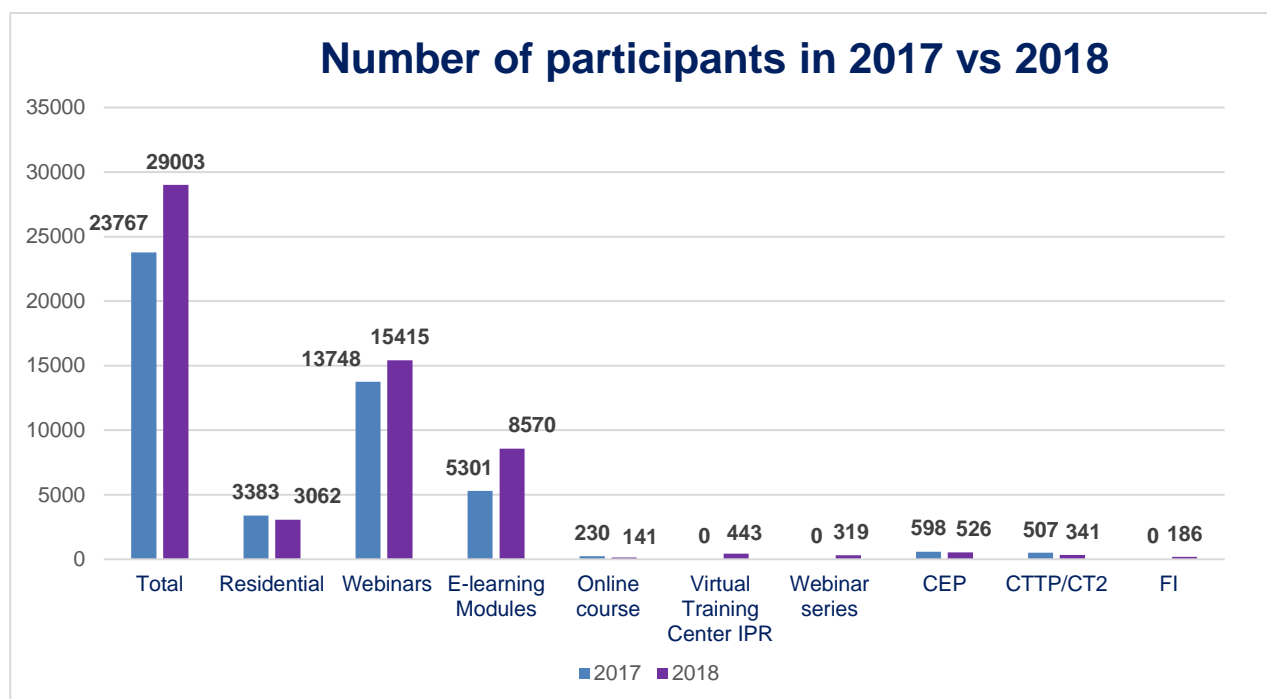
Beyond that, CEPOL hosted **31 online modules** (no content update), **2 webinar series** and the **Virtual Training Centre on Intellectual Property Rights**, the latter of which includes access to 60 training resources managed and hosted by the CEPOL and EUIPO.

Under the Exchange Programme, CEPOL successfully **implemented 526 exchanges** thereby having an implementation percentage of 141 % (versus **planned 374 exchanges**). The CEPOL-Frontex Joint Exchange Programme fully funded by Frontex succeeded in implementing a total of 49 exchanges.

The implementation phase of **EU/MENA Counter-Terrorism Training Partnership project** and **Financial Investigation In-Service Training Programme Western Balkan** programme started with **527** law enforcement officials taking part in CEPOL training activities on counter terrorism, financial investigations, security and migration in 2018.



In total, **29 003** law enforcement officials took part in CEPOL training activities on issues vital to the security of the EU and its citizens, which represents a remarkable (22%) increase compared to 2017.



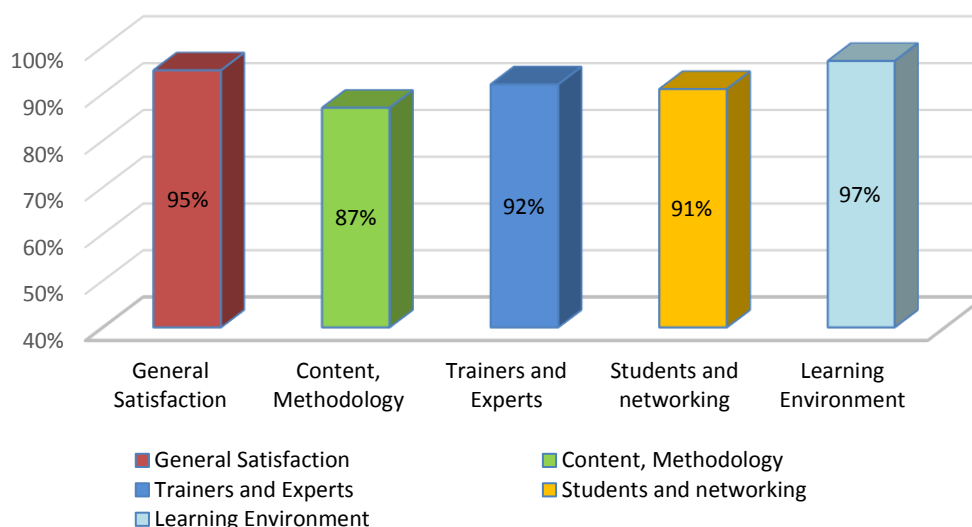
CEPOL maintains an evaluation system based on Kirkpatrick's model, which serves the quality improvement of training and learning products, concentrating on the assessment of the key aspects of trainings, at the same time bearing in mind the direct and indirect costs of such assessment.

The evaluation templates collect information on the quality of the content, students, trainers and learning environment in a comprehensive but economical way. The feedback forms assess individually the contributing trainers' performance. In addition to these factors post-course evaluation is carried out 4-12 months after the activity, collecting relevant information on the level of cascading, learning continuity, development in individual job performance and organisational impact.

In 2018 a mechanism was introduced – so far only in the agency delivered activities - to share the participants' feedback with trainers on their performance. This measure was welcomed by trainers and is recommended to be expanded to all activities.

The discussion on the launch of testing had been continued with Framework Partners and – as further quality measure – in the Call for Proposal for Grant Agreements in 2019 mandatory testing for 10 residential activities had been prescribed. The launch of testing (Kirkpatrick assessment level 2) is an important step towards the future certification of CEPOL training activities.

## SATISFACTION WITH CEPOL COURSES



The detailed evaluation results confirmed that CEPOL trainings had positively changed the job performance of participating officers and had remarkably developed the working practice of the sending organisations. 91% of former participants established the relevance of CEPOL courses and 75% stated that they applied what they have learnt.

In terms of organisational impact, 85 % of former course participants strongly confirmed the added value of training activities. 64 % stipulated that as a consequence of the courses general competence of the staff of their agency improved, half of them (47 %) that they engaged more in cross-border cooperation and two fifths of them (40 %) declared that internal working methods in their unit had improved because of the training. One fifth of attendees could connect the training directly with higher operational results.

Similarly to last years' overwhelming majority of course attendees declared that they had shared their acquired skills/knowledge in their national environment. They shared the knowledge primarily with their fellow colleagues (88 %), with their line managers (46 %) or with their staff (36 %).

98 % of the responding line managers of former course participants stipulated that CEPOL training was beneficial to the sending organisation (Kirkpatrick level 4). 80 % agreed that general competence/knowledge of their staff improved, half of them (50 %) stipulated that international cooperation of their unit had been enhanced. All in all the overall approval of CEPOL courses are extraordinary among line managers of course participants. 98 % declared that their expectation on their officers' attendance had been met and practically all of them (99 %) would send their staff to CEPOL activity again. Based on these results it can be concluded that CEPOL has had a tangible impact on Member States' law enforcement operative capacity.

CEPOL evaluates the quality and efficiency of learning and training products in a coherent and comprehensive way, applying the same logic throughout the assessment, while acknowledging the differences of the various training and learning options.

**Multiannual objective 1: “CEPOL will ensure high-quality, multidisciplinary, innovative and relevant training and learning options, accessible to its target groups”**

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

Specific objectives		Performance indicator
1.1	<b>Objective 1.A</b> Serious and Organised Crime, in particular priorities of the EU Policy Cycle on Serious and Organised International Crime 2018-2021	Number of activities implemented vs planned Target: 97%; Progress: 103% (57 vs 55) Number of participants trained Target: 5 290; Progress: 7 247 Participant satisfaction with CEPOL training Target: 94%; Progress: 95%
1.2	<b>Objective 1.B</b> Serious and Organised crime - Cybercrime and cybersecurity	Number of activities implemented vs planned Target: 97%; Progress: 114% (41 vs 36) Number of participants trained Target: 2 755; Progress: 8 146 Participant satisfaction with CEPOL training Target: 94%; Progress: 92%
1.3	<b>Objective 1.C</b> Serious and Organised crime - Migrant smuggling	Number of activities implemented vs planned Target: 97%; Progress: 100% (9 vs 9) Number of participants trained Target: 400; Progress: 1060 Participant satisfaction with CEPOL training Target: 94%; Progress: 96%
1.4	<b>Objective 1.D</b> Counterterrorism	Number of activities implemented vs planned Target: 97%; Progress: 92% (17 vs 18) Number of participants trained Target: 1 076; Progress: 1 692 Participant satisfaction with CEPOL training Target: 94%; Progress: 92% Establishment of a CKC on CT Target: 1 CKC; Progress: 1
1.5	<b>Objective 1.E</b> Information exchange, policing of mass events, fundamental rights	Number of activities implemented vs planned Target: 97%; Progress: 103% (53 vs 51) Number of participants trained Target: 2 826; Progress: 6 864 Participant satisfaction with CEPOL training Target: 94%; Progress: 94%
1.6	<b>Objective 1.F</b> Emerging threats	% of urgent training needs met Target: 90%; Progress: n/a

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

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

Serious and organized crime constituted the most significant part of CEPOL training and learning portfolio. Policy cycle training activities analyzed traditional and emerging crime patterns, discussed law enforcement and judicial cooperation instruments and exchanged good practices of intelligence and investigation concerning the established priority areas such as: trafficking in human beings, environmental crime, excise fraud, drug trafficking, missing-trader intra-community fraud, firearms trafficking, synthetic drug production, organized property crime, financial investigations and document fraud.

All policy cycle criminal priorities had been covered by a training offer consisting residential activities, webinars and exchanges. The training activities had been designed along the criminal threats identified by the EMPACT delegates and an appointed CEPOL portfolio manager supported the organization of these activities to guarantee alignment with the EMPACT mechanism.

In 2018 with regard to policy cycle priorities – not counting the cybercrime and illegal immigration related activities that are reported under section 1B and 1 C - the agency implemented:

- 24 residential activities attended by 701 participants
- 33 online activities attended by 6 431 participants
- 115 exchanges

Altogether **7 247** participants benefited from these trainings in 2018, which indicates a 24% growth compared to the attendance in previous year (5 864 in 2017).

Particular attention was paid on the use of financial investigative techniques in serious crime investigations and the enhancement of the capacity of the European law enforcement community on financial forensics, money laundering investigations and asset recovery. In this regard the use of international cooperation instruments such as Europol, Eurojust, OLAF, the exploitation of networks like FIU, CARIN, Egmont Group, ALEFA had been widely discussed as well as the financial intelligence, analysis and investigation practices adopted in Member States. In order to enhance the ability of identification, seizure and confiscation of criminal proceeds, asset recovery had been handled also as a horizontal issue that were addressed in the majority of relevant CEPOL activities

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

Considering the fact that the training need of European law enforcement in the area of cybercrime and cyber – enabled crime is growing rapidly and it is vital to reinforce digital forensics and cybercrime investigative capabilities in Member States, CEPOL further reinforced its cybercrime training portfolio in 2018. The agency implemented:

- 13 residential activities attended by 405 participants
- 28 online activities attended by 7 717 participants
- 24 exchanges

Cybercrime training activities attracted altogether **8 146** officers last year which constituted an immense – over 80 % – increase compared to the 4 450 trained officers in 2017. The CEPOL cyber training portfolio concentrated on facilitating the fight against cyberattacks, child sexual exploitation and non-cash means of payment fraud and was fully integrated into the EMPACT mechanism.

CEPOL invested significantly to deliver better cybercrime training in synergy with key actors like European Cybercrime Centre at Europol (EC3), ECTEG, the Council of Europe, and Interpol. The agency continuously adjusted its delivery strategy and methods to fully meet the rapidly evolving needs of law-enforcement officers involved in cybercrime investigations.

Last year CEPOL activities thematically focused on cyber intelligence, digital forensics, first responders, darknet, and digital investigation techniques and tools. Combatting child sexual exploitation via effective international cooperation and in partnership with the private sector were also covered. Subjects like open sources intelligence, darknet and trace and seizure of cryptocurrencies are now recognized as horizontal training elements. Therefore these subjects were not only covered in specialized cybercrime activities but modules on these topics had been incorporated in other serious and organized crime activities as well.

CEPOL continued to contribute to the formulation of strategic training response in a multilateral, European context. The agency was working with the Commission and partner JHA agencies to finalize the "Combating Cybercrime - Training Governance Model" providing the framework for an EU training coordination mechanism that can address the acute operational and strategic needs of the cyber law enforcement community and develop high quality training in the domain. The Training Needs Analysis in line with the Training Competency Framework in the area of cyber-attacks against information systems was initiated in late 2018 to contribute to the training portfolio planning for 2020.

CEPOL strengthened its formalised learning on cybercrime and cyber-enabled crime through training based on recorded webinars combined with summative learners' assessment and certification of successful participants – the webinar series. In 2018, one webinar series remained available throughout the year. A second one for cybercrime liaison officers (Greek language) has been developed and implemented.

Understanding ever growing training needs in the area, CEPOL made a further step to reinforce its cyber training portfolio in order to ensure that the knowledge related cyber capability challenges are met in European law enforcement. At the end of 2018, CEPOL received additional funding to strengthen its response to cyber and digitalisation related activities in 2019 and the agency started the establishment of CEPOL European Cybercrime Academy and made preparations for the launching of a virtual simulation project in 2019.

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

Recognising the strategic importance of the provision of actual and operationally focused trainings that address the challenge of facilitated illegal immigration the domain of migrant smuggling remained in the primary horizon of CEPOL in 2018. Last year CEPOL delivered in the field:

- 6 residential activities attended by 193 participants
- 3 online activities attended by 806 participants
- 61 exchanges

CEPOL trained **1 060** officers in the field 17 % more than in 2017 (909 in 2017).

Similarly to previous years the training portfolio had been aligned with EMPACT criminal priorities and the activities were implemented in close cooperation with the Member States law enforcement agencies and EU bodies such as Europol, Frontex, EASO, EJTN and Eurojust.

Activities focused on the methods of tackling crime groups coordinating and organising migration flows, discussed specific modus operandi applied in the Mediterranean and the Western Balkan routes, debated secondary security control practices and observed the links of OCGs behind migration with other criminal, terrorist and extremist groups. Recognising the profitability of facilitated illegal immigration CEPOL training activities on migration shifted focus towards transnational financial investigation and asset recovery techniques in order to increase the EU law enforcement community's capacity in this segment.

The relevant training activities were designed and implemented taking fully into account the multi-faceted nature of the phenomenon, the core European values on human rights and the fact that only multi-disciplinary response can sustainably and effectively address illegal immigration.

Having in mind the permanently evolving nature of the threat, CEPOL carried out a detailed Training Needs Analysis on cross-border cooperation to counter migrant smuggling in order to better identify specific training needs of the EU law enforcement community in terms of skills and competencies required for tackling the complexities of this social and criminal phenomenon.

## Objective 1.D Counterterrorism

In the area of Counterterrorism the training portfolio was designed based on the thematic Operational Training Needs Analysis and implemented by the established CEPOL Knowledge Centre on Counterterrorism consisting of 10 Framework Partners.

In this field CEPOL trained the total number of participants **1 692**:

- 11 residential activities attended by 307 participants
- 6 online activities attended by 1360 participants
- 25 exchanges.

CEPOL activities focused on key challenges such as root causes and prevention of radicalisation, handling and surveillance of violent extremists, identification and de-radicalisation of foreign fighters, terrorist profiling practice, soft target protection, terrorism financing, protection of critical infrastructure, explosive disposal, airport security and cooperation with third countries. Moreover, common risk indicators in terms of extremists, opportunities in SIS, collection of e-evidence in the cyber space, national and international coordination in counterterrorism cases, challenges in judicial cooperation, threats related to new technologies, the use of special tactics and emergency responses were also subjects debated in courses while the respect of fundamental and human rights had been incorporated into all respective curricula as a horizontal issue.

As an additional element CEPOL supported the recently established Passenger Name Record (PNR) units with a dedicated residential course and new online module on PNR and updated an existing module on Community Policing and Preventing Radicalisation in 2018.

Target group for these courses was identified as law enforcement officials, first line law enforcement officers, senior and chief specialists, and investigators from EU law enforcement institutions responsible for public security (police, dignitaries, protection, etc.) or dealing on a regular basis with counterterrorism issues. While most of the contributing trainers had arrived from the Member States counterterrorism, police, customs, correctional and national security services, close cooperation had been established with the European Commission, Europol, EJTN and Frontex as well. This reinforced the multi-disciplinary nature of training activities in the field.

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

In 2018 CEPOL delivered in the area of Information exchange, policing of mass events, fundamental rights.

In this field CEPOL trained the total number of participants **6 864**:

- 32 residential activities attended by 1016 participants
- 21 online activities with total of 5 605 participants
- 243 exchanges.

In terms of information exchange, specialised courses had been developed in close cooperation with European Commission and eu-LISA for the national operators of the Schengen Information System II, Visa Information System and Eurodac.

Enhanced portfolio had been developed for the staff of the SIRENE bureaus in order to maintain and update knowledge on SIRENE Manual and the effective functioning of SIRENE cooperation. The Schengen evaluation mechanism has also been supported by dedicated training activities both in the area of police cooperation and SIS II and SIRENE. General practice of information exchange and in particular the benefit of Single Point of Contacts had also been demonstrated during specific CEPOL training activities.

International law enforcement cooperation remained in the focus of the CEPOL training portfolio following the practice of previous years. In cooperation with Eurojust, EJTN and Europol the agency continued to provide multidisciplinary trainings – involving judicial officers - in relation to the management and leadership of Joint Investigation Teams, sharing good practices on the planning, setting up, funding, operation and evaluation of JITs. As a part of the Joint Investigation training package a specific course facilitated the



delivery of JITs in the Western Balkan relation. More specialised forms of cross-border cooperation - such as fugitive search, disaster victim identification cross-border surveillance, or the use of undercover agents on international scale - had been also covered targeted training actions

Closely in line with the transnational cooperation focused activities several trainings were organised to discuss the effective use of law enforcement techniques concentrating on technological, management and structural innovations in European law enforcement. Contemporary practice of forensics, open source intelligence strategic analysis, informant handling, witness protection and the effective use of social media in police practice had also been the subject of particular courses.

## **Public order: policing major events**

In cooperation with EU Think Tank on Football Security and UEFA, a residential course had addressed the safe and secure policing of international football matches, critically evaluating and learning from the latest research results and operational practices on safety oriented public order management.

Additionally CEPOL produced a new online module on Policing Major Events in 2018 contributing to the harmonisation of enforcement standards in the area.

## **Fundamental rights**

The respect of fundamental freedoms and the full compliance with fundamental rights are principles that are embraced across the CEPOL training portfolio. Victims' rights protection aspects concerning vulnerable groups had been integrated in serious organised crime activities, particularly in THB related trainings.

Dedicated training activities focused on ensuring high level of integrity in daily law enforcement practice, strengthening ethical leadership and fighting institutionalised discrimination in police forces, addressing issues in policing of multi-cultural societies.

Additional residential course and webinars were designed and implemented to recognise hate crime scenarios and develop concepts and adequate police measures to fight it's various forms while the relevant e-learning module continued to provide up to date and practical knowledge on addressing issues of hate crime from multidisciplinary and international perspective.

## **Objective 1.F Emerging threats**

No requests for ad-hoc emerging threats training needs were received in 2018.

**Multiannual objective 1: “CEPOL will ensure high-quality, multidisciplinary, innovative and relevant training and learning options, accessible to its target groups”**

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

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

Specific objectives		Performance indicator
2.1	<b>Objective 2.A</b> EU-STNA and OTNA	Number of analytical products Target: 3; Progress: 3 Number of stakeholders involved Target: 26 (for the OTNA); 35 (for the EU-STNA) Progress: 53 (for OTNA); 50 (for the EU-STNA)
2.2	<b>Objective 2.B</b> Leadership Development	Rate of EJMP students submitting a dissertation in comparison with final graduates Target: 90%; Progress: N/A (dissertations are due in 2019) Participant satisfaction rate with CEPOL training Target: 94; Progress: 93%
2.3	<b>Objective 2.C</b> Research	Number of the research & science bulletins published Target: 2; Progress: 2
2.4	<b>Objective 2.D</b> Training Development	Number of new entries in LTRdb Target: 50; Progress: 25 Pilot CKCs in operation Target: 2; Progress: 2 Number of participants taking part in online learning Target: 17 650; Progress: 24 888 Number of evaluation reports Target: 2; Progress: 2

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

### Objective 2.A EU-STNA and OTNA

CEPOL by its Regulation is tasked to prepare multiannual strategic training needs assessment, in light of the agency's core mandate to support, develop, implement and coordinate training for law enforcement officials.

### EU Strategic Training Needs Assessment (EU-STNA)

The EU Strategic Training Needs Assessment (EU-STNA)<sup>12</sup> is a detailed examination and identification among EU priorities in the area of internal security, of those priorities with a training dimension, and that should be tackled by training activities at the EU level.

The main questions the EU-STNA is aiming to answer are:

- What are the capability challenges to be addressed by training at the EU level;
- What training needs should be given priority.

<sup>12</sup> EU-STNA <https://www.youtube.com/watch?v=j6xBZMrQibc&t=12s>



In 2018 CEPOL conducted the pilot EU-STNA process, which consisted of the desk research, expert consultations, prioritisation of the identified training needs by the MS, consultation with the potential training providers and finally the presentation of the EU-STNA report to the Council of the European Union.

It became clear during the assessment that more and more thematic categories are interlinked, partially overlapping, and dependant on each other and cannot be treated in silos; hence a holistic and multidisciplinary approach to training shall be applied.

The following areas constitute the **core capability gaps of law enforcement officials** that can and shall be addressed by training<sup>13</sup>:

- **Cross-cutting thematic categories:**

- Open Source Intelligence, data collection, analysis and application;
- Financial investigations, money flows, alternative banking, etc.;
- Elements of cyber-investigations, darknet and e-evidence;
- Document fraud;
- Fundamental and human rights;
- Crime prevention;
- Respective areas of forensics;
- Links between different crime areas.

- **Related to information exchange and cross-border cooperation:**

- Information exchange mechanisms, interoperability of the large scale IT systems, information exchange channels and procedures, including evidence handling, databases, Passenger Name Records (PNR), other, and with a special focus on the Schengen Information System, as well as other upcoming large scale IT systems (ETIAS and Entry-Exit System);
- EU cooperation tools and mechanisms, including Joint Investigation Teams (JITs), the European Arrest Warrant (EAW), freezing order, etc.; and the role and possibilities of the respective EU agencies and other entities.



