EUROPEAN POLICE COLLEGE

WORK PROGRAMME 2012

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EXECUTIVE SUMMARY

CEPOL, as a community financed European Union Agency, was established by Council Decision 2005/681/JHA of 20 September 2005 (repealing Decision 2000/820/JHA). The decision took effect on 1 January 2006.

According to Article 1(2) of the Council Decision, CEPOL shall function as a network, by bringing together the national training institutes in the Member States. Its task is to implement the programmes and initiatives decided upon by the Governing Board pursuant to Article 1(3) of the Council Decision.

CEPOL aims by means of its Work Programme 2012 to provide transparent information about its planned activities in 2012. At the same time, flexibility is required in the light of potential budgetary and political developments; in particular where it concerns the large European projects dedicated to the improvement of cross-border police cooperation CEPOL is planning to engage itself in.

The year 2010 was dedicated to the development of a coherent and detailed strategy for CEPOL including the use of the Balanced Score Card method. Furthermore a Multi Annual Action Plan was adopted by the CEPOL Governing Board. In 2011, refinement of this method and implementation were the focus of attention and efforts.

The training needs have been identified based on the topics proposed by the Member States and stakeholders and the decisions taken by the European Council and the Council of the EU. In 2012 for the first time strategic training needs assessment will be conducted on the basis of a mapping exercise.

The Work Programme 2012 is aligned with CEPOL' Strategy and is based on input from its governance bodies and all stakeholders. It is closely connected with CEPOL's draft budget 2012 and provides justification of allocated resources.

Beside the business continuity the following aspects with get a specific focus in 2012:

- Establishment of a comprehensive training need assessment;
- Further development and establishment of the European Police Exchange Programme;
- Further development and enhancement of E-learning options and web-based seminars;

- Strengthening of CEPOL involvement in capacity building activities, especially for civilian crisis management;
- Further strengthen the aspect of Fundamental and Human rights in police training;
- Strengthening CEPOLs role in training on cybercrime to gain a central function in this area;
- Further development of an accredited post graduated Master Course on Police Cooperation in Europe based on the pilot courses in 2011;
- Further development of the inter-agency cooperation;
- Enhancing external cooperation with third countries.

CEPOL's mission implies reference to relevant source documents, i.e. the Lisbon Treaty, and in particular where it concerns its enhanced means of action in terms of security; the development on the European Internal Security Architecture and the related policy cycle, the high relevance of the results of the OCTA reports and the further development for the SOCTA reports, the Commission's Five Year Plan: the Stockholm Programme; and finally CEPOL's Five-Year Evaluation Report. This Work Programme describes CEPOL's commitments and ambitions for 2012 with the necessary flexibility to respond to new responsibilities stemming from strategic decisions at EU level.

In the structure of governance and cooperation with CEPOL significant changes can be envisaged for 2012: the structure will be redefined following the results of the Five Year Evaluation and the Five Year Recommendations of its Governing Board.

Following the establishment of CEPOL's strategy plan 2010-2014, the activities to be implemented in 2012 will contribute to the sustainable process towards the defined core goals of CEPOL.

CEPOL has introduced a Balanced Scorecard (BSC) that has been developed for the achievement of four main strategic goals and management of processes. The BSC includes concise management information necessary to oversee CEPOL's activities and evolution.

Key Performance Indicators (KPIs) constitute an integral part of this tool for monitoring and evaluating the progress. The BSC progress reports are being regularly published for the internal management decision-making and the Governing Board for notification. This performance measurement tool, the use of which was initiated in 2011, will continue to be applied in 2012.

1 GENERAL PART

1.1 Mission

"CEPOL as a European Union agency contributes to European police cooperation through learning to the benefit of European citizens"

CEPOL strives to fulfil its mission on the basis of the following values and guiding principles:

Values

- Primary sources of knowledge
- Respect for Diversity
- Faith in justice and policing

Guiding principles

Quality of Learning

- quality and depth of provision across all subjects
- qualified teachers, trainers, lecturers and tutors
- committed, self-directed life-long learners
- cutting-edge technology
- close interactive relationship between learning, science, and research
- the place of CEPOL within the broader academic community
- the encouragement of a questioning spirit
- qualitative exchange experience for students, teachers, trainers, tutors and associates through networking

CEPOL's relationship with the EU Law Enforcement Society

- the widest possible institutional and individual access to the CEPOL's knowledge base and learning system
- contribution to a more effective crime fighting through the pursuit, dissemination, and application of knowledge
- concern for sustainable relationships with the law enforcement environment

CEPOL's relationship with Stakeholders

- EU member states through the Council of the European Union e.g. Council Standing Committee on Internal Security (COSI) and the Governing Board, Commission, Parliament and Commission are considered as primary bodies

- the relationship between CEPOL and the national training institutions is fundamental to the nature of networking
- essential elements of successful collaboration through coordination with Europol, FRONTEX and EUROJUST and other relevant EU-Agencies

Towards CEPOL's Staff and Associates

- rewarding and recognising CEPOL staff and associates as its greatest asset
- encouraging the development of all professionals working with CEPOL

1.2 Vision

CEPOL is acknowledged by allied agencies and authorities in the policing and educational world, to be the primary source of learning and development in the field of education and training for enhanced cooperation and policing in Europe.

