



**Decision of the Management Board 08/2020/MB**

**ON ESTABLISHING THE ANALYSIS AND ASSESSMENT  
OF THE CONSOLIDATED ANNUAL ACTIVITY REPORT 2019**

**Adopted by the Management Board**

**on 29 May 2020**

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 Management Board Decision 13/2019/MB of 22 May 2019 adopting the Financial Regulation and repealing decision 01/2014/GB ('CEPOL Financial Regulation'), and in particular Article 48 thereof;

Having regard to the Consolidated Annual Activity Report (CAAR) for the financial year 2019;

HAS ADOPTED the Analysis and Assessment of the Consolidated Annual Activity Report (CAAR) for the financial year 2019, as set out in the Annex to this decision.

The present Decision shall take effect on the day of its adoption.

Done at Tampere, on 02 June 2020

*For the Management Board*

*<< Signature on file >>*

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*Dr. Kimmo Himberg*

*Chair of the Management Board*

ANNEX: Consolidated Annual Activity Report (CAAR) for the financial year 2019 including its Analysis and Assessment by the Management Board.

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

**Consolidated Annual Activity Report (CAAR)  
of the European Union Agency for Law Enforcement Training (CEPOL)  
for financial year 2019**

This Consolidated Annual Activity Report has been drawn up in compliance with Article 48 of the to the Commission Delegated Regulation of 18 December 2018 on the framework financial regulation for the bodies referred to in Article 70 of Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council

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## 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>EU IPO</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 Management Board Decision 13/2019/MB of 22 May 2019 adopting the Financial Regulation and repealing decision 01/2014/GB ('CEPOL Financial Regulation'), and in particular Article 48 thereof;

Having regard to the Consolidated Annual Activity Report (CAAR) for the financial year 2019 of the Authorising Officer of CEPOL;

### General Observations

1. Considers that the Consolidated Annual Activity Report 2019 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 2019, 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 2019.
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 2018 budget execution, including carried forward funds from 2017-2018, has reached 96%.
8. Regarding the regular budget for 2019 notes, that by the end of December 2019, 99% of the budget has been committed, out of which 89% has been paid.
9. 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

10. Welcomes the fact that in 2019 CEPOL promoted the outcomes of **EU-Strategic Training Needs Assessment (EU-STNA)** and **71% 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**.
11. Notes with satisfaction that the quality of CEPOL products as measured by the **stakeholders' satisfaction rate** remained exceptionally high with overall **96%** of participants stating that they were very satisfied or satisfied with the activities.
12. Positively notes that, in terms of the delivery of its core business, for the ninth year in a row, the outreach of CEPOL has increased: **number of participants** has grown to **34 723** compared to **29 003** in 2018

which represents an increase of **20%**. 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.

13. Notes with concern that due to the 2019 budget cuts, CEPOL had to apply negative priorities, hence **50%** of the residential activities identified in the 2019 needs assessment process, and **53%** of the applications for CEPOL Exchange Programme could not be satisfied due to budget constraints.
14. Welcomes the inauguration of the **CEPOL Cybercrime Academy (CCA)** hosted at the premises of the Hungarian International Training Centre, providing a state of the art platform to improve cybercrime knowledge and cyber capacities in Europe.
15. Welcomes the fact that, as of November 2019, CEPOL opened its **Liaison Office in Brussels** to represent CEPOL and facilitate the dialogue and exchange of information with the EU institutions on subject matters relevant to CEPOL's mandate and responsibilities.
16. Notes that CEPOL continued the implementation of 2 international cooperation projects via EU-funded projects, **namely the EU/MENA Counter-Terrorism Training Partnership 2 (CEPOL CT2) and Financial Investigation in-service training programme in Western Balkans (FI WB)**, evidencing the Agency's ability to play a significant role in the achievement of the EU's policy objectives in the JHA area and its external aspects, directly contributing to strengthening the internal security of the EU.
17. Welcomes that the **2nd CEPOL European Joint Master Programme (EJMP)** was finalised and 28 students graduated in October 2019. At the same time, acknowledged the critical finding of the Internal Audit Service concerning the administrative setup of the programme back in 2014, therefore approved to postpone its continuation and stop the non-compliant practice. A revision of the EJMP as a higher education product responding to the needs of CEPOL's widened target audience is under consideration.
18. Notes with satisfaction that since 2017 the Agency successfully maintained the **ISO 9001:2015 certification of CEPOL's Management System**, and passed the re-certification audit on first attempt. The additionally obtained certification for the relevant **ISO 29993:2017 standard for learning services**, further demonstrates that CEPOL ensures efficient operating of the quality system.

### Conclusion

The Management Board considers **CEPOL has effectively delivered the expected services in accordance with the 2019 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.

CEPOL has over the past years provided a substantial number of training activities and contributed to the e-learning options available to law enforcement officers in the European Union and beyond.

The implementation of capacity building projects in third countries via external assistance funds provides a multiplier effect and added value for the EU Member States, while having a marginal impact on the resources of CEPOL's annual subsidy (i.e. the annual budget of the agency). Member States can in fact take part in activities as trainers and trainees alike, thereby reinforcing a cohesive EU message of partnership, and at the same time showcasing their excellence, and strengthening their networks.

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>>*

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



## Executive Summary

### Agency in brief

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 (CNUs) in every Member State to provide information and assistance to law enforcement officials who wish to participate in CEPOL's activities. CNUs 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.

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<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>

## The Year in Brief

In 2019 **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 **34 723** law enforcement officials.

In 2019 CEPOL promoted the outcomes of the **EU-Strategic Training Needs Assessment (EU-STNA)** and contracted an external provider to evaluate the process and impact of the EU-STNA to prepare the next phase. CEPOL completed Operational Training Needs analyses in migrant smuggling, cybercrime, counterterrorism, CSDP missions, e-evidence and entry-exit system. Based on the EU-STNA outcomes, CEPOL launched new Operational Training Needs Analysis in four priority areas, to gain understanding of training needs of law enforcement officials on operation level.

CEPOL has identified cybercrime as its Key Priority for the upcoming years. Cybercrime is one of the fastest growing forms of crime. The European Union is fully aware of the increasing impact of cybercrime, and the need to protect cyberspace from incidents, malicious activities and misuse has become crucial for the functioning of our societies and economies. Developing the necessary knowledge and expertise in law enforcement authorities across Europe is key in addressing the evolving challenge of cybercrime. The **CEPOL Cybercrime Academy (CCA)** hosted at the premises of the Hungarian International Training Center (ITC), has been established in 2019 providing a state of the art platform to improve cybercrime knowledge and cyber capacities in Europe, fully configured to train simultaneously up to 100 participants.

The **Brussels Liaison Office** was established to represent CEPOL to the EU institutions and facilitate close cooperation between Brussels based stakeholders and the Agency. The office was established in the heart of the European Quarter of Brussels at the end of 2019. It works closely with the European Union institutions, Justice and Home Affairs Agencies and national Permanent Representations to increase policy dialogue and build strategic partnerships, to represent the Agency's views and interests in the decision-making process.

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 94 exchanges under the area of border and coast guarding funded by Frontex and carried out by CEPOL in 2019.

The **2nd CEPOL European Joint Master Programme (EJMP)** was finalised and 28 students graduated in October 2019. The revision of the EJMP as a higher education product and to adapt it to the needs of CEPOL's widened target audience is still under consideration.

Two pilot **CEPOL Knowledge Centres (CKCs)** in the areas of **Counterterrorism** and **Common Security and Defence Policy** mission training were in the 3<sup>rd</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. Based on the results of the external evaluation, a new business model is to be set up for the next round of CKCs.

CEPOL continued the implementation of 2 **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.

In 2019 CEPOL successfully passed quality audits, thus continuing to maintain its certification in accordance with **ISO 9001:2015 Quality Management System Standard** and additionally obtained extended the scope of certification to E-learning services<sup>4</sup>, continuing to demonstrate its commitment to quality and stakeholder satisfaction.

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

Moreover, CEPOL launched a pilot project on certification of 4 key training activities based on compliance with the requirements for learning services outside formal education according to the **ISO 29993:2017 standard for learning services**, which provides generic frame of reference for quality learning service.

Following audit implemented in May 2019, CEPOL has been granted ISO certificate 29993:2017 for providing learning services outside formal education to CEPOL residential courses on:

- Child trafficking
- Drug crime and markets – strategic analysis
- Open Source Intelligence and IT solutions
- False identity documents – crime facilitator.

This international recognition motivates CEPOL to continue to provide Law Enforcement officials with the latest learning methods and techniques to stay ahead of crime and make Europe safer together.

### Key Performance Indicators

Goals and objectives reflected in the CEPOL's strategy 2019-2021 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 2019 (see below table). More details are provided throughout the report and summarized in Annex I a.

### Summary of the Agency's performance in 2019 (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%	12/2019	96% <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 2019
4	Budget Year N commitment above 97% (KPI)	97%	Annually	99%	Target achieved
5	Budget Year (N-1) payments 95% (KPI)	95%	Annually	96%	Target achieved
6	No critical audit recommendation formulated (KPI)	100%	Annually	100% <sup>8</sup>	Target achieved

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

In 2019, 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.

71% 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:

<sup>5</sup> target 94% vs 96% achieved (96% Residential, 94% e-Learning, 96% CEP, 99% CT2, 95% 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

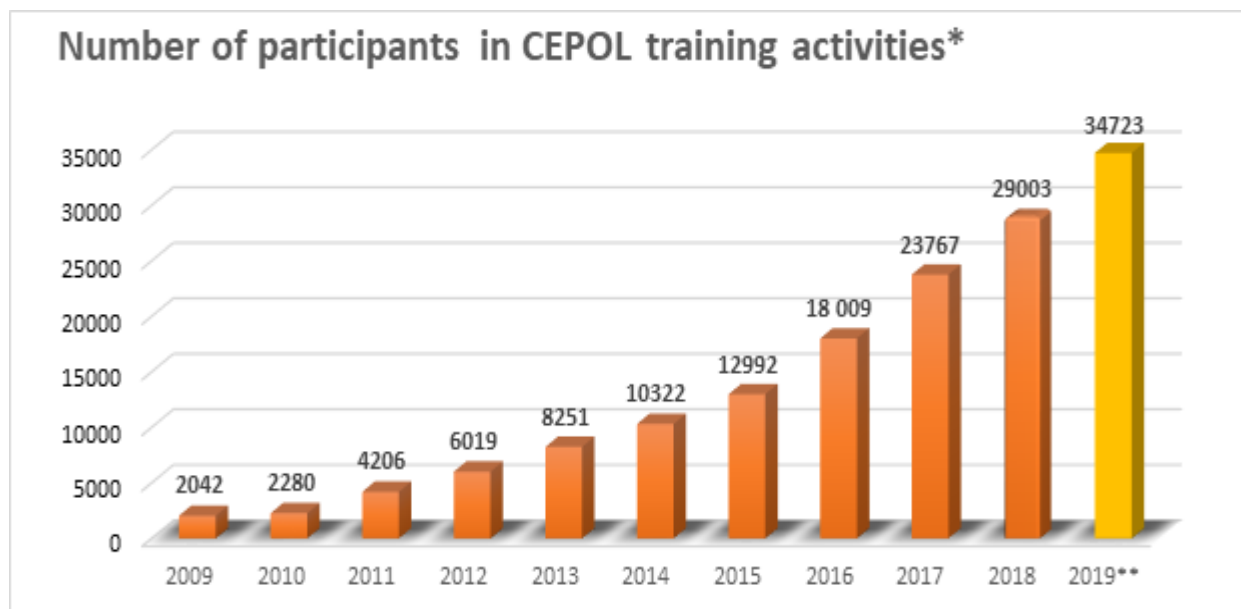
<sup>7</sup> 3% T3 equals to approx. 150,000€; for 2019 no research grants were given. This can change in future depending on availability of budget

<sup>8</sup> one critical audit recommendation out of 5 was closed as no longer relevant after immediate measures were taken in relation to EJM

- Serious and organised crime, including cybercrime and migration - 38% of activities;
- Counterterrorism - 6% of activities;
- Horizontal aspects, such as law enforcement cooperation tools, professional networks information exchange etc - 21% of activities
- Soft skill building, leadership training and language skills - 6% of activities.

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 has continuously grown.

#### Participation in CEPOL activities 2009-2019



\* Participation includes residential (on-site) activities, online activities (webinars, online courses, online modules, Virtual Training Centre, webinar series), the CEPOL Exchange Programme, CT2 MENA Programme and the Financial Investigations – Western Balkan Programme

\*\* 2019 figures include 611 participants trained during activities carried forward from 2018

As training demand is consistently and considerably greater than the available resources, the agency had to apply negative priorities. Residential activities have been scaled down to 100 activities (more than 200 proposals expressed by the Member States in their training needs analysis) with the net result of less officials benefiting from EU level training delivered by CEPOL.

In 2019 CEPOL received a record high number of applications (ca 1000) to the Exchange Programme, however, (even with the contribution from partner agencies' budget for exchanges, e.g. Frontex), it has been able to accommodate only 47% of this demand with its own human resources.

The cybercrime activities addressing emerging developments in this area, e.g. course 'Bitcoins and cryptocurrencies' received 73 nominations, but could host only 33 participants, declining 55% of the applicants due to the limited resources.

### Overview of number of activities per objective

Objective /Thematic areas in 2019	Residential courses	Online training activities	CEP Exchanges	CT 2	FI WB	Total*
2.A: Serious and Organized Crime putting particular emphasis on fundamental rights, and crime prevention where relevant.	44	67	14			125
2.B: Counterterrorism (CKC)	8	10	1			19
2.C: Information exchange, policing of mass events, cooperation mechanisms and tools	27	34	7			68
2.D: Fundamental rights	3	8	1			12
2.E: Emerging training needs	2	0	0			2
3.A: CSDP Missions (CKC)	9	3	1			13
3.B Capacity Building in Third Countries: CEPOL will continue to assist third countries in building their capacity in law enforcement policy areas that are relevant for the Union	n/a	n/a	n/a	43**	14***	57
4.A Soft skill building, leadership training and language skills	5	11	3			19
4.B Training development including technology supported methodologies	2	7	n/a			9
4.C Research and prevention	0	2	1			3
<b>Total</b>	<b>100</b>	<b>142</b>	<b>28</b>	<b>43</b>	<b>14</b>	<b>327</b>

\* Numbers reported for Exchanges (CEP) refers to number of covered key areas under objectives; 2019 figures include carried forward activities from 2018 (3 residential, 3 webinars, 1 exchange)

\*\* residential activities

\*\*\* of which 9 residential and 5 on line training activities

### Overview of number of participants per objective

Objective /Thematic areas in 2019	Residential courses	Online training activities	CEP Exchanges	CT 2	FI WB	Total**
2.A: Serious and Organized Crime putting particular emphasis on fundamental rights, and crime prevention where relevant.	1 380	14 503	148			16 031
2.B: Counterterrorism (CKC)	241	2 376	27			2 644
2.C: Information exchange, policing of mass events, cooperation mechanisms and tools	833	8 020	233*			9 086
2.D: Fundamental rights	85	1 246	8			1 339
2.E: Emerging training needs	49	0	0			49
3.A: CSDP Missions (CKC)	276	439	2			717
3.B Capacity Building in Third Countries: CEPOL will continue to assist third countries in building their capacity in law enforcement policy areas that are relevant for the Union	n/a	n/a	n/a	798 <sup>9</sup>	536 <sup>10</sup>	1 334
4.A Soft skill building, leadership training and language skills	138	1 797	46			1 981
4.B Training development including technology supported methodologies	55	1 164	n/a			1 219
4.C Research and prevention	0	319	4			323
<b>Total</b>	<b>3 057</b>	<b>29 864</b>	<b>468</b>	<b>798</b>	<b>536</b>	<b>34 723</b>

\* including 94 Frontex exchanges

\*\*2019 figures include participants of carried forward activities from 2018 (93 residential, 501 e-learning, 17 exchange)

<sup>9</sup> 734 residential, 64 exchanges

<sup>10</sup> 322 residential, 106 online, 108 exchanges



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 - 96%, so the recipients of CEPOL trainings confirmed the high quality and relevance of training activities (94% in 2018).

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).

2019 was marked by the implementation 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 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 CT2 has so far implemented 43 activities (residential activities, regional workshops, study visits) and 64 exchanges (CT 2 Exchange Programme & unilateral exchanges). The overall satisfaction of activities is 99% (target: 95%) with different achievement rates in different indicators. Overall, 798 law enforcement officials from the beneficiary countries and the EU have participated in CT 2 project activities.

CEPOL also implemented the Financial Investigation In-Service Training Programme Western Balkan (CEPOL FI WB). The project covers the period 2017-2020<sup>11</sup> and provides law enforcement training assistance to Western Balkans, notably Albania, Bosnia Herzegovina, Kosovo<sup>12</sup>, the Republic of North Macedonia, Montenegro and Serbia, on preventing, investigating, and prosecuting transnational organized crime and the financing of terrorism.

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>13</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).

CEPOL FI Western Balkans project has implemented 9 residential activities (6 regional training courses, 3 national courses), 5 webinars and 108 exchanges (80 exchanges within the Exchange Programme and 28 unilateral exchanges within 6 CEPOL regular residential activities). In total 430 participants took part in residential trainings and exchange programme within FI project, of which 305 participants from the

<sup>11</sup> Original closing date of 31 December 2019 was extended until 31 March 2020.

<sup>12</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>13</sup> A credible enlargement perspective for and enhanced EU engagement with the Western Balkans; 6.2.2018 COM(2018) 65 final

beneficiary countries. Additionally 106 participants took part in FI Project webinars. The overall satisfaction of activities is 95%.

During 2019, negotiations started aiming at the implementation of 4 new capacity building projects. One contract regarding an additional CT-related project in the MENA region (CT INFLOW) was signed at the end of 2019 with starting date in 2020.

## 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 2019 contained 32 Temporary Agents (TA). In addition to the establishment plan, the Management Board approved 19 Contract Agents (CA) and 3 SNE positions (excluding capacity building projects, additional 2 SNE posts were approved by MB Decision 32/2018/MB on 14 December 2018).

By the end of 2019, the agency had in post 30 TAs (two of which are on long-term leave) and 32 CAs, of which 15 for externally financed capacity building projects. One CA has been recruited to replace a TA on long-term absence. In addition 7 SNEs were in post (5 financed from CEPOL budget – including 1 to replace a TA on long-term absence – and 2 from FPI funded projects, CT2 and FI WB).

At present there is no significant gender imbalance in CEPOL. The ratio between man and women employed by CEPOL is 31 / 38. Women are well represented at all grades including at management level. The CEPOL management team (Executive Director, Heads of Departments and Heads of Units) on 31 December 2019 consists of 3 women and 3 men.

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 combined with the lack of higher TA posts available, do not assist CEPOL in attracting the best talent from the broadest possible geographical basis from among nations of Member States. In 2019 4 TAs (12.5% of TA positions) and 2 CAs (5.4% of CA positions) left CEPOL.

The 10 recruitment campaigns run in 2019, attracted 553 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 2019, there were 27 Hungarian citizens (39%) working for the agency, from a total of 69 staff (TA, CA & SNE - CEPOL establishment plan and project related staff). There are 18 other nationalities present in CEPOL, which are relatively equally distributed. As of 31 December 2019, CEPOL only does not employ staff from Bulgaria, Cyprus, Czechia, Finland, France, Ireland, Luxembourg, Malta and Slovenia.

Further details on management of human resources can be found in Part II, point 2.5.

## Key conclusions on management of financial resources

21% of the commitments prepared in 2018 remained open at the end of 2018. These commitments for a value of M € 2 235 were carried forward to 2019. The relatively high amount was justified by the M € 1.2 budget reinforcement received end of the year from the European Commission to carry out particular projects. This additional budget has been transferred and inscribed only in December 2018, therefore the whole amount of M € 1.2 was carried forward to 2019. Although the high carry forward, the final 2018 budget execution has reached 96 %.

CEPOL's regular budget for 2019 was € 9 308 000. 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 2019, 99.9% of the budget has been committed, out of which 89% has been also paid. 11% of the commitments prepared in 2019 remained open at the end of the year. These commitments for a value of M€ 0.984 were carried forward to 2020. The final implementation taking into account the execution of those commitments will be known at the end of 2020.



CEPOL signed the Contribution Agreement IFS/2019/410-531 with DG DEVCO (International Cooperation and Development) on 17 December 2019, on implementation of the action “CT INFLOW- Enhancing Information Exchange and Criminal Justice Response to Terrorism in the Middle East and North Africa”. The project has a maximum budget of EUR 7 500 000 and a duration of 48 months and is financed under the Instrument contributing to Stability and Peace (IcSP). The first instalment of the pre-financing amounting to EUR 3 750 000 was received in December 2019.

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). In 2019 CEPOL finalised the list of control indicators to be used for the first self-assessment, with the summarised results reported in the current annual report (please refer to point 3.2 Compliance and effectiveness of internal control).

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 November 2018, the IAS has implemented an audit concerning ‘Training implementation, knowledge sharing and monitoring of results’ resulting in one critical (European Joint Master Programme) and one very important (FWP agreements for residential training) findings. Both of them were immediately addressed by ceasing the practice and taking steps to re-design the processes before further implementation.

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 and the re-certification audit was successfully passed in January 2020.

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 b). CEPOL training approach is based on circular training cycle:



In 2019 CEPOL planned to implement **226 activities** (98 residential<sup>14</sup> and 128 E-learning activities), but catering to emerging needs, CEPOL delivered **242 activities** (100 residential and 142 E-learning activities).

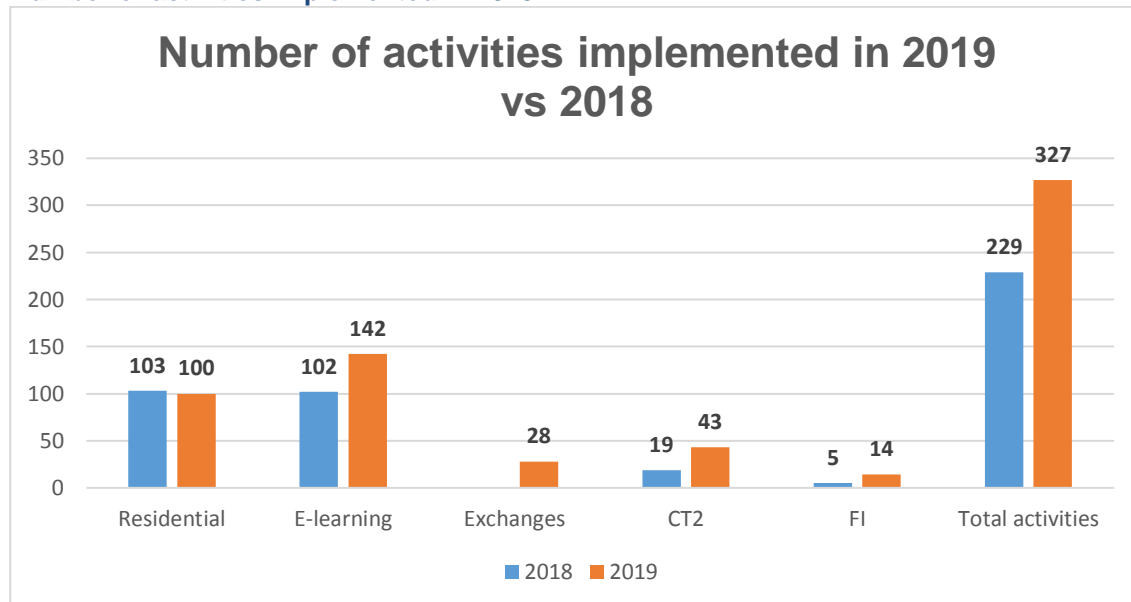
In addition, **57 activities** were implemented under Objective 3.B: 'Capacity Building in Third Countries' financed under external projects.

Under the General CEPOL Exchange Programme, **468 exchanges** were successfully implemented thereby having an implementation percentage of 141% (versus **planned 330 exchanges**). The CEPOL-Frontex Joint Exchange Programme fully funded by Frontex succeeded in implementing of a total of 94 exchanges.

CEPOL Exchange Programme covered for 28 priority areas, which brings the total number of activities implemented in 2019 to **327**.

<sup>14</sup> Including the Research and Science conference which was later cancelled

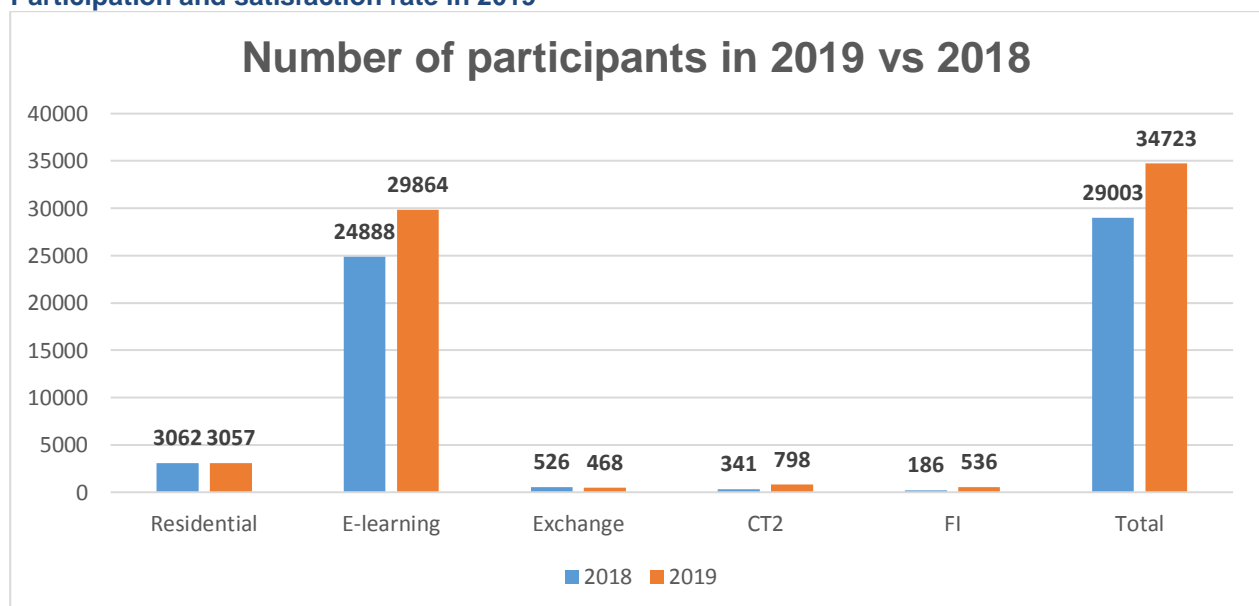
**Number of activities implemented in 2019<sup>151617</sup>**



In total, **34 723** law enforcement officials took part in CEPOL training activities on issues vital to the security of the EU and its citizens, which represents 20% increase compared to 2018.

The implementation phase of **EU/MENA Counter-Terrorism Training Partnership project** and **Financial Investigation In-Service Training Programme Western Balkan** programme continued with **1 334** law enforcement officials taking part in CEPOL training activities on counter terrorism, financial investigations, security and migration in 2019.

**Participation and satisfaction rate in 2019<sup>18</sup>**



The **overall satisfaction rate for 2019 is 96%** (96% residential, 94% e-learning, 96% CEP, 99% CT2, 95% FI).