<sup>13</sup> No priority order

The list below indicates thematic areas, in order of priority identified by the EU Member States, in which EU-level training should be delivered to law enforcement officials in the upcoming three years (2019-2021) to support the EU response to serious and organised crime and other threats to internal security:

1. Facilitation of illegal immigration;
2. Counter-terrorism;
3. Trafficking in Human Beings;
4. Cyber-crime – Child Sexual Abuse and Sexual Exploitation;
5. Criminal Finances and Money laundering;
6. Cyber-crime – Attacks on Information Systems;
7. Illicit Trafficking, Distribution and Use of Firearms and Explosives;
8. Organised Property Crime;
9. Drugs – Production, Trafficking and Distribution of New Psychoactive Substances and Synthetic Drugs;
10. Cyber-crime – Non-cash Payment Fraud;
11. Document Fraud;
12. Drugs – Production, Trafficking and Distribution of Cannabis, Cocaine, Heroin;
13. Border Management and Maritime Security;
14. Crime Prevention;
15. Forensics;
16. Corruption;
17. Missing Trader Intra-Community Fraud;
18. Environmental Crime;
19. Excise Fraud;
20. Fundamental Rights;
21. CSDP Missions.

The findings of the EU-STNA have been incorporated into the SPD 2019 and draft SPD 2020, hence forming the basis for CEPOL's planning.

## Operational Training Needs Analysis (OTNA)

While the EU-STNA provides a strategic guidance as to where the Union shall place its resources in law enforcement training, it is necessary for CEPOL to:

- identify the detailed training needs at operational level for specific target groups, required competencies and mastery levels in the EU-STNA priority areas, including the volume of law enforcement officials that require such training;
- design comprehensive tailored thematic training portfolios.

For that reason CEPOL in line with the new OTNA methodology adopted by the CEPOL Management Board in November 2017 analysed the particular training needs in the domain of Counter-terrorism and CSDP missions training and produced 2 OTNA reports respectively. The design of the training portfolio based on the OTNA outcomes in these areas was undertaken by the respective CEPOL Knowledge Centres.

## Annual TNA

Similarly to the previous years, CEPOL concluded annual (traditional) training needs analysis exercise for 2019 to enable finalisation of planning for the upcoming year.

In the framework of the annual/traditional TNA CEPOL received 350 proposals, which were consolidated into the list of 134 training activities which was presented to the Management Board, out of which: 41 were pre-adopted by the MB autumn 2017; and the remaining 93 activities were prioritized by the Member States. Taken the limited budgetary availability of the Agency, CEPOL will implement 98 out of this list in 2019.

## Objective 2.B Leadership Development

CEPOL implements a fully accredited **European Joint Master Programme** (EJMP) designed to further qualify law enforcement officials on the implementation and operationalisation of EU instruments, especially on police cooperation in concrete cross-border settings. CEPOL students take part in 7 academic modules in 7 different countries before finally writing and defending their Master Thesis.

The 2<sup>nd</sup> cohort (2017-2019) of the EJMP is now being implemented and 28 students are expected to graduate in 2019.

The **Future Leaders** (two modules) - 27 'Future' EU executive leadership participants attended the CEPOL training with the view to develop the competencies necessary to manage law enforcement structures in the global environment. The methodology adopted was a blended learning and development mix of event workshops, residential training modules including coaching support. The programme incorporated a variety of relevant subjects delivered by both policy and specialist public and private sector experts including the provision of attending an exchange under the Exchange Programme, to help facilitate the research and preparation of the Group Assignment projects.

**Challenges for women in police leadership** – This seminar was implemented by Bulgaria as Presidency activity with the objective of exchanging good practices of leadership in perspective of women engagement in senior police positions. Alternative leadership models, leadership branding, adaptation of work and private life, power in police management, psychological aspects of decision making, effective communication & persuasion had been discussed from gender perspective.

## Objective 2.C Research

In 2018 the agency continued to work towards becoming a trustworthy and effective distributor of scientific research findings and good practice knowledge for learners in the law enforcement area across Europe by providing:

- free-of-charge online-access to thousands of up-to-date articles from more than 300 European and international e-journals, covering multiple aspects of police science, law enforcement and criminal justice;
- similar access to a general collection of over 150 000 scientific e-book titles, accessible for research and study, including an additional purchase of more than 50 latest titles, covering topics like digital forensics and predictive policing.
- maintaining the CEPOL e-Library, as a self-organised and fed searchable repository for Member States and European JHA-institutions, for sharing documents, reports and research studies. The count of entries at the end of the year 2018 came to **2140** (2017: 2047) items, a 5% growth.

The electronic material has become an increasingly popular source for learners in CEPOL's eNet, indicated by the number of search operations - 50935 (+ **309%** compared to 2017) - and number of abstract views and article downloads – 9858 (+ **251%** compared to 2017)<sup>14</sup>.

CEPOL actively facilitates generating and disseminating new scientific knowledge relevant for law enforcement learners and students, by publishing its peer-reviewed periodical in printed and online form.

To be in line with its renewed legal mandate, CEPOL updated the title to “**European Law Enforcement Research Bulletin**”. Now the journal has its own portal offering a modern user-interface for browsing and searching the content, as well as supporting the editorial workflow much better (<https://bulletin.cepoleuropa.eu>). Since its implementation in 2018, articles of the Bulletin were **viewed in 12 678 instances**.

In 2018, two issues were published: Nr. 18, as a regular issue in print and online, and the Special Conference Edition Nr. 4, carrying selected contributions to the 2017 CEPOL Research and Science Conference as online-first access. Overall **38 articles** were published, submitted by authors from a broad variety of EU-countries, but also including the EU-Commission, Europol, Frontex, Canada and South Africa.

<sup>14</sup> Numbers for e-journals only.

## Objective 2.D Training Development

According to its mandate the agency provided various training activities on modern law enforcement education focusing on the benefit of contemporary training and learning methods and language skills development in the context of law enforcement:

- 4 residential activities attended by 107 participants;
- 13 online activities, with a total of 2 604 participants;
- 32 exchange programme participants.

CEPOL trained 2 743 officers in the field (2 679 in 2017).

Given the fact that English is the main language of cross-border cooperation in Europe CEPOL offered a number of training products - including two three weeks long residential activities, a specialised online course and two dedicated online modules – to improve the English language skills of law enforcement officers having key functions in international cooperation.

In the domain of law enforcement education the agency continued to satisfy the needs of the training and academic community by enhancing the knowledge on the use of interactive delivery methods and blended learning techniques in diverse, multicultural training environment.

### Support of educators, activity managers, trainers and experts

Through the Integrated Guidance Note (IGN), rules for the organisation and implementation of the CEPOL residential activities have been updated and became available through templates, guidelines and the Platform for Educators. In addition the IGN is embedded in activities and resources on each residential activity's course image (version 10) on the Learning Management System of e-Net. A webinar dedicated to the IGN was implemented. The online module on the course image with the IGN has been updated and video tutorials have been produced to demonstrate the functionalities of individual elements and sections of the course image. These have been made available for all activity managers, trainers and eNet managers.

Methodologies for webinars have been improved by embedding better engagements through online and mobile interaction tools. In addition the reporting on webinars and webinar participation has been revised with monthly participation reports being issued to CNUs, NCPs and OCPs for the participation of their national/organisational law enforcement officers. Combined with a comprehensive strategy on webinar promotion using a blend of media such as the CEPOL website, corporate social media platforms, notifications on the Webinar Resources and direct mailing to specific target groups per webinar, CEPOL achieved an increase to 15,415 participants through 98 webinars (from 13,748 participants in 95 webinars in 2017), whilst consolidating the satisfaction level at 94%.

The approach to learning and training in CEPOL online courses has been elaborated by workshops, and coaching of online course managers. Good practices have been added to the repository on a dedicated platform for online courses managers, trainers and e-Net managers. On this platform updated templates for online course promotion, initiation, assignments, grading and evaluation have been uploaded, as well as guidelines for online course managers and online trainers. In constructing and moderating such a knowledge base, CEPOL caters for educators involved in the preparation and implementation of future online courses. At the same time, CEPOL enables the capturing and dissemination new good practices both through and about updated and improved online training tools on its learning management system, webinars, interaction tools and other online services.

### Online learning and training environment

Executive summaries have been developed for 18 online modules to be published on CEPOL's website. These summaries inform those law enforcement officials and trainers without an e-Net account about learning opportunities at CEPOL.

The online learning environment for all CEPOL learning and training services has been updated and set up in the Learning Management System for the residential activities, the CEPOL Exchange Programme, the European Joint Master Programme, the Western Balkan Financial Investigation project; the same was done for the e-learning services (online courses, online modules, webinars), the virtual training centre, webinar series, e-journal and e-book subscriptions, and platforms for communities of practice. Thematic areas for

counter terrorism, financial investigation and intellectual property rights have been addressed through a CKC platform, the Western Balkan FI course and the VTC on IPR respectively.

The e-learning delivery in 2018 overall has been strengthened over the whole range of services with a total of 24,888 participants trained.

In addition to the abovementioned services, the e-Net holds also fourteen platforms for communities of practice. These communities of like-minded professionals sharing a common goal, had a total of 7,051 members in 2018.

### **Enhancement of new electronic learning platform (e-Net)**

Further to the budget reinforcement at the end of 2018, CEPOL was able to initiate a further enhancement by a new electronic learning and training platform to replace the current electronic network (e-Net). Requirements for the new platform have been specified and a market study resulted in the acquisition of licences for new services. These will be prepared, setup and thoroughly tested in accordance to the CEPOL specifications in 2019 to become operational in the same year.

### **LTRdb**

The CEPOL Lecturers, Trainers and Researchers Database (LTRdb) has been created to support the design and implementation of activities through a broadened and enriched online access to expert profiles, differentiating between main competences of content expert (lecturer), trainer, and scientific researcher. The growth of the pool of experts with 25 new added during 2018 has been rather limited, bringing it to a total of 219 at the end of the year (+ 8,9% to 2017 figures)<sup>15</sup>, missing the target by 50%.

The development of the LTRdb had been on the agenda of a workshop of the CNU-meeting in October and a report about options for the continuation of the project has been provided to the Management Board.

### **Curriculum Builder**

In an effort to further strengthening e-learning delivery for residential and online courses, an online-tool in supporting activity managers and trainers to easily create reading lists for learners and participants, has been introduced. The so called "Curriculum" Builder allows to create reading lists from internal and external online-resources, as well as to store and share them for later use by others.

### **CEPOL Knowledge Centres**

The SPD 2018 foresees the establishment and operation of two pilot CEPOL Knowledge Centres (CKC) on Counterterrorism and on CSDP Missions. The CKCs were established on the basis of the mechanism of Framework Partnership with Multiple Beneficiaries, as model for the sustainable development of content of activities, aiming to achieve top quality learning and training opportunities in an agile, flexible and successful manner in terms of business and budget implementation.

The details on the activities implemented by the 2 CKS are provided under objective 1D Counterterrorism and 3A CSDP Mission training.

Further development of CKCs will take place in a stepwise manner, pending also on the results of the work of the Evaluation Expert Group tasked to evaluate the pilot CKCs during its lifetime.

<sup>15</sup> Figures taking into account requested deletions (retirements, job change etc.).

## External Relations

**Multiannual objective 1: “CEPOL will ensure high-quality, multidisciplinary, innovative and relevant training and learning options, accessible to its target groups”**

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

Specific objectives		Performance indicator
3.1	<b>Objective 3.A</b> <b>CSDP Missions</b>	Number of activities implemented vs planned Target: 97%; Progress: 171% (12 vs 7) Number of participants trained Target: 180; Progress: 588 Participant satisfaction with CEPOL training Target: 94%; Progress: 95%
3.2	<b>Objective 3.B</b> <b>Capacity building in Third Countries*</b> *the performance indicators provided for Objective 3.B reflect the multi-annual target included in the Logical Framework approved and signed in the Delegation Agreement of the CEPOL CT2 project and the Grant Agreement of the FI Western Balkan project	<b>Number of participants trained in activities (training activities, regional workshop, study visits) in CEPOL CT2</b> Target: 1340; Progress: 296 Participant satisfaction with CEPOL CT2 residential training Target: 95%; Progress: 96% Number of participants for exchanges Target: 150; Progress: 45 Participant satisfaction with CEPOL CT2 Exchanges Target: 95%; Progress: 100% <b>Number of participants trained in residential activities in FI Western Balkan</b> Target: 293; Progress: 154 Participant satisfaction with FI Western Balkan residential training Target: 90%; Progress: 99% Number of participants for exchanges for the FI Western Balkan Target: 120; Progress: 32 Participant satisfaction with FI Western Balkan Exchanges Target: 90%; Progress: 100% Working Arrangements effectively being implemented Target: 90%; Progress: 96% (25 out of 26 implemented)
3.3	<b>Objective 3.C</b> <b>Coordination</b>	Timely input of information in of the JHA Training Matrix Target: 70%; Progress: indicator not measurable. Attendance to Council Working Parties <sup>16</sup> Target: 90%; Progress: 85%* *17 out of 20 meetings of COSI, COSI SG, LEWP attended in 2018 CEPOL holds annual Stakeholders' meeting Target: 1; Progress: 1 Satisfaction rate with joint CEPOL-Frontex exchanges Target: 90%; Progress: 95%

<sup>16</sup> CEPOL attends COSI, COSI SG and LEWP by default. Participation on other working parties is subject upon specific request



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

### Objective 3.A: CSDP Missions

In order to provide learning that meets the highest level of excellence CEPOL decided that all training and learning actions in the domain of EU Common Security and Defence Policy Missions must be organised in the framework of CEPOL Knowledge Centre – CSDP Missions. 13 Framework Partners joined their efforts to design and deliver a comprehensive training portfolio in the field with the aim of guaranteeing the complementarity of activities and the flexible and rapid reaction on emerging training needs.

In 2018 the CEPOL Knowledge Centre – CSDP Missions delivered:

- 9 residential activities attended by 223 participants
- 3 webinars attended by 365 participants,

CEPOL trained altogether 588 officers in the domain of CSDP Missions, more than twice as much than in 2017 (245 in 2017).

Most of the mission related training activities concentrated on senior level officers discussing issues of strategic planning, change management, security sector reform programming, linkage of internal and external security instruments and leadership in diverse environment. Pre-deployment training activities targeted regular mission officers providing knowledge on good practices of monitoring, mentoring and advising, sharing mediation and negotiation tactics in multi-ethnic environment, deepening cultural sensitivity and methods of fighting organised crime and corruption in the hosting countries.

All of the concerning learning actions relied on the trainers with extensive practical mission experience and aimed to debate CSDP realities and security sector reform possibilities in post-conflict countries.

### Objective 3.B: Capacity building in Third Countries

In 2018, CEPOL continued to expand its network of external partners with a new impetus. A total of 2 working arrangements have been signed (ENFSI-renewal, UNODC). Negotiations are ongoing with Frontex (renewal) and the Ukraine.

Negotiations have not yet started with Denmark and the United Kingdom (not participating to the CEPOL Regulation), in spite of CEPOL having made repeated attempts in that direction.

Relations with the Middle East and North Africa have also intensified, especially in the context of the CT MENA project, which is specifically reported upon in the next paragraph. Negotiations with the Tunisian authorities for stipulating a working arrangement await a reaction from their side.

#### CEPOL's External Relations Cooperation\*<sup>17</sup>

Overview of CEPOL's cooperation and working agreements		
Country/entity	Type of cooperation	Status
Albania	Working arrangement	In force
Armenia	Working arrangement	In force
Bosnia and Herzegovina	Working arrangement	In force
Republic of North Macedonia	Working arrangement	In force
Georgia	Cooperation agreement	In force
Iceland	Cooperation agreement	In force
Kosovo <sup>18</sup>	Working arrangement	In force
Moldova	Working arrangement	In force

<sup>17</sup> Some beneficiary countries of the MENA project have not been included in this overview as only very preliminary contacts have been made in terms of formal cooperation.

<sup>18</sup> This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence.

Montenegro	Cooperation agreement	In force
Norway	Cooperation agreement	In force
Russian Federation	Working arrangement	In force
Serbia (Republic of)	Working arrangement	In force
Switzerland	Cooperation agreement	In force
Turkey	Cooperation agreement	In force
Ukraine	Working arrangement	Under negotiation
AEPC	Memorandum of understanding	In force
EJTN	Working arrangement	In force
ENFSI	Memorandum of understanding	In force
ESDC	Working arrangement	In force
eu-LISA	Working arrangement	In force
Eurojust	Cooperation agreement	In force
Europol	Cooperation agreement	In force
Frontex	Cooperation agreement	In force, renewal under negotiation
Interpol	Cooperation agreement	In force
PCC-SEE	Informal cooperation	In force
UNODC	Working arrangement	In force
EUIPO	Memorandum of understanding	In force
OSCE	Working arrangement	In force

## Capacity building projects

CEPOL, being pursuant to fulfil the respective task set in its regulation<sup>19</sup>, assists third countries in their capacity building with managing dedicated Union External Assistance funds. CEPOL is managing two capacity building projects that both implementation commenced in 1 January 2018. With the implementation of the two projects CEPOL could substantially assist the ongoing political dialogues with the partner countries, address main challenging on counter-terrorism in the European Neighbourhood South and support utilization of financial investigations techniques in the Western Balkans for more effective fight against organised crime. The actions are tailored to the needs of the partners and coordinated with other ongoing initiatives in both regions.

### *The EU/MENA Counter-Terrorism Training Partnership 2 project*

The EU/MENA Counter-Terrorism Training Partnership 2 (CT 2 project) builds on the legacy of the EU/MENA Counter-Terrorism Training Partnership (November 2015-November 2017).

The implementation period of the project is 1 January 2018 - 31 December 2020, with an overall budget of **€ 6 444 698**. It started with setting up the project team and conducting an inception phase with undertaking assessment meetings with counterparts in Jordan, Lebanon, Algeria, Morocco, Tunisia and Turkey.

The programme aims at building the capacity of law enforcement services and other relevant personnel such as judges, prosecutors and security services personnel whose tasks include a role in judicial investigations. The project offers a direct and truly multilateral European approach to good practices in the field of counter-terrorism via tailor-made learning and training activities based on CEPOL's tried-and-tested learning methodologies and training products, such as specialist residential training courses and staff exchange programmes.

The project could smoothly continue the already existing partnership with Jordan, Lebanon, Tunisia and Turkey, furthermore successfully built solid basis for further cooperation with Algeria and Morocco. Following the inception phase in the first half of 2018 with Jordan, Lebanon, Tunisia and Turkey the project implemented residential training activities, study visits and exchange. The latter component is a novelty for most of the beneficiaries.

### *Financial Investigation In-Service Training Western Balkan (CEPOL FI WB)*

The implementation period of this project is 21 December 2017 – 20 December 2019, with an overall budget of **€ 2 500 000**. It started with setting up project team and conducting inception phase, in close collaboration

<sup>19</sup> Regulation (EU) 2015/2219 Article 4. 4. (d)



with UNODC, due to the fact that UNODC implements a twin project with the similar scope focusing on curriculum development and train the trainer approach.

The project aims to develop and sustain the institutional capacity of law enforcement agencies, tax authorities, customs, prosecution and courts of the beneficiary jurisdictions in order to prevent, investigate, prosecute and adjudicate transnational organized crime and the financing of terrorism with special focus on conducting effective financial investigations.

The project could smoothly organise residential activities putting emphasis on regional approach and building informal network between the Western Balkans and EU law enforcements. Furthermore, the project launched the exchange of officers in 2018.

The two projects implemented activities and number of participants in 2018 are summarised as follows:

	<b>CEPOL CT 2 2018</b>	<b>CEPOL FI 2018</b>
<b>Residential activities</b> (training activities, regional workshops, study visits)	19	5
<b>Number of participants</b>	296	154
<b>Number of participants</b> (Exchange Programme, unilateral exchanges)	45	32
<b>Total number of participants</b>	<b>341</b>	<b>186</b>

## The EUROMED Police IV

CEPOL is an associate partner of the Euromed Police IV project and in 2018 a key expert was recruited by the Brussels-based project team and deployed to CEPOL HQ to take advantage of the knowledge and experience within the agency, thus allowing the expert to better work on the development of a Euromed Knowledge Base (EKB) and to facilitate exchanges within the Euromed mobility scheme.

## Objective 3.C Coordination

### Relations with the EU institutions

CEPOL continues to work in close collaboration with the European Commission and, in particular, with its partner Directorate-General, the DG for Migration and Home Affairs (DG HOME), on all aspects of the agency's activities, be they administrative, financial or operation/policy oriented.

This relation is regulated by the working arrangement for cooperation on external action activities between DG HOME and CEPOL, signed on 14 November 2016 (not covered by the scope of Article 34 of the new regulation).

### JHA agencies coordination and cooperation with other EU bodies

CEPOL experience in organising Exchanges was in 2018 further widened as a joint Exchange Programme was jointly launched by CEPOL and Frontex for those applicants who wished to apply under the category of border management. Frontex committed itself to fund the costs of up to 50 exchanges. The joint efforts of both agencies successfully managed to implement 49 exchanges.

Under the EIGE chairmanship, CEPOL took part in the JHA agencies meetings (in February, June and September, plus the meeting of the Heads in November), where representatives of the nine participating agencies, the Commission (DG HOME and DG JUST) and EEAS shared information about the recent activities in their areas of responsibility.

The network keeps various analytical tools up-to-date, such as Scorecard, Index of Analytical Reports, Foreign Terrorist Fighters toolbox, etc.

CEPOL continued to implement better coordination of training activities for law enforcement officials carried out by EU agencies, by providing the online Justice and Home Affairs Agencies' Training Matrix to all JHA Agencies plus ESDC and EJTN. CEPOL also hosted and co-chaired the annual meeting of the Training Contact Group of the Network (17/18 July 2018).

The Training Matrix is a joint JHA agencies' tool hosted on CEPOL's e-Net. It can be accessed by registered users.

The Training Matrix functions as a mapping tool for existing and planned training activities at EU level. It enhances the understanding of partner agencies' actions and helps in the identification of the training needs and gaps. In the future, in line also with the Internal Audit Service recommendation, this tool should facilitate a more efficient planning, implementation and evaluation of training activities, both at policy and operational level. Reflections are ongoing in this respect.

CEPOL's engagement with regional and international organisations has continued, with a number of activities involving the participation of international partners. CEPOL is supporting and advising the PCC-SEE, organising a JITS activity for their contracting parties and is testing the e-Learning modules developed for them. Until this day, the informal cooperation with the ETJN focuses mainly on JITS activity. CEPOL is considering enhancing this cooperation (with e-Learning products, webinars).

## Part II. (a) Management and Governance

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

**Multiannual objective 4: “CEPOL will be professionally led and managed to ensure good governance in its organizational performance”**

### Activity 4: Governance, Administration and ICT

Specific objectives		Performance indicator
4.1	<b>Objective 4.A Governance</b>	Regular Management Board meetings are held, number. Target: 2; Progress: 2
4.2	<b>Objective 4.B Quality Management</b>	CEPOL's Strategy KPI and PI reported in the Agency's Progress Report Target: 4 KPIs; 22 PIs Progress: 6 KPIs; 22 PIs ISO 9001:2015 1 <sup>st</sup> surveillance audit report with positive opinion Target: no major non-conformities Progress: 100% ISO 29993:2017 launched as a pilot project Target: certification audit services contracted Progress: 100%
4.3	<b>Objective 4.C Internal Control System</b>	Implementation of the annual Internal Control Plan Target: 100% Progress: 100%
4.4	<b>Objective 4.D Stakeholder relations and communication</b>	Number of CNU meetings Target: 2 Progress: 2 Agency Progress Reports delivered (timeliness, number) Target: 2, 3 weeks prior to Management Board meetings; Progress: 100% Agency (annual) Activity Report, timeliness Target: MB validation at first regular meeting Progress: 100% Internal newsletter. Target: Weekly; Progress: 100%
4.5	<b>Objective 4.E Managing human resources</b>	Ensuring full deployment of CEPOL's HR capacity Target: At least 96%; Progress: 96% (51 staff in post vs 53 allocated) Staff training plan adopted. Target: The staff training plan for 2019 year is adopted by 31 October 2018; Progress: 100% (adopted on 21/01/2019) Staff training plan implemented. Target: Fully implemented staff training plan 2018; Progress: 100% (trainings organised on a corporate level)
4.6	<b>Objective 4.F ICT</b>	Review and update of ICT strategy. Target: ICT Strategy reviewed and updated; Progress: 100% (implementation on hold) Review and update of ICT disaster recovery plan. Target: ICT disaster recovery plan reviewed and updated; Progress: 0% (due to limited time capacity of ICT office to draft documentation)

## 2.1 Agency Governance

The Management Board has issued 17 decisions under the Bulgarian Presidency (6 adopted by written procedure, while 11 during the 4th Management Board Meeting, held between 15 and 16 May 2018 in Sofia, Bulgaria). During the Austrian Presidency, the Management Board has issued 16 decisions (7 adopted by written procedure, 9 during the 5th Management Board Meeting of 19-21 November 2018 in Vienna, Austria).