<sup>15</sup> 2019 figures include carried forward activities from 2018 (3 residential, 3 webinars, 1 exchange)

<sup>16</sup> In case of exchanges (CEP), number of covered key areas under objectives is counted instead of number of activities, unlike for other training types

<sup>17</sup> Number of activities for CT2 and FI in 2019 does not include the number of exchanges (64 and 108 respectively)

<sup>18</sup> 2019 figures include participants of carried forward activities from 2018 (93 residential, 501 e-learning, 17 exchange)

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

**Key Performance Indicator 1**

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

Target: Customer satisfaction: 94%; Stakeholder satisfaction: above 70.7%<sup>19</sup>

**Progress: Customer satisfaction: 96%; Stakeholder satisfaction: 80%<sup>20</sup>**

**Strategic areas of intervention:**

**Quality, Relevance, Coherence and Complementarity**

- 1.1. CEPOL will ensure complementarity and relevance of its activities
- 1.2. Further developing a coherent quality system
- 1.3. Development of policy leading to accredited certification
- 1.4. Development of training methodology
- 1.5. CEPOL will be responsive in a flexible way to the newly-emerging needs *vis-a-vis* the prevalent security situation
- 1.6. CEPOL will provide blended<sup>21</sup> learning based on –up-to-date technologies, to ensure the EU level added value and accessibility
- 1.7. Further developing coherent and shared training quality standards
- 1.8. Development of policy leading to training certification
- 1.9. Through implementation of Working Arrangements and projects CEPOL will support capacity building efforts in third countries

**Performance Indicators:**

- 1.1. Completed quality system: maintain and renew the ISO 9001:2015 certificate for residential activities and the Exchange Programme  
**Progress: Completed**
- 1.2. Continued accreditation for CEPOL EJMP  
**Progress: Completed in 2019, but EJMP is suspended from 2020 and new higher education product is planned to be developed**
- 1.3. Completed standards of learning environment: Complete the Training Cycle with the EU-STNA and the OTNA  
**Progress: Completed**
- 1.4. Number of implemented training activities and learning products  
Target: 321<sup>22</sup>, **Progress: 327** (320 + 7<sup>23</sup>)
- 1.5. Number of participants trained  
Target: 28,280<sup>24</sup>, **Progress: 34,723**
- 1.6. Number of participants in capacity building projects  
Target: 599, **Progress: 943<sup>25</sup>**
- 1.7. Number of participants from third countries  
Target 40<sup>26</sup>, **Progress: 152<sup>27</sup>**

<sup>19</sup> During the last stakeholder satisfaction survey the aggregate score was 70.7%. The Agency is aiming for higher score for subsequent surveys

<sup>20</sup> Based on CEPOL Stakeholder Engagement Survey 2018, "agree to a very large" or "large extent" on overall satisfaction

<sup>21</sup> 'Blended learning' includes the whole variety of learning opportunities which will be mixed according to target group and objectives of the activities

<sup>22</sup> Incorrectly indicated as 197 in SPD 2019, II.1 Multiannual objectives 2019-2021

<sup>23</sup> Carried forward from 2018

<sup>24</sup> Incorrectly indicated as 28,290 in SPD 2019, II.1 Multiannual objectives 2019-2021

<sup>25</sup> Number of participants in residential activities only, total number of participants of capacity building projects: 1,334

<sup>26</sup> Only Residential activities; Excluded project funded activities, to be reported separately

<sup>27</sup> All non-EU participants of TRU residential activities included

## Activity 1: CEPOL delivery is needs based, coordinated and qualitative

### Outputs for Activity 1

Area	Outputs	Progress
<b>Outputs 1.A: EU-STNA and OTNA</b>	<ul style="list-style-type: none"> <li>The Terms of Reference for the EU-STNA evaluation</li> <li>The operational training needs analysis report outlining the tactical level training requirements</li> </ul>	100% 100%
<b>Outputs 1.B: Training coordination</b>	<ul style="list-style-type: none"> <li>JHA Training Matrix update</li> <li>JHA training coordination meeting</li> </ul>	Done in 2019, but put on hold starting from 2020 <sup>28</sup> Completed
<b>Outputs 1.C: Training quality assurance measures</b>	<ul style="list-style-type: none"> <li>Evaluation report</li> <li>ISO certification is maintained</li> <li>On the basis of the result of the work of an Expert Group, CEPOL certification mechanism may be proposed</li> </ul>	Completed Completed Not completed, not dependent on CEPOL

### Indicators for Activity 1

Area	Indicator	Target for 2019	Progress
<b>1.A – EU-STNA and OTNA</b>	Number of analytical products	2	5 <sup>29</sup>
	Number of stakeholders involved	26 (for the OTNA) N/A <sup>30</sup> (for the EU-STNA)	172 <sup>31</sup>
<b>1.B – Training coordination</b>	Timely input of information in the JHA Training Matrix	70%	87.5% <sup>32</sup>
	JHA training coordination meeting	1	1
<b>1.C – Training quality assurance measures</b>	% of CEPOL training activities evaluated	95%	98% <sup>33</sup>
	% of ISO action plan activities are implemented or are in progress.	90%	100%

## Objective 1.A: EU-STNA and OTNA

CEPOL completed the first and pilot EU Strategic Training Needs Assessment (EU-STNA) in 2018 providing sound evidence on law enforcement capability gaps and strategic training needs in line with the EU policy priorities. In 2019 the EU-STNA communication plan was implemented via production of promotional material, presentations and printing of the report. The new cycle of the EU-STNA will identify strategic level training needs of law enforcement officials across Europe for the period of 2022-2025, in line with SOCTA and the EU Policy Cycle. To prepare the new EU-STNA to be launched in 2021, CEPOL contracted an external provider in December 2019 to conduct a process and impact evaluation of the pilot EU-STNA exercise.

On operational level, CEPOL conducted and completed training needs analyses in a number of topics applying different methodologies. Upon the request of the European Commission, the training needs analysis on cross-border cooperation to counter migrant smuggling was completed in June 2019. The report identifies cross-cutting and profile-specific training needs linked to fighting migrant smuggling.

<sup>28</sup> As other JHA agencies do not allocate resources to maintain the training matrix, it is not feasible to maintain. CEPOL cannot define objectives of which the delivery is entirely beyond its control, therefore objective 1.1.3 on JHA training matrix was removed from the SPD 2020.

<sup>29</sup> OTNA on Counterterrorism, CSDP missions, Cybercrime and TNA on Entry-Exit system and E-evidence

<sup>30</sup> The EU-STNA exercise has a 4-years cycle

<sup>31</sup> 28 MS, JHA agencies, and members of the Training Governance Model

<sup>32</sup> It is difficult to quantify what is the percentage of the 273 activities registered in 2019 represent. However, if considering the origin of entries, 7 out of 8 contributing agencies did at least some entries.

<sup>33</sup> Residential activities.

Upon the request of the Romanian presidency an ad-hoc analysis on training needs on electronic evidence was completed in January 2019. Recommendations of the outcome were incorporated in CEPOL's 2019 training portfolio via implementing a course on e-evidence by the Romanian presidency.

In cooperation with eu-LISA and Frontex, CEPOL completed a training needs analysis on Entry-Exist System in April 2019, to be used to define the content of the on-line module to be developed in 2020.

In cooperation with the Training Governance Model (TGM), CEPOL conducted training needs analysis on operational level in the topic of Cybercrime – attacks against information systems. CEPOL's 2020 training portfolio on this topics was drafted based on the outcomes of this analysis, in cooperation with members of the TGM.

The methodology of Operational Training Needs Analysis (32/MB/2017) was applied in 2019 to update the results of training needs analysis on Counterterrorism and CSDP missions piloted in 2018. Outcomes of these analyses were used by respective CEPOL Knowledge Centres to design CEPOL's 2020 training portfolio.

To define its 2021 training portfolio, CEPOL prepared training needs analyses applying the OTNA methodology in four thematic priorities defined by the EU-STNA, namely: facilitation of illegal immigration, trafficking of human beings, criminal finance, money laundering and asset recover and drugs trafficking. These OTNAs will be launched and completed in 2020.

## **Objective 1.B: Training coordination**

Through EU-STNA framework CEPOL training delivery is coordinated with all respective training actors operating in the Justice and Home Affairs domain. In addition CEPOL National Units' and Training Contact Group of the JHA Agencies Network serve as coordination platforms for agreed actions and for jointly organised training activities in the training nexus.

With regards to JHA Training Matrix, CEPOL has put all the efforts in making it more user-friendly and to be used as a planning tool; nevertheless some of the partner agencies are questioning the usefulness and value added of this database, which is generally perceived as creating administrative burden and met with reluctance when it comes to filling in the requested data. As other JHA agencies do not allocate resources to maintain the training matrix, it is not feasible to maintain the tool, therefore it shall be ceased starting 2020 on.

## **Objective 1.C: Training quality assurance measures**

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. 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. The agency shares former evaluation results and other relevant course documentation with new activity managers to ensure that they can build upon the accumulated knowledge and experience.

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.

In 2019 LMS evaluation had been expanded as a mandatory measure to all residential activities so the agency collects feedback results in a digital way concerning all training products. This measure made the evaluation system more credible, transparent and resource-efficient.

Testing in the form of formative or summative assessment had been further expanded as 19 residential activities had been tested during the year. Progress in this matter (Kirkpatrick assessment level 2) is an important step towards the future certification of CEPOL training activities.

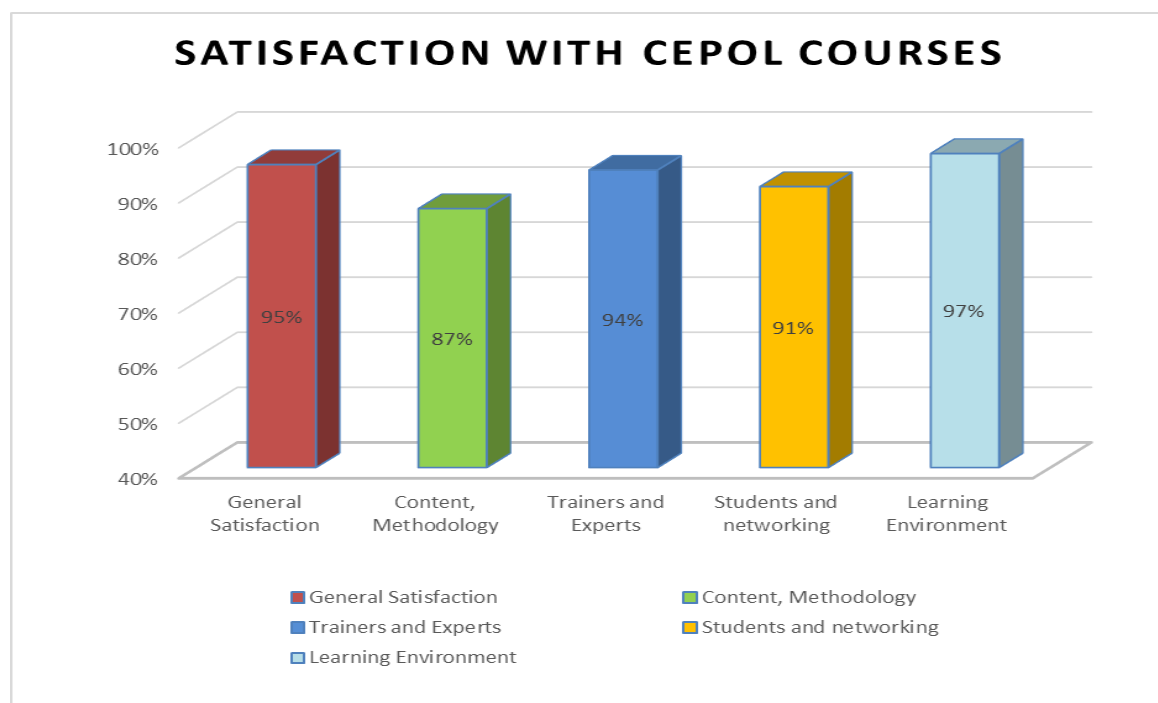
ISO 9001 certification for management of residential training activities and CEPOL Exchange Programme had been maintained, the relevant independent audit proved the adequacy and efficiency of CEPOL practice.

As a further element ISO 29993 certification had been successfully obtained for four key residential activities evidencing that these activities meet the relevant ISO standards in all aspects (content, trainers, organisation, and learning environment).

In 2019 pre-course-quality control had been introduced for granted residential activities. This additional quality measure aimed to ensure that standards on content and educational methodology are universally applied throughout the portfolio. This measure was complemented by the agency organised workshop in 12-14 March 2019 that had trained activity managers on international adult training methods and techniques in the CEPOL context.

In line with its mandate to promote the mutual recognition of law enforcement training in Member States and the recognition by Member States of training provided at Union level, CEPOL took further steps towards certification and accreditation of its training activities and products in line with the European Qualifications Framework (EQF).

CEPOL Expert Group to outline the way towards accredited certification was established. EQF accreditation is currently available only at national level, for Member States. Therefore, the achievement of this objective is depending on the Commission's work on a solution to open the system to the Agencies, as well as agreement from MS on the proposed way ahead. This can be long-term procedure, therefore the objective cannot be achieved in the annual perspective.



The detailed evaluation results confirmed that CEPOL trainings had positively changed the job performance of participating officers and cascaded good working practices in the sending authorities. 92 % of participants declared that provided trainings were relevant while four out of every five attendants reiterated the personal and organisational benefits of CEPOL trainings (Kirkpatrick level 3 & 4).

Greater staff competence, enhanced international cooperation, better internal working methods and higher operation results have been the outcome of CEPOL trainings in national law enforcement organisations according to the feedback of former participants and their line managers.

Cascading the knowledge gained in CEPOL trainings is strong, participants shared the knowledge primarily with their fellow colleagues, with their line managers and/or with their staff. CEPOL trainings effectively



contribute to police networking as a bit more than half of the former participants stated that managed to maintain some of their newly acquired professional contacts.

In 2019 there was a sensible development in the provision of learning in the pre-course stage in residential activities enhancing the blended learning experience. Learning continuity remains strong as almost all former participants stated the fact that CEPOL trainings stimulated them to continue to develop themselves.

## Activity 2: Delivery of thematic training portfolios in priority areas

CEPOL in close partnership with Member States' law enforcement authorities, EU bodies, international organisations and law enforcement networks continued to address the internal security challenges of the EU by carrying out advanced trainings on the priority crime areas. Training needs established by EU-STNA and the respective OTNA processes had been addressed by the combination of residential, e-learning and exchange products in accordance with modern blended learning approach.

### Outputs for Activity 2

Areas	Outputs	Progress
Collective Outputs for the following areas		
<b>2.A: Serious and organised crime, including horizontal aspects</b>	• Residential activities	84
<b>2.B: Counterterrorism</b>	• Webinars	75
<b>2.C: Information exchange, policing of mass events, cooperation mechanisms and tools</b>	• Online modules	28
<b>2.D: Fundamental rights</b>	• Online courses	8
<b>2.E: Emerging training needs</b>	• Exchanges	416 <sup>34</sup>
	• Blended training curricula	8 (VTC + web series)

### Indicators for Activity 2

Areas	Indicator	Target for 2019	Progress
<b>2.A: Serious and organised crime, including horizontal aspects</b>	Number of activities implemented vs planned <sup>35</sup> , (%)	97%	119% <sup>36</sup>
<b>2.B: Counterterrorism</b>			
<b>2.C: Information exchange, policing of mass events, cooperation mechanisms and tools</b>	Number of participants trained on these areas <sup>37</sup>	23,376	29,100
<b>2.D: Fundamental rights</b>	Participant satisfaction with CEPOL training, %	94%	96%
<b>2.E: Emerging training needs</b>	Number of activities organised	2	2
	Number of participants trained on this area	52	49

## Objective 2.A: Serious and organised crime, including horizontal aspects

The agency provided a comprehensive training portfolio on all areas of Policy Cycle. Training and learning actions addressed critical threats regarding money laundering and criminal finance, facilitated illegal immigration, trafficking in human beings, the various forms of cybercrime, excise and MTIC fraud, drugs trafficking, environmental crime, organised property crime, document fraud and firearms trafficking. Activities discussed traditional and emerging criminal modus operandi, focusing on intelligence, analysis and investigative methods by exchanging up to date knowledge on operational and international cooperation

<sup>34</sup> Counted as number of exchanges (not activities, unlike other types of training)

<sup>35</sup> Actual number of activities planned are under 'Overview of CEPOL Regular activities 2019' (SPD/WP 2019-2021)

<sup>36</sup> Including carried forward activities

<sup>37</sup> Planned number of participants in all form of training: Residential, Webinar, Online courses, Online modules, CEP and EJMP

matters. Asset recovery, crime prevention and fundamental rights were treated as horizontal issues that were integrated into the curriculum of relevant training events.

CEPOL trainings remained closely aligned with the requirements voiced by the EU Policy Cycle EMPACT groups while expertise were secured from Member States, Europol, Eurojust, Frontex, EJTN, FRA, EASO and other stakeholders.

Recognising the strategic importance of the provision of actual and operationally focused trainings that address the challenge of European crime priorities over 40 % of the CEPOL training products concentrated on Policy Cycle fields. In 2019, in connection with EMPACT, CEPOL delivered:

- 44 residential activities attended by 1 380 participants
- 67 online activities attended by 14 503 participants
- 148 exchanges

Altogether 16 031 participants benefited from these trainings in 2019, which indicates a 121% growth compared to the attendance in previous year (7 247 in 2018).

Understanding the fact that cybercrime is one of the fastest evolving and expanding criminal area in serious organised and transnational crime, CEPOL further intensified its efforts to provide effective trainings in this highly demanded area. The CEPOL Cybercrime Academy (CCA) had been established in 2019 providing a state of the art platform to improve cybercrime knowledge and cyber capacities in Europe.

The agency continued with the Combating Cybercrime - Training Governance Model aiming to establish a global training coordination mechanism at the EU Level, in order to effectively and efficiently address the acute operational and strategic needs in order to develop high quality training. CEPOL activities addressed key elements of open sources intelligence, darknet threats, electronic evidence and digital forensics but also updated cyber investigators on the new tools and techniques available. Fighting against child sexual abuse and non-cash payment fraud remained high priorities and received strong attention.

Facilitated illegal immigration remained in the forefront of the portfolio that paid attention partially on the challenges faced by the frontier countries law enforcement authorities, partially on the policing problems of the receiving countries managing huge number of migrants and partially on transit states.

Courses exchanged practice on the effective management of transnational investigations targeting OCGs organising the migration flow and covered the application of financial investigative and asset recovery techniques to ensure that financial incentives are taken away from these groups. Training and learning actions adopted a multidisciplinary approach and analysed issues on public order, effective integration, prevention of hate crime, but also debated the links between organised crime behind illegal immigration and the terrorism threat.

Challenges of money laundering, financial investigation and asset recovery had been addressed by numerous training products these being overarching horizontal issues. Activities were designed to facilitate the cross-border identification, freezing, seizure and confiscation of the proceeds of crime, spread the knowledge on contemporary techniques of financial analysis and investigation. International cooperation instruments like Europol, Eurojust, OLAF, FIU.net, CARIN, AMON, Egmont group had been debated alongside with good examples of inter-agency cooperation and collaboration with the financial sector.

## **Objective 2.B: Counterterrorism**

CEPOL responded to the challenges of terrorism by implementing a portfolio that addressed threat of foreign fighters, debated effective control mechanism concerning terrorism financing, targeted the protection of soft targets and the security of public spaces while also discussed the root causes of extremism and the steps of radicalisation.

Terrorist profiling practice, surveillance of violent extremists, emergency response steps after an attack, national and international coordination in counterterrorism cases, challenges in judicial cooperation, threats related to new technologies, the use of special tactics were also subjects debated in courses.

Prevention of radicalisation, links to community policing, cooperation with social, religious services and the full respect of fundamental rights remained crucial elements of terrorism related trainings. Compare to

previous years content-wise the digital elements of the curricula gained significance especially subjects like open source intelligence methods, code-breaking of encrypted communication and securing electronic evidence.

In 2019 CEPOL delivered:

- 8 residential activities attended by 241 participants
- 10 online activities attended by 2 376 participants
- 27 exchanges.

Target group for counter-terrorism courses encompassed officers from police, customs, border guard authorities, security services, as well as prosecutors, judges, magistrates and senior public officials dealing with counterterrorism either on the operational or at strategic level.

## **Objective 2.C: Information exchange, cooperation mechanisms and tools, Public order**

In terms of public order, information exchange and law enforcement cooperation CEPOL delivered:

- 27 residential activities attended by 833 participants;
- 34 online activities attended by 8 020 participants
- 233 exchanges.

Dedicated training activities prepared law enforcement officers for information exchange addressing working practices in SIRENE, Schengen evaluation, Schengen Information System, Visa Information System EURODAC. Activities in the field had been implemented in close partnership with the European Commission and eu-LISA guaranteeing the actuality and the technical relevance of training curricula.

Similarly to previous years international law enforcement cooperation remained in the focus of the CEPOL training portfolio. In cooperation with JHA partners such as Europol, EJTN and Eurojust, 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 relation of Western Balkan countries and Moldova. Besides JITs traditional channels of law enforcement cooperation did receive attention as well.

Complementing the impressive portfolio on the instruments of law enforcement cooperation and information exchange, CEPOL also offered a training package on the correct application and improvement of investigative techniques that have significant impact on cross border investigations. Joint activities with Europol demonstrated modern criminal analysis techniques, Passenger Name Record (PNR) analysis practices, shared knowledge on modern explosive devices and connected officers specialised on informant handling and witness protection. Besides these issues, specialised learning actions discussed how strategic analysis can support police management, how to prevent and fight corruption in general and within law enforcement services, while other activities dealt with the possible exploitation of social network analysis for investigation purposes, intellectual property rights enforcement and forensic techniques in CBRN contaminated environment.

Public order related courses concentrated on crowd management procedures, risk assessment and security of major events and emergency response to lone wolf and amok attacks.

## **Objective 2.D: Fundamental rights**

The respect of fundamental freedoms, full compliance with fundamental rights are principles that are embraced all around the CEPOL training portfolio and remained reflected in all training curricula and activity programmes.

CEPOL also organised dedicated activities on the topic as follows:

- 3 residential activities attended by 85 participants;
- 8 online activities attended by 1 246 participants

- 8 exchanges.

The regular two module CEPOL course on fundamental rights exchanged experience on police practices guaranteeing, increasing the level of integrity, ethical behaviour in day to day police operations and discussed human rights issues in diverse societies. Moreover, specialised training events with strong multidisciplinary and international perspective discussed detection and investigation of hate crime, particularly in the digital environment. The enhanced protection of vulnerable groups and the importance of victims support had been emphasized throughout the whole range of training and learning actions.

## Objective 2.E: Emerging training needs

In terms of emerging needs, CEPOL implemented 2 residential activities attended by 49 participants.

The related CEPOL activities focused on seizure and handling e-evidence, decryption of encrypted communication, admissibility of e-evidence and alternative, experimental approaches and innovations aiming to enhance public safety.

## Activity 3: External aspects of the EU security threats

In recognition of the growing interdependence between internal and external security, as declared by the European Agenda on Security and the renewed Internal Security Strategy of the EU, CEPOL has stepped up its efforts to promote the European message in geopolitical areas to which the EU assigns specific priority- be they areas in which an EU civilian crisis management operation is deployed or is about to be deployed, or regions/countries which are particularly relevant to the external aspects of the Union's Justice and Home Affairs (JHA) policy.

In partnership with its network of training providers, following the guidance of the European Institutions (notably the European Commission), and in cooperation with other EU partners such as the European External Action Service, the European Security and Defence College and the EU JHA agencies, CEPOL has sought to export European know-how and foster fruitful training partnerships by progressively seeking to extend the availability of CEPOL training to Third Countries. In doing so, CEPOL has been promoting international law enforcement cooperation instruments, help widening networks of law enforcement specialists and transfer Third Countries professional experience to Europe.

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

### Outputs for Activity 3

Area	Outputs	Progress
<b>Outputs 3.A: CSDP Missions</b>	<ul style="list-style-type: none"><li>• Residential activities</li><li>• Webinars</li><li>• Exchanges<sup>38</sup></li></ul>	<ul style="list-style-type: none"><li>• 9</li><li>• 3</li><li>• 2<sup>39</sup></li></ul>
<b>Outputs 3.B: Capacity building in Third Countries</b>	<ul style="list-style-type: none"><li>• Specific, tailor made capacity building activities in the Middle East and North Africa region</li><li>• Specific, tailor made capacity building activities in the Western Balkan region</li><li>• Staff Exchanges are implemented via the EUROMED Police IV project</li><li>• CEPOL training material is made available to the candidate, potential candidate and ENP policy area countries</li></ul>	<ul style="list-style-type: none"><li>• CT2: 43 activities and 64 exchanges with 798 participants</li><li>• FI: 14 activities and 108 exchanges with 536 participants</li><li>• 64 exchanges</li></ul>

<sup>38</sup> Originally not indicated as an outcome in SPD 2019-2021

<sup>39</sup> Counted as number of exchanges (not activities, unlike other types of training)

	<ul style="list-style-type: none"> <li>Specific activities tailored towards officials from the candidate, potential candidate and ENP countries</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> <li>Completed</li> </ul>
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**Indicators for Activity 3**

Area	Indicator	Target for 2019	Progress
<b>3.A – CSDP Missions</b>	Number of activities implemented vs planned <sup>40</sup> , %	97%	100%
	Number of participants trained	814	717
	Participant satisfaction with CEPOL training, %	94%	97%
<b>3.B – Capacity building in Third Countries</b>	Number of participants trained in residential activities through capacity building projects	599	943
	Participant satisfaction with CEPOL residential training through capacity building projects, %	90%	94%
	Number of participants for exchanges and study visits through capacity building projects <sup>41</sup>	285	285
	Participant satisfaction with CEPOL Exchanges through capacity building projects, %	90%	100%

## Objective 3.A: CSDP Missions

CEPOL training portfolio concerning CSDP missions had been designed and implemented via the CEPOL Knowledge Centre, with the aim of guaranteeing the complementarity of activities and the flexible and rapid reaction on emerging training needs.

Most mission related trainings concentrated on the senior level sharing knowledge on EU external security policy, principles of security sector reform programming exchanging good practices of commanding of multinational mission personnel, strategic advising, change management and human rights/gender issues. Regular mission staff had been targeted by pre-deployment activities 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. CEPOL also offered a train the trainer course on to update national trainers on CSDP mission elements and modern adult education methods.

In 2019 CEPOL delivered related to CSDP missions:

- 9 residential activities attended by 276 participants;
- 3 online activities attended by 439 participants
- 2 exchanges.

Activities were designed to debate CSDP realities through field examples and were delivered in close cooperation with experienced trainers, former mission personnel from Member States, EEAS and ESDC.

<sup>40</sup> Actual number of activities planned in SPD 2019-2021 under 'Overview of CEPOL regular activities 2019'

<sup>41</sup> In the duration of the whole actions, annual breakdown of the participant number is not predictable before inception phase of actions



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

The CT2 action implemented 43 activities in 2019 (22 residential activities, 3 regional workshops, 15 study visits and 3 round tables) and 64 exchanges through the CT 2 Exchange Programme, while others 4 were unilateral exchanges. The overall satisfaction of activities is 97% (target: 95%) with different achievement rates in different indicators. Overall, **798** law enforcement officials from the beneficiary countries and the EU have been involved in CT 2 project activities in 2019.

The CEPOL CT 2 project continued using the methodology of direct approach towards the partner organisations and their training needs, while promoting the regional approach, which built up throughout the year, especially in the regional workshops and the study visits of the activity. On a national level, the interagency response to training needs was also encouraged and, in many cases, followed by the counterparts. The ambitious activity plan of 2019 was successfully implemented justifying the necessity for robust planning. A similarly ambitious plan, with more focus on regional activities, study visits and exchanges has been designed for 2020.

The FI WB project has implemented 9 residential activities (6 regional training courses, 3 national courses), 5 online activities (webinars) and 108 exchanges. The overall satisfaction of activities stood at 95%, with **536** participants from the beneficiary countries. Also, 28 participants from the Western Balkans took part in 6 CEPOL regular residential activities.

<b>Multiannual objective 2</b> <b>CEPOL will contribute to and encourage the development of research relevant for training activities and will disseminate research findings</b>
<b>Key Performance Indicator 2</b> Up to 3% of Title 3 per year for the period of 2018-2020 allocated for stimulating research projects and partnerships <sup>42</sup> <b>Progress: Not applicable for 2019</b>
<b>Strategic areas of intervention:</b> <b>Encouragement, Dissemination, Partnerships</b> 2.1. Research projects relevant for law enforcement training / education activities 2.2. Dissemination of research products 2.3. H 2020 Research partnerships
<b>Performance Indicators:</b> 2.1. Number of research dissemination publications Target: 2 <sup>43</sup> , <b>Progress: 2<sup>44</sup></b> 2.2. Usage of e-Library and e-Journals: Target: 10% increase per year, <b>Progress: Completed</b> <b>132% increase of item views in e-Library</b> <b>19% increase in searches for e-journals and e-books</b> <b>69% more article-downloads from the Bulletin portal</b>

## Activity 4: Training development and research

### Outputs for Activity 4

Area	Outputs	Progress
<b>Outputs 4.A: Soft skill building, leadership training and language skills</b>	<ul style="list-style-type: none"> <li>Residential activities</li> <li>Webinars</li> <li>Online Courses</li> <li>Exchanges</li> </ul>	<ul style="list-style-type: none"> <li>5</li> <li>11</li> <li>46</li> </ul>

<sup>42</sup> For 2019 no research grants were given; this can change in the future depending on availability of budget

<sup>43</sup> Complete issues of the European Law Enforcement Research Bulletin published online and disseminated in print

<sup>44</sup> 1 regular issue (Nr. 19) and 1 Special Conference Edition (Nr. 4)

<b>Outputs 4.B: Training development including technology supported methodologies</b>	<ul style="list-style-type: none"> <li>Pilot CEPOL Knowledge Centres are evaluated</li> <li>Services supporting online learning: <ul style="list-style-type: none"> <li>Update of the authoring tool</li> <li>Administration of Learning Management System</li> <li>Improvement of the support to courses (residential and online)</li> <li>Webinar tool development</li> <li>Creation of reference guides in thematic areas</li> <li>E-Net maintenance</li> <li>Development of the Virtual Training Centre for Intellectual Property Rights</li> <li>Course online support</li> </ul> </li> <li>Residential activities</li> <li>Exchanges</li> </ul>	<ul style="list-style-type: none"> <li>Completed<sup>45</sup></li> <li>Completed<sup>46</sup></li> <li>Completed<sup>47</sup></li> <li>Completed<sup>48</sup></li> <li>Ongoing<sup>49</sup></li> <li>Completed<sup>50</sup></li> <li>Completed<sup>51</sup></li> <li>Completed<sup>52</sup></li> <li>Completed</li> <li>2</li> <li>0</li> </ul>
<b>Outputs 4.C: Research and Prevention</b>	<ul style="list-style-type: none"> <li>Services supporting research dissemination are provided: access to scientific journals and e-books and other knowledge material</li> <li>Publication of at least two issues of the European Law Enforcement Research Bulletin</li> <li>Residential activities, webinars, online modules and exchanges</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> <li>2</li> <li>4 exchanges</li> </ul>

**Indicators for Activity 4**

Area	Indicator	Target for 2019	Progress
<b>4.A – Soft skill building, leadership training and language skills<sup>53</sup></b>	Rate of EJMP students submitting a dissertation in comparison with final graduates	90%	100%
	Number of activities implemented versus planned (%)	97%	100%
	Number of participants trained on these areas	2 138	1 981
	Participant satisfaction rate with CEPOL training	94%	95%
<b>4.B – Training development including technology supported methodologies</b>	Number of participants taking part in online learning <sup>54</sup>	25,099	29,864
<b>4.C – Research and Prevention</b>	Number of published issues of the European Law Enforcement Research Bulletin	2	2
	Numbers of activities implemented versus planned (%)	97%	50%
	Number of participants trained on this area	848	323

<sup>45</sup> Final evaluation report submitted on 27 March 2019

<sup>46</sup> Replacement for the authoring tool to produce and maintain the online modules has been procured. Templates for the online modules have been developed for update of all CEPOL modules.

<sup>47</sup> Functional administration of the CEPOL LMS is carried out by members of the e-Learning Team. System administration of LMS, as part of CEPOL's eNet, is carried out by a contractor.

<sup>48</sup> Templates for the support of residential and online courses have been reviewed and updated through input of course managers, eNet managers and a contracted Moodle partner. All templates have been implemented and demonstrated through workshops and webinars.

<sup>49</sup> Webinar tool is under continuous proprietary development. CEPOL applies new features into its webinar templates and reporting structures to improve the webinars services as a training instrument to the LE community in the MSs & partners

<sup>50</sup> Thematic areas for LE training have been identified to allow for a more structured design, development and implementation of the CEPOL training cycles for all its products and services. This includes the training needs assessment, establishment of a training curriculum and annual catalogue, implementation of training activities and resources, evaluation of these trainings and reporting features on the achievements.

<sup>51</sup> Maintenance of CEPOL's online portal has focused on the continuation of services, whilst simultaneously developments for a new online platform LEEed (Law Enforcement Education) commenced in 2019.

<sup>52</sup> The VTC on IP Rights has been consolidated and expanded by added training resources from both partners in the VTC: EUIPO and CEPOL. This expansion has concluded in an increase of VTC users coming from the European LE community.

<sup>53</sup> Implementation of carried forward activities from 2018 (SPD 2018-2020): number of participants trained on these areas: 107; participant satisfaction with CEPOL training, %: 100%

<sup>54</sup> Includes webinars, online courses, online modules, VTC and Webinar series



## Objective 4.A: Soft skill building, leadership training and language skills

In 2019 CEPOL delivered in this category:

- 5 residential activities attended by 138 participants
- 11 online activities attended by 1 797 participants
- 46 exchanges.

The agency continued to satisfy the needs of the law enforcement by providing leadership training to the potential top future law enforcement leaders of the EU Member States, Associated Countries and JHA Agencies. Trainings concentrated to the critical factors of a successful change management, efficient motivation tools and techniques, application of efficient resource management, issues of strategic management, impact of policy developments and the potential of public private partnerships. The adopted blended learning methodology with a mix of workshops, residential training modules and coaching support was designed to develop personal leadership competencies and enhance the networking among participants.

The 2nd CEPOL European Joint Master Programme (EJMP) was finalised in 2019 and 28 students graduated in October 2019. Following critical remarks from the Internal Audit Service a continuation of the EJMP was disbanded. A revision of the EJMP as a higher education product and to adapt it to the needs of CEPOL's widened target audience is still under consideration and in 2020 a workshop will be arranged to identify the product(s) on Higher Education that will meet the needs of the EU MS.

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.

## Objective 4.B: Training development including technology supported methodologies

Relevant CEPOL activities shared good practices on contemporary training and learning methods discussing blended learning strategies, providing up to date knowledge on the application of digital environment in learning and strengthening adult education skills.

In 2019 CEPOL organised:

- 2 residential activities attended by 55 participants
- 7 online activities attended by 1 164 participants

The pilot CEPOL Knowledge Centres on Counterterrorism and CSDP missions had been evaluated and the experiences are being built into the new CEPOL business model that aims to ensure the highest level of excellence, the flexible and rapid reaction on the emerging training needs while reducing administrative burden of course organisation.

## Objective 4.C: Research and prevention

In 2019 CEPOL Research activities continued to provide empirical evidence and support to law enforcement education through continued and enhanced access to scientific e-journals, e- books and e-Library.

Reference to research findings is embedded by design in CEPOL's residential training products at the time of design and definition of learning outcomes.

Furthermore, CEPOL is occasionally asked to become partner in research projects, in particular in regard to proposals for the H2020 programme. A formalised process for handling incoming requests for participation in/or endorsement of research proposals (H2020 programme) has been designed, approved and partially implemented. In addition, a mapping overview of finished and ongoing H2020 research projects, relevant for law enforcement cooperation and training, has been created; pending further analysis.

The originally planned “European Law Enforcement Research and Science Conference” was cancelled as negotiations with another European Union Agency with regard to venue, logistics and financing could not be concluded in time. Efforts to organise the conference locally in Budapest were not successful and took too long for allowing a proper preparation of the event.

## Part II. (a) Management

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

#### Key Performance Indicator 3

Budget 200N commitment above 97%, budget 200(N-1) payments 95%

**Progress: 99.9% commitment, 96% payments**

#### Strategic areas of intervention:

##### Implementation, Effectiveness, Pro-activeness, Continuity, Professionalization

- 3.1. Ensuring of proper planning of the multiannual programming and budgeting
- 3.2. Implement activity based HR management
- 3.3. Upgrade the technological infrastructure (e-Net, ICT)

#### Performance Indicators:

- 3.1. Continued efforts towards the realisation of at least 12 additional FTEs, to allow the Agency to fulfil its new tasks defined in Regulation (EU) 2015/2219  
**Progress: Ongoing, no successes in 2019 realised**
- 3.2. Complete the Annual performance appraisal of CEPOL staff (100%)  
**Progress: Completed**
- 3.3. Development of a plan for upgrade (with priorities and costing) of the ICT infrastructure for delivery of CEPOL core business and implementation where resources are available  
**Progress: Ongoing**

### Multiannual objective 4: CEPOL will be professionally led and managed to ensure good governance in its organisational performance

#### Key Performance Indicator 4

No critical audit recommendation formulated. **Progress: Completed**

#### Strategic areas of intervention:

##### Quality, Communications, External Relations/ Representation, Accountability, Responsibility

- 4.1. Ensure ‘good governance’<sup>55</sup> through cooperation between the Management Board, its Chair, and the Executive Director
- 4.2. CEPOL encourages multiannual sustainability, coherence and ownership of training development and delivery
- 4.3. CEPOL develops a new communication policy in order to support the implementation of Regulation (EU) 2015/2219 and ensure transparency
- 4.4. CEPOL develops and implements, by means of a pilot phase, the concept of the CEPOL Knowledge Centres (definitions, criteria, standards, aims, etc.)
- 4.5. CEPOL develops a policy leading to the certification and accreditation of its activities

#### Performance Indicators:

- 4.1. Multiannual direct awards granted to consortia as CEPOL Knowledge Centres  
**Progress: Completed**
- 4.2. Implementation of shared training quality standards: implementation of evaluation methodology for 95% of residential activities  
**Progress: 98%**

<sup>55</sup> Multi-annual programming, budgeting, responsiveness of Member States; as specified by the Council of Europe (‘The 12 principles for good governance’, [http://www.coe.int/t/dgap/localdemocracy/Strategy\\_Innovation/12principles\\_en.asp](http://www.coe.int/t/dgap/localdemocracy/Strategy_Innovation/12principles_en.asp))

## 4.3. Development of a policy leading to certification of training components

**Progress: Pending developments on EC level**

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. EQF accreditation is currently available only for countries (MS). The achievement of this objective is depending on the Commission's work on a solution to open the system to the Agencies, as well as agreement from MS on the proposed way. This can be long-term procedure, therefore the objective cannot be achieved in annual perspective.

## 4.4. Implementation of the existing communication sub-strategy

**Progress: Complete**

## 4.5. Implementation of the existing external relations sub-strategy

**Progress: Complete**

## 4.6. 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.

**Progress: Ongoing<sup>56</sup>**

## Activity 5: CEPOL operations are supported by horizontal and support activities

### Outputs for Activity 5

Area	Outputs	Progress
<b>Outputs 5.A – Governance</b>	<ul style="list-style-type: none"> <li>Management Board's decision making is enabled and supported</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> </ul>
<b>Outputs 5.B – Quality Management</b>	<ul style="list-style-type: none"> <li>Complement to the production of the Agency's Progress Report with a comprehensive set of metrics</li> <li>Maintain ISO 9001:2015 Certificate on Management System for CEPOL Residential Activities and Exchange Programme</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> <li>Completed</li> </ul>
<b>Outputs 5.C – Internal Control System</b>	<ul style="list-style-type: none"> <li>Conduct ex post control activities in line with the annual internal control plan and draft reports proposing improvements to the internal processes, including review of compliance with the internal control standards.</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> </ul>
<b>Outputs 5.D - Stakeholder relations and communication</b>	<ul style="list-style-type: none"> <li>Outcomes summary of CNU meetings</li> <li>Corporate reports to be circulated to institutional recipients and key stakeholders;</li> <li>Key publications to be circulated to institutional recipients and key stakeholders;</li> <li>CEPOL branded merchandise and corporate material is distributed to the appropriate recipients;</li> <li>Production and dissemination of periodical digests and newsletters, press releases, audio/visual material;</li> <li>Organisation of communications support provided to key CEPOL events;</li> <li>Enhanced CEPOL presence in the media and in particular social media platforms;</li> <li>CEPOL website as main source of information on CEPOL for external audiences.</li> <li>Participation of other Third Country partners to CEPOL activities, based on Working Arrangements</li> </ul>	<ul style="list-style-type: none"> <li>CNU meeting outcomes signed</li> <li>Completed</li> <li>Completed<sup>57</sup></li> <li>Completed</li> <li>Completed</li> <li>Completed</li> <li>Completed</li> <li>Completed</li> <li>Completed</li> </ul>
<b>Outputs 5.E - Managing Human</b>	<ul style="list-style-type: none"> <li>Review of organisational structure and allocation of posts within the structure</li> </ul>	<ul style="list-style-type: none"> <li>Completed, new organogram adopted by MB</li> </ul>

<sup>56</sup> Preparation for the use of common EC HR tool SYSPER ongoing (1<sup>st</sup> modules in operation as of February 2020); on-boarding of e-Procurement submission system for open procedures, e-Tendering and Symphony (travel booking platform)

<sup>57</sup> Publications: EU-STNA Report, CEPOL Exchange programme Highlights of 2019, Training Catalogue 2019

<b>and Financial Resources</b>	<ul style="list-style-type: none"> <li>Timely start of relevant recruitment procedures in order to reduce the capacity gaps due to staff (temporarily) leaving CEPOL</li> <li>CEPOL Staff training plan for the following year and the implementation of the CEPOL Staff training plan for the current year</li> <li>Timely processing of newly adopted/amended implementing rules on the staff regulations and where relevant the follow up of additional internal guidance.</li> <li>Smooth and efficient budget implementation, – commitments shall reach 98% and of the available budget appropriations commitment rate and payment execution 95%.</li> <li>Timely processing of invoices, a minimum of 95% of invoices processed within deadline</li> </ul>	<ul style="list-style-type: none"> <li>Completed (no specific metrics available)</li> <li>Delayed (adoption of Staff training plan 2020); Completed (implementation of 2019)</li> <li>Completed, IRs adopted by MB in line with EC guidance</li> <li>Commitments 99.9%, payments 96%</li> <li>Completed, 95% paid on time</li> </ul>
<b>Outputs 5.F – Information and Communications Technology</b>	<ul style="list-style-type: none"> <li>The drivers, vision and scope of the Enterprise Architecture are defined</li> <li>Business and user requirements are defined</li> </ul>	<ul style="list-style-type: none"> <li>Digitalisation strategy adopted.</li> <li>No progress on business &amp; user requirement due to resource constraints</li> </ul>

**Indicators for Activity 5**

Area	Indicator	Target for 2019	Progress
<b>5.A – Governance</b>	Regular Management Board meetings are held, number	2	2
	ISO 9001:2015 1 <sup>st</sup> surveillance audit report with positive opinion	No major non-conformities	Completed
<b>5.C – Internal Control System</b>	Implementation of the annual internal control plan	100%	80%
	Attendance to Council Working Parties (%)	90%	84% <sup>58</sup>
	Agency Progress Reports delivered (timeliness, number)	2 weeks prior to Management Board meetings	2, completed
	Agency (annual) Activity Report, timeliness	MB validation at first regular meeting	1, validated
	Implementation of the Working Arrangements, in particular participation of certain Third Countries at CEPOL residential activities <sup>59</sup>	80%	86% <sup>60</sup>
<b>5.E - Managing Human and Financial Resources</b>	Ensuring full deployment of CEPOL's HR capacity	Per 31 December this figure is 96% for Temporary Agents	94% as of 31 Dec 2019 (30 out of 32 positions)
	Staff training plan adopted	The staff training plan for 2020 year is adopted by 31 October 2019	Delayed, adoption of Staff training plan 2020

<sup>58</sup> 16 meetings attended out of 19 in 2019 (counting COSI, COSI SG and LEWP meetings)

<sup>59</sup> As per the provisions of the Decision of the Executive Director 32/2017/DIR on the participation of certain Third Countries at CEPOL residential activities

<sup>60</sup> 32 out of 37 nominations accepted

Area	Indicator	Target for 2019	Progress
			foreseen in Q1 2020
	Staff training plan implemented	Fully implemented staff training plan 2019	Completed, horizontal training activities concluded for 2019
	Budget 200N commitment above 97%, budget 200(N-1) payments 95%	Commitment: above 97%, Payment above 95%	Commitments 99.9% Payments 96%
<b>5.F – Information and Communications Technology</b>	Review and update of ICT strategy	Development of ICT Strategy is continued with implementation of IT Information security policy	Ongoing
	Minimise unplanned interruptions of service, leading to uptimes for the different identified systems of at least 95%;	Unplanned downtime of core services is less than 4% on yearly basis	Completed

## 2.1 Management Board

The Management Board has issued 15 decisions under the Romanian Presidency (7 adopted by written procedure, while 8 during the 6th Management Board Meeting, held between 21 and 22 May 2019 in Bucharest, Romania). During the Finnish Presidency, the Management Board has issued 16 decisions (5 adopted by written procedure, and 11 during the 7th Management Board Meeting of 19-20 November 2019 in Tampere, Finland).

In 2019, in their audit report on 'training implementation, knowledge sharing and monitoring of results in CEPOL', the Internal Audit Service formulated one critical finding concerning the design and establishment, back in 2014, of the European Joint Master Programme. The Management Board approved to postpone the continuation of the Master Programme for one year, to enable an open procurement procedure for the next cycle, therefore the non-compliant practice was stopped, and thus the audit recommendation is no longer relevant.

The SPD 2019-2021 originally approved by MB decision 32/2018/MB on 14 December 2018 has been amended via MB Decision 15/2019/MB on 29 April 2019, having in view that CEPOL identified the business need to establish pilot project for a Liaison Office in Brussels, which necessitated the re-grading of the post of Contract Agent Function group III to Function group IV, in order to be used for the recruitment of a Liaison Officer. The addition of two SNEs positions was also decided as follows: one allocated to the tasks linked with the security and new premises for a period of 24 months and one allocated to analyst tasks as replacement for maternity leave for a period until 30 November 2020.

Via MB Decision 35/2019/MB a new amend was introduced on 16 December 2019, in order to reflect the inclusion of the implementation of a new project "*CT INFLOW - Enhancing Information Exchange and Criminal Justice Responses to Terrorism in the Middle East and North Africa*", financed by the European Commission via delegation agreement.

The organisational chart was amended in 2019 - but only starting as of 1 January 2020 - to accommodate extended number of international projects to be implemented by the newly denominated International

Cooperation Project Unit (former Project Management Unit), set up of the Liaison Office and re-allocation of legal advice function from support to management process. Therefore, as of 31 December 2019, still the previous version organisational chart was in force (Annex III).

Please refer to Annex IX for more details on Amendments to the SPD 2019-2021 during the year of 2019.

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

In 2019, the Executive Director took 44 decisions mainly concerning grant procedures, nomination of content experts, code of good administrative behaviour, delegation of roles in the financial workflow and introducing non-substantial changes to the Work Programme.

## 2.1.1 Other aspects

### Stakeholder relations

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

The Working Arrangement with Ukraine was finalised, signature to take place in 2020. There was good progress as regards the draft Working Arrangements with the European Crime Prevention Network and with the National Police of Liechtenstein, with good prospects of signatures taking place in 2020. Negotiations continued on a revised Working Arrangement with Frontex, and CEPOL also initiated the revision of the existing agreements with three Schengen associated countries (Iceland, Norway, Switzerland) to align those with the current legal framework. CEPOL's role in supporting EU security via training has continuously been promoted among its stakeholders and the general public, in particular by the following events:

- Event in Brussels for Member States' Permanent Representations and EU institutions (20 March 2019)
- Event at the HQ for the Diplomatic Corps posted in Budapest (CEPOL Awareness Day, 16 April 2019)
- Annual stakeholders meeting at the HQ (26 June 2019).

### Communication

Communications was used throughout 2019 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 and its Communication Action Plan for 2019.

CEPOL has shifted weight of its communication from printed publications towards electronic communication means in 2019, increasing number of news items and articles on its website: 2019: 95 news items; 2018: 59 news items; 2017: 29 news items.

CEPOL's website had 162 089 visitors in 2019, amounting to an average of 13 507 visitors monthly.

The Agency has also been improving strongly on its social media presence and visual representation within these channels. CEPOL's social media followers' base have significantly increased in 2019:

- by 43% on LinkedIn (to 11 586 followers), compared to 24% increase in 2018
- by 66% on Facebook (to 4 770 followers), compared to 37% increase in 2018
- and by 45% on Twitter (to 3 147 followers), compared to 33% increase in 2018

In 2020, an increased web presence of CEPOL and its quality were two important goals for the communications team. 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, but also in promoting vacancies or calls for experts.



Above figures indicate a shift towards web based communication that has been at the core of the Agency's communication actions since late 2018. This has been complemented by production of new handout information materials (new CEPOL leaflet and 2 flyers on capacity building projects) but also continuing well-established communications products (e.g. Training Catalogue, Exchange Programme brochure) to provide information to key decision makers or stakeholders.

Besides, CEPOL continued to provide its network partners with promotional materials targeted to course participants: in 2019, CEPOL communications supported 95 in-house activities and 63 events in the EU Member States and distributed over 4 725 course packs and 3 140 promotional gifts for experts/trainers and guests.

2 key events that allowed for CEPOL communication to highlight the Agency's importance and presence among the stakeholders as well as raise the profile among the key decision makers in Brussels were:

- Opening of the CEPOL Cybercrime Academy, attended by tens of guests and specialists, representing key stakeholder institutions: Ministry of Interior of Hungary, European Commission, Council Presidency, Europol, ECTEG, cybercrime specialists – in June 2019
- Graduation Ceremony of CEPOL's European Joint Master Programme attended by Commissioner Avramopoulos – in October 2019.

CEPOL communications has also delivered a new CEPOL Corporate Video – promoting the understanding of the Agency's role and its placement in the context of real concerns affecting EU citizens.

Communications team has also successfully managed to respond to queries and requests coming from media, the general public, NGOs, citizens, especially in relation to raising number of requests for access to documents.

## 2.2 Major developments

### New CEPOL Building

The Headquarters' Agreement between CEPOL and the Hungarian Government<sup>61</sup> stipulates that the Hungarian Government puts at the disposal of CEPOL the current location of the Agency, 27 Ó utca, Budapest, for 10 years, free of charge. According to the Headquarters Agreement, the Hungarian Government and CEPOL may enter into negotiations as to the conditions governing the further utilization of the premises, not later than 8 years after the Agreement enters into in force. This entails the perspective to open such a negotiation at the latest in 2022, but possibly earlier.

In the meantime, CEPOL has gone through significant developments insofar as the new legal mandate was adopted in 2015 entailing increase of tasks of the Agency; consequently, the staff population has been growing since. CEPOL moved to Budapest with 37 personnel (actual staff members to which 7 interim staff members should be added, unfilled positions not counted). Prior the reallocation in 2013, the agency foresaw a modest increase of staff numbers up to 54 personnel. By the beginning of 2019 the staff population had become 79 personnel (actual staff members, unfilled positions not counted; TA, CA, SNE, Interim) and it may further grow in 2020.

As the business has been growing, the premises of CEPOL have become limited in terms of all angles of the Agency's day-to-day operation, be it office, training and meeting spaces. Already in 2018 the Project Management Unit moved to a rented office in the vicinity of CEPOL, financed by the available resources of the two externally funded capacity building projects that are currently implemented.

Since 2018 CEPOL management took the necessary steps to address the situation. The Executive Director of CEPOL contacted the Hungarian authorities to explore options of providing a suitable office solution. The Hungarian partner supports CEPOL in the given circumstances.

In Q2 2019, a market prospect was conducted by a contractor, in order to identify viable options and provide an analysis enabling to make a final selection of the best potential new premises for CEPOL. Unfortunately, none of the proposed options matched CEPOL's preferences. In the management's view, the ideal solution would be a greenfield building project, tailor-made for CEPOL's needs by the host country.

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<sup>61</sup> Act XLIII/2014



Until the preconditions are in place for such an endeavour, rental of offices in one single compound for the entire Agency could be used as a bridging solution, as the Ó utca building will not be a sustainable option even in the medium term. If agreed in principle, the formal dialogue with the Hungarian partner - with the involvement of the European Commission - will continue, concerning all relevant aspects of the preparation of a new Headquarters of CEPOL.

The Management Board has already been informed in the 5th and 6th MB meeting regarding the Headquarter developments. The partners from European Commission, DG Home and Migration have also been updated on a regular basis.

## CEPOL Cybercrime Academy

CEPOL Cybercrime Academy (CCA), hosted at the premises of the Hungarian International Training Center (ITC), was inaugurated on 13 June 2019. The Academy is equipped with state of the art hardware and software, fully configured to train simultaneously up to 100 participants.

The Opening Ceremony was preceded by the workshop on cybercrime training governance model, needs assessment and competency framework, organised by the European Commission's Directorate-General for Migration and Home Affairs. Whereas CEPOL offered its Management Board Members a debate with experts on the key future digital challenges for law enforcement.

## New Liaison Office in Brussels

The CEPOL SPD 2019 adopted by the MB in November 2018 states that CEPOL will seek possibilities for establishment of the Brussels Liaison Office (LO), in order to facilitate the dialogue and exchange of information with the EU institutions and JHA Agencies present in Brussels on subject matters relevant to CEPOL's mandate.

In light of the above in the last meeting, the Management Board endorsed the establishment of the LO as a pilot project for two years. The envisaged timeframe for the start of the operation of the LO was 1st of October 2019. The MB also agreed to upgrade a vacant CA FG III level post to the CA FG IV and then further to recruit a CA FG IV as Liaison Officer to the LO in Brussels for 2 years as full time equivalent with the possibility of renewal.

Against this background, a selection procedure was launched and completed. The selected Liaison Officer took up duty on 1st of November 2019, with two weeks of induction period in Budapest, followed by the deployment to Brussels.

In regards the office space, a negotiated procedure was used without prior publication of a contract notice for building, after prospecting the local market, as per Point 11(1)(g) of Annex 1 FR [Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union, repealing Regulation (EU, Euratom) No 966/2012]<sup>62</sup>.

Three options were identified in the initial prospection of the local market. The first option at Avenue de la Joyeuse Entrée, 17-21, proved to be the best fit, when it comes to location (close proximity of other European Union institutions and other EU Agencies Liaison Offices) and rental price. The Agency has a rental contract in place since beginning of November and lasting for one year, extendable.

## CEPOL's Digitalisation Strategy and Digital Learning Services

CEPOL has adopted **the Comprehensive Strategy towards the Digitalisation of the Agency**, to address the digitalisation needs of CEPOL and the core business services, enabling the Agency to follow up on the latest technological trends and provide advanced and innovative training. The objective of this future-facing strategy is to provide a holistic long term vision, up to five years, on the development of technology-enhanced business model and learning system that is in line with CEPOL's regulation, allowing the Agency be at the forefront of LE training in Europe.

It has three main components:

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<sup>62</sup><https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:32018R1046&from=EN#d1e32-187-1>

1. A new framework for learning and training in the digital age, formulating the future outlook of CEPOL learning services, including:
  - increased training capability, taking into account diversified and individual training needs of the law enforcement officials and offering learning paths,
  - innovative and advanced web-based training activities, including mobile learning
  - a long-term vision for blended learning.
2. An update of the IT Strategy, defining the target state of IT environment (services, landscape and capabilities) as well as the elaboration of an action plan to support the digital transformation.
3. A new approach and strategic roadmap to transform the Agency's core business environment to realize efficiency gains by
  - modernising the systems architecture
  - enhancing the effectiveness of administrative processes based on modern business tools
  - ensuring alignment between ICT services with core business goals.

## Law Enforcement Education (LEEd) platform

LEEd is CEPOL's new e-Learning platform, scheduled to replace e-Net, CEPOL's current platform, in April 2020; the core platform will remain with open source technology, with a brand new outlook and personalised layout. Additional new features (search capability, video, reporting etc.) are expected for enhanced delivery of our training services.

The project has been funded through an additional IT investment budget allocated to CEPOL in December 2018 by the European Commission (1.2 million EUR).

## New business model

CEPOL has already taken several steps towards building a new business model for the upcoming years. These are necessary to respond to the many challenges, which have been identified with the current business model.

Member State representatives have however expressed concerns towards the new model. These relate to motivation of potential experts to apply to become members of an expert group, and the motivation of the network members to actively support the organisation of CEPOL activities.

An expert group was established to explore, examine and make recommendations on how CEPOL should address the issues raised above, and to support the Agency in formulating a new business model for CEPOL.