The SPD 2018-2020 originally approved by MB decision 36/2017/MB on 15 November 2017 has been amended via MB Decision 05/2018/MB on 13 February 2018, having in view the European Commission's financing decisions to allocate external funds for CEPOL in order to implement the CEPOL CT 2 and CEPOL FI projects under the provision of Article 4 (4) d) of the Regulation of CEPOL<sup>20</sup>:

Via MB Decision 35/2018/MB a new amend was introduced on 6 December 2018 the main reason being that CEPOL has received positive reply from the European Commission on its request of additional 1.2 M EUR for vital IT investments.

Please refer to Annex IX for more details on Amendments to the SPD 2018-2020 during the year of 2018.

MB decisions are publicly available on CEPOL website <https://www.cepola.europa.eu/who-we-are/key-documents/management-board-decisions>

In 2018, the Executive Director took 61 decisions regarding grant procedures, working groups, appraisal exercise, delegation of roles in the financial workflow and introducing non-substantial changes to the Work Programme.

## 2.2 Major developments

### Organisational changes

Starting from 16 February 2018, CEPOL has a newly appointed Executive Director, Mr Detlef SCHROEDER. Due to appointment of Mr Schroeder consequently the position of the Head of Operations Department became vacant. The Head of Unit – Training was appointed *ad interim* Head of Operations. The vacancy for the position of the Head of Operations Department was published in March 2018. Selection procedure was finalised in July 2018. The selected candidate took up the position on 1 November 2018.

Due to unpaid leave requests of the then *ad interim* Head of Operations whose original positions was Head of Unit, CEPOL published the position of the Head of Unit – Training. The recruitment procedure was finalised in July 2019. The selected candidate took up the position on 1 November 2018.

As of 16 May 2018 CEPOL operates under the new structure that has been adopted by the Management Board on 16 May 2018.<sup>21</sup> New structure included new unit – Project Management Unit.

### Change management

In the run up to the entry into force of the CEPOL Regulation, the Governing Board has adopted a Change Management Plan<sup>22</sup>. The plan outlines the necessary steps to best prepare CEPOL for the implementation of its legal mandate. It comprises 36 measures across three different areas: Governance and Stakeholder Relations (14 measures); Human Resources and Administration (10 measures) and Core Business (12 measures).

<sup>20</sup> Regulation (EU) 2015/2219

<sup>21</sup> Decision of the Management Board 17/2018/MB

<sup>22</sup> Decision 34/2015/GB of the Governing Board of the European Police College adopting the Change Management Plan. Adopted by written procedure on 18 December 2015.

The latest update regarding the progress on the Change Management Plan was done during the 5th CEPOL Management Board Meeting – Vienna – 20-21 November 2018, when all the remaining actions were considered completed and the Change Management Plan recommended to be closed.

## Stakeholder relations

The annual Stakeholders meeting took place on 9 July 2018 in Budapest under the chairmanship of the Deputy Chairperson of the CEPOL's Management Board. Current developments at CEPOL were presented with a particular focus on external relations and stakeholder management. An update was given by CEPOL's Training and Research Unit on the Strategic Training Needs Analysis.

CEPOL gave an update on the progress of the capacity building projects, presented the Programme Planning 2019/2020, framework partners and grants. There was a presentation by the ATLAS network on their activities.

During the year, according to the Decision on stakeholder management adopted by the Executive Director (31/2017/DIR), a stakeholder engagement survey was successfully implemented, by an external contractor.

## Communication

Communications was used throughout 2018 to promote CEPOL activities and maintain its reputation as a platform of excellence for learning. In its actions, the communications team followed the recommendations set up by the communications sub-strategy that was approved by MB in July 2016.

CEPOL built upon its established communications products (e.g. Annual Report, Training Catalogue, Exchange Programme brochure) to provide information to key decision makers. Besides, CEPOL continued to provide its network partners with promotional materials targeted to course participants: in 2018, CEPOL communications supported 102 in-house activities and 80 events in the EU Member States and distributed over 7 600 course packs and 2 100 promotional gifts for experts/trainers and guests.

In 2018, an increased web presence of CEPOL and its quality were two important goals for the communications team. Website and social media presence have increased and introduced the new visual identity, especially for CEPOL's e-Learning products. CEPOL's website had 127 356 visitors, amounting to an average of 10 613 visitors monthly. Social media were mainly used to advertise and promote the work of the agency, and increase interest and participation in its online products, such as webinars, online modules and online courses. CEPOL's presence has increased by 24% on LinkedIn (to 8064 followers), by 37% on Facebook (to 2877 followers) and by 33% on Twitter (to 2120 followers) throughout the year.

Communications has also been supportive of a number of events organised by the Agency, including the handover ceremony, following the change in the post of the Agency's Executive Director. The team has also successfully managed to respond to queries and requests coming from the general public, NGOs, citizens, etc.

## Development Projects

### E-Net

During 2018, in a joined effort provided by the Learning Task Force and the ICT Steering Committee, a new concept paper was drafted with the strategic vision for the future ahead of the e-learning services. The Agency delivered the design document with technical specifications and terms of references and then procured the required products and services for its development during 2019.

From now on, E-Net will shift to LEED (Law Enforcement Education); the core platform will remain with open source technology, with a brand new outlook and personalised layout. Additional new features (video, analytics etc.) are expected for enhanced delivery of our training services. The planning includes beginning of development early in 2019, start testing by mid of the year and go live in January 2020.

### Customer Relationship Management tool (CRM)

CRM is a tool for sharing data and monitoring travel arrangements for all CEPOL events (courses, meetings, CEP, missions). In 2018, the decision was made to discontinue efforts to bring this tool to CEPOL customers. This decision took into account product lifecycle constraints. An event management solutions is now foreseen to be developed within the new e-Learning platform.

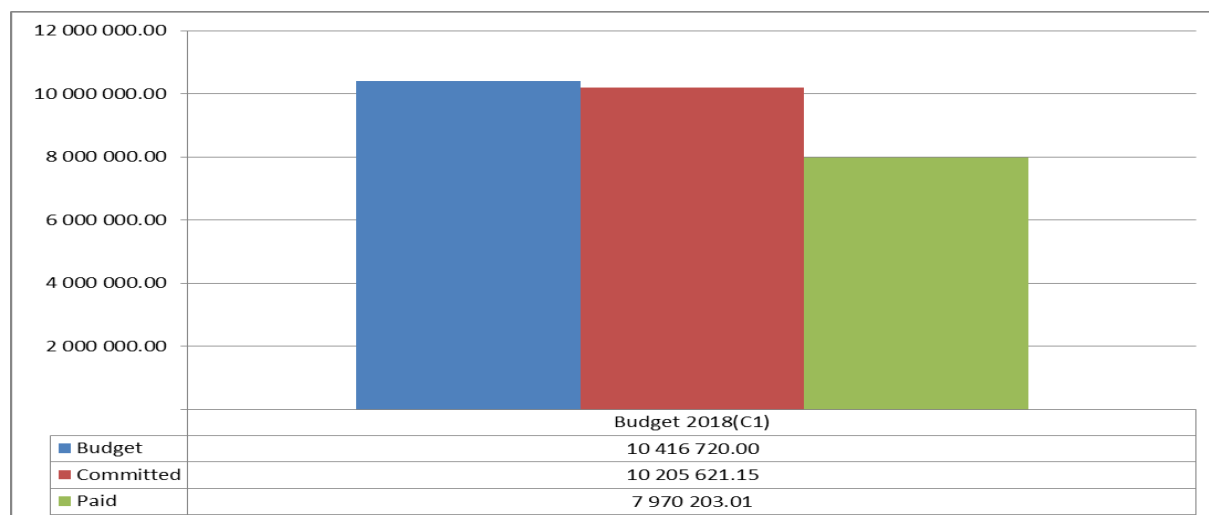
**ECM – Enterprise Content Management system**

The tool shall provide a digital platform to manage the document flow. Due to continuous lack of (human and financial) resources this project was still not progressed in 2018.

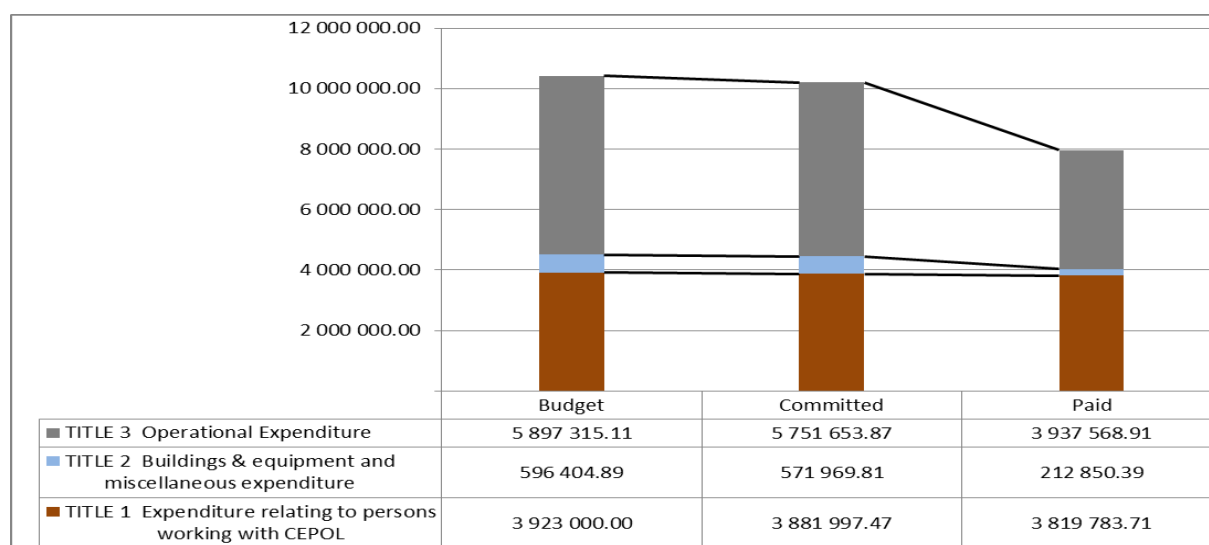
## 2.3 Budgetary and Financial Management

### 2.3.1 Budget 2018 execution - overview

#### Budget 2018 – Implementation at 31.12.18 (overall)



#### Budget 2018 – Implementation at 31.12.18 (per Titles)



CEPOL's total voted budget for 2018 initially amounted to € 9 216 720. At the end of 2018 a budget amendment for value of € 1 200 000 has been agreed for CEPOL, therefore the total budget available in 2018 was € 10 416 720.

By the end of December 2018, 97.97% of the regular (C1) budget has been committed, out of which 78% has been paid (76.51% of the total budget).

- For Title 1; 99% of the C1 credits available has been committed and 97% has been paid.
- For Title 2; 96% of the C1 credits has been committed and 36% has been paid.
- For Title 3; 98% of the available C1 funds have been committed and 67% has been paid.

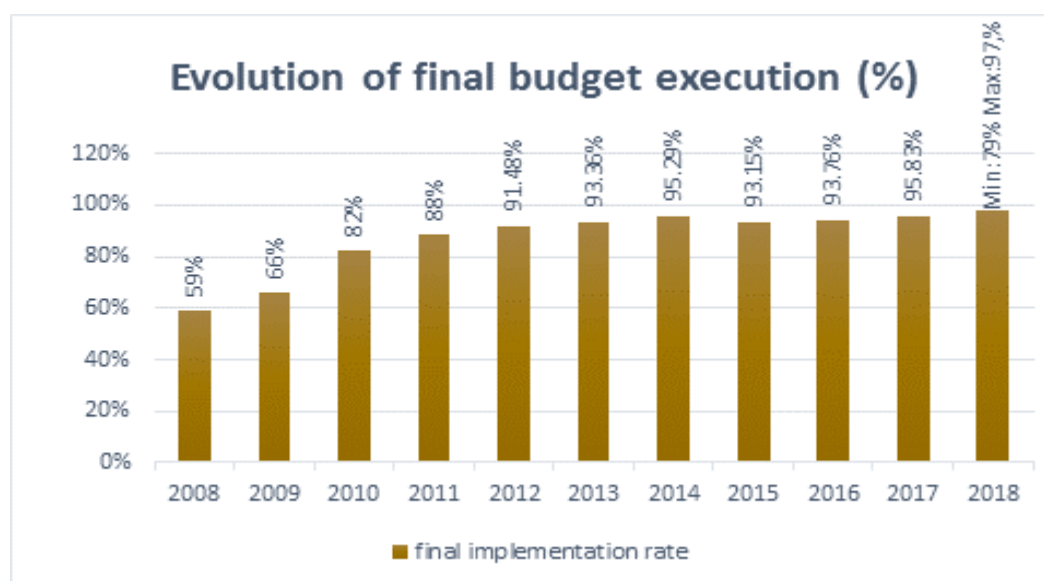
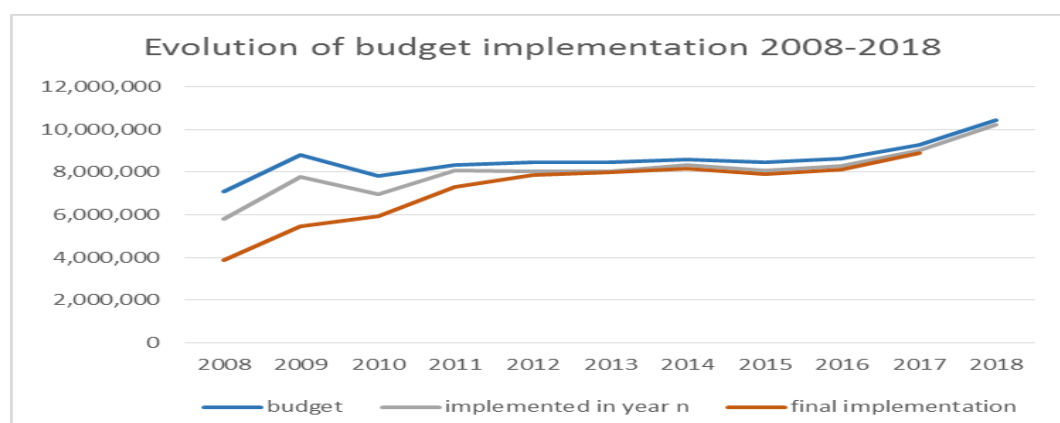


A total of € 2 235 418 has been carried over to 2019, amounting to 21% of the overall 2018 budget. These credits cover mainly grants signed during the 4th quarter of 2018 and also includes the amounts for the implementation of the projects financed from the additional € 1 200 000, which CEPOL received and inscribed in the budget only on 10<sup>th</sup> December 2018, therefore it was only possible to commit the funds, the payments are expected to be executed in line with the projects plans during 2019.

At the end of December 2018, the total 2017 budget implementation, including carried forward funds from 2017-2018, has reached 95.8%.

Overview on Budget 2018 execution, status as of 31 December 2018 is provided in Annex III Table A 3.1)

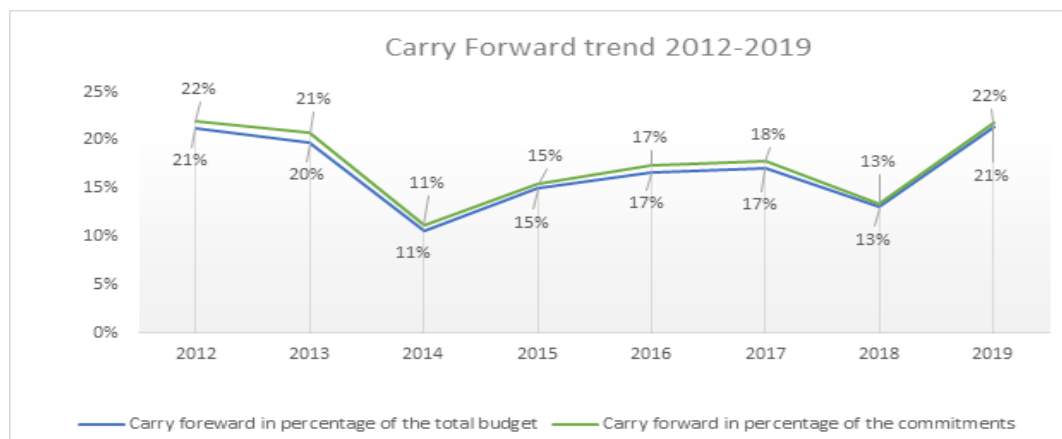
#### Budget implementation 2008 – 2018 (amounts in EUR)\*



\*the 2018 final budget execution will be known only at the end of 2019.



## Carry-over of funds 2011-2018



\*The increase in 2018 is due to the late inscription of the additional funds received for value of € 1 200 000 – the entire amount has been carried over to 2019. Without the additional amount, the carry-over rate would have been around 11% of the initial budget for 2018.

## 2.3.2 Budget 2018 Implementation per Titles

### Title 1: Expenditure relating to persons working with CEPOL - C1: Regular budget 2018

Regular budget 2018- Staff costs

Budget Implementation/Execution Regular budget 2018 (C1)		Initial Budget	Actual Budget	Committed	Budget implementation %	Paid	Budget execution %	Carry forward for payments in 2019
		A	C (=A+B)	D	D/C	E	E/C	D-E
<b>1 TITLE 1 Expenditure relating to persons working with CEPOL</b>								
11	Staff in active employment	3 239 000.00	3 036 524.31	3 028 944.65	100%	3 028 944.65	100%	
12	Allowances and expenses on entering and leaving the service and on transfer (excl ENDS & other experts)	40 000.00	59 763.47	59 763.47	100%	54 916.50	92%	4 846.97
13	Missions and duty travel	40 000.00	32 500.00	32 500.00	100%	29 631.46	91%	2 868.54
14	Socio-Medical Infrastructure	371 000.00	451 500.00	423 118.87	94%	415 208.87	92%	7 910.00
15	Further training & language courses & retraining for staff	40 000.00	19 753.21	19 728.21	100%	16 086.69	81%	3 641.52
16	External services	185 000.00	314 159.01	311 271.17	99%	268 720.26	86%	42 550.91
17	Receptions and events	4 000.00	1 800.00	1 800.00	100%	1 404.18	78%	395.82
18	Social welfare	4 000.00	7 000.00	4 871.10	70%	4 871.10	70%	
<b>1</b>	<b>TITLE 1 Expenditure relating to persons working with CEPOL</b>	<b>3 923 000.00</b>	<b>3 923 000.00</b>	<b>3 881 997.47</b>	<b>99%</b>	<b>3 819 783.71</b>	<b>97%</b>	<b>62 213.76</b>

By the end of December 99% of the final budget for Title 1 has been committed and 97% paid. The correction coefficient applied in Hungary for salaries has decreased in November with retroactive effect as from July, therefore not all the budget planned on salaries has been used.

**C8: Amounts carried over from 2017 for payment in 2018**

Use of amounts carried over in Title 1

Budget Implementation/Execution	Final Budget 2017	Committed 2017	Paid in 2018	Total Paid (in 2017 & 2018)	Budget Execution %	Decommitted in 2018	Cancellation rate
Regular budget 2017							
	A	B	E	F=D+E	F/A	G	H/A
<b>1 TITLE 1 Expenditure relating to persons working with CEPOL</b>							
11 Staff in active employment	3 191 776	3 183 589	223 770	3 181 604	100%	1 984	0%
13 Missions and duty travel	40 000	40 000	2 053	38 190	95%	1 810	5%
14 Socio-Medical Infrastructure	349 528	349 429	1 897	349 325	100%	103	0%
16 Social welfare	7 487	7 480	0	7 480	100%	0	0%
17 Entertainment and representation expenses	4 000	4 000	631	3 898	97%	102	3%
<b>1 TITLE 1 Expenditure relating to persons working with CEPOL</b>	<b>3 592 790</b>	<b>3 584 498</b>	<b>228 351</b>	<b>3 580 498</b>	<b>100%</b>	<b>4 000</b>	<b>0%</b>

The cancellation rate of carried over payment credits (C8) in Title 1 was 0.1%. These minor amounts relate mainly to the forecasted expenditure, where the real cost were slightly lower than the planned cost.

**C4: Internally assigned revenue**

Internally assigned revenue is generated where CEPOL recovers overpaid amounts. By the end of December 2018, € 7 165 has been made available for re-use; in line with the general priority rules for the use of fund sources, the C4 credits were entirely transferred to 2019.

**Title 2: Buildings & equipment and miscellaneous expenditure - C1: Regular budget 2018**

Building &amp; equipment and miscellaneous expenditure

Budget Implementation/Execution	Initial Budget	Actual Budget	Committed	Budget implementation %	Paid	Budget execution %	Carry forward for payments in 2019
Regular budget 2018 (C1)							
	A	C (=A+B)	D	D/C	E	E/C	D-E
<b>2 TITLE 2 Buildings &amp; equipment and miscellaneous expenditure</b>							
20 Investments in immovable property & rental of buildings	28 000.00	22 096.21	21 821.05	99%	21 407.83	97%	413.22
21 Information and communication technology expenditure	285 000.00	528 115.40	512 424.26	97%	163 249.26	31%	349 175.00
22 Movable property and associated costs	11 500.00	5 117.44	5 117.44	100%	4 575.67	89%	541.77
23 Current administrative expenditure	50 000.00	37 075.84	28 607.06	77%	20 510.66	55%	8 096.40
24 Postal charges	8 000.00	4 000.00	4 000.00	100%	3 106.97	78%	893.03
<b>2 TITLE 2 Buildings &amp; equipment and miscellaneous expenditure</b>	<b>382 500.00</b>	<b>596 404.89</b>	<b>571 969.81</b>	<b>96%</b>	<b>212 850.39</b>	<b>36%</b>	<b>359 119.42</b>

By the end of December 96% of the available budget has been committed and 36% of payment credits have been used. Following the budget amendment in December, the final budget has been increased by 56%. The additional credits were mainly used for IT and office equipment. As the contracts for those purchases were signed during the last weeks of December, the corresponding amounts were carried forward to 2019.

After the relocation of the Agency from Bramshill, United Kingdom to its current seat, some staff members initiated a Court case before the Court of Justice of the European Union (Luxembourg). An amicable settlement was reached with 4 ex-staff members in 2015 whereas 3 other staff members decided to pursue the legal case. In 2016, the Civil Service Tribunal (CST) ruled in favour of the Agency (Case F-41/15 DISS II) in a judgment that was subsequently subject to appeal by the 3 staff members before the General Court. In 2018, the second instance (Case T-334/16P) declared inadmissible the claims that were presented before the CST and dismissed the appeal for the remainder. There is no financial impact for CEPOL with this decision, with the exception of the cost of the legal representation of the Agency, which the General Court decided that has to be borne by CEPOL.

**Consolidated Annual Activity Report (CAAR)**

Document number: TE.REPO.001-3

Approval date: 09/04/2019

**C8: Amounts carried over from 2017 for payment in 2018**

Use of amounts carried over in Title 2

Budget Implementation/Execution Regular budget 2017	Final Budget 2017	Committed 2017	Paid in 2018	Total Paid (in 2017 & 2018)	Budget Execution %	Decommitted in 2018	Cancellation rate
	A	B	E	F=D+E	F/A	G	H/A
<b>2 TITLE 2 Buildings &amp; equipment and miscellaneous expenditure</b>							
20 Investments in immovable property & rental of buildings	39 000	24 571	0	24 170	62%	401	38%
21 Information and communication technology expenditure	394 589	391 048	104 249	388 438	98%	2 610	2%
22 Movable property and associated costs	36 000	32 847	13 458	32 751	91%	96	9%
23 Current administrative expenditure	36 454	29 246	4 018	28 334	78%	912	22%
24 Postal charges	7 800	4 050	358	3 888	50%	162	50%
<b>2 TITLE 2 Buildings &amp; equipment and miscellaneous expenditure</b>	<b>513 844</b>	<b>481 761</b>	<b>122 083</b>	<b>477 581</b>	<b>93%</b>	<b>4 179</b>	<b>7%</b>

25% of the total funds carried over to 2017 correspond to Title 2 and 7% has been cancelled (only € 4 179). The main reason for the cancellation in Title 2 was out of CEPOL's control. Substantial part of the cancelled amount refers to Telecommunication services covering 1 year period with start date in the middle of the year.

C4: Internally assigned revenue not applicable in 2018 for Title 2.

**Title 3 – Operational expenditure - C1: Regular budget 2018**

Title 3 Operational expenditure

Budget Implementation/Execution Regular budget 2018 (C1)	Initial Budget	Actual Budget	Committed	Budget implementation %	Paid	Budget execution %	Carry forward for payments in 2019
	A	C (=A+B)	D	D/C	E	E/C	D-E
<b>3 TITLE 3 Operational Expenditure</b>							
30 Bodies and organs	195 000.00	128 473.62	128 362.57	100%	110 922.04	86%	17 440.53
31 Courses, Flight Schemes, E-Net	3 720 000.00	4 127 169.29	4 036 628.79	98%	2 964 216.88	72%	1 072 411.91
32 Other programme activities	736 220.00	1 098 452.09	1 097 195.53	100%	607 088.77	55%	490 106.76
33 Evaluation				N.A.		N.A.	
35 Missions	150 000.00	238 000.00	238 000.00	100%	210 517.95	88%	27 482.05
37 Other operational activities	110 000.00	305 220.11	251 466.98	82%	44 823.27	15%	206 643.71
<b>3 TITLE 3 Operational Expenditure</b>	<b>4 911 220.00</b>	<b>5 897 315.11</b>	<b>5 751 653.87</b>	<b>97.53%</b>	<b>3 937 568.91</b>	<b>67%</b>	<b>1 814 084.96</b>

By the end of December 98% of the available budget has been committed. Payments represents 67% of the available payment credits.

The original budget has been increased by 20% with the budget amendment in December. The additional funds allow for the set-up and equipment of the European Cybercrime Training Academy (ECTA), the kick of the Digitalisation strategy of the Agency, the set-up a new and modern e-Learning Platform, among others.

**C8: Amounts carried over from 2017 for payment in 2018**

Use of amounts carried over in Title 3

Budget Implementation/Execution Regular budget 2017	Final Budget 2017	Committed 2017	Paid in 2018	Total Paid (in 2017 & 2018)	Budget Execution %	Decommitted in 2018	Cancellation rate
	A	B	E	F=D+E	F/A	G	H/A
<b>3 TITLE 3 Operational Expenditure</b>							
30 Bodies and organs	210 000	164 915	5 306	163 559	78%	1 356	22%
31 Courses, Flight Schemes, E-Net	3 705 144	3 539 508	526 729	3 448 113	93%	91 395	7%
32 Other programme activities	920 022	901 024	165 787	886 710	96%	6 697	2%
33 Evaluation	0	0	0	0	N.A.	0	N.A.
35 Missions	208 200	208 200	1 374	207 776	100%	424	0%
37 Other operational activities	130 000	130 000	47 058	121 483	93%	8 517	7%
<b>3 TITLE 3 Operational Expenditure</b>	<b>5 173 366</b>	<b>4 943 648</b>	<b>746 254</b>	<b>4 827 641</b>	<b>93%</b>	<b>108 390</b>	<b>6%</b>

Cancellation of funds for operational activities is not a sign of bad planning, but it's an implicit reality for the type of activity CEPOL carries out.

For courses organised at the beginning of the year, either by CEPOL or network partners, funds are carried over from the previous year, based on estimation of costs. Most of the activities involve mission and travel, frequently with payments in foreign currencies. The final payment is done on expenditure incurred, therefore the difference, if any, needs to be cancelled.

**C4: Internally assigned revenue**

Internal assigned revenues under Title 3 amounted to € 20 549 in 2018. In line with the general priority rules for the use of fund sources, the C4 credits were entirely transferred to 2019.

**R0: Assigned revenue for Exchanges – Frontex cooperation**

In 2018 CEPOL signed an agreement with Frontex in order to allow participants exercising border and coast guard duties in CEPOL Exchange Programme. Frontex committed to finance up to 50 participants in the programme, for a maximum value of € 60 000. At the end of the year € 55 446 has been spent for this cooperation and the remaining amount has been returned to Frontex.

**Title 4 R0: CT MENA project**

In 2015 a new task has been delegated to CEPOL via grant agreement with the European Commission (FPI). The project aims at building the capacity of relevant law enforcement services and other relevant personnel in the target countries by offering tailored made learning and training activities in the field of counter-terrorism.

The project implementation ended in November 2017 and has been also administratively closed during 2018. The budget implementation and payment execution rate of the project was 73% (€1 816 379) of the agreed budget, however compared to the total granted budget minus contingency reserve and indirect costs reached 84%.

**Consolidated Annual Activity Report (CAAR)**

Document number: TE.REPO.001-3

Approval date: 09/04/2019

Overall Budget Implementation/Execution of the MENA I project	Revised Agreed Budget of the project (amendment no.1)	Budget appropriations inscribed	Committed	Budget implementation %	Paid	Budget execution %
Budget Lines 4111-4912	*	C (=A+B)	D	D/C	E	E/C
<b>Mena I Project (full lifecycle)</b>						
41 Human Resources	1 463 200.00	1 350 437.30	1 143 683.63	85%	1 143 683.63	85%
42 Travel	460 940.00	447 440.14	367 296.43	82%	367 296.43	82%
43 Equipment and supplies	10 500.00	9 500.00	9 288.00	98%	9 288.00	98%
44 Local office	16 000.00	11 600.00	5 734.36	49%	5 734.36	49%
45 Other costs, services	380 000.00	333 999.50	290 376.37	87%	290 376.37	87%
46 Other				N.A.		N.A.
47 Indirect costs	48 680.00			N.A.		N.A.
48 Provision for contingency reserve	111 184.00			N.A.		N.A.
49 Taxes				N.A.		N.A.
<b>GRAND TOTAL (MENA Project full lifecycle)</b>	<b>2 490 504.00</b>	<b>2 152 976.94</b>	<b>1 816 378.79</b>	<b>84%</b>	<b>1 816 378.79</b>	<b>84%</b>

**Title 5: R0 - External Assigned Revenue for Capacity building projects**

In 2017 CEPOL signed 2 agreements with different European Commission services (DG NEAR and EEAS respectively) for the implementation of two capacity-building actions, which commenced on 1 January 2018.

Financial Investigation In-Service Training Programme, Western Balkans 2017-2019 (CEPOL WB FI). The CEPOL WB FI action is being implemented with beneficiaries from the Western Balkans, namely Albania, Bosnia & Herzegovina, the Republic of North Macedonia, Kosovo, Montenegro and Serbia. The project aims at developing and sustaining the institutional capacity of the law enforcement agencies of the beneficiary countries in order to prevent, investigate and prosecute transnational organised crime and financing of terrorism. The total budget for this projects is € 2 500 000 and during 2018 CEPOL received the first instalment of € 1 217 051.

Overall Budget Implementation/Execution of the Financial investigation in-service training programme - Western Balkan	Total Budget of the project (full lifecycle)	Budget appropriations inscribed	Committed	Budget implementation %	Paid	Budget execution %
Budget Line 5200	B	C	D	D/C	E	E/C
<b>TOTAL:</b>	<b>2 500 000</b>	<b>1 217 051</b>	<b>1 185 028</b>	<b>97.4%</b>	<b>599 480</b>	<b>49.3%</b>

EU/MENA Counter-Terrorism Training Partnership 2018-2020 (CEPOL CT 2). The action operates with beneficiaries in the Middle East and North Africa, notably Algeria, Jordan, Lebanon, Morocco, Tunisia and Turkey, aiming to contribute to the international prevention of and fight against terrorism in the Middle East and North Africa. The total budget for this projects is € 6 444 698 and CEPOL received the first instalment of € 1 946 037.

Overall Budget Implementation/Execution of the EU-MENA CTT2 project	Total Budget of the project (full lifecycle)	Budget appropriations inscribed	Committed	Budget implementation %	Paid	Budget execution %
Budget Line 5100	B	C	D	D/C	E	E/C
<b>TOTAL:</b>	<b>6 444 698</b>	<b>1 946 037</b>	<b>1 880 439</b>	<b>96.6%</b>	<b>900 070</b>	<b>46.3%</b>

**2.3.3 Other financial and budgetary topics****Budget transfers**

In 2018, 6 internal transfers of the regular budget (C1 commitment and payment appropriations) were done in line with articles 27§1a, 27§1b, 27§3 and 28§1 of the CEPOL Financial Regulation.

One of them was combined with the inscription of the amendment budget in December 2018. These transfers aimed to align the initial budget distribution to the real budget needs. The first four transfers in 2018 were done within the same budget titles without the need to re-arrange the budgetary ratio between

# Consolidated Annual Activity Report (CAAR)

Document number: TE.REPO.001-3  
Approval date: 09/04/2019

Template



titles, while the final budget transfer of the year - after the budget amendment - resulted in a slight decrease in Title 2 budget while releasing € 4 318 to rearrange it for operational expenditure.

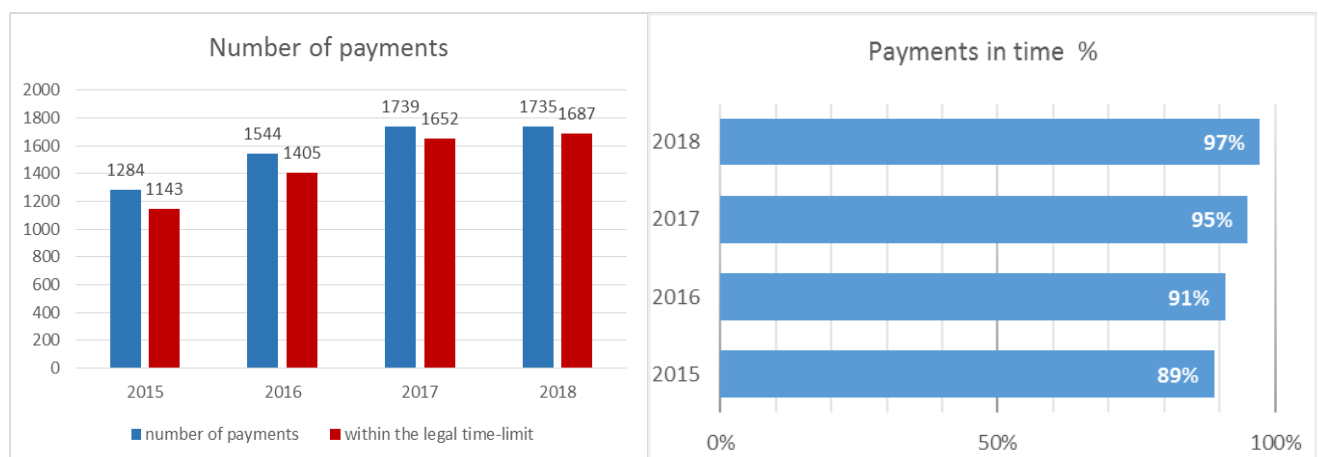
Budget Implementation/Execution Regular budget 2018 (C1)	Initial Budget	Budget Transfers CPL.8787	Budget Transfers CPL.8840	Budget Transfers CPL.8864	Budget Transfers CPL.8900	Budget Amendment CPL.8906	Budget Transfers CPL.8925	Summary of Budget Transfers/ Budget amendments	Final Budget
	A							B	C (=A+B)
<b>1 TITLE 1 Expenditure relating to persons working with CEPOL</b>									
11 Staff in active employment	3 239 000.00	- 40 000.00	- 184 215.32		30 215.32		- 8 475.69	- 202 475.69	3 036 524.31
12 Allowances and expenses on entering and leaving the service and on transfer (excl ENDS & other experts)	40 000.00	40 000.00	- 10 000.00		- 15 000.00		4 763.47	19 763.47	59 763.47
13 Missions and duty travel	40 000.00		- 10 000.00		1 500.00		1 000.00	- 7 500.00	32 500.00
14 Socio-Medical Infrastructure	371 000.00		101 449.96		- 20 949.96			80 500.00	451 500.00
15 Further training & language courses & retraining for staff	40 000.00		- 12 000.00		- 1 051.13	- 8 348.87	1 153.21	- 20 246.79	19 753.21
16 External services	185 000.00		114 765.36		2 285.77	11 348.87	759.01	129 159.01	314 159.01
17 Receptions and events	4 000.00					- 3 000.00	800.00	- 2 200.00	1 800.00
18 Social welfare	4 000.00				3 000.00			3 000.00	7 000.00
<b>1 TITLE 1 Expenditure relating to persons working with CEPOL</b>	<b>3 923 000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-0.00</b>	<b>0.00</b>	<b>3 923 000.00</b>
<b>2 TITLE 2 Buildings &amp; equipment and miscellaneous expenditure</b>									
20 Investments in immovable property & rental of buildings	28 000.00				- 3 500.00	- 2 403.79		- 5 903.79	22 096.21
21 Information and communication technology expenditure	285 000.00				23 730.45	223 783.95	- 4 399.00	243 115.40	528 115.40
22 Movable property and associated costs	11 500.00		3 532.00		- 8 230.45	- 1 765.00	80.89	- 6 382.56	5 117.44
23 Current administrative expenditure	50 000.00		- 3 532.00		- 8 000.00	- 1 392.16		- 12 924.16	37 075.84
24 Postal charges	8 000.00				- 4 000.00			- 4 000.00	4 000.00
<b>2 TITLE 2 Buildings &amp; equipment and miscellaneous expenditure</b>	<b>382 500.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>218,223.00</b>	<b>-4,318.11</b>	<b>213 904.89</b>	<b>596 404.89</b>
<b>3 TITLE 3 Operational Expenditure</b>									
30 Bodies and organs	195 000.00		- 45 000.00	- 1 037.78	- 11 070.00		- 9 418.60	- 66 526.38	128 473.62
31 Courses, Flight Schemes, E-Net	3 720 000.00	- 100 000.00	173 600.00	- 12 962.22	- 28 807.00	435 000.00	- 59 661.49	407 169.29	4 127 169.29
32 Other programme activities	736 220.00	100 000.00	- 144 124.00	4 000.00	8 600.00	379 238.80	14 517.29	362 232.09	1 098 452.09
33 Evaluation									
35 Missions	150 000.00		52 524.00	10 000.00		9 476.00	16 000.00	88 000.00	238 000.00
37 Other operational activities	110 000.00		- 37 000.00		31 277.00	158 062.20	42 880.91	195 220.11	305 220.11
<b>3 TITLE 3 Operational Expenditure</b>	<b>4 911 220.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-0.00</b>	<b>0.00</b>	<b>981,777.00</b>	<b>4,318.11</b>	<b>986 095.11</b>	<b>5 897 315.11</b>
<b>GRAND TOTAL</b>	<b>9 216 720.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-0.00</b>	<b>0.00</b>	<b>1,200,000.00</b>	<b>0.00</b>	<b>1 200 000.00</b>	<b>10 416 720.00</b>

## Recovery orders

At the end of December, there were 6 recovery orders (€ 3 018) not cashed or cleared in the accounting system. One is related to recovery of pre-financing and the other five are related to recovery of costs incurred due to cancellation of participation in CEPOL activities.

## Payment statistics

In 2018, CEPOL made a total of 1735 regular payments which means the same volume as in 2017. Thanks to the enhanced invoice/payment reporting and follow-up the "in time" performance has been continuously improved during the last years. In 2018, 97% of the payments were within the legal time limit.





95% of the payments were completed on time by the end of 2017, which represents a 4% improvement compared to the previous year. Taking into account that the number of payments has considerably increased (1 735 transactions, 12% more than in 2016 and 35% more than in 2015), this can be considered a very positive shift.

No interest has been paid on late payments.

More details on payment times per title and fund source are presented in Annex III (Table A3.2 and A3.3).

### Procurement

In 2018, the procurement function continued to provide support for the acquisition of goods and services necessary for the achievement of the Agency's objectives in an effective, efficient and compliant manner.

Overall 375 contracts were signed in 2018 (compared to the 327 signed in 2017) comprising:

- 26 framework contracts (one of which with multiple (4) contractors in cascade/reopening)
- 10 direct contracts
- 19 purchase orders
- 221 order forms under existing framework contracts (CEPOL and inter-institutional)
- 21 specific contracts under existing framework contracts (CEPOL and inter-institutional)
- 78 contracts for short-term experts under 3 calls for expression of interest

Information on procurement procedure types used is provided in the table below.

Type of procedure launched and finalised in 2018	Number of procedures (CEPOL and CEPOL Projects)	% of type of procedure on total number of procedures launched and finalised	Number of procedures in the context of CEPOL Projects
Open procurement procedure, out of which: - One resulted in the signing of a framework contract in cascade and with reopening of competition with multiple contractors - One divided in 3 lots, for which 2 lots were awarded in 2018 (in order to reflect the two contracts signed under the two different lots, the +1 is added to the total number of procedures)	5+1	1.60	3+1
Negotiated procedure with at least five candidates	4	1.07	2
Negotiated procedure with at least three candidates	4	1.07	2
Negotiated procedure with a single tender	39	10.40	19
Negotiated procedure without publication of a contract notice under Art. 134 (1)(e) RAP (increase of ceiling of FWC for services)	1	0.27	0
Negotiated procedure without publication of a contract notice under Art. 134 (1)(g) RAP (building contracts)	1	0.27	1
Order form in execution of existing framework contracts	221	58.93	50
Specific contract in execution of existing framework contracts	20	5.33	2
Specific contract in execution of existing framework contract following reopening of competition	1	0.27	0
Expert contract following a call for expression of interest	78	20.80	77
<b>TOTAL</b>	<b>375</b>	<b>100</b>	<b>157</b>

## 2.4 Human Resources (HR) Management

### Overall situation

In line with the budget as adopted by the Budgetary Authority and the Management Board, CEPOL's establishment plan 2018 contains 32 Temporary Agents (TA). The Management Board further allowed the Agency 18 Contract Agents (CA) – excluding posts for externally funded projects - and 4 SNE positions.

By the end of 2018, the agency had in post 32 Temporary Agents (including one on unpaid leave) and 30 Contract Agents, including 14 for projects funded by the FPI; in addition 5 SNE were in post (3 financed from CEPOL budget and 2 from FPI funded projects, Mena CT2 and Financial Investigations).

There were 4 resignations in 2018 due to new job opportunities. 1 staff member left due to non-renewal of the contract, 1 due to expiry of the contract (Executive Director) and 1 due to dismissal during probation period. Staff fluctuation is not as high as in earlier years, but still having a significant impact on the organisation, especially where resignations seem to concentrate on already under-resourced teams. Interim staff and SNEs have been contracted to fill in for staff absences and to cope with peak periods. The areas covered by the interim staff are: travel and mission arrangements, ICT, e-Learning, procurement, administrative assistant (please refer for further details to Annex V Table A5.4).

For expert level positions dealing with specialised training in different operational areas, CEPOL used SNEs to ensure business continuity and successful implementation of projects.

### Recruitment

In 2018 CEPOL published 7 vacancies for regulatory staff and, 3 for SNEs. CEPOL finalized the recruitments published in the Q4 2017, with 15 recruitment procedures, taking place during the first half of 2018. One of the 7 vacancies for regulatory staff published in 2018 was unsuccessful. Candidates did not pass interview/written test threshold.

Prior to publishing a vacancy CEPOL always reviews valid reserve lists, if any. For 2 positions, namely Communications Officer and Program Support Assistant, candidates on a reserve list declined the offer.

The 15 recruitment campaigns mentioned above attracted 590 applicants (313 applications for positions published in 2018).

CEPOL continues to receive a significant number of applications from Hungarian citizens (159 for the recruitment procedures mentioned above). From a statistical point of view this means that the likelihood for a job offer made to a Hungarian citizen increases, which leads over time to an over representation of Hungarians. This however does not impact on the quality of applications received and the Agency's ability to recruit suitable candidates.

### Benchmarking exercise

Outcome of the benchmarking exercise 2018 shows that 76% of the CEPOL's staff are involved in operational activities. This is an excellent ratio between operational and non-operational activities.

Details of the establishment plan 2018 and the results of the screening exercise compared to last year are available in Annex V (Table A5.1 and A5.2-5.3).

### Human Resources allocation

An overview of the actual against the planned allocation of human resources (expressed in Full Time Equivalent (FTE)) and budget, for the activities included in the Work Programme 2018 is provided in Annex VI.

No significant or unjustified deviations occurred. In case of operational activity 'project office' the significant increase in terms of used FTE and budget versus original allocation is due external projects which started in 2018.

## Staff Training

The 2018 Training Plan has been adopted by the management team. It has been done based on the Annual Appraisal Exercise 2017 and on corporate level needs.

CEPOL has organised the following horizontal trainings:

- Workshop on stress and burnout effect – 15 and 16 March 2018
- Ethics and integrity – 5 June 2018
- Fire protection training and First Aid – 16 October 2018
- Project Management Training (PM2) – 28-30 May 2018 and 11-12 June 2018
- Project Management Training (PM2) – done with EIT agency 17 – 19 October and 20-21 November 2018
- Online language training – throughout the year – subscriptions January, April, July and October 2018

## Implementing Rules on the Staff Regulations

CEPOL is closely following all developments with regards to the Implementing Rules on the Staff Regulations, in order to be able to prepare MB decisions on the application or the request for deviation or opt out in a timely manner.

In the course of 2018, the following Decisions on Implementing Rules have been approved by the Management Board:

- Temporary Occupation of management posts.
- Guide to missions and authorised travel
- Learning and development
- Extension and removal of the Executive Director
- Appointment of a reporting panel for completing the probationary period assessment of the Executive Director
- Outside activities of staff members
- Role of adviser

The afore-mentioned decisions are available on CEPOL's website in line with the standard practice of the Agency. It is noted that the Decision of the Management Board on the selection and the appointment of the Executive Director of CEPOL has also been the outcome of a consultation process with the Commission under the mechanism described in Article 110 of the Staff Regulations.

Finally, as part of an exercise addressed to all the Agencies, CEPOL provided to DG HR in November 2018, detailed feedback regarding the state of play of the Implementing Rules in the Agency.

## Data Protection

CEPOL is committed to collect and use personal data in a responsible way by complying with the applicable data protection legislation.

In 2018, the Agency focused on actions to ensure its preparedness for the entry into force of the new data protection rules for the EU institutions, bodies and agencies (the so-called EU GDPR). This entailed the finalisation of templates, and the preparation of technical features in e-Net to guarantee that the users would be able to efficiently exercise their data subject rights. The DPO put specific effort in raising awareness across the organisation on the implications of the EU-GDPR.

## 2.5 Assessment by Management

This section outlines and assesses the internal sources of assurance that support the management's assessment. At the management level, the Agency relies on a set of mechanisms that allow to monitor the Agency's performance and compliance to established procedures and plans.

In 2011 CEPOL adopted the 16 internal control standards<sup>23</sup> (ICS) which provide generic management principles and set out the minimum requirements for internal control of all business activities throughout the Agency.

Since then, a follow-up on assessing and reporting on the implementation of internal control standards is implemented every year, the results being reported in the Consolidated Annual Activity Report ( please refer to Part III. Assessment of the effectiveness of the internal control systems, point 3.2 Compliance and effectiveness of internal control).

During 2018 CEPOL continued to apply the 16 internal control standards, while in November 2018, Management Board adopted Decision 26/2018/MB on the revised CEPOL's Internal Control Framework (ICF), which is largely based on the European Commission's Internal Control Framework, with limited adjustments to CEPOL context. CEPOL will define the indicators to be used for assessing the implementation of the new ICF, which is applicable starting 2019.