## Further ISO certification of CEPOL courses

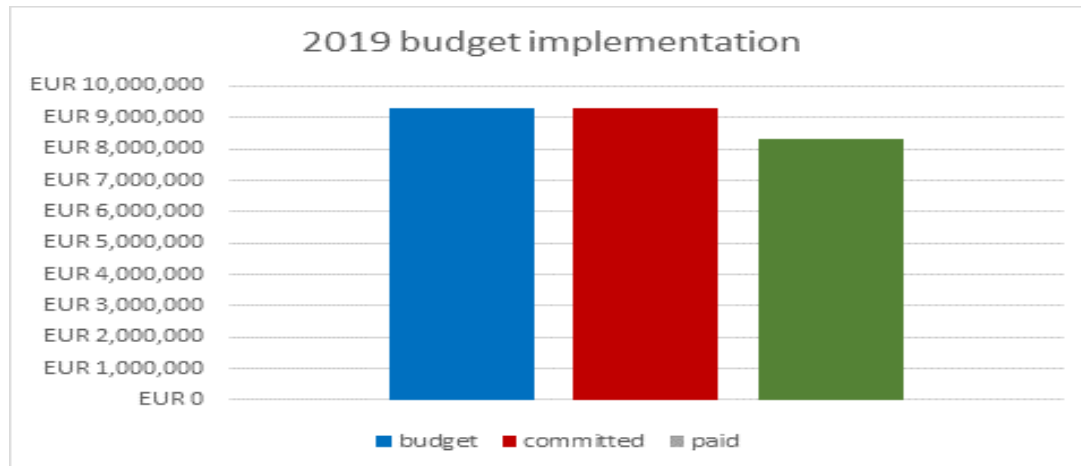
In 2019 CEPOL has been granted ISO certificate 29993:2017 for providing learning services outside formal education, for selected key training activities.

It is a proof of compliance with the requirements for learning services outside formal education according to the ISO 29993:2017 standard for learning services, providing generic frame of reference for quality learning service. The certification has been awarded following audit implemented in May 2019 and the certificate is available here: <https://www.cepola.europa.eu/sites/default/files/iso-certificate-4courses.pdf>

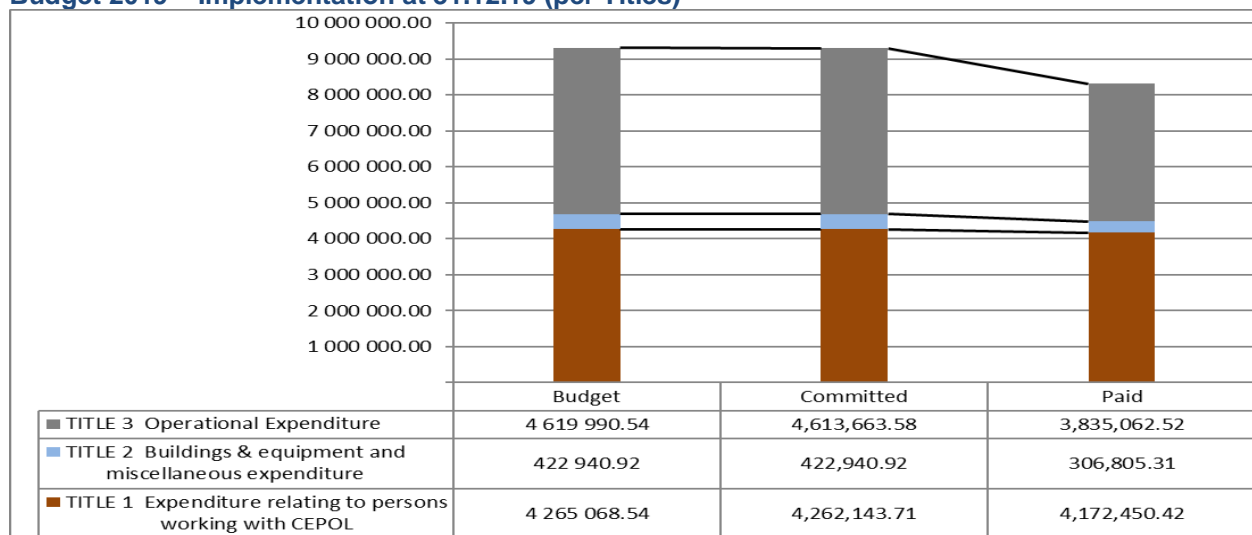
This successful certification follows previous accomplishment of the management system certification in accordance with ISO 9001:2015.

## 2.3 Budgetary and Financial Management

### 2.3.1 Budget 2019 execution - overview



#### Budget 2019 – Implementation at 31.12.19 (per Titles)



CEPOL's total voted budget for 2019 amounted to € 9 308 000-

By the end of December 2019, 99,9% of the regular (C1) budget has been committed, out of which 89,4% has been paid:

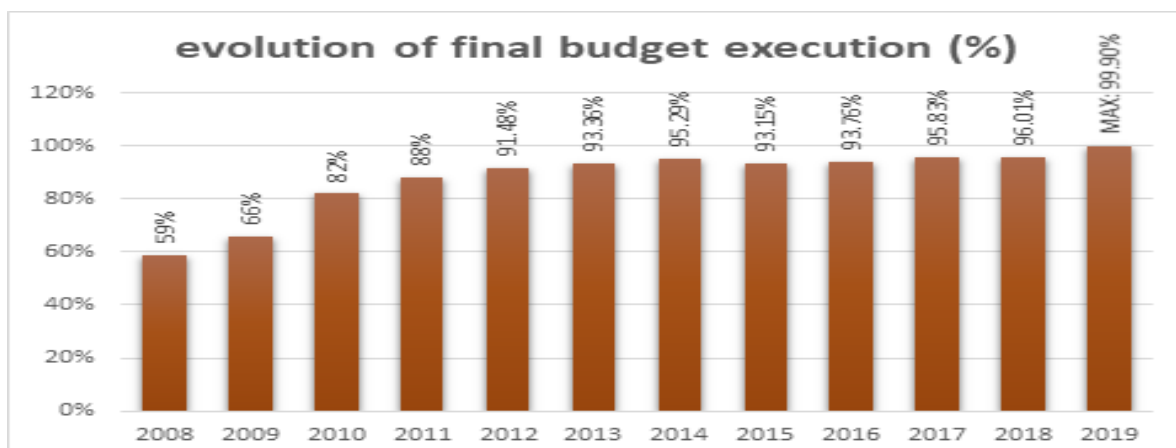
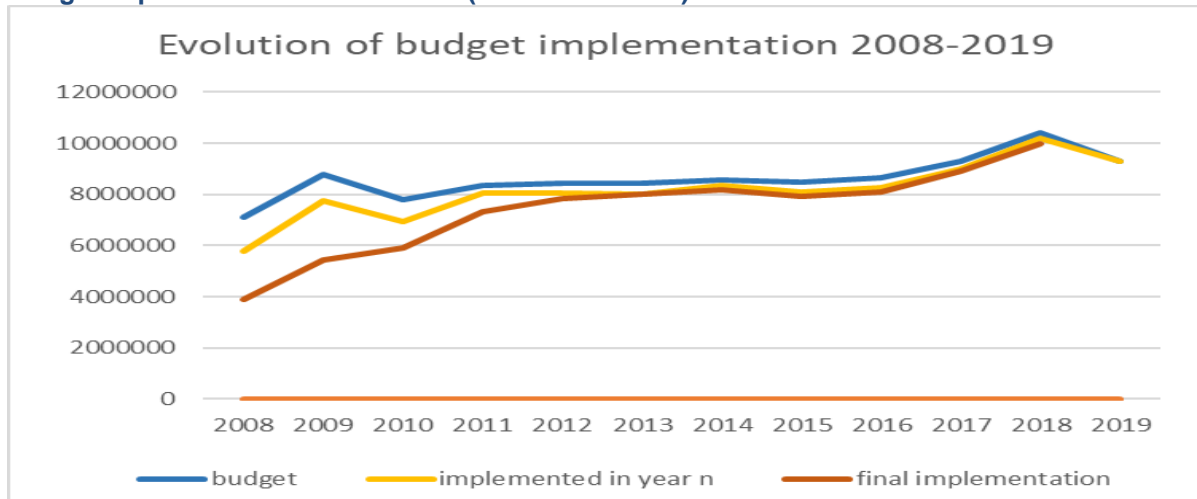
- For Title 1; 99,9% of the C1 credits available has been committed and 97,8% has been paid;
- For Title 2; 100% of the C1 credits has been committed and 72,5% has been paid;
- For Title 3; 99,9% of the available C1 funds have been committed and 83,0% has been paid.

A total of € 984 430 has been carried over to 2020, amounting to 10,6% of the overall 2019 budget. These credits cover mainly grants/contracts signed during the 4th quarter of 2019-

The final 2018 budget execution reached the 96,0%.

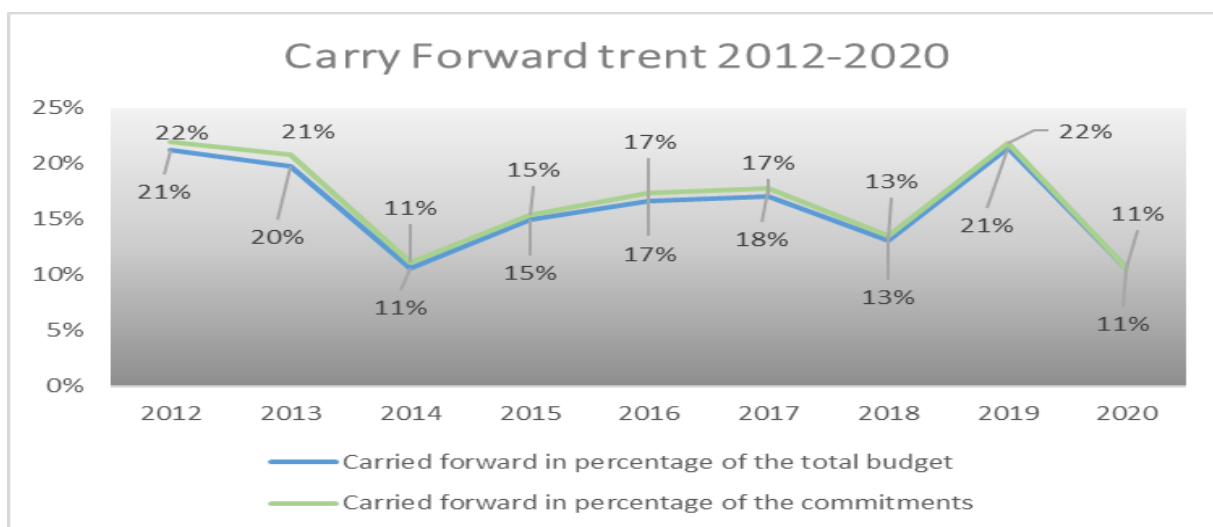
Overview on Budget 2019 execution, status as of 31 December 2019 is provided in Annex II Table 2.2.

### Budget implementation 2008 – 2019 (amounts in EUR)\*



\*the 2019 final budget execution will be known only at the end of 2020.

### Carry-over of funds 2012-2019



## 2.3.2 Budget 2019 Implementation per Titles

### Title 1: Expenditure relating to persons working with CEPOL - C1: Regular budget 2019

Regular budget 2019- Staff costs

Budget Implementation/Execution Regular budget 2019 (C1)	Voted Budget	Actual Budget	Committed	Budget implementation %	Paid	Budget execution %	Potential Carry forward for payments in 2020
	A	C (A+B)	D	D/C	E	E/C	D-E
<b>1</b>	<b>TITLE 1 Expenditure relating to persons working with CEPOL</b>						
11	Staff in active employment	3 491 400,00	3 556 149,48	3 556 149,48	100%	3 556 149,48	100%
12	Allowances and expenses on entering and leaving the service and on transfer (excl ENDS & other experts)	18 000,00	38 120,37	38 064,35	100%	19 284,40	51%
13	Missions and duty travel	35 000,00	29 000,00	26 131,19	90%	23 731,19	82%
14	Socio-Medical Infrastructure	476 200,00	432 393,17	432 393,17	100%	429 363,34	99%
15	Further training & language courses & retraining for staff	40 000,00	20 619,76	20 619,76	100%	11 657,26	57%
16	External services	165 600,00	179 449,43	179 449,43	100%	122 928,42	69%
17	Receptions and events	3 000,00	2 474,46	2 474,46	100%	2 474,46	100%
18	Social welfare	4 000,00	6 861,87	6 861,87	100%	6 861,87	100%
<b>1</b>	<b>TITLE 1 Expenditure relating to persons working with CEPOL</b>	<b>4 233 200,00</b>	<b>4 265 068,54</b>	<b>4 262 143,71</b>	<b>99,93%</b>	<b>4 172 450,42</b>	<b>97,83%</b>

By the end of December 99,9% of the final budget for Title 1 has been committed and 97,8% paid. The correction coefficient applied in Hungary for salaries has increased in November with retroactive effect as from July.

### C8: Amounts carried over from 2018 for payment in 2019

Use of amounts carried over in Title 1

	BUDGET 2018	Final Budget 2018	Committed 2018	Paid in 2019	Total Paid (in 2018 & 2019)	Budget Execution %	Decommitted in 2019	Cancellation rate
		A	B	E	F=D+E	F/A	G	H/A
<b>1</b>	<b>TITLE1 Expenditure relating to persons working with CEPOL</b>							
11	Staff in active employment	3 036 524,31	3 028 944,65	0,00	3 028 944,65	1,00	0,00	0,2%
12	Allowances and expenses on entering and leaving the service and on transfer (excl ENDS & other experts)	59 763,47	59 763,47	4 846,97	59 763,47	100,0%	0,00	0,0%
13	Missions and duty travel	32 500,00	32 500,00	1 780,60	31 412,06	96,7%	1 087,94	3,3%
14	Socio-medical infrastructure	451 500,00	423 118,87	7 789,11	422 997,98	142,1%	120,89	6,3%
15	Further training & language courses & retraining for staff	19 753,21	19 728,21	3 641,52	19 728,21	99,9%	0,00	0,1%
16	External services	314 159,01	311 271,17	37 223,26	305 943,52	97,4%	5 327,65	2,6%
17	Receptions and events	1 800,00	1 800,00	209,57	1 613,75	89,7%	186,25	10,3%
18	Social welfare	7 000,00	4 871,10	0,00	4 871,10	69,6%	0,00	30,4%
<b>1</b>	<b>TITLE1 Expenditure relating to persons working with CEPOL</b>	<b>3 923 000,00</b>	<b>3 881 997,47</b>	<b>55 491,03</b>	<b>3 875 274,74</b>	<b>98,8%</b>	<b>6 722,73</b>	<b>1,2%</b>

The cancellation rate of carried over payment credits (C8) in Title 1 was 1.2%. 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 2019, €293,58 has been made available for re-use; These credits representing the C4 internal assigned

revenues of CEPOL were not used during the implementation year 2019 and were therefore carried over to 2020 as C5 credits.

## Title 2: Buildings & equipment and miscellaneous expenditure - C1: Regular budget 2019

Building & equipment and miscellaneous expenditure

Budget Implementation/Execution Regular budget 2019 (C1)	Voted Budget	Actual Budget	Committed	Budget implementation %	Paid	Budget execution %	Potential Carry forward for payments in 2020
	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	47 000,00	18 028,38	18 028,38	100%	16 827,92	93%	1 200,46
21 Information and communication technology expenditure	309 800,00	345 944,44	345 944,44	100%	240 832,90	70%	105 111,54
22 Movable property and associated costs	10 700,00	10 452,54	10 452,54	100%	5 102,25	49%	5 350,29
23 Current administrative expenditure	30 500,00	40 866,50	40 866,50	100%	37 148,91	91%	3 717,59
24 Postal charges	5 000,00	7 649,06	7 649,06	100%	6 893,33	90%	755,73
<b>2 TITLE 2 Buildings &amp; equipment and miscellaneous expenditure</b>	<b>403 000,00</b>	<b>422 940,92</b>	<b>422 940,92</b>	<b>100,0000%</b>	<b>306 805,31</b>	<b>72,54%</b>	<b>116 135,61</b>

By the end of December 100% of the available budget has been committed and 72,5% of payment credits have been used.

## C8: Amounts carried over from 2018 for payment in 2019

Use of amounts carried over in Title 2

	BUDGET 2018	Final Budget 2018	Committed 2018	Paid in 2019	Total Paid (in 2018 & 2019)	Budget Execution %	Decommitted in 2019	Cancellation rate
		A	B	E	F=D+E	F/A	G	H/A
<b>2 TITLE2 Buildings, equipment and miscellaneous expenditure</b>								
20 Investments in immovable property & rental of buildings		22 096,21	21 821,05	0,00	21 407,83	96,9%	413,22	3,1%
21 Information and communication technology expenditure		528 115,40	512 424,26	343 080,32	506 329,58	95,9%	6 094,68	4,1%
22 Movable property and associated costs		5 117,44	5 117,44	387,14	4 962,81	97,0%	154,63	3,0%
23 Current administrative expenditure		37 075,84	28 607,06	8 000,26	28 510,92	76,9%	96,14	23,1%
24 Postal charges		4 000,00	4 000,00	341,87	3 448,84	86,2%	551,16	13,8%
<b>2 TITLE2 Buildings, equipment and miscellaneous expenditure</b>		<b>596 404,89</b>	<b>571 969,81</b>	<b>351 809,59</b>	<b>564 659,98</b>	<b>94,7%</b>	<b>7 309,83</b>	<b>5,3%</b>

The main reason for cancellations was the uncertainty on VAT. Refundable VAT has been committed in certain cases.

C4: Internally assigned revenue not applicable in 2019 for Title 2.

## Title 3 – Operational expenditure - C1: Regular budget 2019

Budget Implementation/Execution Regular budget 2019 (C1)	Voted Budget	Actual Budget	Committed	Budget implementation %	Paid	Budget execution %	Potential Carry forward for payments in 2020
	A	C (A+B)	D	D/C	E	E/C	D-E
<b>3 TITLE 3 Operational Expenditure</b>							
30 Bodies and organs	180 000,00	120 704,78	120 704,78	100%	102 704,78	85%	18 000,00
31 Courses, Flight Schemes, E-Net	3 590 200,00	3 294 680,20	3 294 212,47	100%	2 923 738,85	89%	370 473,62
32 Other programme activities	519 000,00	682 941,98	682 785,43	100%	455 779,06	67%	227 006,37
33 Evaluation			0,00	N.A.	0,00	N.A.	
35 Missions	150 000,00	225 000,00	219 297,32	97%	207 628,55	92%	11 668,77
37 Other operational activities	232 600,00	296 663,58	296 663,58	100%	145 211,28	49%	151 452,30
<b>3 TITLE 3 Operational Expenditure</b>	<b>4 671 800,00</b>	<b>4 619 990,54</b>	<b>4 613 663,58</b>	<b>99,86%</b>	<b>3 835 062,52</b>	<b>83,01%</b>	<b>778 601,06</b>



By the end of December 99,9% of the available budget has been committed. Payments represents 83,0% of the available payment credits.

### C8: Amounts carried over from 2018 for payment in 2019

Use of amounts carried over in Title 3

	BUDGET 2018	Final Budget 2018	Committed 2018	Paid in 2019	Total Paid (in 2018 & 2019)	Budget Execution %	Decommitted in 2019	Cancellation rate
		A	B	E	F=D+E	F/A	G	H/A
3	<b>TITLE3 Operational expenditure</b>							
30	Bodies and organs	128 473,62	128 362,57	17 386,25	128 308,29	99,9%	54,28	0,1%
31	Courses, Flight Schemes, E-Net	4 127 169,29	4 036 628,79	979 133,29	3 943 350,17	95,5%	93 278,62	4,5%
32	Other programme activities	1 098 452,09	1 097 195,53	402 216,02	1 009 304,79	91,9%	87 890,74	8,1%
33	Evaluation	0,00	0,00	0,00	0,00	0,0%	0,00	0,0%
35	Missions	238 000,00	238 000,00	25 021,48	235 539,43	99,0%	2 460,57	1,0%
37	Other operational activities	305 220,11	251 466,98	200 093,77	244 917,04	80,2%	6 549,94	19,8%
3	<b>TITLE3 Operational expenditure</b>	<b>5 897 315,11</b>	<b>5 751 653,87</b>	<b>1 623 850,81</b>	<b>5 561 419,72</b>	<b>94,3%</b>	<b>190 234,15</b>	<b>5,7%</b>

Cancellation of funds for operational activities were mainly justified by the business model (use of grants, CKCs where information on real expenditure can hardly be controlled by CEPOL in time), the underperformance of service providers and delayed invoicing of the Publication Office. These factors are outside of CEPOL's control.

### C4: Internally assigned revenue

Internal assigned revenues under Title 3 amounted to € 38 856,63 in 2019. In line with the general priority rules for the use of fund sources, the C4 credits were entirely transferred to 2020.

## 2.3.3 Other financial and budgetary topics

### Budget transfers

In 2019, 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.

These transfers aimed to align the initial budget distribution to the real budget needs. The first four transfers in 2019 were done within the same budget titles without the need to re-arrange the budgetary ratio between titles, while the final two budget transfers of the year - after the budget amendment - resulted in a slight increase in Title 1 and 2 budgets. More detailed information on this is provided in Annex II Table 2.3.

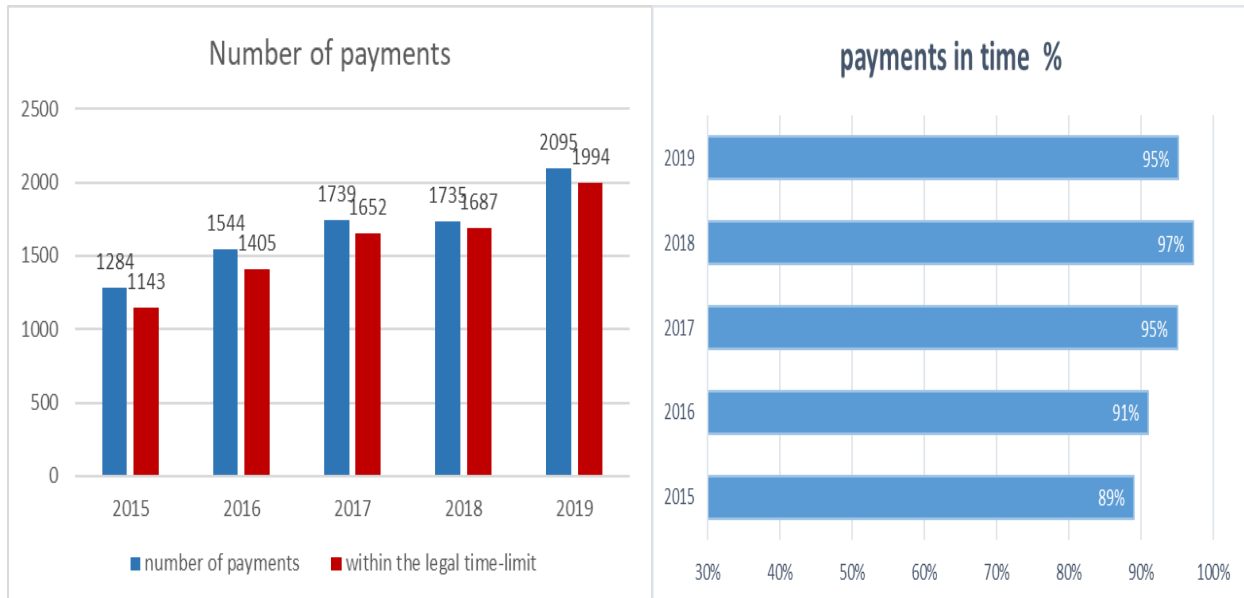
### Recovery orders

At the end of December, there were 4 recovery orders (€ 3 763,65) not cashed or cleared in the accounting system.

### Payment statistics

In 2019, CEPOL made a total of 2 095 regular payments which represents a 20% increase compared to 2018. Although a slight drop can be observed in the % of payments in time (due to unavailability of the payment system at the beginning of the year), the corporate objective of 95% of payments in time has been reached (Annex II Table 2.4-2.5).

No interest has been paid on late payments.



### Procurement

In 2019, 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 408 contracts were signed in 2019 (compared to the 375 signed in 2018) comprising:

- 13 framework contracts
- 9 direct contracts
- 22 purchase orders
- 205 order forms under existing framework contracts (CEPOL and inter-institutional)
- 18 specific contracts under existing framework contracts (CEPOL and inter-institutional)
- 141 contracts for short-term experts under 2 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	2	0.49	0
Negotiated procedure with at least five candidates	3	0.73	3
Negotiated procedure with at least three candidates	4	0.98	1
Negotiated procedure with a single tender	33	8.09	11
Negotiated procedure without publication of a contract notice under Art. 134 (1)(e) RAP (increase of ceiling of FWC for services)	1	0.25	1
Negotiated procedure without publication of a contract notice under Art. 134 (1)(g) RAP (building contracts)	1	0.25	0
Order form in execution of existing framework contracts	205	50.24	69
Specific contract in execution of existing framework contracts	18	4.41	0
Specific contract in execution of existing framework contract following reopening of competition	0	0	0
Expert contract following a call for expression of interest	141	34.56	141
<b>TOTAL</b>	<b>408</b>	<b>100</b>	<b>226</b>

## 2.3.4 Information on grant, contribution and service level agreements (Annex VI)

### Title 5: R0 - External Assigned Revenue for FI project

The Grant Agreement on the Financial Investigation In-Service Training Programme, Western Balkan (CEPOL FI) project with Directorate-General of Neighbourhood and Enlargement Negotiations (DG NEAR) was signed on 21 December 2017. The Financial Investigation In-Service Training Programme in Western Balkans project has a budget of EUR 2 500 000 and a duration of 24 months and is financed under the Instrument of Pre-accession Assistance (IPA 2). The project implementation period has been extended by 3 months within the original total budget.

The new end date is 31 March 2020. The first pre-financing of EUR 1 217 051 representing 48,7 % of the total 2 year budget has been received in 2018. The second instalment of the pre-financing amounting to EUR 1 164 756 was received end of May 2019. The total budget therefore amounted to EUR 2 381 807 of which EUR 2 155 552 has been committed until the end of 2019. The carry forward (not yet consumed commitments) and Carry over (not yet committed appropriations) amounted to EUR 587 500.

### CEPOL FI Overall Budget Implementation

Overall Budget Implementation/Execution of the Financial investigation in-service training programme - Western Balkan	Total Budget of the project (full lifecycle)	Budget appropriations received in 2018 (first instalment)	Budget appropriations received in 2019 (second instalment)	Total Budget Received	Still to be committed	Total PAID	Open commitments
Budget Line B05200	A	B	F	H(B+F)	J(G-I)	L	
	2 500 000	1 217 051	1 164 756	2 381 807	226 255	1 794 308	361 245
<b>headings</b>							
WB-2018-1.1 - SALARIES	882 000	426 000	456 000	882 000	0	733 262	148 738
WB-2018-1.2 - SHORT TERM EXPERT FEES	155 600	108 000	47 600	155 600	7 600	112 388	35 612
WB-2018-1.3 - PER DIEM FOR MISSIONS/TRAVEL	454 112	195 300	258 812	454 112	65 000	373 840	15 272
WB-2018-2.1 - INTERNATIONAL TRAVEL	361 600	184 000	177 600	361 600	0	286 088	75 512
WB-2018-2.2 - LOCAL TRANSPORTATION	18 920	12 720	6 200	18 920	6 200	10 525	2 195
WB-2018-3.2 - FURNITURE, COMPUTER EQUIPMENT	46 800	46 800	0	46 800	8 465	34 556	3 779
WB-2018-4.4 - OTHER SERVICES (TEL/FAX)	32 800	26 400	6 400	32 800	14 900	16 880	1 020
WB-2018-5.1 - PUBLICATIONS	12 000	6 500	5 500	12 000	12 000	0	0
WB-2018-5.2 - STUDIES, RESEARCH	0	0	0	0	0	0	0
WB-2018-5.3 - EXPENDITURE VERIFICATION/AUDIT	0	0	0	0	0	0	0
WB-2018-5.4 - EVALUATION COSTS	0	0	0	0	0	0	0
WB-2018-5.5 - TRANSLATION, INTERPRETERS	133 500	67 500	66 000	133 500	39 000	86 612	7 888
WB-2018-5.6 - FINANCIAL SERVICES (BANK GUARANTEE COSTS ETC)	0	0	0	0	0	0	0
WB-2018-5.7 - COSTS OF CONFERENCES, SEMINARS, WEBINARS	68 675	35 711	32 964	68 675	- 32 000	77 943	22 732
WB-2018-5.8 - VISIBILITY ACTIONS	60 000	30 000	30 000	60 000	30 000	17 274	12 726
WB-2018-8.1 - INDIRECT COSTS	155 800	78 120	77 680	155 800	75 090	44 938	35 771
CTT2-2018-10.1 - CONTINGENCY RESERVE	118 193	0	0	0	0	0	0

## Title 5: R0 - External Assigned Revenue for EU MENA CTT2 project

The Delegation Agreement on the EU/MENA Counter Terrorism Training Partnership 2 (CEPOL CTT2) project with the European Commission Service for Foreign Policy Instruments (FPI) was signed on 21 December 2017. The CEPOL CTT2 has a budget of EUR 6 444 698 and a duration of 36 months and is financed under the Instrument contributing to Stability and Peace (IcSP). The first instalment of the pre-financing was received in 2018 (EUR 1 946 037). The second instalment amounted to EUR 2 381 389 has been received in May 2019. 70.6% of the received budget has been paid up to the end of 2019. Next intermediate report and payment request will be prepared in January 2020.

The total budget received therefore amounted to 4 327 426 EUR of which 3 563 121 EUR has been committed until the end of 2019. The carry forward (not yet consumed commitments) and Carry over (not yet committed appropriations) amounted to 1 271 751 EUR.

Overall Budget Implementation/Execution of the EU- MENA CTT2 project	Total Budget of the project (full lifecycle)	Budget appropriations received in 2018 (first instalment)	Budget appropriations received in 2019 (second instalment)	Total Budget Received	Still to be committed	Total PAID	Open commitments	Budget execution % (vs. Total Budget Received)	Budget execution % (vs. Total Contractual Budget)
Budget line B05100	A	B	F	H(B+F)	I(G-I)	L		L/H	L/A
	6,444,698	1,946,037	2 381 389	4 327 426	764 305	3 055 675	507 446	70.6%	47.4%
heading									
CTT2-2018-1.1.1 - SALARIES PROJECT MGR & SENIOR OFFICERS	655,812	218,604	218 604	437 208	- 47 950	431 293	53 865	99%	66%
CTT2-2018-1.1.2 - SALARIES OF PROJECT OFFICERS	1,069,488	356,496	356 496	712 992	64 950	588 540	59 502	83%	55%
CTT2-2018-1.2 - STAFF MISSIONS (PER DIEM)	76,200	29,600	34 000	63 600	- 23 000	78 627	7 973	124%	103%
CTT2-2018-2.1 - INTERNATIONAL TRAVEL	959,200	278,400	424 000	702 400	114 000	506 533	81 867	72%	53%
CTT2-2018-2.2 - SHORT TERM EXPERTS AND PARTICIPANTS (PER DIEM)	1,275,582	328,482	570 570	899 052	290 570	486 780	121 702	54%	38%
CTT2-2018-3.2 - FURNITURE, COMPUTER EQUIPMENT	52,695	52,695	17 565	70 260	17 419	46 259	6 582	66%	88%
CTT2-2018-4.4 - OTHER SERVICES (MOBILE COSTS)	100,800	33,600	33 600	67 200	23 600	34 734	8 866	52%	34%
CTT2-2018-5.1 - SHORT TERM EXPERT FEES	907,200	331,200	387 000	718 200	182 200	494 775	41 225	69%	55%
CTT2-2018-5.4 - EVALUATION COSTS	0	0	15 500	15 500	500	15 000	0	97%	
CTT2-2018-5.5 - TRANSLATION, INTERPRETERS	540,000	196,500	247 500	444 000	132 500	205 371	106 129	46%	38%
CTT2-2018-5.7 - COSTS OF CONFERENCES/SEMINARS	102,460	47,960	39 240	87 200	0	83 541	3 659	96%	82%
CTT2-2018-5.8 - VISIBILITY ACTIONS	50,000	12,500	18 750	31 250	12 500	17 901	849	57%	36%
CTT2-2018-8.1 - INDIRECT COSTS	405,261	60,000	18 564	78 564	- 2 985	66 321	15 228	84%	16%
CTT2-2018-10.1 - CONTINGENCY RESERVE	250,000	0	0	0	0	0	0		0%

## Title 5: R0 - External Assigned Revenue for COUNTER-TERRORISM INFLOW

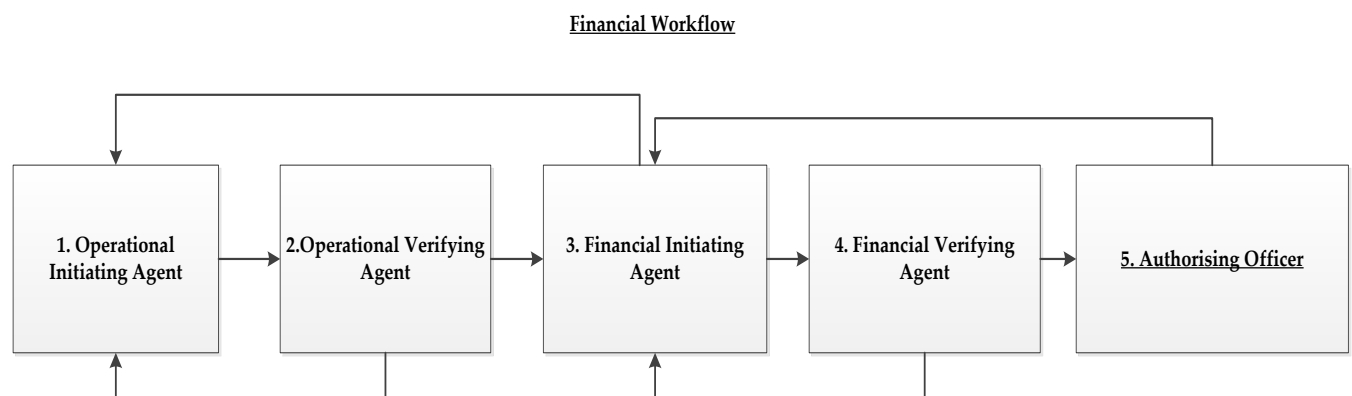
The Contribution Agreement IFS/2019/410-531 was signed between CEPOL and DG DEVCO (International Cooperation and Development) on 17 December 2019. The purpose of this agreement is to provide financial contribution to finance the implementation of the Action "CT INFLOW- Enhancing Information Exchange and Criminal Justice Response to Terrorism in the Middle East and North Africa". The project has a maximum budget of EUR 7 500 000 and a duration of 48 months and is financed under the Instrument contributing to Stability and Peace (IcSP). The first instalment of the pre-financing amounting to EUR 3 750 000 was received in December 2019.

**Title 3: R0 - Assigned revenue for Joint CEPOL-Frontex Exchange Programme 2019**

The European Border and Coast Guard Agency (Frontex) and CEPOL have signed the second agreement, by which Frontex supports a Pilot Joint Exchange Programme under the auspices of CEPOL for participants exercising border and coast guard duties from European Union Member States, candidate countries, as well as ENP partner countries on a pilot basis. The planned total value of action for 2019 was EUR 100 000 for a minimum of 80 participants exercising border and coast guard duties to benefit from this cooperation. The final consumption was EUR 83 177.

**2.3.5 Control results****Financial workflow and ex ante controls**

The financial workflow implemented in CEPOL is a partially decentralised model and follows the four eyes principle. Each financial transaction needs to be verified after initiation before it is authorised, as provided in the below financial workflow chart.



The member of CEPOL staff responsible for verification of an operation (“verifier”), exercises ex-ante control of each transaction by checking its legal correctness and conformity with the principle of sound financial management.

The operational functions of the verification include: verification of its justifications, necessity, and conformity with the project documents, contracts, agreements and other relevant documents. The financial functions of the verification include: the verification of procedural and financial aspects of the transactions, their legal correctness and consistency.

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.

In 2014 CEPOL outsourced its accounting services to the European Commission, therefore the EC Accounting Officer provides all services required by Articles 36 and 50 of the Framework Financial Regulation applicable to Agencies, as follows: Treasury; Accounting; Central budgetary framework; Recovery actions; Validation of local systems.

Following outsourcing, CEPOL nominated a Finance & Accounting Correspondent, responsible for: control of the reliability of the accounting information of each financial operation (e.g. use of the adequate GL account) and ensuring the completeness of the accounting operations (e.g. reconciliation of G/L accounts with operational information); prepare annual closure file.

The outsourcing arrangement produced positive outcomes since established, resulting in continuously favourable opinions on reliability of accounts from the external auditor.

In 2019 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.

### **Management review of the exceptions' register for 2019**

In line with principle # 10 '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.

The 2019 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 2019 a total of 40 exceptions were raised (vs 38 exceptions in 2018) in value of €108 473 (vs €57 285 in 2018). There was one exception exceeding the ceiling limit (€25,000) requiring approval by the Authorizing Officer, concerning late registration of a set of assets (ICT equipment) which was omitted at the time of delivery, due to supporting documents not reaching the Procurement office following a miscommunication.

Having in view the non-systematic nature and limited scope of the administrative mistake with a financial impact above the materiality threshold, as well as the proposed corrective actions, this is not deemed as significant; therefore it will not be subject to a formal reservation in the assurance declaration of the Authorizing Officer, in the context of the Consolidated Annual Activity Report 2019.

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, with 11 cases reported out of 40; the financial impact was €10,782 representing 10% in total reported exceptions, less than in 2018 (when 18 cases were reported in value of €41,336).

### **Ex post controls**

CEPOL implements ex post controls in accordance with Article 45 of the CEPOL Financial Regulation, stating that the Authorising Officer may put in place ex post controls to verify operations already authorized. Such controls are organised on a sample basis according to risk.

In 2019 CEPOL implemented internal quality audit and ex post controls on internal control standards, ABAC access rights and recruitment. The ex post controls implemented in 2019 did not identify any critical weaknesses; recommendations were made with regards to developing the procedural framework for HR recruitment process in order to ensure consistent practice for remote testing. An inventory of obsolete documents was produced in the context of internal quality audit (ISO 9001:2015).

### **Cost and benefits of controls**

Both ex ante and ex post controls as described above are implemented via desk reviews by staff members having multiple roles in the Agency, therefore not exclusively dedicated to control activities.

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.

The effectiveness and benefits of the controls are ultimately demonstrated by the positive opinion of the external auditor on the legality and regularity of transactions.



## 2.4 Delegation and sub-delegation

The Executive Director of CEPOL is the Authorising Officer. The Authorising Officers by Delegation (AOD) have been appointed via Executive Director's decision on financial workflow, defining the budget line, maximum amount, source of funds and transaction type for each of the delegate. The decision is valid until circumstances requires an amend to be adopted by the Authorising Officer. The controlling requirements are defined in the checklist adopted by the Authorising Officer, while reporting requirements are established via internal practice taking the form of regular reports on budget implementation.

Weaknesses identified are resolved before authorisation of transactions or formalised as non-compliances or justified deviations from the rules via exception register, which is regularly reviewed by the Authorising Officer.

In their capacity as Authorising Officers by Delegation, each Head of Department provides a Declaration of Assurance on the appropriate allocation of resources and their use for their intended purpose and in accordance with the principles of sound financial management, as well as on the adequacy of the control procedures in place; this declaration covers both the state of internal control in the department and the completeness and reliability of management reporting. These declarations serve to ground the Executive Director's Declaration of Assurance (see Part V Declaration of Assurance).

## 2.5 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 2019 contains 32 Temporary Agents (TA). The Management Board further allowed the Agency 19 Contract Agents (CA) – excluding posts for externally funded projects - and 3 SNE positions (additional 2 SNE posts were approved by MB Decision 32/2018/MB on 14 December 2018).

By the end of 2019, the agency had in post 30 Temporary Agents (including three on long-term leave) and 17 Contract Agents; in addition, 15 Contract Agents were staff from FPI funded projects (9 for CT2 and 6 for WB FI); also 7 SNE were in post (5 financed from CEPOL budget and 2 from FPI funded projects, Mena CT2 and Financial Investigations).

There were 6 resignations in 2019 (versus 4 in 2018) due to new job opportunities. One staff member left due to retirement. Staff fluctuation in 2019 was higher than in 2018 and has a significant impact on the organisation. 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 assistance and support (please refer for further details to Annex IV Table 4.4).

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

At present there is a reasonable gender balance in CEPOL. The ratio between man and women employed by CEPOL is 31 / 38. This difference is largely related to contract agents where the ratio is 11/21 (men / women). More details are presented in Annex IV. Establishment Plan and additional information on HR Management.

### Recruitment

In 2019 CEPOL run 10 external recruitment campaigns which attracted 553 applicants (590 applications for 13 positions published in 2018).

CEPOL continues to receive a significant number of applications from Hungarian citizens (140 applications representing 25%). 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.

At the end of 2019 CEPOL had 69 staff members in place (including 17 for projects) of which 27 of Hungarian nationality, representing 39%. There are 18 other nationalities present in CEPOL, which are relatively equally

distributed with a maximum of 6 (Romanian) nationals from one Member State. More details are presented Annex IV. Establishment Plan and additional information on HR Management.

### 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 2019, the following Decisions on Implementing Rules have been approved by the Management Board:

- Whistleblowing
- Types of posts and post titles
- Middle Management
- Telework
- Setting up a staff committee
- Conditions of employment of contract staff
- Opting out from general implementing provisions on the conduct of administrative inquiries and disciplinary proceedings.

In addition 3 decisions requesting the agreement of the Commission to adopt general implementing provisions on the areas of family leave, parental leave and household allowances were adopted.

The afore-mentioned decisions are available on CEPOL's website in line with the standard practice of the Agency.

Finally, as part of an exercise addressed to all the Agencies, CEPOL provided to DG HR in November 2019, detailed feedback regarding the state of play of the Implementing Rules in the Agency.

### Benchmarking exercise

Outcome of the benchmarking exercise 2019 shows that only 10% of the CEPOL's staff are involved in administrative support. All other staff members are linked to operational (65%), neutral (14%) and coordination (12%) activities.

Details of the establishment plan 2019 and the results of the screening exercise compared to last year are available in Annex IV (Table 4.2-4.3).

### 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 2019 is provided in Annex V. No significant deviations occurred, FTE and budget usage only marginally differs from what has been planned.

### Staff Training

The 2019 Training Plan has been adopted by the management team. It has been done based on the Annual Appraisal Exercise 2018 and on corporate level needs.

CEPOL has organised the following horizontal trainings:

- Raising awareness on sexual and psychological harassment – 14 & 15 January
- Building engaging teams – 12 March
- Managing emotions to better prevent and handle conflict – 13 May
- EU pensions – 14 May
- Keep your inbox clean – 24 June
- Online language training – throughout the year – subscriptions January, April, July and October 2019
- BASE/SAFE – on-line learning provided by EEAS on safety during missions.

## Data Protection

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

In 2019, the data controllers with the support of the Data Protection Officer ('DPO') focused on the following areas: preparation<sup>63</sup> of a data privacy impact assessment for the new learning platform ('LEED') of the Agency, negotiations with vendors of software as a service ('SaaS') to ensure that appropriate contractual clauses are in place, negotiation of standard contractual clauses to cover transfer scenario to a third country and update of privacy statements to reflect the reform of the legal framework regarding personal data protection.

The Agency finalised the adoption of internal rules on restrictions under Article 25 of Regulation EU 2018/1725 (the so-called 'EU-GDPR') and the rules were published in the Official Journal of the European Union on 11 October 2019<sup>64</sup>.

## 2.6 Strategy for efficiency gains

The strategy for achieving efficiency gains was not formalised in the Single Programming Document for 2019, due to not being a legal requirement at the time.

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

The last few years CEPOL has become a recognised partner among policy makers and practitioners. As a result, the demand for CEPOL training has been constantly increasing. To accommodate these legitimate training needs, the agency is investigating all options to deliver as much as possible within the given resource framework. However, the limits of internal resource reshuffling and further efficiency gains have been reached.

Besides the additional operational tasks stemming from the CEPOL Regulation that entered into force on 1 July 2016, it should also be mentioned that all services (support as well as operations) are extremely lean and have led in the previous years to serious risk with regards to business continuity as well as legality and regularity. E.g. there are only 2 positions in HR, 2 in ICT, 2 in Procurement and 1 in Legal officers. Basically, with the current human resources allocated to horizontal support, it is very difficult to consistently deliver the support at a quality and quantity as necessary for the normal functioning of the Agency.

Other high priority areas, such as Residential and Online training activities, Research and Science, Policy Cycle priorities are understaffed; other areas such as Security, Asset management, DPO, Logistics, Document management & Archiving have no dedicated staff at all and are – at best – taken up by other staff members as part of their regular activities. Also the grading of these and other staff members is (too) low compared to both their responsibilities and to grading for similar responsibilities in other EU Agencies.

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

The Agency's performance indicators demonstrate that CEPOL exceeded its activity implementation targets, whilst constantly achieving outstanding levels of satisfaction with its activities (satisfaction rate in 2019 - 96%).

The quality of CEPOL's output depends on the agency's ability to work effectively, and the achievements of the last years are built upon the agency's ongoing drive to operate effectively and efficiently. Further evidence of the agency's enhanced efficiency is the reduction in the unit price of its training. In 2017 the number of participants increased by 32% compared to 2016, while in 2018 by 22% compared to 2017, continuing with

<sup>63</sup> Finalisation is ongoing and expected end date is in Q2 of 2020.

<sup>64</sup> OJ L 290, 11.11.2019, p. 34.

increase in 2019 by 20% compared 2018; all this has been achieved with operating budgets which remained largely unchanged.

## 2.7 Assessment of audit and ex-post evaluation results during the reporting year

### 2.7.1 Internal Audit Service (IAS)

In November 2018, the IAS has implemented an audit concerning 'Training implementation, knowledge sharing and monitoring of results', with the report available in 2019. CEPOL drafted the action plan including the corrective actions for the six audit recommendations of which one critical (European Joint Master Programme), one very important (FWP agreements for residential training) and four important (e-net, training evaluation, e-Learning process, internal and external reporting on new target group, non-substantial changes to the SPD, CEP narrative reports).

The action plan was positively received by the IAS.

### 2.7.2 External quality audits

CEPOL does not have an Internal Audit Capability, therefore this section shall cover external quality audits conducted in the context of ISO certification.

#### 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 certified in 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 audit implemented in 2019, CEPOL maintained its certificate and obtained extended scope of certification to new operational processes under E-learning services<sup>65</sup>.

At the end on the 3 years certification cycle, CEPOL successfully passed the recertification audit in January 2020.

#### ISO 29993:2017 certification audit

Following certification audit implemented in May 2019, CEPOL has been granted ISO 29993:2017 certificate for providing learning services outside formal education to residential courses on key selected topics.

The certificate is valid for 3 years and a surveillance audit is implemented every year to check that ISO requirements are maintained.

This audit has been launched as a pilot project, following that the ISO 29993:2017 quality framework for training to be progressively extended to other training activities and further certification to be obtained.

### 2.7.3 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 2019 is not available yet, however the preliminary findings received so far do not raise any major concerns.

The audit of financial year 2018 has been completed in 2019, 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 2018 present fairly, in all material respects, the financial position of the Agency at 31 December 2018, 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

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<sup>65</sup> Online Courses, Modules and Webinars

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 2018 are legal and regular in all material respects.

## 2.8a Follow up of recommendations and action plans for audits and evaluations

### Internal Audit Service

The action plan for IAS audit report on 'Training implementation, knowledge sharing and monitoring of results', is under implementation. The critical and very important findings were immediately addressed by ceasing the practice and taking steps to re-design the processes before further implementation.

### European Court of Auditors (ECA)

The ECA report for the financial year 2018 provides no critical findings, with the following observations, including CEPOL reply and follow-up actions:

#### OBSERVATIONS ON SOUND FINANCIAL MANAGEMENT AND ON PERFORMANCE

##### ECA observation:

In December 2017, CEPOL launched a call for tender to conclude a four-year framework contract with an estimated market volume of 8,5 million euros for travel arrangements for its own staff and participants in training. Award criteria were weighted with 60% for quality and 40% for price. Three out of the six tenders received surpassed the minimum quality threshold. The price offered by the tenderer who was awarded the contract, based on a scenario prepared by the Agency, was 56% of the average price offered by the two other tenderers. The contract was awarded without requesting any explanation from the winning tenderer for the potentially abnormally low tender. Payments made in 2018 under the contract amounted to 2 058 073 euros. For potentially abnormally low tenders the Agency should request and analyse the reasons to ensure the tenders are sustainable.

##### CEPOL reply to observation:

The Agency has taken note of the Court's comments and agrees that the Financial Regulation imposes on the contracting authority the obligation to seek clarifications on tenders that appear to be abnormally low. In the case at hand, the evaluation committee did not proceed in seeking for clarifications because due to their daily work, they were aware of the prices charged by the company holding the previous contract and therefore were able to identify that the pricing provided by the newly awarded contractor was significantly higher than the old one. Furthermore, two out of the three tenders that reached the financial evaluation presented prices that were in a similar bandwidth, while the third company offered significantly higher prices. For these reasons, the Evaluation Committee dismissed the risk of abnormally low tender; however, we do accept the Court's observation that this assessment was not formalised in the evaluation report.

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

Year	Court's observations	Status of corrective action
2016	There is a high staff turnover which may impact business continuity and the Agency's ability to implement the activities provided for in its work programme. There was only a limited number of applications from other Member States.	Ongoing
2017	Despite significant modifications to the Agency's procedures, the accounting system has not been re-validated since 2013.	Completed
2017	In December 2016, the Agency signed a four-year framework contract to the value of 1,6 million euros, with one company, for the provision of temporary staff.	N/A



	The only competitive criterion for the procurement procedure was price and quality was not considered.	
2017	The Agency did not carry out a comprehensive BREXIT impact analysis.	Completed
2017	The Agency publishes vacancy notices on its own website and on social media, but not on the website of the European Personnel Selection Office (EPSO).	On going
2017	E-procurement: by the end of 2017 the Agency had introduced e-invoicing and e-tendering, but not e-submission.	Completed

## 2.8b Follow up of recommendations issued following investigations by OLAF<sup>66</sup>

Not applicable, due to no OLAF investigation in 2019.

## 2.9 Follow up of observations from the Discharge Authority

CEPOL received the EP Discharge Decision for Financial Year 2017<sup>67</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 (CEPOL) for the financial year 2017 (2018/2194(DEC)) is provided below.

OBSERVATION OF THE DISCHARGE AUTHORITY	RESPONSE AND MEASURES TAKEN BY CEPOL	STATUS
<b>Cancellation of carry-overs</b> 2. Regrets the high level of cancellations of carry-overs from 2016 to 2017, amounting to EUR 189 154, representing 12,81 % of the total amount carried forward, showing a slight decrease of 1,44 % in comparison with 2016;	<p>We would like to clarify that the highest amount is related to Title 3 (operational budget) where 13% of carry-overs, namely € 153 605, were cancelled.</p> <p>The cancellations are mainly due to grant beneficiaries implementing courses with less funds than initially budgeted and may result from events beyond the Agency's control or which are justified by the nature of activities, as following: grant beneficiaries not able to estimate fully accurate their budget needs when applying for grants, as the service providers are not known at that time; grant beneficiaries are obliged to budget for 28 course participants, while it is not guaranteed this level of attendance will be achieved; the value for money is a subject of grant evaluation, therefore the grants cannot be increased at a later stage in case prices prove to be higher, therefore grant beneficiaries budgeting for a reserve margin is justified; for courses organised in the last months of the year, it is difficult to estimate the correct volume of underspending, while the invoices from service providers are still pending. Hence, in order to ensure that sufficient funds remain on the budgetary commitment, the funds are carried over.</p> <p>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.</p>	On going
<b>Performance</b> 6. Welcomes the commitment of the Agency to follow-up on the Commission's Internal Audit Service report on "Needs assessment, Planning and Budgeting of Training activities"; stresses the importance of the Agency to deliver on its commitment;	By 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).	Complete
<b>Performance</b>	CEPOL's five-year evaluation report was adopted by the 35th Governing Board meeting and incorporated 17 recommendations, covering five areas, regarding CEPOL's structure and working practices.	Complete

<sup>66</sup> Article 11 Regulation (EU/Euratom) 883/2013 of the European Parliament and of the Council concerning investigations conducted by the European Anti-Fraud Office (OLAF)

<sup>67</sup> P8\_TA-PROV(2019)0259 Discharge 2017: EU Agency for Law Enforcement Training (CEPOL)



<p>7. Observes that the five year periodical external evaluation concluded in January 2016 issued 17 recommendations, for which the Agency plans to implement all corrective actions by the end of 2018; calls on the Agency to report to the discharge authority on the actions taken to address these recommendations;</p>	<p>The plan elaborated by the Executive Director identified 32 actions addressing all the MB's 17 recommendations.</p> <p>Overall, since the adoption of the action plan: 31 activities have been completed (of which 7 activities are no longer considered relevant as they have been overtaken by events and will be addressed in a broader context connected to EQF and further ISO certification of CEPOL services) and one activity related to further development of e-platform is still ongoing (LEED platform to go live in April 2020).</p>	
<p><b>Performance</b></p> <p>8. Regrets the fact that the Agency is geographically located far from Europol, which undermines the possibility of finding synergies with this other agency specialised in police matters; calls upon the Agency to provide the discharge authority with a report outlining the possible obstacles in its interactions with Europol and the measures taken and to be taken to overcome these challenges;</p>	<p>CEPOL has an active Working Agreement with Europol based on which continuous cooperation is taking place concerning the organisation of joint activities and providing input to residential activities and e-learning tools. Europol's experts contributed significantly to CEPOL's residential activities and we acknowledge Europol's continuous involvement in implementation of CEPOL's Work Programme.</p> <p>We did not encounter any obstacles in interaction with Europol. Cooperation takes place on a daily basis, via the usual means of communications, including videoconference for larger audiences. Events are organised at both CEPOL and Europol headquarters depending on the nature of the event and business needs.</p> <p>We would also like to mention that CEPOL's mandate<sup>68</sup> is not exclusively related to police matters, but the whole law enforcement community including customs, border guards, prosecutors, therefore cooperation with all JHA Agencies is essential.</p>	<p>Complete</p>
<p><b>Staff policy</b></p> <p>10. Welcomes that the Agency continued organising webinars to provide law enforcement officers with information and best practice on identifying and investigating hate crimes and different forms of gender-based violence, and that it offered training to raise awareness of the challenges experienced by Roma communities and LGBTI persons (such as over- and under-policing and the lack of trust towards members of the police force), and how these can be addressed at the level of law enforcement; calls for the continuation of the provision of trainings in the field of fundamental rights and the related sensitisation of the police force.</p>	<p>In 2018 and 2019 CEPOL continued organising training activities to provide law enforcement officers with information and best practice on identifying and investigating hate crimes and different forms of gender-based violence, and it offered training to raise awareness of the challenges experienced by Roma communities and LGBTI persons.</p> <p>In 2018, 4 courses and 2 webinars were delivered in the field of fundamental rights and related to sensitisation of law enforcement officers. These training activities were titled as "Hate crimes", "Police ethics", "Management of diversity" "LGBTI and law enforcement", "Human rights in CSDP Missions" and "Disability hate crime".</p> <p>In 2019 four directly relevant residential activities took place such as: "Fundamental Rights - Police Ethics", "Fundamental Rights - Management of Diversity" "Online hate speech" and "Human rights mainstreamed in EU CSDP Missions" but assurance of fundamental rights are discussed throughout all courses. Additionally, CEPOL organised 3 webinars: 1) "Hate crime: Bias indicators of HC recording"; 2) "Hate crime in the context of migration"; and 3) "Risk assessment and management of gender based violence".</p> <p>Moreover, an online module on "Hate Crime" and another online module on "Gender-based violence" is available on CEPOL's eNet, as self-paced learning activities.</p> <p>Similar training offer containing online and residential training solutions has been programmed for 2020.</p>	<p>Complete</p>
<p><b>Staff policy</b></p> <p>11. Calls upon the Agency to further incorporate in its curriculum and its training activities a significant element of anti-radicalisation, anti-racism and anti-discrimination training, wherever possible; requests the Agency to as well develop specific training on the procedural safeguards for children who are suspects or accused in criminal proceedings;</p>	<p>Tackling radicalisation in a multidisciplinary way bringing together the various stakeholders (law enforcement, other state institutions, NGOs, religious authorities) is the cornerstone of radicalisation related counter-terrorism training actions. Anti-racism and anti-discrimination as a topic is covered by not only the dedicated fundamental rights trainings but also discussed across other CEPOL activities in line with the general EU law enforcement principles.</p> <p>In 2018 in terms of anti-radicalisation, the residential courses "Radicalisation, violent extremism – prevention", "Radicalisation in prison facilities" and "De-radicalisation of foreign fighters" took place together with the webinar "Counter violent extremism and radicalisation: the human rights perspective". Juvenile delinquency has been discussed in a specialised course "Juvenile crime and domestic violence".</p> <p>Countering racism and other prejudices were focus topics in the residential training activities: "Fundamental Rights - Police Ethics", "Fundamental Rights - Management of Diversity" "Human rights in CSDP Missions" and "Hate</p>	<p>Complete</p>