Beside the internal control standards, CEPOL is following the Quality Management System Standard ISO 9001:2015. The continuous improvement of processes and procedures is embedded in CEPOL's Quality Management System, which was scrutinised via regular surveillance audits by an independent auditor, with no non-conformities revealed.

CEPOL is fully compliant with ICS # 9 Management supervision. In accordance with the standard requirements, CEPOL adopted and implements the following documentation and practices: risk register, regular review meetings (e.g. Management Coordination Meetings, Management Board meetings), regular reports (e.g. Core Business/Corporate Services Monthly Reports, Agency's Progress Reports including reporting on performance indicators and audit recommendations, weekly/monthly budget implementation reports) and individual activity reports.

In accordance with ISO 9001:2015 requirements, a Management Review meeting takes places twice per year to review the organisation's quality management system, at planned intervals, to ensure its continuing suitability, adequacy, effectiveness and alignment with the strategic direction of the organisation.

To ensure systematic approach, CEPOL established the 'Central Repository of Improvement Actions for Management Review' to accommodate and follow-up on improvement measures coming from various sources.

In 2018 CEPOL continued to strengthen and update the documentation of its processes based on the business needs, new regulatory framework and internal/external/quality audits and ex post control recommendations. Under support processes, one of the most important developments is the procedure for budget planning and monitoring. Mission claim form has been aligned to the new Mission Guidelines (Decision of the Management Board 13/2018/MB).

With regards to operational processes, the quality documents related to implementation of CEPOL Exchange Programme and Residential Activities have been fully updated and reviewed in accordance with the latest regulatory changes.

A process description for the online training services provided by CEPOL (E-Learning Management) has been drafted and moreover, following being subject to the quality surveillance audit in January 2019, the management system for online courses, modules and webinars has been certified as being complaint with ISO 9001:2015 standard requirements. Thus, the certificate originally dated 2nd February 2017, was re-issued on 4th February 2019 with an extended scope: 'Management of the Law Enforcement Residential Activities, Exchange Programme and Online Courses, Modules and Webinars: support, develop, implement and coordinate training for law enforcement officials'.

CEPOL implements delegation of authority via Executive Director's decision on financial workflow, which is amended on continual basis, whenever changes occur in the staff having a role in the financial circuit.

<sup>23</sup>GB Decision 10/2014/GB amending the 'GB Decision 8/2011/GB adopting the European Police College's internal control standards'

The financial workflow implemented in CEPOL follows the four eyes principle. Each financial transaction needs to be verified after initiation and before it is authorised. The implementation of *ex-ante* controls (verifications in the financial circuits, exceptions recording) covering 100% of the Agency's budget, remains the primary means of ensuring sound financial management and legality and regularity of transactions.

In line with the provisions of ICS # 8 'Processes and procedures' CEPOL implements a process for registration and authorisation of exceptions. Every year, the exceptions registered are analysed to identify specific areas of concern and relevant improvement actions. In addition, they enable the management team to handle exceptional circumstances with a reasonable degree of flexibility and in a transparent and justified way.

CEPOL management adopts on an annual basis an internal control plan based on which ex post controls are conducted within the agency, as well as at the level of the grant beneficiaries, to check that transactions are in compliance with rules and regulations, as well as respect of the principle of sound financial management.

At the Management Board meetings, the Executive Director regularly reports about the Agency's achievements and the progress on the activities and planned outputs, results of the evaluations, outcome of the internal and external audits carried out at the Agency and the implementation of the Agency's anti-fraud strategy.

In 2018 no significant control issue emerged during the implementation of the Work programme that needed to be discussed with the Management Board.

### 2.5.1 Transparency, accountability and integrity

This section is developed in accordance with point 10 in the observations and comments made by the Discharge Authority on 28 April 2016 regarding implementation of the budget for the financial year 2014 (2015/2180(DEC)), stating that: *the annual reports of CEPOL could play an important role in compliance regarding transparency, accountability and integrity; calls on CEPOL to include a standard chapter on these components in its annual report;*

CEPOL is an EU agency dedicated to providing training and learning opportunities to senior police officers on issues vital to the security of the European Union and its citizens.

The partners and stakeholders with whom CEPOL cooperates towards achievement of its objectives are represented by bodies of the European Union in the field of law enforcement and other related areas, as well training bodies in Europe. A significant role is played by the national police training colleges – which through framework partnership agreements - implement activities from CEPOL's Work Programme.

CEPOL conducts its operations in compliance with the applicable rules and regulations, working in an open and transparent manner, and meeting the expected high level of professional and ethical standards.

It has in place measures to ensure legality and regularity of the Agency's underlying transactions, including comprehensive ex-ante verification, targeted ex-post controls and specific measures to prevent and detect fraud and conflict of interest.

In order to support the ethical and organisational values, CEPOL adopted and implements the following documentation: Code of Conduct, Policy on Management of Conflict of Interest (Decision 32/2014/GB), Policy on identification and management of sensitive functions (Decision 34/2014/GB), Fraud Response Plan, Staff Induction Plan.

In 2018 CEPOL has drafted the guidelines on whistleblowing which were adopted by Management Board early 2019 (03/2019/MB). Moreover, in line with Article 22c of the Staff Regulations, CEPOL adopted in 2019 a work instruction on handling of complaints under Article 90(2), requests for assistance under Article 24, as well as complaints under 22c of the Staff Regulations and other grievances. At the same time a complaint form was put in place so that staff across the Agency can fill in to file a complaint or grievance.

The objective of the renewed CEPOL Anti-fraud Strategy adopted by the Management Board via Decision 33/2017/GB is to 'Maintain a high level of ethics and fraud awareness within the Agency'. In this context,



CEPOL schedules regular refresher training session on ethics and integrity for all staff. MB members, staff members, SNEs, interims, have all signed a declaration of conflict of interest. Interim staff signed also a declaration of confidentiality. Every staff member is asked to produce a certificate of good conduct or lack of criminal record before taking up duty.

As provided in CEPOL's Financial Regulation (chapter 7, art.82), CEPOL has an internal audit function which is performed in compliance with the relevant international standards, by the Commissions' internal auditor, represented by the Internal Audit Service (IAS). The internal auditor advises CEPOL on dealing with risks, by issuing independent opinions on the quality of management and control systems and by issuing recommendations for improving the conditions of implementation of operations and promoting sound financial management.

By undergoing regular audits, CEPOL ensures ongoing improvement and is transparent to its stakeholders and end users.

Annual audits implemented by the external auditor (European Court of Auditors), also allows the Agency to demonstrate that it has an effective internal control and management system.

The Agency has systematically examined the observations and recommendations issued by internal auditors, the European Court of Auditors and the European Parliament. On this basis, it took actions as appropriate.

In 2018 CEPOL has addressed all IAS pending recommendations which were confirmed closed by the auditors.

No audit recommendations having a critical nature or impacting on the legality and regularity of transactions were formulated by the internal/external auditors in the past six years.

An Internal Audit Panel (IAP) was established by Decision 37/2010/GB<sup>24</sup> to assist Management Board in matters regarding the audit process, the system of internal control and the financial reporting process. Since then, a number of positive developments took place, therefore the mandate of the IAP was updated by MB Decision 01/2019/MB in order to avoid overlaps in audit assignments and increase efficiency in use of resources. As confirmed by the internal and external auditors, CEPOL has a stable and functional internal control system, therefore the frequency of visits and way of operating of the Internal Audit Panel was also reconsidered in the light of the currently low risk profile of the Agency. Under these circumstances, Management Board decided to temporarily suspend the Audit Panel, following to be re-activated in case the risk assessment justifies enforcing additional audits.

During 2018, OLAF did not initiate any cases that concern the Agency's activity, however in 2017 CEPOL asked for support with regards to one case of external fraud suspicion, which is not yet confirmed but currently under investigation.

### 2.5.1 Management review of the exceptions' register for 2018

The 2018 report on exceptions confirms that CEPOL's internal control system is well functioning, non-compliance events are detected and mitigated with corrective and preventive actions.

In 2018 a total of 38 exceptions were raised (vs 37 exceptions in 2017) in value of €57 285 (vs €154 870 in 2017), therefore the financial impact significantly decreased in comparison to the last year. There was no exception exceeding the ceiling limit (€25,000) requiring approval by the Authorizing Officer.

None of the non-compliance or justified deviation events involved any significant financial loss or systematic weakness within the existing controls. The Court of Auditors examined the exceptions during their audits and raised no observations.

As in the previous year, the most common occurring non-compliance event, remains the 'a posteriori' budgetary commitment, having also the highest financial impact (€41,336 representing 76%) in the total reported exceptions. While no financial loss is involved, it is however noted that in 2017 the related financial

<sup>24</sup> replaced by Decision 27/2012/GB



impact was €118,692, therefore the significant decrease in value may indicate improvement in monitoring of budget implementation, across all CEPOL processes.

## 2.5.2 Ex post controls

CEPOL implements ex post controls in accordance with Article 46 of the CEPOL Financial Regulation, stating that the Authorising Officer may put in place ex post controls to verify operations already approved following ex ante controls. Such controls are organised on a sample basis according to risk. The ex post controls are carried out on the basis of documents and, where appropriate, on the spot.

The ex post controls shall verify that operations financed by the budget of CEPOL are correctly implemented and in particular that the criteria referred to in FR Article 45(4) are complied with.

The Internal Control Plan 2018 was approved by the Executive Director in February 2018. In total 7 ex post controls were scheduled (7 originally planned, 1 ad hoc requested). The areas subject to control were: internal control and ISO 9001:2015 standards, procurement, grant agreements, budget planning and payment of fees to the short term experts contracted for external projects.

The internal control plan was achieved with no significant weaknesses identified in the Agency's and Framework Partners' internal control system, resulting in a positive assurance to the Executive Director with regards to the legality and regularity of transactions. The results of the ex post controls did not reveal any amounts to be recovered.

Remarks were made to further improve processes and working practices used to develop annual budgets, in order to ensure the process is traceable, transparent and to facilitate budget monitoring by the responsible officers. Recommendations were also made for supporting the Agency to continue its progress in further increasing compliance with the adopted internal control standards.

The internal quality audit on ISO 9001:2015 standards was implemented with the help of a Special Adviser on Quality Assurance from EMSA<sup>25</sup>, who volunteered to assist CEPOL following a call for assistance launched with the Performance Development Network of the EU Agencies. Following the quality audit, it was recommended to perform a revision of all quality documents dated before 2016 to update and align them to the formal starting date of the quality management system.

## 2.6 Budget implementation tasks entrusted to other services and entities

N/A

## 2.7 Audit results during the reporting year and follow-up of recommendations and action plans

### 2.7.1 Internal Audit Service

In accordance with the Strategic Audit Plan 2016-2018, the IAS implemented in 2018 an audit on 'Training Implementation, Knowledge Sharing and Monitoring of Results'. The draft report is currently awaited.

With regards to past year audits, in 2016, IAS audited CEPOL on "*Training Needs Assessment, Planning and Budgeting*" focusing on the core business activities. The objective of the audit was to assess the adequacy of the design and the efficiency and effectiveness of the management and control systems set up by CEPOL for the needs assessment, planning and budgeting of its training activities.

While the audit did not result in the identification of any critical or very important issues, the IAS recommended that, by building on improvements already achieved, CEPOL should further address the following areas: utilisation of the JHA Training Matrix; training needs assessment survey methodology; formulating objectives and performance indicators; budget planning methodology. All IAS recommendations have been fully addressed and recommended closed following the desk review implemented by the IAS auditors during early 2019.

<sup>25</sup> European Maritime Safety Agency

With regards to the action plan in response to the risk areas identified in the IAS Strategic Audit Plan 2015-2017, some actions are still to be addressed to achieve formalization of related processes (IT Security and IT Back-up Policy).

## 2.7.2 European Court of Auditors (ECA)

The European Court of Auditor's opinion on legality and regularity of transactions as well as reliability of annual accounts for the financial year 2018 is not available yet, however the preliminary findings received so far do not raise any major concerns.

The audit of financial year 2017 has been completed in 2018, with the following positive opinions:

### *Opinion on the reliability of the accounts*

In our opinion, the accounts of the Agency for the year ended 31 December 2017 present fairly, in all material respects, the financial position of the Agency at 31 December 2017, the results of its operations, its cash flows, and the changes in net assets for the year then ended, in accordance with its Financial Regulation and with accounting rules adopted by the Commission's accounting officer. These are based on internationally accepted accounting standards for the public sector.

### *Legality and regularity of the transactions underlying the accounts*

In our opinion, revenue and payments underlying the accounts for the year ended 31 December 2017 are legal and regular in all material respects.

The final report on the annual accounts of CEPOL for the financial year 2017 provides no critical findings, with the following observations, including CEPOL reply and follow-up actions:

## OBSERVATIONS ON THE RELIABILITY OF THE ACCOUNTS

### ECA observation 1:

*In the course of this year's audit of all EU agencies, we did an analysis of the accounting environments, including the aspect of the timely (re-)validation of accounting systems. The Agency delegated its accounting function to the Commission's Accounting Officer in 2014. In 2014, the Agency was also relocated and in 2016 its mandate was redefined. While these events caused modifications to the Agency's procedures, the accounting system has not been re-validated since 2013.*

### CEPOL reply to observation 1:

CEPOL agrees with the observation of the Court. In 2014 CEPOL outsourced its accounting services to the European Commission, therefore the EC Accounting Officer (within DG Budget) provides all services required by Articles 50 of the Framework Financial Regulation applicable to Agencies, including validation of local systems.

By end of 2018 DG Budget has carried out the evaluation of the local financial systems set up in CEPOL as provided in Article 50 (e) of the Financial Rules of CEPOL. The evaluation has not identified any weaknesses on the internal control systems which would have a material impact on the accuracy, completeness and timeliness of the information required to draft the annual accounts and produce reliable reporting. On the basis of the available evidence, the report concluded that the internal control systems are working as intended. The accounting systems implemented in CEPOL were therefore validated.

## OBSERVATIONS ON SOUND FINANCIAL MANAGEMENT AND ON PERFORMANCE

### ECA observation 2:

*In December 2016 the Agency signed a four-year framework contract of 1,6 million euros for the provision of temporary staff with one economic operator. The only competitive criterion for the procurement procedure was price. A framework contract with multiple suppliers selected on the base of price and quality criteria would have been preferable to support the timely delivery of high quality services.*

### CEPOL reply to observation 2:

The Agency has taken note of the Court's comments although not sharing the same opinion. The quality criteria were embedded in the technical specifications and tenderers not confirming their ability to comply with them were to be disqualified. The choice to award a single framework contract is based on prior experience and specificities of the national labour market. Nevertheless, CEPOL will give due consideration to the Court's recommendations for future procurements, as applicable.

## ECA observation 3:

*On 29 March 2017 the United Kingdom notified the European Council of its decision to withdraw from the European Union (Brexit). The Agency did not carry out any analysis of the likely Brexit impact on its organisation, operations and accounts, as most of the other agencies did.*

## CEPOL reply to observation 3:

The Agency has taken note of the Court's comments. BREXIT has been discussed in management meetings; the discussions in NAPO (inter-agency network for Procurement Officers) and IALN (inter-agency legal network) as well as the communications received from the Commission were followed closely. The risks for CEPOL were assessed as limited, and formally documented later on in the risk register 2019.

## ECA observation 4:

*The Agency publishes vacancy notices on its own website and in social media, but not on the website of the European Personnel Selection Office (EPSO), which would increase transparency, publicity and allow citizens to identify vacancies published by the different European Institutions and agencies collectively.*

## CEPOL reply to observation 4:

The Agency has taken note of the Court's comments. The estimated costs of translation of vacancy notices in all EU languages, as required for publication on the EPSO website, is considered to be too high in relation to expected benefits. As from 2018, CEPOL publishes all vacancies also on the interagency job board that has been developed by the EU Agencies Network.

## ECA observation 5:

*According to their Framework Financial Regulation, agencies should introduce a single solution for the electronic exchange and storage of information with third parties participating in public procurement procedures (e-procurement)<sup>26,27</sup>. As the same requirement exists for all EU Institutions, the Commission is developing a comprehensive IT solution covering all phases of public procurement procedures. The Commission launched tools for electronic invoicing in 2010 (e-invoicing), for the electronic publication of documents related to contract notices in the EU Official Journal in 2011 (e-tendering) and for the electronic submission of tenders in 2015 (e-submission). By the end of 2017 the Agency had introduced e-invoicing and e-tendering, but not e-submission.*

## CEPOL reply to observation 5:

The Agency has taken note of the Court's comments and confirms progress is made in cooperation with DG DIGIT to introduce e-submission.

## ECA observation 6:

*In 2017, the Commission's Internal Audit Service issued an audit report on "Needs assessment, Planning and Budgeting of Training activities" at CEPOL. The Agency prepared an action plan to address potential areas for improvement.*

## CEPOL reply to observation 6:

The Agency confirms full progress was achieved towards implementation of the action plan, to date all 4 recommendations were assessed as implemented by the Internal Audit Service.

## ECA follow-up of previous years' observations:

*There is a high staff turnover which may impact business continuity and the Agency's ability to implement the activities foreseen in its work programme. In 2016, 11 staff members left the Agency, while 21 were recruited. The low number of applications, particularly from Member States other than the host state, puts at risk the Agency's ability to recruit suitable candidates. Between 2013 and 2016 staff from the host state increased from 1 to 16, representing 31 % of total staff in 2016. Possible reasons for the limited number of applications from other Member States are the salary correction coefficient applied for the host state (69 %) and competition with another EU body located in Budapest.*

<sup>26</sup> Commission Delegated Regulation (EU) No 1271/2013 of 30 September 2013 on the framework financial regulation for the bodies referred to in Article 208 of Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council, Article 79 e-Government (OJ L 328, 7.12.2013, p. 42).

<sup>27</sup> Regulation (EU, Euratom) No 966/2012, Article 95(2) e-Government.

CEPOL reply to follow-up of previous years' observations:

In 2017 the staff turnover kept its high trend, therefore CEPOL continued to implement staff retention and business continuity measures. CEPOL planned regular monitoring of anticipated HR turnover and timely publication of vacancy announcements. The Agency used a number of interim staff and SNEs to fill in for staff absence, until recruitment of statutory staff was completed.

### 2.7.3 Internal Audit Panel

During the two annual visits, no critical remarks were made with regards to the legality and regularity of operations. The Audit Panel made the following remarks in their annual report:

- in case of CEPOL Exchange Programme it is recommended to implement an ex post evaluation, in order to ascertain the benefits received by the sending organization and to give assurance on the implementation of the cascading plan;
- develop an internal procedure for budget planning;
- in order to reduce the administrative burden, as well as the level of budget underspending at the level of Framework Partners implementing grant agreements, CEPOL's Management together with the Management Board, should re-think the existing procedure of grant agreements and possibly establish a different way of assigning the courses organized by Framework Partners. The business model applied by CEPOL when organizing courses in Budapest (where logistic arrangements such as travel, hotels, and meals are outsourced to a travel agency or booked directly by CEPOL via commercial service providers) could be extended to the courses implemented by the Framework Partners, to replace the present complex and lengthy grant agreement procedure.

CEPOL has addressed the first 2 recommendations and is assessing various options to reduce administrative burden in case of grant agreements, however this can only be done within the limits imposed by the financial regulations.

### 2.7.4 ISO 9001:2015 quality audit

In February 2017, 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 CEPOL's Management System is audited each year to ensure that compliance with internationally recognised quality management standard ISO 9001:2015 is being maintained.

Based on the positive results of surveillance audits implemented in 2018, as well as beginning 2019, CEPOL maintained its certification and obtained extended scope of certification to new operational processes under E-learning services<sup>28</sup>.

## 2.8 Follow-up of observations from the Budgetary Authority

CEPOL received the EP Discharge Decision for Financial Year 2016<sup>29</sup>. Status and detailed information on the measures taken by CEPOL in the light of observations and comments made by the European Parliament in decision of 18 April 2018 on discharge in respect of the implementation of the budget of the European Union Agency for Law Enforcement Training (before 1 July 2016: European Police College) (CEPOL) for the financial year 2016 (2017/2163(DEC)) is provided in Annex VII A.

## Part II. (b) External Evaluations

The Five Year External Evaluation of CEPOL (2011-2015) was completed by the external evaluator in January 2016. This assignment provided the Governing Board with conclusions on the relevance, efficiency, effectiveness, coherence, impact, utility and added value of the Agency.

The external evaluator has assessed the Agency as being efficient. 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 was also put forward by this study.

<sup>28</sup> Online Courses, Modules and Webinars

<sup>29</sup> P8\_TA-PROV(2018)0138 Discharge 2016: EU Agency for Law Enforcement Training (CEPOL)

CEPOL's five-year evaluation report was adopted by the 35th Governing Board<sup>30</sup> in The Hague and incorporated 17 recommendations, covering five areas, regarding CEPOL's structure and working practices.

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

Overall, since the adoption of the action plan: 24 activities have been completed, 3 activities are still ongoing in relation to further development of E-net, 4 activities are no longer considered relevant, and 1 activity has been put on hold.

## **Part III. Assessment of the effectiveness of the internal control systems**

### **3.1 Risk Management**

CEPOL implements risk assessment as part of the annual programming cycle. For each of the risks identified, mitigating action(s), action owners and deadlines for these actions are agreed and recorded on the risk register. Risks considered 'critical' from an overall CEPOL's perspective are indicated in the Single Programming Document/Work Programme and followed-up in the Consolidated Annual Activity Report.

The following main risks were considered as having a high likelihood of occurrence and significant impact on the agency's activities:

1. Discrepancy between enhanced mandate and available resources; CEPOL lacks the human resources to fulfil its tasks

On 25 November 2015 the new CEPOL Regulation has been adopted by the legislative authorities; as from 1 July 2016 it is applied. The new Regulation sets ambitious goals for the agency, including new tasks.

This risk has been identified since 2016 but it is considered still active, until the resources are fully aligned with the new mandate expectations. In the meantime, CEPOL applied prioritisation of tasks, management of stakeholder's expectations, providing for support staff (Contract Agents/interim staff) and requested additional resources from the Budgetary Authority.

2. High staff turnover putting at risk the business continuity

In 2018 the staff turnover was still relatively high, therefore CEPOL continued to implement staff retention and business continuity measures. The Agency used a number of interim staff and SNEs to fill in for staff absence, until recruitment of statutory staff was completed and continued reclassification of staff and functions, maintaining the social arrangement (e.g. schooling for staff's children), teleworking and flexitime arrangements.

3. CEPOL Knowledge Centre fail to achieve their objectives

In 2017 CEPOL established in cooperation with its network two Centres of Knowledge (CKC) as pilot projects towards new business model of implementing courses, via multiannual direct awards granted to consortia. The project aims to increase efficiency by encouraging multiannual ownership and reducing administrative burden generated by annual grants procedure. The results of the external evaluation are awaited; alternative business models for implementing courses to be considered pending on the evaluation results.

### **3.2 Compliance and effectiveness of internal control**

CEPOL is fully compliant with 13 standards (ICS #1 'Mission', ICS #2 'Ethical and organisational values', ICS # 3 'Staff allocation and mobility', ICS # 4 'Staff evaluation and development', ICS # 5 'Objective and performance indicators', ICS # 6 'Risk management process', ICS # 7 Operational structure, ICS # 8 Processes and procedures, ICS # 9 'Management supervision', ICS # 13 Accounting and financial

<sup>30</sup> Decision 11/2016/GB of the Governing Board of the European Police College adopting the Five-Year External Evaluation of the European Police College. Adopted by the Governing Board on 24 May 2016



reporting, ICS # 14 'Evaluation activities', ICS # 15 'Assessment of internal control systems', ICS #16 'Internal Audit').

Achievement of 2 standards is depending on further developments in the ICT area: ICS #10 'Business continuity' (ICT Backup Policy), ICS# 12 'Information and communication' (Information System Security Policy). Due to limited staff capacity, high workload and urgent daily tasks in the ICT unit, these standards are re-prioritised to be achieved by end of 2019.