<sup>68</sup> 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

	<p>crimes" and in the webinar "Human Rights and Police Ethics/Detention conditions and handling of Detained persons".</p> <p>In 2019 the full fundamental rights portfolio had been implemented again congaing 4 international courses while one residential course and one webinar had been implemented on radicalisation.</p> <p>In addition to that, one online module on "Community policing and prevention radicalisation" is available as a self-paced training activity.</p> <p>Similar commitment is shown towards these crucial topics in the 2020 training portfolio.</p>	
<p><b>Staff policy</b></p> <p>13. Observes that, as a consequence of its relocation from the United Kingdom to Hungary and the resulting lower correction coefficient applied to staff salaries, the staff turnover was high and geographical balance is not always ensured as applications from other Member States than the host country has decreased; notes with concern that some members of staff have an outstanding legal dispute regarding the relocation; notes that a number of mitigating actions have been implemented; points out with concern that this may impact business continuity and the Agency's ability to implement activities; calls on the Agency to report to the discharge authority of any developments in this matter;</p>	<p>In 2019 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>Host Member State nationals are still overrepresented in total number of staff. At the end of 2019, there were 27 Hungarian citizens (39%) working for the agency, from a total of 69 staff (TA, CA &amp; SNE - CEPOL establishment plan and project related staff).</p> <p>In 2019 the staff turnover continued to be 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.</p> <p>With regards to the legal dispute regarding the relocation, 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>	On going
<p><b>Staff policy</b></p> <p>14. Agrees with the Court that publishing vacancy notices on the website of the European Personnel Selection Office (EPSO) would be relevant and useful as EPSO publications increase transparency and publicity and allow citizens to identify vacancies published by the different European institutions and agencies collectively; requests therefore that the Agency also publishes all of its vacancy notices on the EPSO website; invites the European Commission to consider measures aimed at reducing the financial burden for the translation of vacancy notices upon the agencies, including by establishing an ad hoc framework agreement with the Translation Centre for the Bodies of the European Union (CdT);</p> <p>15. Welcomes the suggestion of the Court to publish vacancy notices on EPSO's website in order to increase publicity; understands the Agency's reply concerning the high translation costs triggered by such publication; furthermore, notes the Agency's intention to publish all its vacancies on the interagency job board developed by the EU Agencies Network;</p>	<p>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.</p> <p>As from 2018, CEPOL published all vacancies also on the interagency job board that has been developed by the EU Agencies Network. <a href="https://euagencies.eu/jobs/job-vacancy-list">https://euagencies.eu/jobs/job-vacancy-list</a></p> <p>Considering the changes in publication policy of the EPSO, the Agency shall re-visit its procedures to establish to what extent it can make use of the capability to publish titles of such vacancies in all the official languages of the Union with a link to the full text in English language only.</p>	On going
<p><b>Procurement</b></p> <p>16. Notes that, according to the Court's report, by the end of 2017 the Agency had not yet implemented all the tools launched by the Commission aiming to introduce a single solution for the electronic exchange of information with third parties participating in public procurement procedures (e-procurement); notes that, according to the Agency's reply, preparatory actions to implement e-submission are ongoing; calls on the Agency to report to the discharge authority on the progress made in that field;</p>	<p>CEPOL contacted the Publication Office for the on-boarding to e-tendering in 2017 and at the end of the same year signed an agreement with DG DIGIT on the use of the e-submission module. The on-boarding to e-tendering was completed in 2018, while, due to lack of availability of DG DIGIT staff, the on boarding to e-submission has been delayed to early 2019. CEPOL has already completed the on boarding and two open calls for tender were launched using both e-tendering and e-submission.</p>	Complete

<b>Procurement</b> 17. Notes with concern that in December 2016 the Agency signed a four-year framework contract worth EUR 1,6 million for the provision of temporary staff with one economic operator only on grounds of price, without taking into account quality criteria; notes the Agency's reply that it considered that quality was embedded in the technical specifications and the choice to award a single contract was made on basis of prior experience and national specificities	As previously stated, 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. The implementation phase of the contract is ongoing and the contractor is well performing according to the expected standards.	Complete
<b>Prevention and management of conflicts of interest and transparency</b> 18. Welcomes the fact that the Agency adopted a revised anti-fraud strategy during 2017; regrets that the Agency had not set up and implemented internal rules on whistleblowing by 31 December 2017; notes however that agency-specific internal rules are expected to be adopted by the end of 2018; calls on the Agency to report to the discharge authority on their implementation;	CEPOL's Guidelines on Whistleblowing were adopted by Decision of the Management Board 03/2019/MB available here  <a href="https://www.cepol.europa.eu/sites/default/files/03-2019-MB.pdf">https://www.cepol.europa.eu/sites/default/files/03-2019-MB.pdf</a>	Complete
<b>Other comments</b> 19. Stresses that the relocation of the Agency to Budapest in 2014 and the revision of its mandate in 2016 triggered modifications to the Agency's accounting procedures that have not been revalidated since 2013; notes the Agency's response that the re-validation is currently subject to discussions and planning within the Directorate-General for Budget (DG BUDG);	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.	Complete
<b>Other comments</b> 21. Notes with concern that, unlike most of the other agencies, the Agency did not carry out a comprehensive analysis of the likely impact of the United Kingdom's decision to withdraw from the European Union on its organisation, operations and accounts; notes from the Agency's reply that the corresponding risks have been informally evaluated as low; calls on the Agency to report to the discharge authority on the measures taken in order to conclude a more formal analysis preparing to mitigate any potential risks involved	In 2018 CEPOL re-assessed the likely Brexit impact on its operations and accounts, which was formalised in the risk register, with the conclusion that Brexit has a limited impact on CEPOL. This is a consequence of the fact, that as stated in recital 25 of Regulation (EU) 2015/2219, (the 'CEPOL Regulation'), United Kingdom (UK) is not taking part in its adoption, has not opted-in to it and is not bound by it or subject to its application. This means that UK is considered to be a third country for any CEPOL operational activities. It is to be added that the cooperation of CEPOL with third countries is governed by a specific provision of Regulation (EU) 2015/2219 that refers to the conclusion of working arrangements and that up-to-date no such arrangement exists with the UK. Regarding staff, concerned impact is also considered limited, with 2 staff members affected, one of which reached the retirement age.	Complete
<b>Other comments</b> 22. Notes the Agency's efforts to ensure a cost-effective and environment-friendly workplace; points out that the Agency does not have a carbon off-setting scheme in place but acknowledges that it is considering introducing such a scheme, and that the Agency encourages its staff to make use of public transportation to reduce emissions;	CEPOL limited budgetary resources do not allow it to participate in a carbon off-setting scheme. However, staff is encouraged to use public transportation to and from the office (CEPOL provides only 15 parking places for 80+ people working at the Agency). For missions of its staff members on shorter distances, staff is obliged to use train or bus connections as these are both more cost effective and more environmentally friendly; also, timewise there is often little difference for staff to use these modes of transport instead of flying.  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.	Complete

## 2.10 Environment Management

CEPOL does not have an environmental plan in place. The CEPOL headquarters is owned and maintained by the Hungarian authorities. Lights in common areas are installed with motion sensors and switch off automatically when no motion is detected. Whenever it's possible, award criteria related to environmental considerations are added in our procurement procedures.

CEPOL has looked into possible carbon off-setting schemes for its flights (both of CEPOL staff missions as well as for participants attending CEPOL meetings) but, due to lack of resources, this has not moved beyond this initial stage.

## 2.11 Assessment by Management

CEPOL 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.

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.

CEPOL adopted and implements the following documentation and practices to continuously monitor the performance of the internal control system and achievement of objectives: 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, individual activity reports, risk register, regular review meetings (e.g. Management Coordination Meetings, Management Board meetings), exception notes and exception register report, ex ante controls on financial transactions as well as targeted ex post controls.

Besides the internal control framework, CEPOL is following the Quality Management System Standard ISO 9001:2015, since February 2017, when the certification has been obtained. The continuous improvement of processes and procedures is embedded in CEPOL's Quality Management System, which is regularly scrutinised via surveillance audits by an independent auditor. The annual surveillance audits implemented by the external auditor resulted in a continuous positive opinion, with no non-conformities identified.

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.

Considering the results indicated by the self-assessment on implementation of internal control framework, register of exceptions, ex post controls, risk assessment and audit findings (IAS, ECA), 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.

The additional certification in accordance with ISO 29993:2017 for key selected activities, is additional proof of compliance with the requirements for learning services outside formal education.

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. 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.

During 2019, OLAF did not initiate any cases that concern the Agency's activity.

## 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.

CEPOL's five-year evaluation report was adopted by the 35th Governing Board<sup>69</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: 31 activities have been completed (of which 7 activities are no longer considered relevant as they have been overtaken by events and will be addressed in a broader context connected to EQF and further ISO certification of CEPOL services) and one activity related to further development of e-platform is still ongoing (LEED platform to go live in April 2020).

Having in view that EQF, further ISO certification and e-net / LEED are long term developments scheduled in the Single Programming Document (multi-annual section and work programme), further progress achieved shall be reported via regular established channels (progress report to MB and Consolidated Annual Report), therefore the related action points have been closed in the context of the 5 years evaluation action plan.

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

### **3.1 Effectiveness of internal control systems**

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 ICF, with limited adjustments to CEPOL context.

The first self-assessment based on the new ICF was implemented in Q1 2020 with the results reported in the current annual report.

In 2019 CEPOL defined the indicators to be used for assessing the implementation of the new ICF, based on the indicative list provided by the Commission. Targets are numerical (single value) or logical (e.g. "Yes/No" for compliance indicators).

As described in the EC guidelines, some of the principles relate mainly to soft controls (intangible controls like morale, integrity, leadership, competencies, openness and motivation). Therefore, they can only be assessed by means of tools such as surveys (e.g. Staff Survey) and interviews. In order to measure the soft controls, CEPOL defined indicators based on the staff engagement survey which was run in 2019.

The self-assessment identified that targets derived from 2019 Staff Engagement Survey (SES) were generally not achieved; nevertheless, considering the high percentage of neutral replies (neither agree nor disagree), the gap between the target and achieved result, can not be considered as being caused by an internal control deficiency as such. It is noted that the SES survey was open to all staff categories (with a seniority of more than 3 months), including interims, which may explain the high number of neutral replies as some of the non-statutory staff may not have the knowledge and experience to express a strong opinion, neither the professional development opportunities available for the statutory staff.

In overall, the results of the SES indicate room for improvement of soft controls such as leadership and staff motivation and morale; the results are analysed by the management following that an action plan for further improvements to be adopted.

<sup>69</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

Among positive areas, the main aspects that staff appreciate are the strong sense of belonging and passion for the work carried out, multicultural context and the skilled and supportive colleagues.

Out of five internal control components, three of them were assessed as *Category 1. The component is present and functioning well, only minor improvements needed* (Control environment, Risk Assessment and Monitoring Activities) while two as *Category 2. The component is present and functioning but some improvements are needed* (Control Activities and Information and Communication).

The internal control deficiencies for the two components assessed as category 2 are mainly related to lack of formalising controls over technology (ICT Backup Policy and disaster recovery plan from ICT perspective, Information System Security Policy) and procedural framework for document management.

It is noted that any developments connected to documents management, filing and archiving is challenging and most likely not achievable until a position for document management and archiving officer will be granted by the Budget Authority.

Similar challenges are encountered in documenting the ICT processes, due to already insufficient staff to run the daily activities and lack of staff dedicated to procedural developments. The Agency has no position allocated for Security Officer at officer level; on management level, this position is covered by the Head of Corporate Services who is in charge with the daily management of all support processes.

With regards to ethics and integrity, CEPOL adopted and implements the following key documentation: Code of Administrative Behaviour (Decision of the Director 26/2019), CEPOL's Anti-Fraud Sub-Strategy (Decision 33/2017/GB), Policy on Management of Conflict of Interest (Decision 32/2014/GB) and guidelines on whistleblowing (Decision 03/2019/MB).

The objective of CEPOL's Anti-fraud Sub-Strategy which was latest updated in 2017, is to 'Maintain a high level of ethics and fraud awareness within the Agency'. The implementation of the strategy is monitored via dedicated action plan. In this context, CEPOL schedules regular refresher training session on ethics and integrity for all staff.

In line with the policy on conflict of interest, MB members, staff members, SNEs, interims, have all signed a declaration of conflict of interest which is renewed on regular basis.

### **3.2 Conclusions of assessment of internal control systems**

Following detailed assessment of each principle, characteristic and component of the ICF, the conclusion is that the overall internal control system is effective, falling under *Category 1. The internal control system is present and functioning well, only minor improvements needed*.

Register of internal control deficiencies and improvement measures (FO INCO 005) has been adopted by the Executive Director in order to further assist with remedial actions.

### **3.3 Statement of the Manager in charge of risk management and internal control**

CEPOL does not have a dedicated position as Manager in charge of risk management and internal control. This is a shared management responsibility, where the Executive Director is supported by each Head of Department (Operations and Corporate Services). At officer level the process is assisted by the internal control and quality management function. Within the Annual Activity Report preparation process, each function shall produce a statement serving to ground the Executive Director's Declaration of Assurance (see Part V Declaration of assurance).

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 2019 the staff turnover continued to be 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.

It is noted that small teams are particularly highly dependent and vulnerable to staff fluctuation (ICT is composed of 3 staff members of which one resigned and one left on long term paternity leave). Lack of human resources dedicated to conceptual work, which are not involved at the same time in running the daily operations prevents further developments in particular areas such as ICT and document management.

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 concluded that CKC concept works but not exactly the way it was intended, thus a new business model is to be set up with a clear division of responsibilities.

4. Failure of the timely preparation of the required steps of the new Headquarters

CEPOL does not have enough office space and area for operational activities. The Cyber Training Academy was outplaced to Hungarian premises; additional place for external projects was rented in the close proximity, expected to be replaced in the short term with a larger office space to accommodate additional staff working on increased number of projects in third countries, meaning that CEPOL operates activities from three different locations, bringing additional challenges especially from IT and document workflow perspective; In the longer term, discussions with the Hungarian government are taking place for finding sufficient office space for CEPOL.

## 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 and addressed via action plan. The one critical (European Joint Master Programme) and one very important (FWP agreements for residential training) findings were immediately addressed by ceasing the practice and taking steps to re-design the processes before further implementation
- ECA's preliminary findings on legality and regularity of the transactions 2019 do not refer to any critical issues
- observations from the European Parliament have been considered.

### 4.2 Reservations

Taking the above into consideration, no critical weaknesses were identified related to the financial management of appropriations inside the Agency which were not addressed, so no reservations are made in this context in the declaration below.

#### 4.2.1 Materiality Criteria

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 regular budget for 2019, the 2% threshold would define an amount of about € 186 000. Considering potential cases, this amount seems too high. Thus, the (standard) quantitative threshold is set at €25 000<sup>70</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.

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<sup>70</sup> A deficiency is considered material if the financial impact or risk of loss is equal to or more than €25 000.

## 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 Bergkamen, on 11/05/2020

<signature on file>

Detlef Schroeder  
CEPOL Executive Director  
Authorising Officer

## Statement of the Head of Operations

I, the undersigned,

Head of Operations within the European Union Agency for Law Enforcement Training (CEPOL),

In my capacity as Authorising Officer by Delegation for the operational budget,

I hereby certify that the information provided in Part 1 of the present Annual Activity Report and in its annexes is, to the best of my knowledge, accurate and complete.

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.

Declare that in accordance with CEPOL Internal Control Framework, I have reported my advice and recommendations on the overall state of internal control to the Executive Director.

Done at Tallinn, on 11/05/2020

<signature on file>

Mailis Pukonen  
Head of Operations  
Authorising Officer by Delegation

## Statement of the Head of Corporate Services

I, the undersigned,

Head of Corporate Services within the European Union Agency for Law Enforcement Training (CEPOL),

In my capacity as Authorising Officer by Delegation for the administrative budget,

I hereby certify that the information provided in Part 2 of the present Annual Activity Report and in its annexes is, to the best of my knowledge, accurate and complete.

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.

Declare that in accordance with CEPOL Internal Control Framework, I have reported my advice and recommendations on the overall state of internal control to the Executive Director.

Done at Budapest, on 11/05/2020

<signature on file>

Roeland Woldhuis  
Head of Corporate Services  
Authorising Officer by Delegation



## 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 ICF, Principle # 2 'Oversight of the development and performance of internal control', 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 2019 is accurate and exhaustive.

Done at Budapest, on 11/05/2020

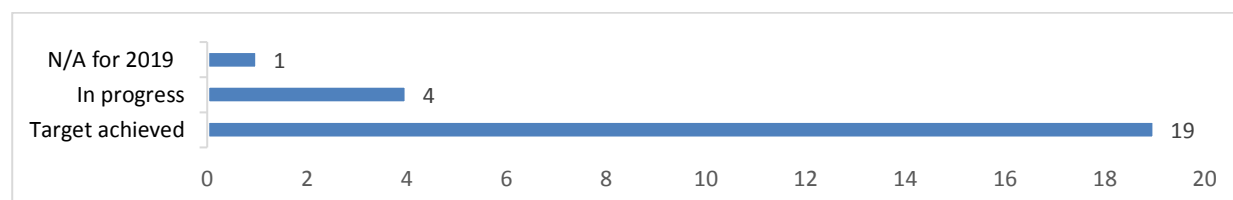
<signature on file>

Luminita Moldovan  
Internal Control &  
Quality Management Officer

## ANNEXES

## Annex I.a 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 (35/2019/MB on Amended CEPOL Single Programming Document: Years 2019-2021), is presented below. Out of 24 indicators, 19 (79%) have been achieved, 4 are expected to be met in the multi annual perspective (PIs 15, 17, 21 & 24) and 1 was identified as not relevant or not applicable for 2019 as depending on budget availability (PI10). The source of data for each indicator is the reporting tool on core business, which is updated on monthly basis using the information generated from the Learning Management System.



No.	(Key) Performance Indicators	Target	Deadline	Status	Comments
1	Level of customer satisfaction with training activities (adequacy of training, quality of training) (KPI)	94%	12/2019	96%	Target achieved
2	Level of stakeholder satisfaction with training activities (adequacy of training, quality of training) (KPI)	70%	12/2018	80%	Target achieved
3	Completed quality system: maintain and renew the ISO 9001:2015 certificate for residential activities and the CEP (PI)	100%	2018-2020	100%	Target achieved
4	Continued accreditation for CEPOL EJMP (2 <sup>nd</sup> EJMP launched and completed) (PI)	100%	2018-2020	100%	Target achieved
5	Completed standards of learning environment: Complete the Training Cycle with introduction of the EU-STNA and the OTNA (PI)	100%	09/2018	100%	Target achieved
6	Number of implemented training activities & learning products (PI)	321	12/2019	327	Target achieved
7	Number of participants trained (PI)	28,280	12/2019	34,723	Target achieved
8	Number of participants in capacity building projects (PI)	599	12/2019	943	Target achieved
9	Number of participants from third countries (PI)	40	12/2019	152	Target achieved
10	Up to 3% of Title 3 per year for the period of 2018-2020 allocated for stimulating research projects and partnerships (KPI)	3%	2018-2020	-	N/A for 2019
11	Number of research dissemination publications (bulletins) (PI)	2	12/2019	2	Target achieved
12	Usage of e-Library and e-Journals: 10% increase per year (PI)	10%	Annually	>10%	Target achieved
13	Budget Year N commitment above 97% (KPI)	97%	Annually	99%	Target achieved
14	Budget Year (N-1) payments 95% (KPI)	95%	Annually	96%	Target achieved
15	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%	In progress
16	Annual performance appraisal of CEPOL staff (PI)	100%	12/2019	100%	Target achieved
17	Development of a plan for upgrade (with priorities and costing) of the ICT infrastructure for delivery of CEPOL core business and implementation where resources are available (PI)	100%	12/2019	-	In progress
18	No critical audit recommendation formulated	100%	Annually	-	Target achieved
19	Multiannual direct awards granted to consortia as CEPOL Knowledge Centres (CKC) (PI)	100%	02/2018	100%	Target achieved
20	Implementation of shared training quality standards: implement evaluation methodology for 95% of activities (PI)	95%	01/2019	98%	Target achieved
21	Development of a policy leading to certification of training components (PI)	100%	12/2019	-	In progress
22	Implementation of existing communication sub-strategy (PI)	100%	2018-2020	100%	Target achieved
23	Implementation of existing external relations sub-strategy (PI)	100%	2018-2020	100%	Target achieved
24	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 (PI)	100%	12/2019	-	In progress

- [1] Target: 94% Progress: Customer satisfaction: 96%
- [2] Target 70.7% versus 80% of respondents stating that to a very large extent, or large extent CEPOL contributed to European police cooperation
- [3] 1st and 2nd surveillance audit completed with no major non-conformities; renewal audit passed in January 2020
- [4] 2nd EJMP completed in 2019, but EJMP is on hold from 2020 and new higher education product is planned to be developed
- [5] EU-STNA/OTNA methodology in place
- [6] Target: 321, Progress: 327 (320 + 7)
- [7] Target: 28,280, Progress: 34,723 (34,112 + 611)
- [8] Target: 599, Progress: 943
- [9] Target 40, Progress: 152
- [10] Not applicable for 2019
- [11] Target: 2, Progress: 1 + 1
- [12] Usage of e-Library and e-Journals: Target: 10% increase per year, Progress: Completed (132% increase of item views in e-Library; 19% increase in searches for e-journals and e-books; 69% more article-downloads from the Bulletin portal)
- [13 & 14] Budget 200N commitment above 97%, budget 200(N-1) payments 95% Progress: 99.9% commitment, 96% payments
- [15] Progress: Ongoing, no successes in 2019 realised
- [16] Appraisal complete
- [17] On going
- [18] 1 critical audit recommendation regarding EJMP considered no longer relevant after CEPOL stopped the practice
- [19] 2 CKS established on Counterterrorism and on CSDP Missions
- [20] Full course documentation received for 58 activities. Evaluation carried out for 57 residential activities out these 58 courses. The single activity where evaluation had not been carried out was the ESDC – NUPS joint activity 82/2019: "Simone Veil – 14th CSDP High Level Course" which CEPOL only hosted and supported but did not organise therefore evaluation fall into the responsibility of ESDC. Due to an administrative mistake, evaluation was not conducted for this module.
- [21] 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. EQF accreditation is currently available only for countries (MS). The achievement of this objective is depending on the Commission's work on a solution to open the system to the Agencies, as well as agreement from MS on the proposed way. This can be long-term procedure, therefore the objective cannot be achieved in annual perspective.
- [22 & 23] completed as of 2019, sub-strategies to be renewed in 2020
- [24] Preparation for the use of common EC HR tool SYSPER ongoing (1st modules in operation as of February 2020); on-boarding of e-Procurement submission system for open procedures, e-Tendering and Symphony (travel booking platform).

## Annex I.b Details on CEPOL Training tools

In 2019 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 2019 CEPOL planned to implement 98 residential activities, delivered 100 (103 in 2018).

Residential activities were represented in the following categories:

- Serious and Organized Crime (44 residential activities)
- Counter terrorism (8 residential activities)
- Information exchange, policing of mass events, cooperation mechanisms and tools (27 residential activities)
- Fundamental rights (3 residential activities)
- Emerging training needs (2 residential activities)
- CSDP Missions (9 residential activities)
- Soft skill building, leadership training and language skills (5 residential activities)
- Training development including technology supported methodologies (2 residential activities)

The overall satisfaction with CEPOL activities remains high, for 2019 it was **96%** for residential courses (in 2018 it was **95%**), whereby there were **3 057** residential participants in 2019 (**3 062** in 2018).

The division of participants by law enforcement sector is presented below.

LE background/sector	Participants <sup>71</sup>
Police	<b>2 316</b>
Border/Coast/Maritime	<b>62</b>
Customs	<b>147</b>
Prosecutor/Judiciary	<b>134</b>
Other	<b>298</b>

## Grants

Residential activities continued to be implemented via grants mechanism, and the trend of a shared responsibility for implementation between CEPOL and the Framework Partners continued – alongside with grants (44 activities, out of which 2 with “direct grants”), CEPOL implemented 40 activities (in cooperation with other agencies - 11 activities, by CEPOL - 29 activities, carry over – 2 activities).

Further 16 activities have been implemented by the two CEPOL Knowledge Centres (CSDP and CT) - (one carry over).

<sup>71</sup> Calculation is based only on 2,957 participants, which is not equal to the total number participants in residential activities (3,057) as this information is not available for all granted courses

As planned, there was one Call for Applications for 2019 activities, and resulted in signature of 40 grant agreements for the implementation of 59 activities. Out of the 60 Framework Partners 33 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

Online training and learning solutions are ideal to cater for larger audiences and it accounts to over **86%** of CEPOL training outreach. The use of 2019 e-learning training resources displayed an increase of average use per online training methods, indicating that further growth in outreach to CEPOL's target audience can be expected.

Online training offers webinars and online courses as well as various self-paced learning resources (i.e. modules, webinar series and cyber bites, the Virtual Training Centre on Intellectual Property Rights). The cyber bites are new training tools, which similarly to the webinar series and online modules, offer users to obtain certificates upon taking knowledge tests. These tools are designed to reinforce learning, not only as standalone training resources, but specifically when blended with traditional training methods such as residential courses.

<b>2019 CEPOL e-Learning overview</b>	<b>N users</b>
88 Webinars	18 577
37 Online modules	9 364
9 Online Courses	324
1 Virtual Training Center on IPR	1 002
7 Webinar series and cyber bites	597
<b>Total</b>	<b>29 864</b>

Satisfaction with CEPOL online training is high in average 95% of satisfaction for webinars and 92% for online courses.

## CEPOL Exchange Programme

The current Erasmus-style CEPOL Exchange Programme (CEP) was established by Council Conclusions in 2010<sup>72</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 since been implementing the CEP using its core budget.

In 2019 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 opportunities, contributing to the agency's multi-layered approach to learning.

The joint exchange programme cooperation with Frontex relating to boarder and coast guarding was further enhanced, and received an increased exchange interest in 2019. This cooperation is set to progress even further in 2020.

The CEPOL Exchange Programme continued to follow the international ISO 9001:2015 standards with the aim being to achieve consistency in the agency's management, improve internal processes and fulfil legal and regulatory obligations.

For the first time a common Exchange Programme launch was introduced. This launch included three exchange areas: 1) the General Exchange Programme, 2) the CEPOL-Frontex Joint Exchange Programme and 3) the Project led Exchange Programme. The National Exchange Coordinators and MENA Contact Points (for Project led exchanges) submitted a record high number of 1 138 nominations from various law enforcement organisations covering all topics of the programme(s). According to the CEPOL Work

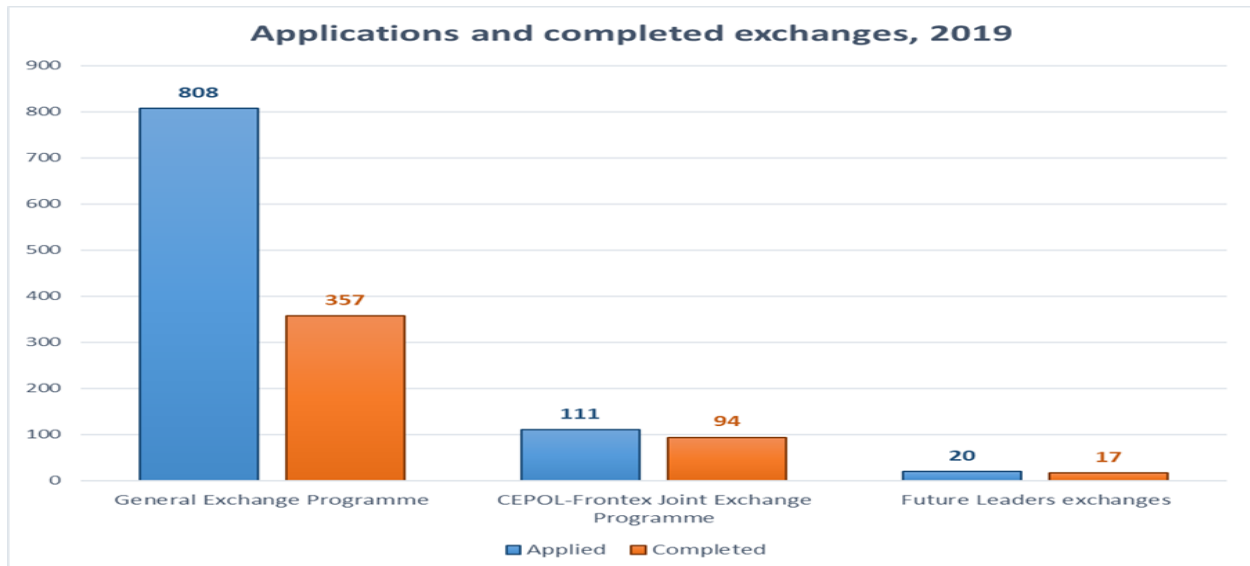
<sup>72</sup> Conclusion of the Council of European Union of 13 April 2010 on the exchange programme for police officers inspired by Erasmus, 8309/1/10 REV 1 ENFOPOL 93



Programme we had in force target numbers for General Exchange Programme thematic areas requiring us to reach a total of 330<sup>73</sup> exchanges.

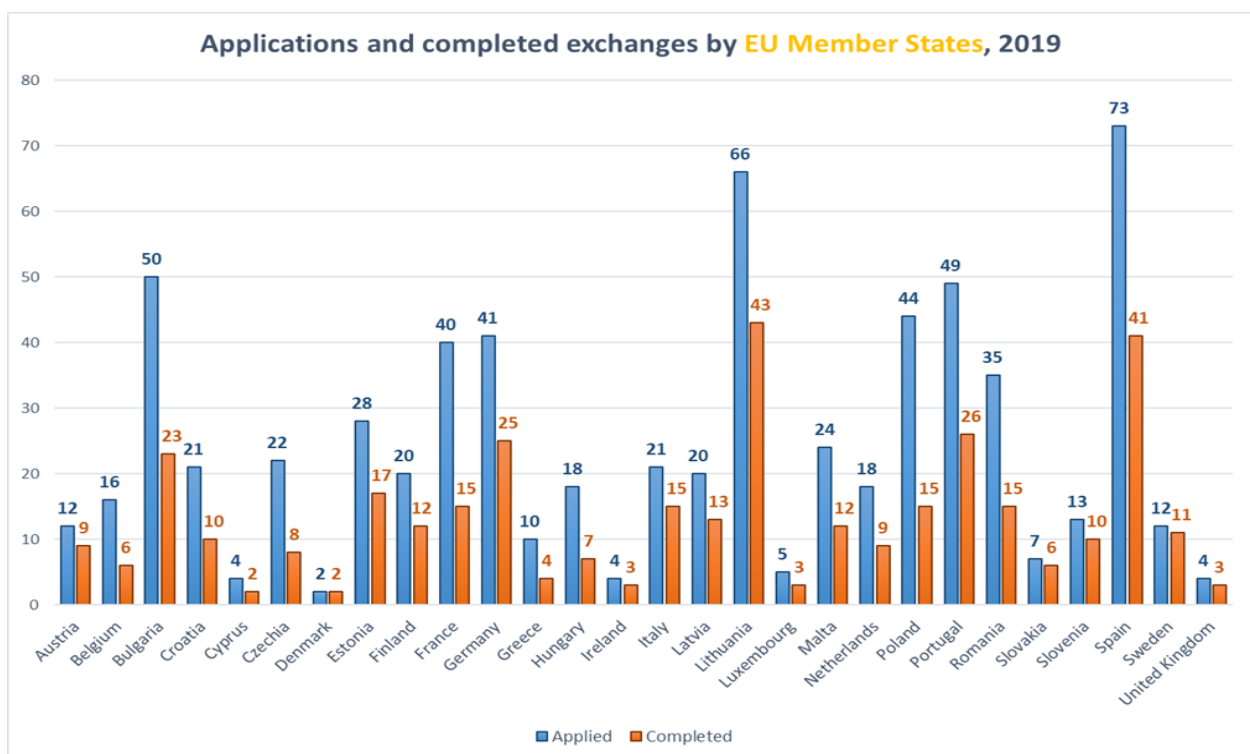
In the general exchange programme, a total of 374 exchanges were implemented thereby having an implementation rate of 113%. The CEPOL-Frontex Joint Exchange Programme fully funded by Frontex succeeded in implementing a total of 94 exchanges fulfilling the aim to implement more than 80 exchanges.

Figure 1: Applications and completed exchanges, 2019



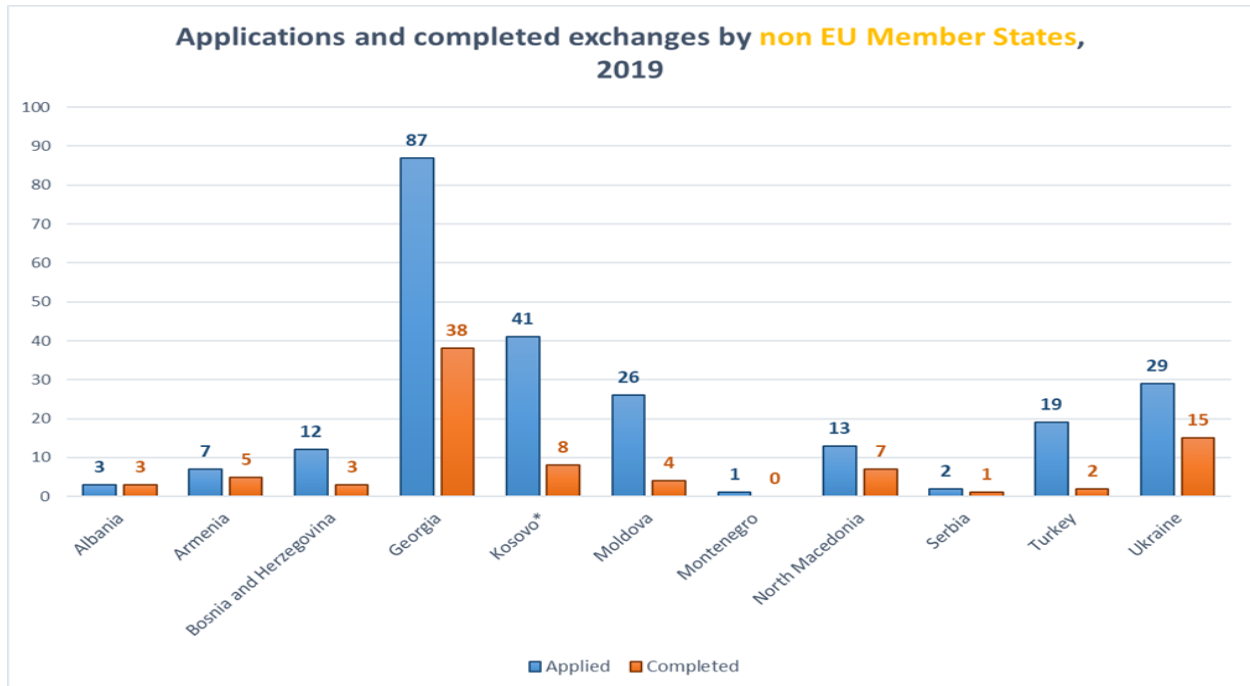
The aspiration was to involve all countries and all thematic areas in the programme. The outcome to accommodate this need is shown in the below graphs (data applies to the general exchange programme applicants only).

Figure 2: Applications and completed exchanges by EU Members States, 2019



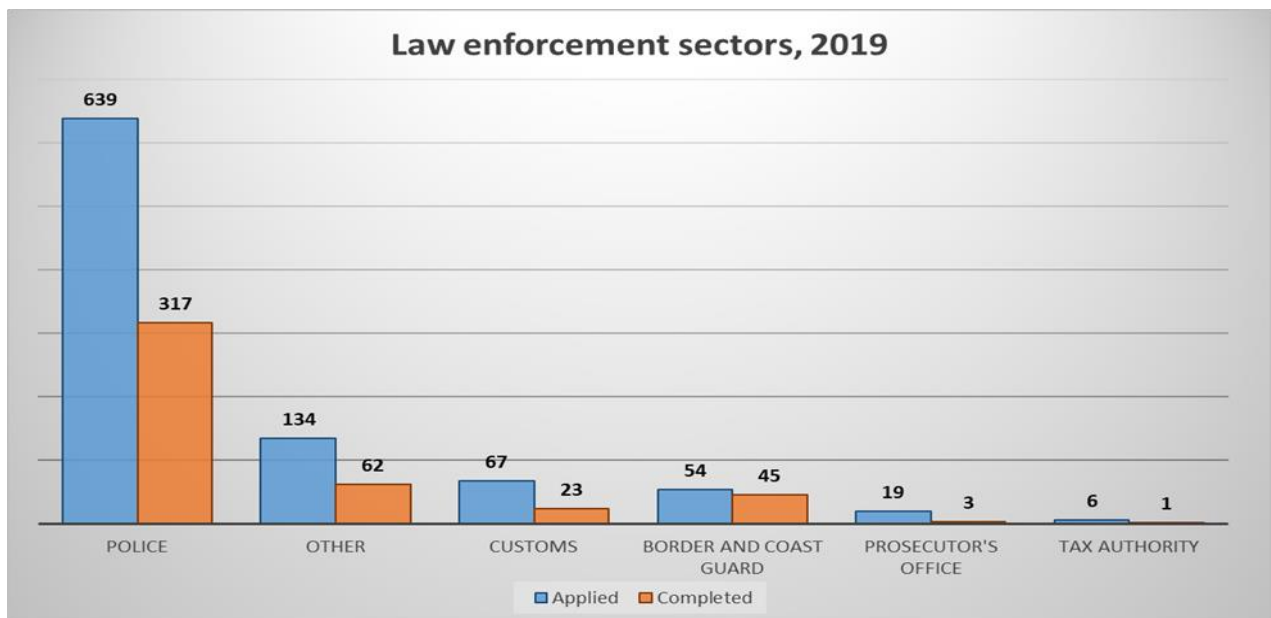
<sup>73</sup> The joint CEPOL-Frontex exchanges are not included in this number.

Figure 3: Applications and completed exchanges by non EU Members States, 2019



\*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

Figure 4: Applications and completed exchanges by law enforcement sector, 2019



## Annex II. Statistics on financial management

**Table 2.1: Calculation budget outturn**

Budget outturn	2017	2018	2019
Reserve from the previous years' surplus (+)			
Revenue actually received (+)	10 263 093	13 678 075	16 711 366
Payments made (-)	-9 019 997	-9 615 810	-11 775 642
Carryover of appropriations (-)	-1 213 257	-2 235 418	-984 430
Cancellation of appropriations carried over (+)	189 305	116 569	204 267
Adjustment for carryover of assigned revenue appropriations from previous year (+)	246 970	-1 597 435	-3 957 149
Exchange rate differences (+/-)	-5 197	8 604	-930
Adjustment for negative balance from previous year (-)		-15 106	15 096 <sup>74</sup>
<b>TOTAL</b>	<b>460 917</b>	<b>339 479</b>	<b>212 578</b>

**Descriptive information and justification on:**

- **Budget outturn:** The budget outturn 2019, the amount to be paid back to the Commission as unused fund amounted to 212 578 EUR,
- **Cancellation of payment appropriations for the year:** Cancellation rate was 0,1%. CEPOL uses non-differentiated appropriation, therefore the cancellation of payment and commitment appropriation is the same. The reason for cancellation of C1 appropriation was a last minute withdrawal of services previously signed with ManPower (Interim Staff resignation),
- **Cancellation of payment appropriations carried over:** Cancellation of the carried over payment appropriations (C8) were 9,14%. The carried over payment appropriation was 2 235 418 EUR equal to the Carry forward. CEPOL has executed 2 031 151 EUR in 2019 out of the total C8 credits. The main reasons were:
  - Estimation differences for PMO final charges where during year N only provisional charges are invoiced
  - Gross amount committed where VAT exemption is applicable. Mainly IT orders are concerned.
  - Commitments for Grant and CKC where information on real expenditure can hardly be controlled by CEPOL in time.
  - IT investment 1.2M: the very high carry forward amount and last minute contract signatures led to high cancellation rate.
  - Contracts with publication office: general delayed invoicing.

<sup>74</sup> Including 15 106 EUR technical correction of budget result and difference in exchange rate in 2018 - 10 EUR

**Table 2.2: Budget 2019 execution status as of 31 December 2019**

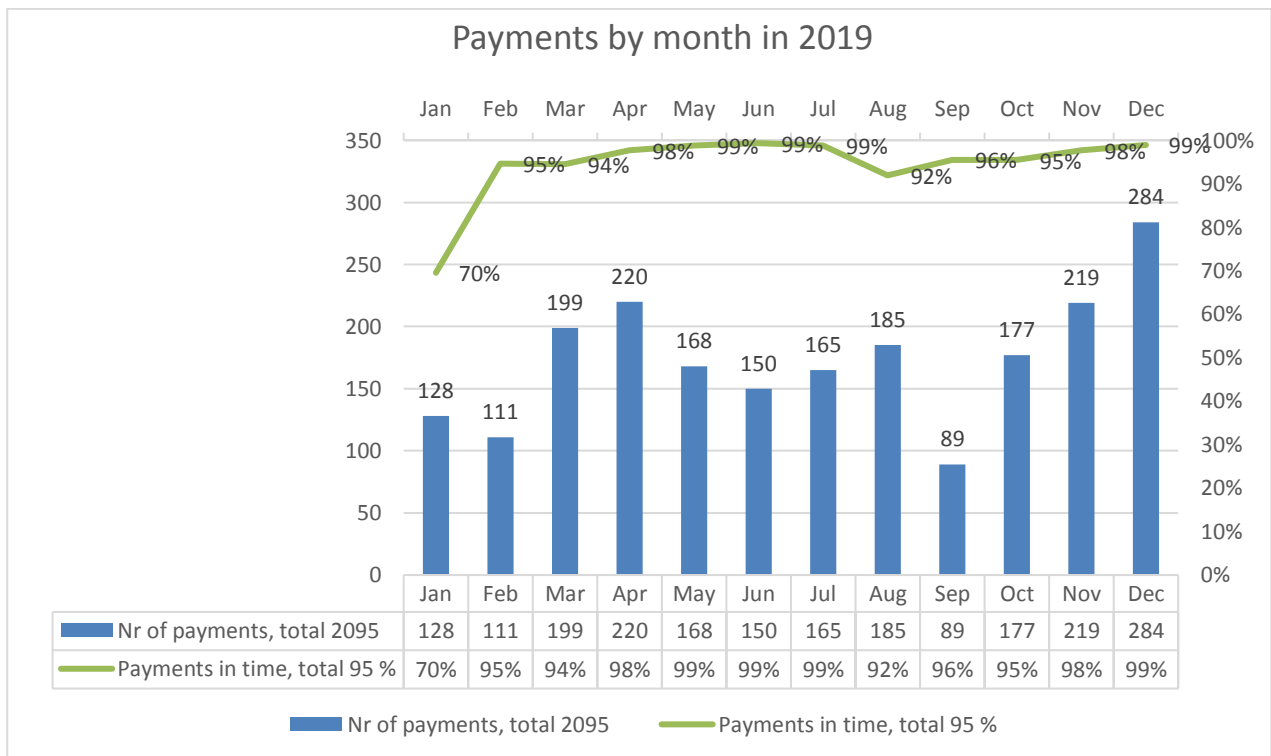
Budget Implementation/Execution Regular budget 2019 (C1)		Voted Budget	Final Budget	Committed	Budget implementation %	Paid	Budget execution %	Carry forward for payments in 2020
		A	C (A+B)	D	D/C	E	E/C	D-E
<b>1 TITLE 1 Expenditure relating to persons working with CEPOL</b>								
11	Staff in active employment	3 491 400,00	3 556 149,48	3 556 149,48	100%	3 556 149,48	100%	
12	Allowances and expenses on entering and leaving the service and on transfer (excl. ENDS & other exoerts)	18 000,00	38 120,37	38 064,35	100%	19 284,40	51%	18 779,95
13	Missions and duty travel	35 000,00	29 000,00	26 131,19	90%	23 731,19	82%	2 400,00
14	Socio-Medical Infrastructure	476 200,00	432 393,17	432 393,17	100%	429 363,34	99%	3 029,83
15	Further training & language courses & retraining for staff	40 000,00	20 619,76	20 619,76	100%	11 657,26	57%	8 962,50
16	External services	165 600,00	179 449,43	179 449,43	100%	122 928,42	69%	56 521,01
17	Receptions and events	3 000,00	2 474,46	2 474,46	100%	2 474,46	100%	
18	Social welfare	4 000,00	6 861,87	6 861,87	100%	6 861,87	100%	
1	<b>TITLE 1 Expenditure relating to persons working with CEPOL</b>	<b>4 233 200,00</b>	<b>4 265 068,54</b>	<b>4 262 143,71</b>	<b>99,93%</b>	<b>4 172 450,42</b>	<b>97,83%</b>	<b>89 693,29</b>
<b>2 TITLE 2 Buildings &amp; equipment and miscellaneous expenditure</b>								
20	Investments in immovable property & rental of buildings	47 000,00	18 028,38	18 028,38	100%	16 827,92	93%	1 200,46
21	Information and communication technology expenditure	309 800,00	345 944,44	345 944,44	100%	240 832,90	70%	105 111,54
22	Movable property and associated costs	10 700,00	10 452,54	10 452,54	100%	5 102,25	49%	5 350,29
23	Current administrative expenditure	30 500,00	40 866,50	40 866,50	100%	37 148,91	91%	3 717,59
24	Postal charges	5 000,00	7 649,06	7 649,06	100%	6 893,33	90%	755,73
2	<b>TITLE 2 Buildings &amp; equipment and miscellaneous expenditure</b>	<b>403 000,00</b>	<b>422 940,92</b>	<b>422 940,92</b>	<b>100,0000%</b>	<b>306 805,31</b>	<b>72,54%</b>	<b>116 135,61</b>
<b>3 TITLE 3 Operational Expenditure</b>								
30	Bodies and organs	180 000,00	120 704,78	120 704,78	100%	102 704,78	85%	18 000,00
31	Courses, Flight Schemes, E-Net	3 590 200,00	3 294 680,20	3 294 212,47	100%	2 923 738,85	89%	370 473,62
32	Other programme activities	519 000,00	682 941,98	682 785,43	100%	455 779,06	67%	227 006,37
33	Evaluation			0,00	N.A.	0,00	N.A.	
35	Missions	150 000,00	225 000,00	219 297,32	97%	207 628,55	92%	11 668,77
37	Other operational activities	232 600,00	296 663,58	296 663,58	100%	145 211,28	49%	151 452,30
3	<b>TITLE 3 Operational Expenditure</b>	<b>4 671 800,00</b>	<b>4 619 990,54</b>	<b>4 613 663,58</b>	<b>99,86%</b>	<b>3 835 062,52</b>	<b>83,01%</b>	<b>778 601,06</b>
<b>GRAND TOTAL</b>		<b>9 308 000,00</b>	<b>9 308 000,00</b>	<b>9 298 748,21</b>	<b>99,90%</b>	<b>8 314 318,25</b>	<b>89,32%</b>	<b>984 429,96</b>

**Table 2.3: Budget Transfers**

Budget Implementation/Execution Regular budget 2019 (C1)	Voted Budget	Budget Transfer/ Amendment n.1	Budget Transfer/ Amendment n.2	Budget Transfer/ Amendment n.3	Budget Transfer/ Amendment n.4	Budget Transfer/ Amendment n.5	Budget Transfer/ Amendment n.6	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	3 491 400,00				52 521,04	11 352,47	875,97	64 749,48	3 556 149,48
12 Allowances and expenses on entering and leaving the service and on transfer (excl ENDS & other experts)	18 000,00			9 600,00	3 720,00	-2 776,69	9 577,06	20 120,37	38 120,37
13 Missions and duty travel	35 000,00					-6 000,00		-6 000,00	29 000,00
14 Socio-Medical Infrastructure	476 200,00	-32 000,00			-10 874,69	-706,00	-226,14	-43 806,83	432 393,17
15 Further training & language courses & retraining for staff	40 000,00	-5 177,00		-9 600,00	-10 477,53	5 874,29		-19 380,24	20 619,76
16 External services	165 600,00	37 177,00			-38 388,82	15 061,26	-0,01	13 849,43	179 449,43
17 Receptions and events	3 000,00					-350,00	-175,54	-525,54	2 474,46
18 Social welfare	4 000,00				3 500,00		-638,13	2 861,87	6 861,87
<b>1 TITLE 1 Expenditure relating to persons working with CEPOL</b>	<b>4 233 200,00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22 455,33</b>	<b>9 413,21</b>	<b>31 869</b>	<b>4 265 068,54</b>
<b>2 TITLE 2 Buildings &amp; equipment and miscellaneous expenditure</b>									
20 Investments in immovable property & rental of buildings	47 000,00	-22 000,00			-4 155,16	-2 578,00	-238,46	-28 971,62	18 028,38
21 Information and communication technology expenditure	309 800,00		-5 000,00			41 999,34	-854,90	36 144,44	345 944,44
22 Movable property and associated costs	10 700,00				994,24	-1 140,00	-101,70	-247,46	10 452,54
23 Current administrative expenditure	30 500,00	22 000,00			3 160,92	-14 194,42	-600,00	10 366,50	40 866,50
24 Postal charges	5 000,00		5 000,00			-600,94	-1 750,00	2 649,06	7 649,06
<b>2 TITLE 2 Buildings &amp; equipment and miscellaneous expenditure</b>	<b>403 000,00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>23 485,98</b>	<b>-3 545</b>	<b>19 941</b>	<b>422 940,92</b>
<b>3 TITLE 3 Operational Expenditure</b>									
30 Bodies and organs	180 000,00			-35 000,00	-12 507,30	-6 791,01	-4 996,91	-59 295,22	120 704,78
31 Courses, Flight Schemes, E-Net	3 590 200,00		-21 000,00	-14 000,00	-2 456,74	-215 075,33	-42 987,73	-295 519,80	3 294 680,20
32 Other programme activities	519 000,00		-5 220,00	25 000,00	-1 500,00	93 283,38	52 378,60	163 941,98	682 941,98
33 Evaluation									
35 Missions	150 000,00		26 000,00	24 000,00	10 000,00	15 000,00		75 000,00	225 000,00
37 Other operational activities	232 600,00		220,00		6 464,04	67 641,65	-10 262,11	64 063,58	296 663,58
<b>3 TITLE 3 Operational Expenditure</b>	<b>4 671 800,00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-45 941,31</b>	<b>-5 868,15</b>	<b>-51 809</b>	<b>4 619 990,54</b>
<b>GRAND TOTAL</b>	<b>9 308 000,00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-0,00</b>		<b>-0,00</b>	<b>9 308 000,00</b>

**Table 2.4: Payment times per title and fund source**

Payment time monitoring		Number of payments	Amount	Payments in time			
				Number	%	Amount	%
		A	B	C	C/A	D	D/B
<b>Title 1</b>							
	C8	27	55 473	26	96%	55 063	99%
	C1	238	902 086	232	97%	829 907	92%
	C5	2	0	2		2 884	
		<b>267</b>	<b>957 559</b>	<b>260</b>	<b>97%</b>	<b>887 854</b>	<b>93%</b>
<b>Title 2</b>							
	C8	47	337 185	44	94%	299 820	89%
	C1	205	253 640	196	96%	226 057	89%
	C5	0	0	0			
		<b>252</b>	<b>590 825</b>	<b>240</b>	<b>95%</b>	<b>525 877</b>	<b>89%</b>
<b>Title 3</b>							
	C8	177	1 370 120	159	90%	1 286 146	94%
	C1	701	3 687 682	689	98%	3 522 483	96%
	C5	1	160	1	0%	160	0%
	R0	13	83 177	13	100%	83 177	100%
		<b>892</b>	<b>5 141 139</b>	<b>862</b>	<b>97%</b>	<b>4 891 966</b>	<b>95%</b>
<b>Title 5</b>							
	R0	654	1 859 207	606	100%	10	100%
		<b>654</b>	<b>1 859 207</b>	<b>606</b>	<b>93%</b>	<b>10</b>	<b>100%</b>
<b>Non Budgetary payments</b>		30	759 078	26	87%	661 627	87%
		<b>2 095</b>	<b>9 307 808</b>	<b>1 994</b>	<b>95%</b>	<b>6 967 334</b>	<b>75%</b>

**Table 2.5: Number of payments per month in 2019**


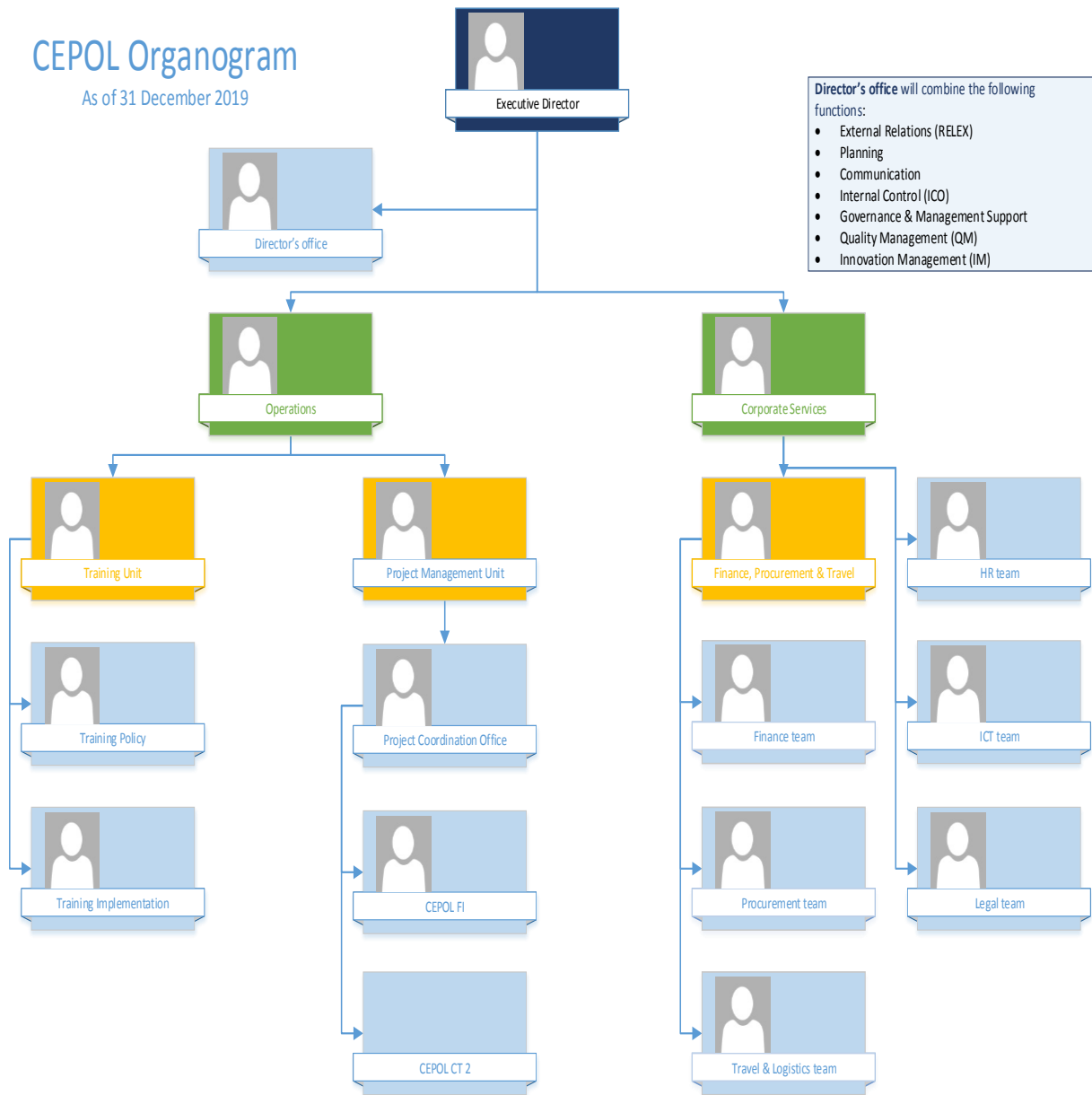


## Annex III. Organisational chart

Last organisational chart valid by the end of the year.