Achievement of ICS # 11 'Document management' is pending on finalising and implementing the Draft Information Management Strategy; also the Agency initiated a project aiming to introduce an electronic document management system; both actions are on hold due to limited budget and human resources capacity to manage the project.

The updated overall situation following the assessment of compliance with the 16 ICS is presented in the table below:

Internal Control Standard (ICS)	Fully Compliant	Partially Compliant	Not Compliant
ICS 1 Mission	X		
ICS 2 Ethical and Organisational values	X		
ICS 3 Staff allocation and mobility	X		
ICS 4 Staff evaluation and development	X		
ICS 5 Objective and performance indicators	X		
ICS 6 Risk management process	X		
ICS 7 Operational structure	X		
ICS 8 Processes and procedures	X		
ICS 9 Management supervision	X		
ICS 10 Business continuity		X	
ICS 11 Document management		X	
ICS 12 Information and communication		X	
ICS 13 Accounting and financial reporting	X		
ICS 14 Evaluation activities	X		
ICS 15 Assessment of internal control systems	X		
ICS 16 Internal Audit <sup>31</sup>	X		

## Conclusion

In 2018 the Agency continued to complement and strengthen its existing tools and procedures to better manage, control and monitor the achievement of strategic objectives, planned activities and key performance indicators, as well as the efficient use of human and financial resources.

Considering the results indicated by the internal assessment on implementation of internal control standards, register of exceptions, ex post controls, risk assessment and audit findings (IAS, ECA, Audit Panel), the management has reasonable assurance that, overall, suitable controls are in place and working effectively; risks are being appropriately monitored and mitigated; and necessary improvements and reinforcements are being implemented.

Moreover, CEPOL is certified in accordance with the Quality Management System Standard ISO 9001:2015 since February 2017. The annual surveillance audits implemented by the external auditor resulted in a positive opinion, with no non-conformities identified.

<sup>31</sup> CEPOL relies on the internal audit capability provided by the Internal Audit Service



## Part IV. Management Assurance

### 4.1 Review of the elements supporting assurance

The information reported in Parts II and III stems from the results of management and auditor monitoring contained in the reports listed. These reports result from a systematic analysis of the evidence available. This approach provided sufficient guarantees of the completeness and reliability of the information reported and results in a complete coverage of the budget managed by the Agency.

In conclusion:

- there were no reservations listed in the previous years' annual activity reports
- all IAS recommendations were considered adequately implemented and have been closed
- ECA's preliminary findings on legality and regularity of the transactions 2018 do not refer to any critical issues
- observations from the European Parliament have been considered.

### 4.2 Reservations and overall conclusions on assurance

Taking the above into consideration, no critical weaknesses were identified related to the financial management of appropriations inside the Agency, so no reservations are made in this context in the declaration below.

## Part V. Declaration of Assurance

I, the undersigned, Executive Director of the European Union Agency for Law Enforcement Training (CEPOL),

In my capacity as Authorising Officer,

Declare that the information contained in this report gives a true and fair view.

I state that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment, ex-post controls, the observations of the Internal Audit Service and the lessons learnt from the reports of the Court of Auditors for years prior to the year of this declaration.

I confirm that I am not aware of anything not reported here which could harm the interests of CEPOL.

Done at Budapest, on 09/04/2019

<Signature on file>

Detlef Schroeder  
CEPOL Executive Director

## Statement of the Internal Control and Quality Management Officer

I, the undersigned,

In my capacity as Internal Control and Quality Management Officer

Acting in line with the ICS # 15 'Assessment of internal control systems', I have reported my advice and recommendations to the Executive Director on the overall state of internal control system of CEPOL and that the best of my knowledge the information on management and internal control systems provided in the Consolidated Annual Activity Report 2018 is accurate and exhaustive.

Done at Budapest, on 09/04/2019

<Signature on file>

Luminita Moldovan  
Internal Control and Quality Management Officer

## ANNEXES

## Annex I. Details on CEPOL Training tools

In 2018 CEPOL continued selecting its learning and training themes from the relevant EU policy instruments taking into account the Member States opinion on topic prioritisation and outcomes of the EU-STNA and OTNA results. All CEPOL activities are designed to facilitate the sharing of knowledge and best practices, and to help developing a common European law enforcement culture.

Thematic portfolios are applying varied training and learning tools, often in a blended manner:

- Residential activities
- Online activities
- CEPOL Exchange Programme

Below is a short overview of the use of these tools:

### Education and training activities (residential)

In 2018 CEPOL planned to implement 103 residential activities, delivered 103 (105 in 2017).

Residential activities were represented in the following categories:

- Serious crime and counter terrorism
  - o EU Policy Cycle – Council's priorities in the fight against serious and organised crime 2014-2017 (42 residential activities)
  - o Counter terrorism (10 residential activities)
- Public order – policing of major events (1 residential activity)
- Planning and command of Union missions (9 residential activities)
- Leadership, language development, train the trainers (7 residential activities)
- Law enforcement cooperation and information exchange (10 residential activities);
- Specific areas and instruments (19 residential activities)
- Fundamental Rights; (3 activities);
- Research and prevention (2 activities)

The overall satisfaction with CEPOL activities remains high, for 2018 it was **95%** for residential courses (in 2017 it was also **95%**), whereby there were **3 062** residential participants in 2018 (**3 383** in 2017).

### Grants

Residential activities continued to be implemented via grants mechanism, however the trend of a shared responsibility for implementation between CEPOL and the Framework Partners continued – alongside with grants (59 activities + 2 carry over activity with “direct grants”), CEPOL implemented 26 activities (in cooperation with other agencies - 8 activities, by CEPOL - 18 activities). Further 16 activities have been implemented by the two (CSDP and CT) CEPOL Knowledge Centres.

As planned, there was one Call for Applications for 2018 activities, and resulted in signature of **50** grant agreements for the implementation of **60** activities. One granted activity has been cancelled due to the unforeseen circumstances. Out of the 60 Framework Partners 40 applied to implement activities via the grant system.

The average time taken to notify the applicants on the grant decisions is two months from the deadline for submitting applications. From the moment of notifying the applicants on the grant decision, the average time taken to sign the grant agreement by both parties, is one month.

## Online training<sup>32</sup>

Online training and learning solutions are ideal to cater for larger audiences and it accounts to over 80% of CEPOL training outreach; Online training offers webinars, online modules allowing self-paced learning and online courses. The latter is relatively new tool, which is used to reinforce training availability on specialist topics. 2018 online courses were fully integrated into the training portfolios; these courses were built on the content of residential activities thus making the content more accessible.

2018 CEPOL e-Learning overview	N users
98 Webinars	15415
36 Online modules	8570
4 Online Courses	141
1 Virtual Training Center on IPR	443
2 Webinar series	319
<b>Total</b>	<b>24 888</b>

Satisfaction with CEPOL online training is high in average 94% of satisfaction with webinars, 84% with online courses.

## CEPOL Exchange Programme

The current Erasmus-style CEPOL Exchange Programme (CEP) was established by Council Conclusions in 2010<sup>33</sup>. The Council tasked CEPOL to implement the CEP and envisioned additional EUR 5M for its implementation. Although it was a new task, no additional resources were given to the agency; hence CEPOL has been implementing the CEP using its core budget.

Of key achievements in 2018 the following shall be noted. The programme was further defined to better reflect requirements deriving from the EU Policy Cycle priorities as well as requests from Member States. Thematic areas of study were better synchronised with CEPOL's overall training portfolio, enabling the Exchange Programme to complement CEPOL's other training options, contributing to the agency's multi-layered approach to learning.

The programme was also enhanced to encompass exchange opportunities related to border and coast guard tasks in close cooperation with Frontex, a cooperation which is set to progress further in 2019.

CEPOL has for some time been working towards achieving an ISO certification. The aim being to achieve consistency in the agency's management, improve internal processes and fulfil legal and regulatory obligations. One of these processes was the one related to the Exchange Programme, thus the Exchange Programme management together with the relevant quality documents were thoroughly evaluated last year followed by a final audit. As a result of the audit the CEPOL Exchange Programme was awarded the international certification together with the entitlement to use the ISO 9001:2015 logo in its procedures. 2018 was the first year of full implementation and utilisation of our ISO documentation throughout the full Exchange Programme.

With the launch of the Pilot CEPOL-Frontex Joint Exchange Programme a larger network was targeted, and the tendency of elevated number of quality applications continued. The National Exchange Coordinators submitted 833 nominations from various law enforcement organisations covering all topics and all segments of the programme. According to the CEPOL Work Programme we had in force target numbers for thematic areas requiring us to reach a total of 374 exchanges.

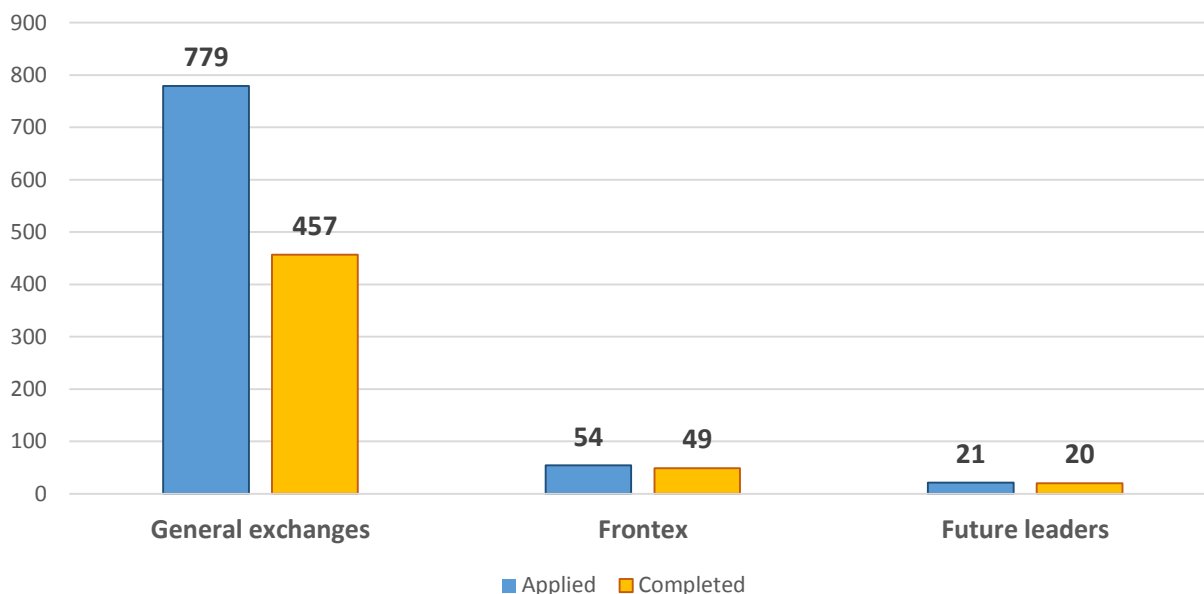
We successfully implemented a total of 526 exchanges thereby having an implementation percentage of 141%. The CEPOL-Frontex Joint Exchange Programme fully funded by Frontex succeeded in implementing a total of 49 exchanges.

<sup>32</sup> Detailed information can be found under Objective 2.C

<sup>33</sup> Conclusion of the Council of European Union of 13 April 2010 on the exchange programme for police officers inspired by Erasmus, 8309/1/10 REV 1 ENFOPOL 93

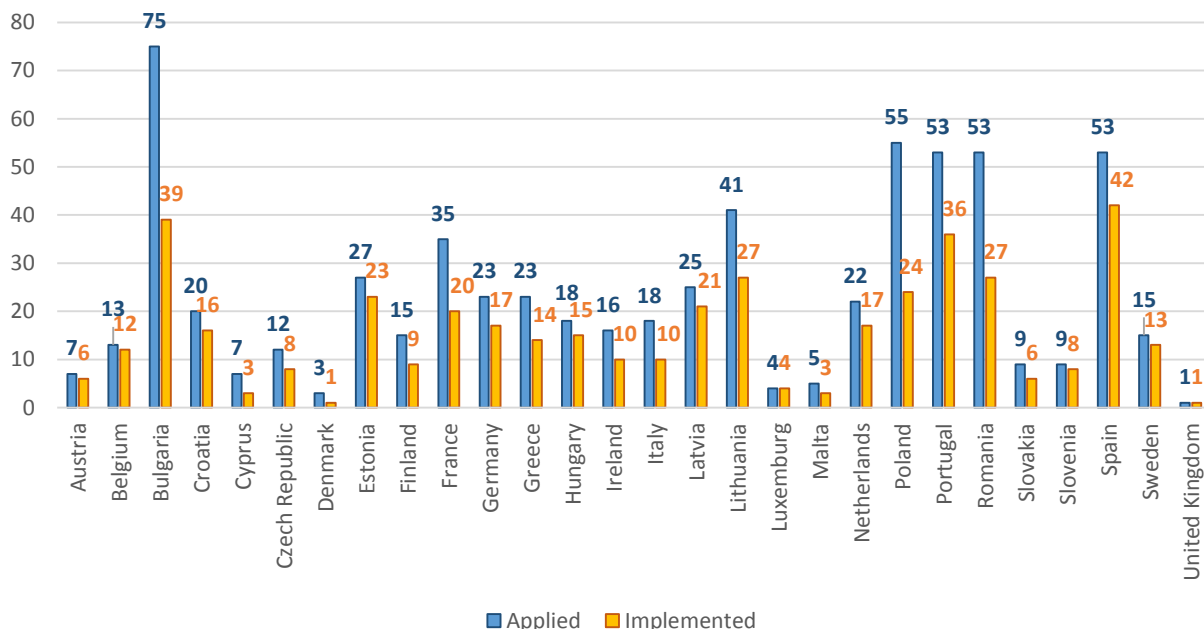


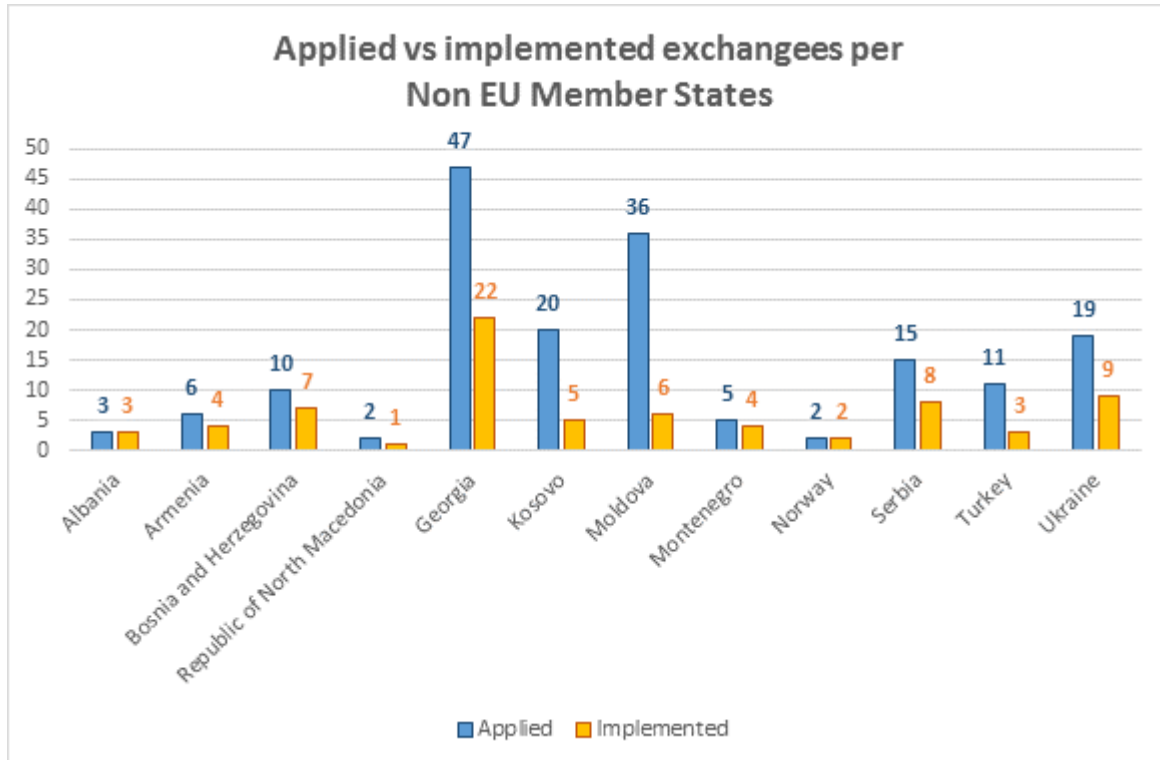
### 2018 applications vs implementation



The aspiration was to involve all countries, all thematic areas in the programme. The outcome to accommodate this need is shown in the below graphs (data applies to exchange programme applicants only, the study visit participants are not included).

### Applied vs implemented exchanges per EU Member States



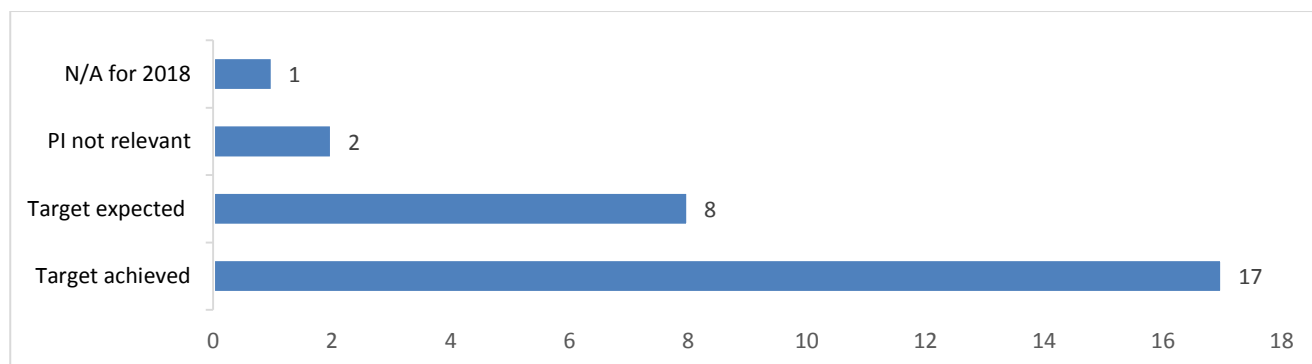


Kosovo: this designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence

## Annex II. Performance statistics

The status of the Agency's Key Performance Indicators (KPIs) and Performance Indicators (PIs), linked to the achievement of the four Multiannual Objectives (35/2018/MB on Amended CEPOL Single Programming Document: Years 2018-2020), is presented below.

Out of 28 indicators, 17 (60%) have been achieved, 8 are expected to be met in the multi annual perspective and 3 were identified as not relevant (PIs 11 & 12) or not applicable for 2018 as depending on budget availability (PI10).



No.	(Key) Performance Indicators	Target	Deadline	Status	Comments
1	Level of customer satisfaction with training activities (adequacy of training, quality of training) (KPI)	94%	12/2018	95% <sup>34</sup>	Target achieved
2	Level of stakeholder satisfaction with training activities (adequacy of training, quality of training) (KPI)	70%	12/2018	80% <sup>35</sup>	Target achieved
3	Completed quality system: maintain and renew the ISO 9001:2015 certificate for residential activities and the Exchange Programme (PI)	100%	2018-2020	100% <sup>36</sup>	Target achieved
4	Continued accreditation for CEPOL EJMP (2 <sup>nd</sup> EJMP launched and completed) (PI)	100%	2018-2020	In progress <sup>37</sup>	Target expected to be met in the multi-annual perspective
5	Completed standards of learning environment: Complete the Training Cycle with the introduction of the EU-STNA and the OTNA (PI)	100%	09/2018	100% <sup>38</sup>	Target achieved
6	Number of implemented training activities and learning products (PI)	554	12/2018	131% <sup>39</sup>	Target achieved
7	Number of involved trainees (PI)	23,000	12/2018	126% <sup>40</sup>	Target achieved
8	Number of supported / implemented capacity-building projects in third countries (PI)	2	2018-2020	2 <sup>41</sup>	Target achieved
9	Number of trainees from third countries (PI)	1,400	12/2018	527 <sup>42</sup>	Target expected to be met in the multi-annual perspective
10	Up to 3% of Title 3 per year for the period of 2018-2020 allocated for stimulating research via grants and partnerships (KPI)	3% <sup>43</sup>	2018-2020	-	N/A for 2018

34 target 94% vs 94% achieved (95% Residential, 94% Webinars, 84% on line courses, 95% CEP, 97% CT2, 99% FI)

35 target 70.7% versus 80% of respondents stating that to a very large extent, or large extent CEPOL contributed to European police cooperation

36 1st and 2nd surveillance audit completed with no major non-conformities; renewal is scheduled for January 2020

37 2nd EJMP was launched in 2018 to be completed in 2020

38 EU-STNA/OTNA methodology in place

39 target 554 versus 731 activities implemented (103 residential, 98 webinars, 4 on line courses and 526 CEP)

40 29 003 participants in 2018 versus 23 000 planned in the Management Plan

41 2 projects on going: EU/MENA Counter Terrorism Training Partnership 2 (CEPOL CT2); Financial Investigation In-Service Training Western Balkan (CEPOL FI)

42 multi-annual target 1 903 vs 527 implemented in 2018

43 3% T3 equals to approx. 150,000€ in 2018; for 2018 no research grants will be given. This can change in future depending on availability of budget

11	Launch a call for research grants (0)* (PI)	N/A	N/A	N/A <sup>44</sup>	PI not relevant
12	Increasing number of applications for the biennial research and science conference (min 50 self-financed participants)* (PI)	N/A	N/A	N/A <sup>45</sup>	PI not relevant
13	Number of research dissemination publications (bulletins) (PI)	2	12/2018	2	Target achieved
14	Usage of e-Library and e-Journals: 10% increase per year (PI)	10%	Annually	>10% <sup>46</sup>	Target achieved
15	Budget Year N commitment above 97% (KPI)	97%	Annually	97%	Target achieved
16	Budget Year (N-1) payments 95% (KPI)	95%	Annually	95%	Target achieved
17	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 (PI)	12 FTE	2018-2020	25% <sup>47</sup>	Target expected to be met in the multi-annual perspective
18	Annual performance appraisal of CEPOL staff (PI)	100%	12/2018	100%	Target achieved
19	Development of multiannual staff development policy (PI)	100%	12/2018	100% <sup>48</sup>	Target achieved
20	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 (CRM, website, E-net) (PI)	100%	12/2018	In progress	Target expected to be met in the multi-annual perspective
21	Comply with the European Code of Good Administrative Behaviour (as specified in Annex XI to SPD 2018-2020) (KPI)	100%	Annually	100% <sup>49</sup>	Target achieved
22	Multiannual direct awards granted to consortia as CEPOL Knowledge Centres (CKC) (PI)	100%	02/2018	100% <sup>50</sup>	Target achieved
23	Developing External Relations Sub-Strategy (PI)	100%	N/A	100% <sup>51</sup>	Target achieved
24	Implementation of shared training quality standards: implement evaluation methodology for 95% of activities (PI)	100%	01/2018	100% <sup>52</sup>	Target achieved
25	Development of a policy leading to certification of training components (PI)	100%	12/2019	In progress <sup>53</sup>	Target expected to be met in the multi-annual perspective
26	Implementation of a new communication policy (PI)	100%	2018-2020	In progress <sup>54</sup>	Target expected to be met in the multi-annual perspective
27	Implementation of a new external relations policy (PI)	100%	2018-2020	In progress	Target expected to be met in the multi-annual perspective
28	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 (e-signature, e-tender, e-submission) (PI)	100%	12/2018	In progress	Target expected to be met in the multi-annual perspective

44 during the management planning meeting 19/01/18, this PI was re-considered as not relevant, to be revisited when updating the Strategy

45 during the management planning meeting 19/01/18, this PI was re-considered as not relevant, to be revisited when updating the Strategy