### CEPOL Organogram

As of 31 December 2019



## Annex IV. Establishment Plan and additional information on HR Management

Table 4.1: Overview of staff at 31 December 2019

Staff population		Staff population in EU budget 2019	Staff population on 31.12.2019 <sup>75</sup>
Officials	AD		
	AST		
	AST/SC		
TA	AD	22	21
	AST	10	9
	AST/SC		
<b>Total</b>		<b>32</b>	<b>30</b>
CA GF IV		7	6 <sup>76</sup>
CA GF III		12	11
CA GF II			
CA GF I			
<b>Total CA</b>		<b>19</b>	<b>17</b>
<b>SNE</b>		<b>3<sup>77</sup></b>	<b>5</b>
Structural service providers			
<b>GRAND TOTAL</b>		<b>54</b>	<b>52</b>
External staff for occasional replacement			

### Staff for Projects

Project	<b>CEPOL CT II</b>
Expected running time	Until 31 December 2020
<b>Year</b>	<b>2019</b>
CA FG IV	3
CA FG III	6
CA FG II	
CA FG I	
<b>Subtotal Contract Agents</b>	<b>9</b>
SNE	1
External staff for occasional replacement	
<b>TOTAL</b>	<b>10</b>

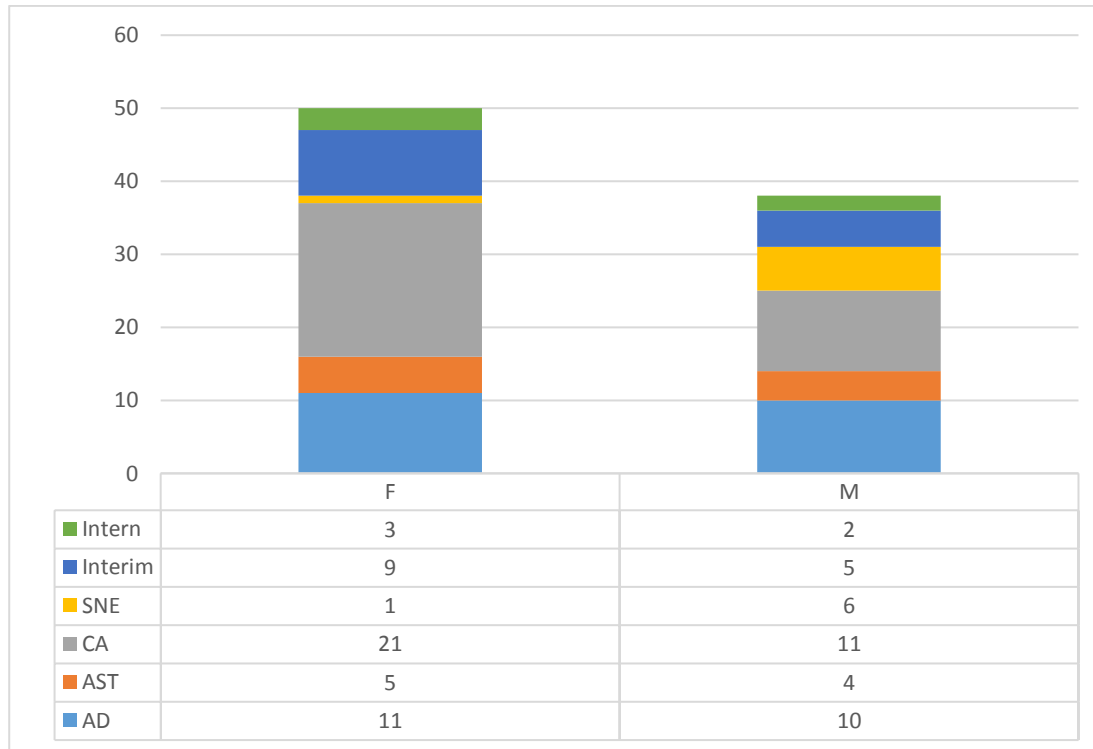
Project	<b>CEPOL WB FI</b>
Expected running time	Until March 2020
<b>Year</b>	<b>2019</b>
CA FG IV	3
CA FG III	3
CA FG II	
CA FG I	
<b>Subtotal Contract Agents</b>	<b>6</b>
SNE	1
External staff for occasional replacement	0
<b>TOTAL</b>	<b>7</b>

<sup>75</sup> Not including vacancies and staff for externally financed project activities

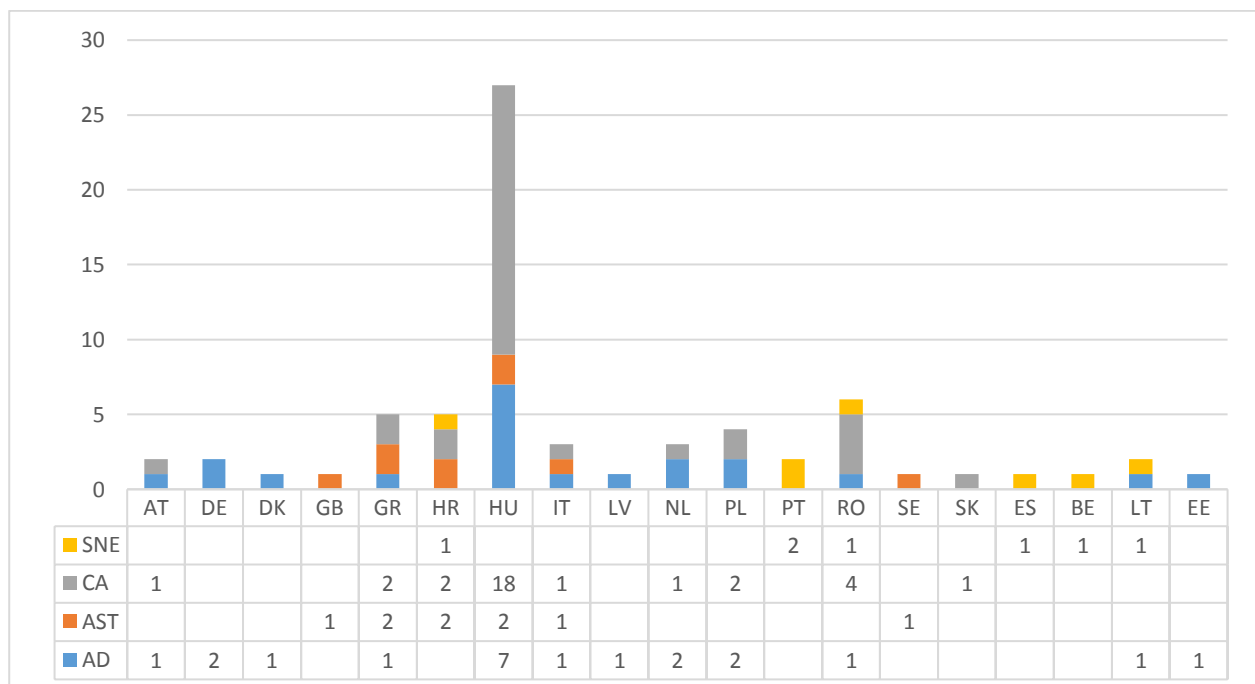
<sup>76</sup> Including temporary replacement of Planning Officer (AD6) on maternity leave

<sup>77</sup> Additional 2 SNE posts were approved by MB Decision 32/2018/MB on 14 December 2018

## Gender Balance



## Geographical balance



# Consolidated Annual Activity Report (CAAR)

Document number: TE.REPO.001-4

Approval date: 11/05/2020

**Table 4.2: Information on the entry level for each type of post and indication whether the function is dedicated to administrative support or operations**

NR	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	8	10
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	8	10
11	Head of Department	Corporate Services Department			TA	AD	10	11
12	Administrative Assistant - Finance	Corporate Services Department	Finance/Travel/Procurement	Finance	CA	FG-III	8	10
13	HR Officer	Corporate Services Department		Human Resources	TA	AST	5	
14	HR Assistant	Corporate Services Department		Human Resources	CA	FG-III	8	10
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	Assistant to ED	Director		Director's office	CA	FG-III	8	10
20	Procurement Support Officer	Corporate Services Department		Procurement	TA	AST	3	4
21	Procurement Support Assistant	Corporate Services Department		Procurement	CA	FG-III	8	10
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 Officer	Operations Department	Training Unit	Implementation	CA	FG-IV	13	16
26	E-learning Officer	Operations Department	Training Unit	Implementation	CA	FG-IV	13	16
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	8	10
36	Travel & Mission Assistant	Corporate Services Department		Travel & Missions	CA	FG-III	8	10
37	Liaison Officer	Corporate Services Department		Director's office	CA	FG-IV	13	16
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 CAA	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	8	10
44	Residential Events Assistant	Operations Department	Training Unit	Implementation	CA	FG-III	8	10
45	Residential Events Assistant	Operations Department	Training Unit	Implementation	CA	FG-III	8	10
46	Travel & Mission Assistant	Corporate Services Department		Travel & Missions	CA	FG-III	8	10
47	Policy Officer/ External Relations	Director		RELEX	CA	FG-IV	13	16
48	Cybercrime Portfolio Manager	Operations Department	Training Unit	Implementation	CA	FG-IV	13	16
49	IT Systems Manager	Corporate Services Department		ICT	CA	FG-IV	13	16
50	Senior Project Manager/Deputy Head of Unit	Operations Department	Project Management 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 Management Unit	Project office	TA	AD	8	9
54	SNE CAA	Operations Department	Training Unit	Implementation	SNE			
55	SNE residential activities	Operations Department	Training Unit	Implementation	SNE			

\*one additional FGIV post was used for temporary replacement of the Planning Officer (due to maternity leave)

**Table 4.3: Benchmarking against previous year results**

	2018		2019	
	FTEs	Percentage	FTEs	Percentage
<b>Operational</b>	<b>52.8</b>	<b>76%</b>	<b>39.8</b>	<b>65%</b>
• Top operational coordination	11.1	16%	1.6	3%
• Programme management & Implementation	21.3	31%	19.7	32%
• Evaluation & Impact assessment	4.0	6%	2.0	3%
• General operational activities	16.4	24%	16.5	27%
<b>Neutral</b>	<b>6.2</b>	<b>9%</b>	<b>8.4</b>	<b>14%</b>
• Accounting, Finance, non-operational procurement	6.2	9%	8.4	14%
• Linguistics			0	0%
<b>Coordination</b>	<b>4.8</b>	<b>7%</b>	<b>7.1</b>	<b>12%</b>
• Legal advice, including Data protection	1.1	2%	0.7	1%
• External communication	1.5	2%	1.2	2%
• General coordination	2.2	3%	5.2	8%
<b>Administrative support</b>	<b>5.6</b>	<b>8%</b>	<b>6.2</b>	<b>10%</b>
• Human resources management	3.0	4%	2.0	3%
• Information & Communication technology	1.1	2%	2.2	4%
• Internal audit	-		0	0%
• Logistics, facilities management & security	0.5	1%	1.0	2%
• Resources Director/Head of Administration/Resources	1.0	1%	1.0	2%
• Document Management			0	0%
<b>TOTAL</b>	<b>69.4</b>	<b>100%</b>	<b>61.5</b>	<b>100%</b>

**Table 4.4: Information on interim staff employed by CEPOL in 2019**

~	Position	Office	Category	Grade	Start date	End date	Days in 2019
1	Travel and Mission Assistant	Projects	Group III	8	01/01/2019	15/11/2019	319
2.	Travel and Mission Assistant	Projects	Group III	8	/08/2018 01/01/2019	31/12/2018 15/01/2019	15
3.	Travel and Mission Assistant	Projects	Group II	4	16/04/2019	15/08/2018 31/12/2019	260
4.	Administrative Assistant	TRU/residential	Group II	4	01/01/2019	31/12/2019	365
5.	Administrative Assistant	TRU/residential	Group II	4	01/01/2019	01/01/2019	365
6.	Administrative Assistant	TRU	Group II	4	01/01/2019	31/08/2019	243
7.	Administrative assistant	TRU	Group II	4	16/09/2019	31/12/2019	107
8.	e-Learning Assistant	OPS/TRU	Group III	9	01/01/2019	31/12/2019	365
8.	e-Learning Assistant	OPS/TRU	Group III	9	01/01/2019	22/10/2019	295

9.	e-Learning Assistant	OPS/TRU	Group III	8	01/12/2019	31/12/2019	365
10.	ICT	CSD/IT	Group II	5	01/01/2019	31/12/2019	365
11.	CEP Assistant	OPS/TRU	Group II	4	01/01/2019	31/12/2019	365
12.	CEP Assistant	OPS/TRU	Group II	4	01/01/2019	31/08/2019	243
13.	Procurement Support Assistant	CSD/Procurement	Group II	4	01/09/2019	31/12/2019	122
14.	Administrative Assistant	OPS/PMU	Group III	8	16/03/2019	31/12/2019	291
15.	ICT Assistant	CSD/ICT	Group III	9	16/08/2019	31/12/2019	138
16.	ICT/System Engineer	CSD/IT	Group III	10	16/08/2019	31/12/2019	138

**Table 4.5: Information on the number of leave days authorised to each grade under the flexitime**

Grade	Flexi time (in days) taken
AD8	12.5
AD7	2
AD6	43.5
AD5	18
AST5	31.5
AST4	3.5
AST3	19
FG-IV	86
FG-III	51.5
FG-II	0
FG-I	0
SNE	36.5
<b>Grand total</b>	<b>304</b>

**Table 4.6 Information on the list of HR implementing rules adopted in 2019**

Decision of the Management Board 03/2019/MB laying down guidelines on whistle-blowing, adopted on 06 March 2019
Decision of the Management Board 06/2019/MB on type of posts and post titles in CEPOL, adopted on 22 May 2019
Decision of the Management Board 11/2019/MB on implementing rules on middle management staff, adopted on 22 May 2019
Decision of the Management Board 12/2019/MB on the implementation of Telework, adopted on 22 May 2019
Decision of the Management Board 22/2019/MB on the general provisions for implementing Article 79(2) of the conditions of employment of other servants of the European Union, governing the conditions of employment of contract staff employed under the terms of Article 3a thereof, adopted on 23 September 2019.
Decision of the Management Board 26/2019/MB on setting up a staff committee, adopted on 20 November 2019.
Decision of the Management Board 27/2019/MB on the opt out from commission rules on administrative inquiries and disciplinary proceedings, adopted on 20 November 2019



# Consolidated Annual Activity Report (CAAR)

Document number: TE.REPO.001-4

Approval date: 11/05/2020



## Annex V. Human and financial resources by activity

Resources 2019 per Activities & Objectives - CEPOL budget	FTE '19 alloc.	FTE '19 used	FTE '19 (%) alloc.	FTE '19 (%) used	Budget Title 1 & 2 allocated	Budget Title 1 & 2 used	Budget Title 3 allocated	Budget Title 3 used	Total Budget 2019 allocated	Total Budget 2019 used	% Total Budget alloc.	% Total Budget used
<b>Activity 1</b>	<b>5.0</b>	<b>5.4</b>	<b>8%</b>	<b>9%</b>	<b>418,511</b>	<b>440,213</b>	<b>72,500</b>	<b>112,471</b>	<b>491,011</b>	<b>552,684</b>	<b>5%</b>	<b>6%</b>
1.1 EU-STNA and OTNA	2.5	2.6	4%	4%	212,179	230,063	47,500	80,320	259,679	310,383	3%	3%
1.2 Training Coordination	1.2	1.1	2%	2%	101,913	97,004	12,500	16,076	114,413	113,079	1%	1%
1.3 Training quality assurance measures	1.3	1.7	2%	3%	104,419	113,146	12,500	16,076	116,919	129,222	1%	1%
<b>Activity 2</b>	<b>21.3</b>	<b>20.9</b>	<b>35%</b>	<b>34%</b>	<b>1,434,298</b>	<b>1,297,858</b>	<b>3,484,292</b>	<b>3,355,911</b>	<b>4,918,590</b>	<b>4,653,769</b>	<b>53%</b>	<b>50%</b>
2.1 Serious and Organized Crime incl. horizontal aspects	10.0	10.0	16%	16%	674,129	630,071	1,856,750	1,780,968	2,530,879	2,411,040	27%	26%
2.2 Counterterrorism	2.6	2.0	4%	3%	165,400	132,909	283,766	275,685	449,166	408,594	5%	4%
2.3 Information exchange, cooperation mechanisms and tools, Public order	5.8	6.2	9%	10%	370,896	329,481	1,134,166	1,094,872	1,505,062	1,424,353	16%	15%
2.4 Fundamental rights	2.3	2.2	4%	4%	172,918	160,743	135,474	133,326	308,392	294,069	3%	3%
2.5 Emerging training needs	0.7	0.6	1%	1%	50,956	44,655	74,136	71,059	125,092	115,713	1%	1%
<b>Activity 3</b>	<b>3.7</b>	<b>4.6</b>	<b>6%</b>	<b>7%</b>	<b>302,397</b>	<b>335,892</b>	<b>336,862</b>	<b>322,181</b>	<b>639,259</b>	<b>658,074</b>	<b>7%</b>	<b>7%</b>
3.1 CSDP missions	1.5	1.6	3%	3%	118,620	118,652	336,862	322,181	455,482	440,834	5%	5%
3.2 Capacity Building Projects (only resources from CEPOL budget)	2.2	3.0	4%	5%	183,777	217,240			183,777	217,240	2%	2%
<b>Activity 4</b>	<b>7.3</b>	<b>7.7</b>	<b>12%</b>	<b>13%</b>	<b>593,099</b>	<b>616,192</b>	<b>553,146</b>	<b>657,228</b>	<b>1,146,245</b>	<b>1,273,421</b>	<b>12%</b>	<b>14%</b>
4.1 Soft skill building, leadership training and language skills	1.9	2.0	3%	3%	137,833	139,697	210,852	210,543	348,685	350,240	4%	4%
4.2 Training development including technology supported methodologies	3.3	3.5	5%	6%	274,831	289,502	194,636	255,298	469,467	544,800	5%	6%
4.3 Research	2.2	2.3	4%	4%	180,436	186,992	147,658	191,388	328,094	378,380	4%	4%
<b>Activity 5</b>	<b>23.6</b>	<b>22.9</b>	<b>39%</b>	<b>37%</b>	<b>1,887,894</b>	<b>1,997,854</b>	<b>225,000</b>	<b>172,199</b>	<b>2,112,894</b>	<b>2,170,053</b>	<b>23%</b>	<b>23%</b>
5.1 Governance	7.4	6.9	12%	11%	618,160	624,867	190,000	135,705	808,160	760,572	9%	8%
5.2 Quality Management	0.5	0.5	1%	1%	41,768	45,560	-	-	41,768	45,560	0%	0%
5.3 Internal Control System	0.9	0.9	1%	2%	75,182	81,767	-	-	75,182	81,767	1%	1%
5.4 Stakeholder relations and communications	3.0	3.1	5%	5%	250,605	279,093	35,000	36,494	285,605	315,587	3%	3%
5.5 Managing human and financial resources	7.6	7.6	12%	12%	634,867	688,228	-	-	634,867	688,228	7%	7%
5.6 Information and Communications Technology	4.2	3.7	7%	6%	267,312	278,339	-	-	267,312	278,339	3%	3%
<b>TOTAL</b>	<b>61.0</b>	<b>61.5</b>	<b>100%</b>	<b>100%</b>	<b>4,636,200</b>	<b>4,688,009</b>	<b>4,671,800</b>	<b>4,619,991</b>	<b>9,308,000</b>	<b>9,308,000</b>	<b>100%</b>	<b>100%</b>
<b>Outside CEPOL budget</b>	<b>FTE '19 alloc.</b>	<b>FTE '19 used</b>							<b>Project lifecycle budget</b>			
3.2 Capacity Building Projects (based on delegation agreement)	17.0	17.6							8,944,698			

## Annex VI. Contribution, grant and service level agreements

		General information				Financial Impacts				
	Date of signature	Total Amount	Durations	Counterpart	Short Description		N-1		N	
Grant Agreement										
IPA/2017/393-268	29/12/2017	EUR 2 500 000	originally 24 months - 3 months extension	European Commission	Financial Investigation In-Service Training Programme, Western Balkans 2017-2020. 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.	Amount	CA	PA	CA	PA
							EUR 1 185 028	EUR 599 480	EUR 970 525	EUR 1 194 827
						Number of CA	6		6	
						Number of SNEs	1		1	
Delegation Agreement										
ICSP/2017/394-210	21/12/2017	EUR 6 444 698	36 months	European Commission	EU/MENA Counter-Terrorism Training Partnership 2018-2020. Operates with beneficiaries in the Middle East and North Africa aiming to contribute to the international prevention and fight against terrorism.	Amount	CA	PA	CA	PA
							EUR 1 880 439	EUR 900 070	EUR 1 682 682	EUR 2 155 605
						Number of CA	8		9	
						Number of SNEs	1		1	
Contribution Agreement										
IFS/2019/410-531	19/12/2019	EUR 7 500 000	48 months	European Commission	CT Inflow- Interregional project - Enhancing Information Exchange and Criminal Justice Response to Terrorism in the Middle East and North Africa	Amount	CA	PA	CA	PA
							-	-	-	-
						Number of CA	0		0	
						Number of SNEs	0		0	
Other Agreements										
Agreement based on Cooperation Arrrangement	18/12/2018	EUR 100 000	10 months	The European Border and Cost Guard Agency (Frontex)	Joint CEPOL/Frontex Exchange Programme - implemented second time targeting exchanges related to border and coast guarding	Amount	CA	PA	CA	PA
							-	-	EUR 83 177	EUR 83 177
						Number of CA	0		0	
						Number of SNEs	0		0	

## Annex VII. Environment management

Not applicable.

## Annex VIII. Draft Annual Accounts 2019

### BALANCE SHEET

EUR '000

	31.12.2019	31.12.2018
<b>NON-CURRENT ASSETS</b>		
<i>Intangible assets</i>		
<i>Property, plant and equipment</i>	365	152
<i>Non current exchange receivables and non-exchange recoverables</i>	18	18
	<b>383</b>	<b>170</b>
<b>CURRENT ASSETS</b>		
<i>Pre-financing</i>	–	25
<i>Exchange receivables and non-exchange recoverables</i>	7 460	4 902
	<b>7 460</b>	<b>4 926</b>
<b>TOTAL ASSETS</b>	<b>7 843</b>	<b>5 096</b>
	–	
<b>CURRENT LIABILITIES</b>		
<i>Payables</i>	(5 825)	(2 045)
<i>Accrued charges and deferred income</i>	(591)	(698)
	<b>(6 416)</b>	<b>(2 743)</b>
<b>TOTAL LIABILITIES</b>	<b>(6 416)</b>	<b>(2 743)</b>
<b>NET ASSETS</b>	<b>1 427</b>	<b>2 352</b>
<i>Accumulated surplus</i>	2 352	1 561
<i>Economic result of the year</i>	(925)	791
<b>NET ASSETS</b>	<b>1 427</b>	<b>2 352</b>

### STATEMENT OF FINANCIAL PERFORMANCE

EUR '000

	2019	2018
<b>REVENUE</b>		
<b>Revenue from non-exchange transactions</b>		
<i>Subsidy and grants from the Commission</i>	12 391	11 831
	<b>12 391</b>	<b>11 831</b>
<b>Revenue from exchange transactions</b>		
<i>Administrative revenues with consolidated entities</i>	–	–
<i>Foreign exchange gains</i>	45	87
<i>Other</i>	1	7
	<b>46</b>	<b>95</b>
	<b>12 437</b>	<b>11 926</b>
<b>EXPENSES</b>		
<i>Operating costs</i>	(8 584)	(6 446)
<i>Staff costs</i>	(3 904)	(3 386)
<i>Other expenses</i>	(875)	(1 304)
	<b>(13 363)</b>	<b>(11 135)</b>
<b>ECONOMIC RESULT OF THE YEAR</b>	<b>(925)</b>	<b>791</b>

During the first half of 2020, the coronavirus outbreak has had huge impacts on the EU economy. As a non-adjusting event, the outbreak of the coronavirus does not require any adjustments to the figures reported in these annual accounts. For subsequent reporting periods, COVID-19 may affect the recognition and measurement of some assets and liabilities on the balance sheet and also of some revenue and expenses recognised in the statement of financial performance. **Based on the information available at the date of signature of these annual accounts, the financial effects of the coronavirus outbreak cannot be reliably estimated but it is not expected to have a material financial impact on 2019 accounts.**

## Annex IX. Amendments to the SPD 2019-2021 during the year of 2019

The SPD 2019-2021 that was approved by MB decision 32/2018/MB of 14 December 2018 has been amended by the following:

MB Decision	Reason for amendment
15/2019/MB of 29 April 2019	<p>CEPOL had identified the business need to establish pilot project for a Liaison Office in Brussels, which necessitated the re-grading of the post of Contract agent Function group III to Function group IV, in order to be used for the recruitment of a Liaison Officer.</p> <p>CEPOL is in negotiations with the Host Member State in relation to new premises for the headquarters of the Agency, and since such a project requires enhanced knowledge of project management and a full time involvement, the addition of two SNE positions was decided as follows: one allocated to the tasks linked with the new premises for a period of 24 months and one allocated to analyst tasks for a period until 30 November 2020.</p>
35/2019/MB of 16 December 2019	<p>A Delegation Agreement has been negotiated with the European Commission as the Contracting Authority concerning the project for the implementation of the Action "CT INFLOW - Enhancing Information Exchange and Criminal Justice Responses to Terrorism in the Middle East and North Africa". The Delegation Agreement was needed to be signed by the end of 2019 to enable CEPOL to prepare for implementing the project as of 1 April 2020. Consequently, the Single Programming Document 2019-2021 was amended accordingly to reflect the inclusion of the implementation of this project.</p>

The following non-substantial amendments of SPD 2019-2021 in the form of ED decisions have been approved (as delegated by MB Decision 10/2019/MB of 22 May 2019 on the delegation to make non-substantial amendments to the annual work programme of the Agency):

Decision number	Title	Date of signature
07/2019/DIR	Amendment to the Annual Work Programme 2019 (addition of a procurement contract for "Implementation of Police English Language" online course)	18/02/2019
08/2019/DIR	Amendment to the Annual Work Programme 2019 (earmarking funds for the implementation of CKC activities)	18/02/2019
14/2019/DIR	On amendment to the Annual Work Programme 2019 (addition of a counter-terrorism seminar on strategic leadership with a designated financial support)	25/03/2019
21/2019/DIR	Amending the Annual Work Programme 2019 (cancellation of the R&S Conference)	17/07/2019
28/2019/DIR	Amending the Annual Work Programme 2019 (postponement of online course – Firearms to 2020)	27/08/2019
41/2019/DIR	Amending the Annual Work Programme 2019 (postponement of 2 online module reviews, EU-STNA contract finalisation date change)	06/12/2019
45/2019/DIR	Amending the Annual Work Programme 2019 (cancellation of 8 webinars)	16/12/2019