46 E-Library - 2140 (vs 2017: 2047) items, a 5% growth; E-Journals - number of abstract views and article downloads – 9858 (+ 251% compared to 2017)

47 so far 3 out of 12 approved

48 Decision of the Management Board 14/2018/MB on the Framework for Learning and Development in place; Staff Training Plan adopted on a yearly basis

49 The provisions of the 'European Code of Good Administrative Behaviour' are embedded in CEPOL's management and control system and subject to continuous management supervision, internal/external audits, etc.; no serious complaints or concerns were raised by the public in relation to CEPOL's work in 2018

50 2 CKCs were established in December 2017 on Counterterrorism and Common Security and Defence Policy

51 Decision 22/2016/GB adopting CEPOL's External Relations Sub-Strategy in place

52 New evaluation methodology implemented; in 2018 all former course and post-course evaluation results had been shared with the future course managers

53 CEPOL plans to establish training standards in line with European Qualification Framework (EQF) to enable design of activities in line with the identified needs and the assessment of knowledge leading to certification

54 Decision 21/2016/GB adopting CEPOL's Communication Sub-Strategy for the years 2016 – 2020. Delays expected due to resignation of the Communication Officer early 2018; the newly recruited job holder took up duty beginning November 2018

## Annex III. Statistics on financial management

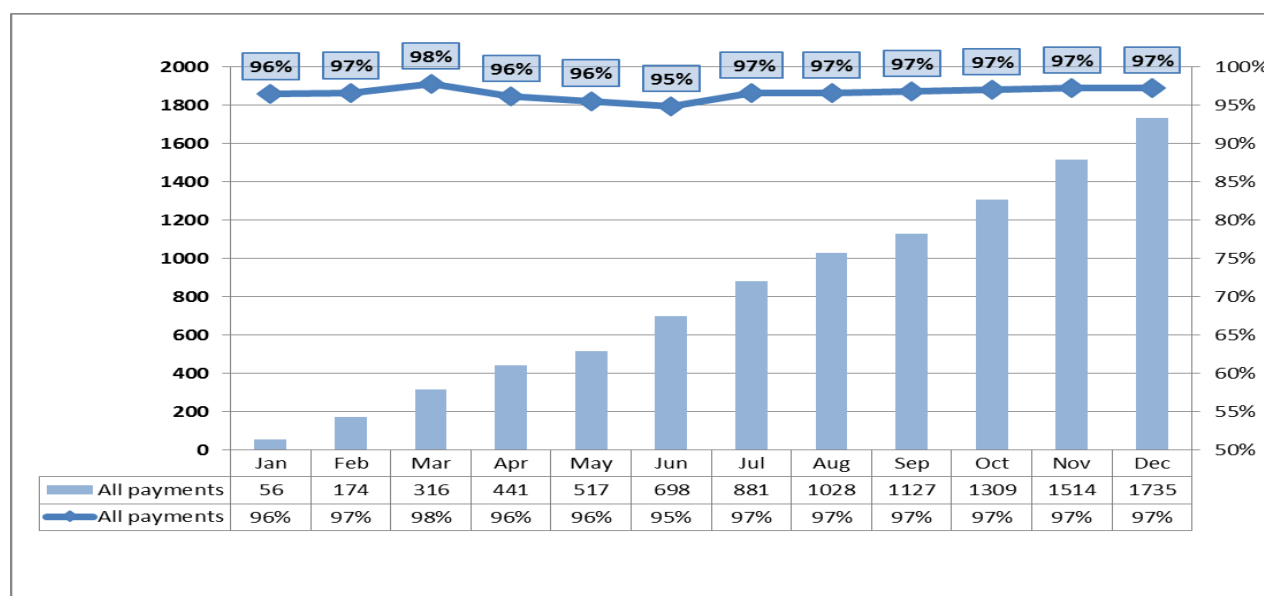
**Table A3.1: Budget 2018 execution status as of 31 December 2018**

Budget Implementation/Execution Regular budget 2018 (C1)		Initial Budget	Actual Budget	Committed	Budget implementation %	Paid	Budget execution %	Carry forward for payments in 2019
		A	C (=A+B)	D	D/C	E	E/C	D-E
<b>1 TITLE 1 Expenditure relating to persons working with CEPOL</b>								
11	Staff in active employment	3 239 000.00	3 036 524.31	3 028 944.65	100%	3 028 944.65	100%	
12	Allowances and expenses on entering and leaving the service and on transfer (excl ENDS & other experts)	40 000.00	59 763.47	59 763.47	100%	54 916.50	92%	4 846.97
13	Missions and duty travel	40 000.00	32 500.00	32 500.00	100%	29 631.46	91%	2 868.54
14	Socio-Medical Infrastructure	371 000.00	451 500.00	423 118.87	94%	415 208.87	92%	7 910.00
15	Further training & language courses & retraining for staff	40 000.00	19 753.21	19 728.21	100%	16 086.69	81%	3 641.52
16	External services	185 000.00	314 159.01	311 271.17	99%	268 720.26	86%	42 550.91
17	Receptions and events	4 000.00	1 800.00	1 800.00	100%	1 404.18	78%	395.82
18	Social welfare	4 000.00	7 000.00	4 871.10	70%	4 871.10	70%	
1	<b>TITLE 1 Expenditure relating to persons working with CEPOL</b>	<b>3 923 000.00</b>	<b>3 923 000.00</b>	<b>3 881 997.47</b>	<b>99%</b>	<b>3 819 783.71</b>	<b>97%</b>	<b>62 213.76</b>
<b>2 TITLE 2 Buildings &amp; equipment and miscellaneous expenditure</b>								
20	Investments in immovable property & rental of buildings	28 000.00	22 096.21	21 821.05	99%	21 407.83	97%	413.22
21	Information and communication technology expenditure	285 000.00	528 115.40	512 424.26	97%	163 249.26	31%	349 175.00
22	Movable property and associated costs	11 500.00	5 117.44	5 117.44	100%	4 575.67	89%	541.77
23	Current administrative expenditure	50 000.00	37 075.84	28 607.06	77%	20 510.66	55%	8 096.40
24	Postal charges	8 000.00	4 000.00	4 000.00	100%	3 106.97	78%	893.03
2	<b>TITLE 2 Buildings &amp; equipment and miscellaneous expenditure</b>	<b>382 500.00</b>	<b>596 404.89</b>	<b>571 969.81</b>	<b>96%</b>	<b>212 850.39</b>	<b>36%</b>	<b>359 119.42</b>
<b>3 TITLE 3 Operational Expenditure</b>								
30	Bodies and organs	195 000.00	128 473.62	128 362.57	100%	110 922.04	86%	17 440.53
31	Courses, Flight Schemes, E-Net	3 720 000.00	4 127 169.29	4 036 628.79	98%	2 964 216.88	72%	1 072 411.91
32	Other programme activities	736 220.00	1 098 452.09	1 097 195.53	100%	607 088.77	55%	490 106.76
33	Evaluation				N.A.		N.A.	
35	Missions	150 000.00	238 000.00	238 000.00	100%	210 517.95	88%	27 482.05
37	Other operational activities	110 000.00	305 220.11	251 466.98	82%	44 823.27	15%	206 643.71
3	<b>TITLE 3 Operational Expenditure</b>	<b>4 911 220.00</b>	<b>5 897 315.11</b>	<b>5 751 653.87</b>	<b>97.53%</b>	<b>3 937 568.91</b>	<b>67%</b>	<b>1 814 084.96</b>
<b>GRAND TOTAL</b>								
		<b>9 216 720.00</b>	<b>10 416 720.00</b>	<b>10 205 621.15</b>	<b>97.97%</b>	<b>7 970 203.01</b>	<b>76.51%</b>	<b>2 235 418.14</b>

**Table A 3.2: Payment times per title and fund source**

In 2018 CEPOL made a total of 1 735 regular payments, very similar to the payment volume in 2017. Thanks to the enhanced invoice/payment reporting and follow-up the "in time" performance has been continuously improved during the last years. In 2018, 97% of the payments were within the legal time limit.

Payment time monitoring		Number of payments	Amount	Payments in time			
				Number	%	Amount	%
		A	B	C	C/A	D	D/B
C8	Title 1	29	215 663	28	97%	213 520	99%
	Title 2	30	111 191	30	100%	111 191	100%
	Title 3	132	682 907	124	94%	617 569	90%
		191	1 009 761	182	95%	942 279	93%
C1	Title 1	211	1 024 211	211	100%	1 024 211	100%
	Title 2	191	185 250	187	98%	181 098	98%
	Title 3	718	3 850 753	695	97%	3 753 427	97%
		1 120	5 060 214	1 093	98%	4 958 736	98%
C5	Title 1	19	36 552	19	100%	36 552	100%
	Title 2	0	0	0	N.A.	0	N.A.
	Title 3	6	9 686	6	100%	9 686	100%
		25	46 238	25	100%	46 238	100%
R0	Title 3	7	55 446	6	86%	55 134	99%
	Title 4 MENA	6	3 363	6	100%	532	16%
	Title 5 MENA CCT2	227	467 232	222	98%	453 605	97%
	Title 5 Western Balkan	110	272 334	108	98%	271 021	100%
		350	798 375	342	98%	780 292	98%
HB	Non Budgetary payments	49	1 218 260	45	92%	1 181 521	97%
		1 735	8 132 848	1 687	97%	7 909 067	97%

**Table A 3.3: Number of payments per month in 2018**


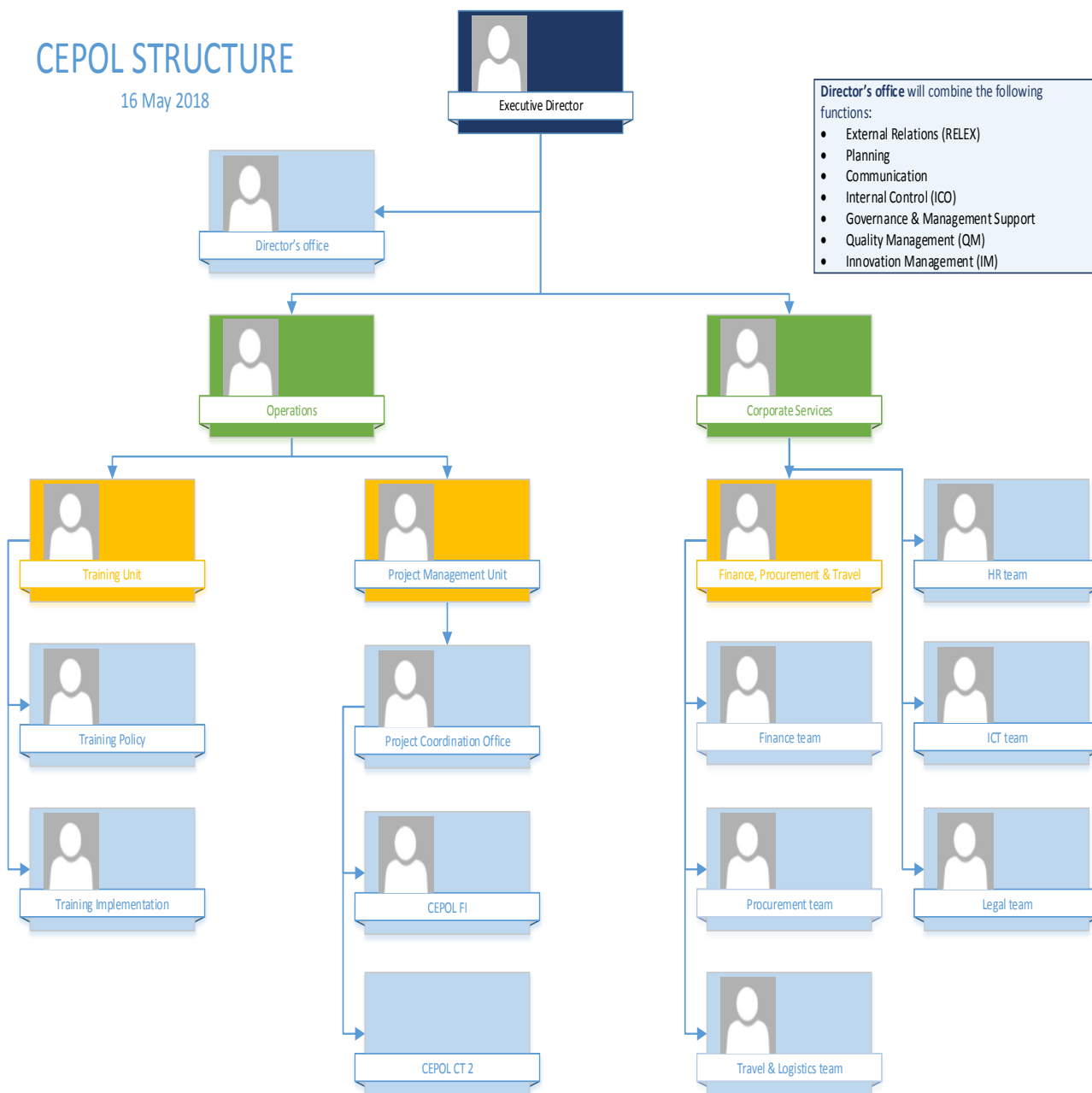


## Annex IV. Organisational chart

Last organisational chart valid by the end of the year.

### CEPOL STRUCTURE

16 May 2018



## Annex V. Establishment Plan and additional information on Human Resources Management

Table A 5.1: Overview of staff at 31 December 2018

Staff population		Staff population in EU budget 31.12.2018	Staff population on 31.12.2018 <sup>55</sup>
Officials	AD		
	AST		
	AST/SC		
TA	AD	21	23 <sup>56</sup>
	AST	11	9
	AST/SC		
<b>Total</b>		<b>32</b>	<b>32</b>
CA GF IV		3	11 <sup>57</sup>
CA GF III		15	19 <sup>58</sup>
CA GF II		0	0
CA GF I		0	0
<b>Total CA</b>		<b>18*</b>	<b>30</b>
<b>SNE</b>		<b>3</b>	<b>5<sup>59</sup></b>
Structural service providers		-	-
<b>GRAND TOTAL</b>		<b>53</b>	<b>67</b>
External staff for occasional replacement			10 <sup>60</sup>

\* As per Single Programming Document 2017-2019 (06/2016/MB including CT MENA project)

<sup>55</sup> Including job offers sent before 31 December 2018

<sup>56</sup> Including 1 unpaid leave

<sup>57</sup> Including 6 for projects (MENA CT2 and FI)

<sup>58</sup> Including 8 for projects

<sup>59</sup> Including 2 for Projects (MENA CT2 1 and FI 1)

<sup>60</sup> For replacement due to vacancy and 2 for projects

**Table A 5.2: Information on the entry level for each type of post and indication whether the function is dedicated to administrative support or operations**

N°	Job title	Department	Unit	Team	Staff Category	Group	Bandwidth	
							Low	High
1	Finance & Accounting Correspondent	Corporate Services Department	Finance/Travel/Procurement	Finance	TA	AD	5	6
2	Travel & Logistics coordinator	Corporate Services Department		Travel & Missions	TA	AST	3	
3	Communications & Publicity Officer	Director		Communication	TA	AD	5	12
4	Web & Communications Assistant	Director		Communication	CA	FG-III	4	
5	Head of Department	Operations Department			TA	AD	10	11
6	Executive Director	Director			TA	AD	13	14
7	Head of Unit	Corporate Services Department	Finance/Travel/Procurement		TA	AD	9	10
8	Finance & Budget Officer	Corporate Services Department	Finance/Travel/Procurement	Finance	TA	AD	7	8
9	Finance & Budget Assistant	Corporate Services Department	Finance/Travel/Procurement	Finance	TA	AST	3	
10	Administrative Assistant - Finance	Corporate Services Department	Finance/Travel/Procurement	Finance	CA	FG-III	5	
11	Head of Department	Corporate Services Department			TA	AD	10	11
12	Finance Assistant Initiation	Corporate Services Department	Finance/Travel/Procurement	Finance	CA	FG-III	5	
13	HR Officer	Corporate Services Department		Human Resources	TA	AST	5	
14	HR Assistant	Corporate Services Department		Human Resources	CA	FG-III	5	
15	Quality Officer/ Internal Control	Director		Internal control	TA	AD	5	6
16	ICT Officer	Corporate Services Department		ICT	TA	AST	5	
17	ICT assistant	Corporate Services Department		ICT	TA	AST	3	
18	Management Support Assistant	Operations Department		Governance	TA	AST	4	
19	Secretary	Director		Governance	CA	FG-III	1	
20	Procurement Support Officer	Corporate Services Department		Procurement	TA	AST	3	4
21	Procurement Support Assistant	Corporate Services Department		Procurement	CA	FG-III	5	
22	Planning Officer	Director		Planning Office	TA	AD	5	6
23	Governance Assistant	Operations Department		Governance	TA	AST	3	
24	Programme Officer	Operations Department	Training Unit	Implementation	TA	AD	5	6
25	E-learning Support Assistant	Operations Department	Training Unit	Implementation	CA	FG-IV	5	
26	E-learning Support Assistant	Operations Department	Training Unit	Implementation	CA	FG-IV	5	
27	Research & Knowledge Management Officer	Operations Department	Training Unit	Policy	TA	AD	5	6
28	Head of Unit	Operations Department	Training Unit		TA	AD	9	10
29	Programme Officer	Operations Department	Training Unit	Policy	TA	AD	5	6
30	Programme Officer	Operations Department	Training Unit	Policy	TA	AD	5	6
31	Programme Officer	Operations Department	Training Unit	Implementation	TA	AD	5	6
32	Programme Officer	Operations Department	Training Unit	Implementation	TA	AD	5	6
33	Finance & Budget Support Officer	Operations Department	Training Unit	Implementation	TA	AST	3	
34	Programme Support Officer	Operations Department	Training Unit	Implementation	TA	AST	3	
35	Governance Support Assistant	Operations Department		Governance	CA	FG-III	5	
36	Travel & Mission Assistant	Corporate Services Department		Travel & Missions	CA	FG-III	5	
37	Travel & Mission Assistant	Corporate Services Department		Travel & Missions	CA	FG-III	5	
38	Programme Officer	Operations Department	Training Unit	Policy	TA	AD	5	6
39	SNE Training & Evaluation	Operations Department	Training Unit	Training Implementation	SNE	FG-III		
40	SNE European Police Exchange Programm	Operations Department	Training Unit	Training Implementation	SNE	FG-III		
41	SNE residential activities	Operations Department	Training Unit	Training Implementation	SNE	FG-III		
42	Legal Officer	Corporate Services Department		Legal	TA	AD	6	7
43	Exchange Programme Assistant	Operations Department	Training Unit	Implementation	CA	FG-III		
44	Residential Events Assistant	Operations Department	Training Unit	Implementation	CA	FG-III		
45	Residential Events Assistant	Operations Department	Training Unit	Implementation	CA	FG-III		
46	Travel & Mission Assistant	Corporate Services Department		Travel & Missions	CA	FG-III	5	
47	Policy Officer/ External Relations	Director		RELEX	CA	FG-IV		
48	Cybercrime Portfolio Manager	Operations Department	Training Unit	Implementation	CA	FG-IV		
49	IT Systems Manager	Corporate Services Department		ICT	CA	FG-IV		
50	Senior Project Manager/Deputy Head of Unit	Operations Department	Training Unit	Policy	TA	AD	8	9
51	Strategic Training Needs Assessment Officer	Operations Department	Training Unit	Policy	TA	AD	7	8
52	Training Needs Assessment Officer	Operations Department	Training Unit	Policy	TA	AD	6	8
53	Senior Project Coordinator	Operations Department		Project office	TA	AD	8	9

**Table A 5.3: Benchmarking against previous year results**

Due to an updated benchmarking system which is aligned with the standard methodology applied by the Agencies, the comparison with 2017 is not 100% possible to make.

Job type	2018		2017	
	FTEs	Percentage	FTEs	Percentage
<b>Operational</b>	<b>52.8</b>	<b>76%</b>		<b>67%</b>
- Top operational coordination	11.1	16%		
- Programme management & Implementation	21.3	31%		
- Evaluation & Impact assessment	4.0	6%		
- General operational activities	16.4	24%		
<b>Neutral</b>	<b>6.2</b>	<b>9%</b>		<b>20%</b>
- Accounting, Finance, non-operational procurement	6.2	9%		
<b>Coordination</b>	<b>4.8</b>	<b>7%</b>		
- Legal advice, including Data protection	1.1	2%		
- External communication	1.5	2%		
- General coordination	2.2	3%		
<b>Administrative support</b>	<b>5.6</b>	<b>8%</b>		<b>13%</b>
- Human resources management	3.0	4%		
- Information & Communication technology	1.1	2%		
- Internal audit	-			
- Logistics, facilities management & security	0.5	1%		
- Resources Director/Head of Administration/Resources	1.0	1%		

The differences between 2017 and 2018 are mainly a result of 2 different influences. First of these is the start of 1 new project (Western Balkans FI) and the continuation with a larger scale of another project (MENA CT2). Staff in these projects is directly allocated to operational activities. The second relates to more precise allocation of e.g. procurement staff to operational or non-operational procurement.

**Table A 5.4: Information on interim staff employed by CEPOL in 2018**

~	Position	Office	Category	Grade	Start date	End date	Days in 2018
1	Travel and Mission Assistant	Projects	Group III	8	16/10/2018	31/12/2018	92
2	Travel and Mission Assistant	Project	Group III	8	16/08/2018	31/12/2018	107
3	Travel and Mission Assistant	Project	Group II	4	16/04/2018	15/08/2018	122
4	Administrative Assistant	TRU/residential	Group II	4	01/01/2018	31/12/2018	365
5	WEB and Communications Officer	Director/Communications	Group III	9	16/04/2018	15/12/2018	244
6	WEB and Communications Assistant	Director/Communications	Group III	8	01/01/2018	15/12/2018	349
7	e-Learning Assistant	OPS/TRU	Group III	9	01/01/2018	31/12/2018	365
8	e-Learning Assistant	OPS/TRU	Group III	9	16/12/2018	31/12/2018	15
9	e-Learning Assistant	OPS/TRU	Group III	8	16/12/2018	31/12/2018	15
10	ICT	CSD/IT	Group III	8	01/01/2018	31/12/2018	365
11	CEP Assistant	OPS/TRU	Group II	4	01/01/2018	30/06/2018	181
12	CEP Assistant	OPS/TRU	Group II	4	01/12/2018	31/12/2018	31
13	CEP Assistant	OPS/TRU	Group II	4	01/07/2018	30/11/2018	153
14	Procurement Support Assistant	CSD/Procurement	Group II	4	01/12/2018	31/12/2018	31
15	Procurement Support Assistant	CSD/Procurement	Group II	4	01/01/2018	30/06/2018	181
16	Procurement Support Assistant	Projects	Group II	4	01/01/2018	15/05/2018	135
17	Human Resources Assistant	Projects	Group	4	01/01/2018	30/05/2018	150
18	TRU Assistant	OPS/TRU	Group II	4	01/01/2018	31/12/2018	365

**Table A5.5: Information on the number of leave days authorised to each grade under the flexitime**

Grade	Flexi time (in days) taken
AD8	11
AD7	7.5
AD6	19.5
AD5	13.5
AST5	30.5
AST4	3.5
AST3	10.5
FG-IV	40
FG-III	27
FG-II	0
FG-I	0
SNE	24
<b>Grand total</b>	<b>187</b>

## Annex VI. Human and financial resources by activity

Operational area	FTE allocation	FTE used	Budget T1 & T2 (allocated)	Budget T1 & T2 (used)	Budget T3 (allocated)	Budget T3 (used)	All Regular Budget Titles (allocated)	All Regular Budget Titles (used)	Budget T5 R0 (used)	All Budget Titles including R0 (used)
EU-STNA/OTNA Coordination	2.4	2.4	170,000.00	167,378.56	200,000.00	195,202.98	370,000.00	362,581.54	0.00	370,000.00
Policy cycle	13.2	9.9	935,100.00	920,680.51	1,217,000.00	1,187,810.16	2,152,100.00	2,108,490.67	0.00	2,152,100.00
Cybercrime	2.4	2.4	170,000.00	167,378.56	762,777.00	744,481.73	932,777.00	911,860.29	0.00	932,777.00
Migration	2.2	1.6	155,100.00	152,708.32	233,000.00	227,411.48	388,100.00	380,119.79	0.00	388,100.00
Counter-terrorism	0.6	0.9	42,500.00	41,844.64	414,000.00	404,070.18	456,500.00	445,914.82	0.00	456,500.00
Law enforcement Cooperation	3.0	1.1	212,600.00	209,321.65	1,128,000.00	1,100,944.83	1,340,600.00	1,310,266.48	0.00	1,340,600.00
Public Order	0.2	0.2	15,000.00	14,768.70	80,000.00	78,081.19	95,000.00	92,849.89	0.00	95,000.00
CSDP	0.6	0.6	42,500.00	41,844.64	255,000.00	248,883.80	297,500.00	290,728.44	0.00	297,500.00
Leadership	1.2	0.9	85,100.00	83,787.74	142,000.00	138,594.12	227,100.00	222,381.85	0.00	227,100.00
Training and learning development	3.0	2.1	212,600.00	209,321.65	846,000.00	825,708.62	1,058,600.00	1,035,030.27	0.00	1,058,600.00
Research and Science	1.2	1	85,100.00	83,787.74	30,000.00	29,280.45	115,100.00	113,068.18	0.00	115,100.00
Top operational coordination	2.0	2	245,000.00	241,222.04	0.00	0.00	245,000.00	241,222.04	0.00	245,000.00
General operational activities	4.0	6.3	232,000.00	228,422.50	385,000.00	375,765.74	617,000.00	604,188.24	0.00	617,000.00
Project Office	1.0	10.8	84,800.00	83,492.36	0.00	0.00	84,800.00	83,492.36	3,065,467.00	3,150,267.00
Human Resources management	2.0	3.2	131,900.00	129,866.07	0.00	0.00	131,900.00	129,866.07	0.00	131,900.00
Information and Communication management	4.0	3.5	431,323.00	424,671.89	0.00	0.00	431,323.00	424,671.89	0.00	431,323.00
Internal Control	1.0	1.00	84,800.00	83,492.36	0.00	0.00	84,800.00	83,492.36	0.00	84,800.00
Resource Director/Head of Administration	1.0	1.00	122,500.00	120,611.02	0.00	0.00	122,500.00	120,611.02	0.00	122,500.00
Legal advice, including Data	1.0	1.6	84,800.00	83,492.36	0.00	0.00	84,800.00	83,492.36	0.00	84,800.00
External communication	2.0	3.3	117,800.00	115,983.49	110,000.00	107,361.64	227,800.00	223,345.13	0.00	227,800.00
Governance and planning	3.0	3.4	202,600.00	199,475.85	80,000.00	78,081.19	282,600.00	277,557.05	0.00	282,600.00
External relations	1.0	1.3	51,800.00	51,001.23	10,220.00	9,974.87	62,020.00	60,976.10	0.00	62,020.00
Accounting, finance, non-operational procurement	9.0	8.7	608,800.00	599,412.14		0.00	608,800.00	599,412.14	0.00	608,800.00
<b>Total</b>	<b>61.0</b>	<b>69.2</b>	<b>4,523,723.00</b>	<b>4,453,966.00</b>	<b>5,892,997.00</b>	<b>5,751,653.00</b>	<b>10,416,720.00</b>	<b>10,205,619.00</b>	<b>3,065,467.00</b>	<b>13,482,187.00</b>



## Annex VII. Specific annexes related to Part II

## CEPOL Action Plan in response to the EP Discharge Decision for Financial Year 2016<sup>61</sup>

OBSERVATION OF THE DISCHARGE AUTHORITY	RESPONSE AND MEASURES TAKEN BY CEPOL	STATUS/TARGET DATE
<b>Budget and financial management</b> 2. Notes that following signature of the grant agreement with the Commission in 2005 on EU/MENA Counter-Terrorism Training Partnership, a budget of EUR 2 490 504 was agreed, out of which a second instalment of EUR 1 243 891 became available for commitments and payments; notes furthermore that 89 % of the available credits have been committed and 48 % of the available credits have been paid; calls on the College to report to the discharge authority on the external evaluation of that Partnership via its 2017 annual activity report;	<p>The external evaluation<sup>62</sup> was completed in December 2017. It provides the European Commission, the European External Action Service, implementing partners and other relevant stakeholders with an independent and well informed assessment of the interventions, including key lessons and recommendations to inform future actions in the region.</p> <p>The summarised result of evaluation was included in the Consolidated Annual Activity Report 2017 (section Executive Summary – the Year in Brief), adopted by the Management Board via Decision 10/2018/MB, available on CEPOL website (<a href="https://www.cepola.europa.eu/who-we-are/key-documents/management-board-decisions">https://www.cepola.europa.eu/who-we-are/key-documents/management-board-decisions</a>)</p>	Complete
<b>Budget and financial management</b> 4. Notes that a number of staff brought a legal claim against the College disputing the conditions in which the relocation was carried out and its financial impact on their income; notes that an amicable settlement has been reached with some members of staff and the payments were made to this end in 2015 and 2016; notes furthermore that some members of staff appealed the court judgement, which is expected in 2018; calls on the College to report to the discharge authority on the outcome of the appeal;	<p>The Court closed the case during 2018, confirming the initial judgement. There is no financial impact for CEPOL with this decision, with the exception of the cost of the legal representation of the Agency, which the General Court decided that has to be borne by CEPOL.</p>	Complete
<b>Staff policy</b> 11. Observes that, as a consequence of the College's relocation from the United Kingdom to Hungary, and due to the significantly lower correction coefficient applied to staff salaries in the new location, the number of resignations has increased; notes that a number of mitigating actions have been implemented; notes, however, that the low grading of posts combined with low correction coefficient does not encourage foreigners (especially from West and Northern Europe) to move to Hungary, and that as a result, the geographical balance of staff is not ensured; observes in this regard that in 2016, 30% of all College staff were Hungarian, which is a disproportionate number; notes with concern from the Court's report that the high staff turnover may impact business continuity and the College's ability to implement the activities foreseen in its work programme and points out this problem needs to be addressed;	<p>Host Member State nationals continued to be overrepresented in total number of staff. At the end of 2017, there were 19 Hungarian citizens (34%) working for the agency, from a total of 55 staff (TA, CA &amp; SNE), of which 2 SNEs.</p> <p>In 2017 the staff turnover kept its high trend, therefore CEPOL continued to implement staff retention and business continuity measures. CEPOL planned regular monitoring of anticipated HR turnover and timely publication of vacancy announcements. The Agency used a number of interim staff and SNEs to fill in for staff absence, until recruitment of statutory staff was completed.</p> <p>Within the available bandwidth for the different functions, the Agency has started in 2017 to adjust functions for AD, AST and Contract Agents.</p> <p>In 2018 CEPOL continued to receive a significant number of applications from Hungarian citizens. This however does not impact on the quality of applications received and the Agency's ability to recruit suitable candidates</p> <p>In 2018, Host Member State nationals continued to be overrepresented in total number of staff. At the end of 2018, there were 25 Hungarian citizens (37%) working for the agency, from a total of 67 staff (TA, CA &amp; SNE, CEPOL establishment and project related staff).</p>	Complete
<b>Staff policy</b> 12. Notes that on average the staff of the College was on sick leave for 4,3 days in 2016; observes with some concern that staff did not spend even one day on well-being activities in 2016 and the only such	<p>The amount EUR 3 900 was spent for organising the Christmas party for the staff members and the event took place outside the Agency's premises after working hours.</p>	Complete

<sup>61</sup> P8\_TA-PROV(2018)0138 Discharge 2016: EU Agency for Law Enforcement Training (CEPOL)

<sup>62</sup> Evaluation of Instrument contributing to Stability and Peace (IcSP) actions on Counter-Terrorism and Preventing /Countering Violent Extremism in the Middle East and North Africa (MENA) region - Final Report Summary for External Use (December 2017)

<p>event was organised after working hours; notes nevertheless that the College has in its answers to the discharge authority indicated that they have spent EUR 3 900 on well-being activities; calls on the College to further explain how this amount was spent;</p>	<p>As part of well-being activities and to support a healthy life style of the staff members, the Agency provides an equipped fitness room in its premises, free of charge.</p> <p>On 8<sup>th</sup> of June 2017, a laser tag and barbeque was organised as a teambuilding event that took place in the afternoon within the working hours. Additionally, the Agency organises in its premises (usually one day per year), a table tennis tournament, which is also taking place during working hours.</p> <p>The latest staff engagement survey launched in 2017, received a response rate of 69% and indicated that 74% of staff members have a favourable opinion about working for CEPOL.</p>	
<p><b>Staff policy</b></p> <p>14. Expresses the need to establish an independent disclosure, advice and referral body with sufficient budgetary resources, in order to help whistleblowers use the right channels to disclose their information on possible irregularities affecting the financial interests of the Union, while protecting their confidentiality and offering needed support and advice;</p>	<p>CEPOL has drafted the guidelines on whistleblowing and submitted them for Management Board approval in November 2018. However, due to technical reasons their adoption was postponed and adopted later via written procedure (03/2019/MB)</p> <p>Moreover, in line with Article 22c of the Staff Regulations, CEPOL adopted in 2019 a work instruction (WI HR 003) on handling of complaints under Article 90(2), requests for assistance under Article 24, as well as complaints under 22c of the Staff Regulations and other grievances. At the same time a complaint form was put in place so that staff across the Agency can fill in to file a complaint or grievance.</p>	Complete
<p><b>Prevention and management of conflict of interest and transparency</b></p> <p>17. Notes that with regard to external remunerated experts, the College publishes on its website, as part of the annual list of contractors, the expert contracts awarded by the College; notes, however, that the declarations on conflicts of interest and confidentiality for the remunerated experts are not published on the website; acknowledges that the College will revisit its arrangements on the publication of such declarations; calls on the College to report to the discharge authority on the measures taken;</p>	<p>The declarations on conflicts of interest and confidentiality for the remunerated experts are collected and screened before signature of contract.</p> <p>For practical reasons CEPOL decided not to publish them on the website. To increase transparency towards public, the annual list of expert contracts published on CEPOL website, was complemented with information on the declarations on conflicts of interest and confidentiality made by experts.</p> <p><a href="https://www.cepola.europa.eu/sites/default/files/Contracts%20for%20External%20Experts%20awarded%20in%202017%20rev%20no%20countries.pdf">https://www.cepola.europa.eu/sites/default/files/Contracts%20for%20External%20Experts%20awarded%20in%202017%20rev%20no%20countries.pdf</a></p>	Complete
<p><b>Prevention and management of conflict of interest and transparency</b></p> <p>18. Notes that the College does not publish minutes of management meetings; calls on the College to make such minutes available on its website;</p>	<p>As of 2018 CEPOL publishes the minutes of the Management Board meetings on its website  <a href="https://www.cepola.europa.eu/who-we-are/organisation/management-board">https://www.cepola.europa.eu/who-we-are/organisation/management-board</a></p>	Complete
<p><b>Anti-fraud strategy</b></p> <p>22. Notes that a revised anti-fraud strategy is scheduled to be adopted by the Management Board in November 2017; calls on the College to report to the discharge authority on the revision of this strategy;</p>	<p>A renewed anti-fraud strategy including an action plan has been adopted by the Management Board via Decision 33/2017/MB, available on CEPOL website  <a href="https://www.cepola.europa.eu/sites/default/files/33-2017-MB.pdf">https://www.cepola.europa.eu/sites/default/files/33-2017-MB.pdf</a>. The objective on the renewed strategy is 'Maintaining a high level of ethics and fraud awareness within the Agency'.</p>	Complete
<p><b>Internal Audit</b></p> <p>23. Notes that in November and December 2016 the Internal Audit Service audited the College on 'Training Needs Assessment, Planning and Budgeting' with a focus on its core business activities; notes, moreover, that the draft audit report of March 2017 concludes that while the audit did not result in the identification of any critical or very important issues, the Internal Audit Service considers that there is room for improvement in the utilisation of the Justice and Home Affairs Training Matrix to avoid overlaps with training courses organised by other justice and home affairs agencies; considers that this issue should be addressed as soon as possible;</p>	<p>By end of December 2018 CEPOL addressed all IAS recommendation on 'Training Needs Assessment, Planning and Budgeting' which were confirmed closed by auditors via official letter (Ref. Ares(2019)661512 - 05/02/2019).</p>	Complete

<b>Other comments</b> 27. Notes that the five-year external evaluation of the College (2011-2015) was completed by the external evaluator in January 2016; notes with satisfaction that the external evaluator has assessed the College as being efficient and that his conclusion is supported by evidence of an increased number of activities implemented by the College over the evaluation period, against a relatively stable number of resources put at its disposal for the same period; notes, however, that the College's five-year evaluation report incorporated 17 recommendations; observes that the action plan was elaborated to address those recommendations and identified 31 actions to be implemented between mid-2016 and end-2018; is concerned that, based the five-year evaluation, there is a clear need for a significant reinforcement of the College with both human and financial resources;	CEPOL fully agrees with the concerns from the Parliament on the need to reinforce the Agency with both human and financial resources. The requested resources for 2017 (and 2018) have unfortunately not been granted by the budgetary authorities. The new Regulation sets ambitious goals for the agency, including new tasks. The discrepancy between enhanced mandate and available resources, as well as limited capacity for managing complex projects has been identified as a recurrent risk until the resources are fully aligned with the new mandate expectations. In the meantime, CEPOL applied prioritisation of tasks, management of stakeholder's expectations, providing for support staff (Contract Agents/interim staff) and requested additional resources from the Budgetary Authority.	On-going
<b>Other comments</b> 28. Notes with satisfaction that the College has motion-sensor operated lights in the corridors to enable some energy saving, disagrees with the College that while in 2016 premises were made available to the College by the Hungarian authorities they were not involved in the running of the building and had no direct possibility to implement cost-effective or environment-friendly measures;	We would like to clarify that a number of steps are taken in cooperation with the Hungarian host to ensure that the CEPOL office is cost-effective and eco-friendly. In 2014 the Hungarian host provided CEPOL with a newly refurbished building free of charge for the next 10 years in terms of rental fee, utilities and security costs. The premises benefit of a high amount of natural sunlight, and so the energy consumption for lightening is reduced. CEPOL is located in the city centre, therefore it can be easily reached by public transport and as a consequence, only a limited number of staff is using a private vehicle as a means of transport. Agency has space for private bicycle-parking with adjacent changing facilities and showers to support a healthy lifestyle. A paperless working environment is encouraged. Printing on both sides and eco mode is set as default in all computers. Recycling boxes are located at printers. By the end of 2017 the Agency has introduced e-recruitment, e-invoicing and made progress to progressively introduce e-tendering and e-submission during 2018-2019. Equipment for web conferences/webinars has been installed to encourage virtual conferences to reduce travels.	Complete
<b>Other comments</b> 29. Notes with concern - given that time is increasingly short - that for the time being the College does not have sufficient information to allow a thorough preparation for carrying out future activities after Brexit; notes that Brexit will limit the College's access to United Kingdom law enforcement expertise and its ability to organise training with United Kingdom officials; notes that these aspects might negatively impact the development of common practices, information exchange and ultimately cross-border cooperation on fighting and prevention of crime; recommends that measures be implemented to maintain - at the least - the current level of cooperation; calls on the Commission and the College to update the discharge authority on Brexit-related risk management;	United Kingdom decided to opt out from the current CEPOL regulation (which came into force on 1 <sup>st</sup> of July 2016). CEPOL sent repeated requests to United Kingdom partners, proposing them to conclude a Working Agreement to institutionalize cooperation with UK as a third country. So far no official position was communicated from their side, therefore, the cooperation with UK is currently not different from other 3rd countries with whom a Working Agreement was not signed. In the meantime CEPOL did carry out and formalized its analysis of the likely impact of Brexit, which is now documented in the Risk Register 2019. BREXIT will not have an impact on individual external experts residing in the UK or having British nationality that are selected through a call for expression of interest. This is due to the fact that this exceptional procedure falls outside the scope of the rules on access to the market and participation of third country nationals is therefore possible (cfr. Communication from Unit D2 – Programme management & implementing contracts of the Directorate-General for Budget).	Complete

**Consolidated Annual  
Activity Report (CAAR)**

Document number: TE.REPO.001-3

Approval date: 09/04/2019



<p><b>Other comments</b></p> <p>31. Calls upon the College to implement without delay its aims to increase its online visibility and to further improve its website in order to make it even more relevant to its stakeholders and to better support the work of the College; recommends that the College better report on the impact of its activities, in particular on the security of the Union; recognises the efforts of the College in this direction;</p>	<p>The technical and content relevance, efficiency, effectiveness and reach of CEPOL website was evaluated beginning 2017 and resulted in two audit documents – a content and technical audit. Following the results of the audit, the website was migrated to a new hosting platform. It is planned to further improve the website to make it even more relevant to its stakeholders and to better support CEPOL's work.</p> <p>This action was delayed following resignation of both the Communication Officer and Web &amp; Communications Assistant.</p> <p>In order to be able to report better on the effect of CEPOL trainings, the agency reformed its training evaluation system in 2016. The new evaluation methodology (adopted by Decision 12-2016-GB) collects detailed information on the operational benefits of CEPOL trainings at individual and organisational level.</p> <p>The results of the new evaluation methodology were reported in the Consolidated Annual Activity Report 2017 (page 16 – quality assurance of learning), adopted by the Management Board via Decision 10/2018/MB, available on CEPOL website (<a href="https://www.cepola.europa.eu/who-we-are/key-documents/management-board-decisions">https://www.cepola.europa.eu/who-we-are/key-documents/management-board-decisions</a>)</p>	<p>On-going/ December 2019</p>
---	---	------------------------------------

**B. Materiality Criteria<sup>63</sup>**

Materiality criteria define the elements for determination of significant weaknesses that should be subject to a formal reservation in the assurance declaration of the Authorising Officer in the context of the Consolidated Annual Activity Report.

The decision whether weakness is significant, remains a matter of judgement of the Authorising Officer. In this judgement the overall impact of a weakness needs to be identified and an assessment needs to be made on whether the issue is material enough to have an influence on the decisions or conclusions of the users of the assurance declaration.

In consequence judgement needs to be based on a qualitative and a quantitative assessment. In addition, reputational events may be considered. The following provides a non-exhaustive list of possible types of weaknesses to be considered in this context.

Quantitative weaknesses: significant occurrence of errors in the underlying transactions (legality and regularity).

Qualitative weaknesses: significant control system weaknesses, insufficient audit coverage and/or inadequate information from internal control systems, critical issues reported by the European Court of Auditors, the IAS, or OLAF, significant reputational events.

Qualitative criteria are linked to failure in achieving CEPOL's short-term objectives, risks to CEPOL reputation, significant deficiencies in its control systems and repetitive errors. The qualitative assessment of a weakness (deficiency) should consider if the type of deficiency falls within the scope of the assurance declaration which refers to the use of resources, sound financial management, and legality and regularity of transactions.

In considering the significance of the materiality criteria, one should include the nature and scope of the weakness, the duration of the weakness, the existence of mitigating actions reducing the impact of the weakness and the existence of corrective actions (action plans and financial corrections) which have had measurable impact.

In quantitative terms, in order to make a judgement on the significance of a weakness, it is essential to quantify the potential financial impact ("monetary value of the identified problem"/"amount considered erroneous"/"the amount considered at risk") in monetary terms.

As regards legality and regularity, the proposed standard quantitative materiality threshold must not exceed 2%. Related to CEPOL's overall budget for 2017, the 2% threshold would define an amount of about € 185 600. Considering potential cases, this amount seems too high. Thus, the (standard) quantitative threshold is set at €25 000<sup>64</sup>.

This threshold is in line with the level of materiality defined by CEPOL in case of exceptions requiring approval by the Authorising Officer, as per adopted 'Policy on Recording and Management of Exceptions' (PO.INCO.002).

Deviations from this materiality threshold must be fully justified in the Consolidated Annual Activity Report. It is however necessary to underline that some deficiencies below this threshold may be deemed significant on the basis of the qualitative assessment. In addition, it may be considered that specific reputational events on the basis of specific assessments may give rise to a reservation.

<sup>63</sup> Reference: Standing Instructions for 2014 Annual Activity Reports - Ref. Ares (2014)3722820 - 10/11/2014

<sup>64</sup> A deficiency is considered material if the financial impact or risk of loss is equal to or more than €25 000.

## Annex VIII. Draft Annual Accounts 2018

### BALANCE SHEET

EUR '000

	31.12.2018	31.12.2017
<b>NON-CURRENT ASSETS</b>		
<i>Intangible assets</i>		1
<i>Property, plant and equipment</i>	152	297
<i>Non current exchange receivables and non-exchange recoverables</i>	18	
	<b>170</b>	<b>298</b>
<b>CURRENT ASSETS</b>		
<i>Pre-financing</i>	25	27
<i>Exchange receivables and non-exchange recoverables</i>	4 902	3 907
	<b>4 926</b>	<b>3 933</b>
<b>TOTAL ASSETS</b>	<b>5 096</b>	<b>4 231</b>
<b>CURRENT LIABILITIES</b>		
<i>Payables</i>	(2 045)	(2 137)
<i>Accrued charges and deferred income</i>	(698)	(533)
	<b>(2 743)</b>	<b>(2 670)</b>
<b>TOTAL LIABILITIES</b>	<b>(2 743)</b>	<b>(2 670)</b>
<b>NET ASSETS</b>	<b>2 352</b>	<b>1 562</b>
<i>Accumulated surplus</i>	1 561	1 876
<i>Economic result of the year</i>	791	-315
<b>NET ASSETS</b>	<b>2 352</b>	<b>1 562</b>

### STATEMENT OF FINANCIAL PERFORMANCE

EUR '000

	Note	2018	2017
<b>REVENUE</b>			
<b>Revenue from non-exchange transactions</b>			
<i>Subsidy and grants from the Commission</i>	3.1	11 831	9 988
<b>Total</b>		<b>11 831</b>	<b>9 988</b>
<b>Revenue from exchange transactions</b>			
<i>Other exchange revenue</i>	3.2	95	63
<b>Total</b>		<b>95</b>	<b>63</b>
		<b>11 926</b>	<b>10 051</b>
<b>EXPENSES</b>			
<i>Operating costs</i>	3.3	(6 446)	(5 936)
<i>Staff costs</i>	3.4	(3 386)	(3 183)
<i>Other expenses</i>	3.5	(1 303)	(1 246)
		<b>(11 135)</b>	<b>(10 366)</b>
<b>ECONOMIC RESULT OF THE YEAR</b>		<b>791</b>	<b>-315</b>



## Annex IX. Amendments to the SPD 2018-2020 during the year of 2018

The SPD 2018-2020 that was approved by MB decision 36/2017/MB on 15 November 2017 has been amended by the following:

MB Decision	Reason for amendment
05/2018/MB on 13 February 2018	The main reason for this amendment was the signature of agreements on: <ul style="list-style-type: none"> <li>- The CEPOL CT 2 project - EUR 6,444,698 (multiannual)</li> <li>- the CEPOL WB project - EUR 2,500,000 EUR (multiannual)</li> <li>- CEPOL-Frontex exchange programme – EUR 60,000 (2018 budget)</li> </ul>
35/2018/MB on 6 December 2018	The main reason for this amendment was, that CEPOL has received positive reply on its request of additional 1.2 M EUR for vital IT Investments from the European Commission.  In addition, non-substantial amendments to the SPD 2018-2020 have been incorporated based on the following ED decisions: <ul style="list-style-type: none"> <li>• 12/2018/DIR</li> <li>• 28/2018/DIR</li> <li>• 38/2018/DIR</li> <li>• 39/2018/DIR</li> <li>• 45/2018/DIR</li> </ul>

Finally, ED decisions 56/2018/DIR and 61/2018/DIR amended the SPD 2018-2020 in December 2018 due to changes in the List of training activities 2018.