1.3 Strategy

1.3.1 Goals

CEPOL's Strategy formulates the following goals:

Goal 1: The CEPOL network functions as a European law enforcement education platform on the highest level of international excellence

Goal 2: CEPOL will be developed into a European law enforcement knowledge base

Goal 3: External relations will be considered and dealt as corner stone of partnership

Goal 4: CEPOL will be lead and managed as a top-ranking innovative EU agency

1.3.2 The Balanced Scorecard and Key Performance Indicators

CEPOL's Balanced Scorecard (BSC) has been developed for the achievement of four main strategic goals and management of processes. The BSC includes concise management information necessary to oversee CEPOL's activities and evolution.

Key Performance Indicators (KPIs) constitute an integral part of this tool for monitoring and evaluating the progress. The BSC progress reports are being regularly published for the internal management decision-making for the Governing Board notification. This performance measurement tool, the use of which was initiated in 2011, will continue to be applied in 2012.

The specific tables concerning all relevant details of the multi annual strategy plan is enclosed as Annex A.

2 CEPOL'S CORE BUSINESS

2.1 Overview

CEPOL has a tradition of showing the flexibility when it is required to respond to needs for learning and training within the Internal Security Architecture of Europe including its external aspects.

Activities might be adjusted if there will be an urgent need for a learning and training response for the law enforcement authorities in Europe due to new challenges, e.g. terrorist attacks.

2.2 Training Activities

Initially 65 training activities were planned for 2012 including approximately 20 different long-term activities, i.e. such lasting a couple of weeks and such consisting of several steps. After this initial estimate further training activities have been identified. The majority of these extra activities being due to the European Policy Cycle but also through consultation with stakeholders.

In the area of cybercrime the established cooperation with the European Cybercrime Task Force, ECTEG (European Cybercrime Training and Education Group), ENISA and Europol will be further developed. Tailored training activities meeting the needs of cybercrime investigating specialists will be developed in cooperation with both ECTEG and EUCTF. It is intended to develop an action plan to further cooperation and collaboration with ECTEG in updating and delivery of the already existing set of training modules under the umbrella of CEPOL.

2.3 Exchange Programme

Based on the good results in 2011 the European Police Exchange Programme will be continued also in 2012 for a number of participants correlating to available funding. Cooperation with other EU agencies and inclusion of Candidate countries and countries where CEPOL has existing cooperation agreements will be reinforced.

Aiming at external aspect of the internal security, cooperation with European Neighbourhood Partnership countries will be sought, especially focusing at Western Balkan and Eastern Partnership through exchanges of senior law enforcement officers.

2.4 (Common) Curricula/Training Manuals

In order to support dissemination and implementation of the Common Curricula, quality assurance and marketing will be high on the agenda. Also, the increasing cooperation with other EU Agencies and third parties, as in other areas of CEPOL's

activities, will remain a strong point of attention. The ten originally planned Common Curricula will be finished and updated thought grant agreement instrument.

2.5 E-Learning

In 2012 the development of e-Learning online learning modules on Lisbon treaty and Joint Investigation teams will be finalised. Based on comprehensive training needs assessment 2 new modules will be developed. Online support to Communities of Practice will be (further) established. A concept for CEPOL's electronic Network from the perspective of e-Learning will be developed. Internet based seminars (Webinars), a successful initiative of 2011,will be further elaborated and established.

2.6 Quality management of the different learning options

The Bologna Process will be in focus as well as quality of training and the combination of learning methods (Networked Learning). Impact and efficiency of CEPOL's training activities in 2012 will be assessed by means of an in-depth analysis of the course feedback and post-course evaluation.

2.7 Research and Science

Cooperation on knowledge management on police science in Europe with third parties will be continued and reinforced and targeted Knowledge Management activities will strongly focus on areas of priority of the Stockholm Programme and EU Policy Cycle.

2.8 External Relations

Priorities for the year 2012 include further cooperation with the European institutions and EU agencies including enhancing cooperation with the European External Action Service. Also formal Cooperation Agreements with Associated and Candidate countries and the involvement of Balkan countries into CEPOL activities will be envisaged. The possibility enhances CEPOL's engagement with other Strategic Partners such as China and North America will be examined**.**

2.9 Relevant European Law Enforcement Projects

CEPOL will continue to make use of its increasing experience in the management of comprehensive relevant European Law Enforcement Projects. CEPOL's efforts on this level will be reinforced by the planned realisation of a project management unit.

2.10 Communications

Communications will contribute to promoting the mission and values as well as providing transparency about CEPOL's activities and management by different means.

2.11 Support functions for network cooperation

As defined in the Article 7(h) of Council Decision an electronic network is put in place to provide back-up for CEPOL in the performance of its duties in all areas, ensuring necessary security measures. The Electronic Network provides administrative and

content support as well as provides such functionalities as CEPOL Website, e-Library, LMS, DMS and in future e-Learning, etc. thus stretching across all areas of CEPOL business. After the finalisation of CEPOL Information Management Strategy and Communications Strategy necessary adjustments and improvements will be implemented.

3. GOALS, ACTIVITIES AND ALLOCATED RESOURCES.

Please refer to A*nnex A* where you will find the specific information related to:

1. **CEPOL strategy and strategic objectives**
2. **Performance indicators**
3. **Multi annual activities**

3.1 Training activities

3.1.1 Activities aiming at improvement of cross-border cooperation

In the light of quality enhancement, a total number of 65 activities were initially planned. Based on an assessment of the body of knowledge related to the courses, approximately 20 of those will be long-term activities, i.e. such lasting a couple of weeks and such consisting of several steps.
Further trainings will be implemented in 2012 after the results of the training need analysis, especially to contribute to the area of the priorities identified in the new policy cycle. More than 30 activities are added to the 65 initial activities to cater the needs of the Policy Cycle. Therefore this programme now consists of approximately 100 activities.

The reinforced involvement of other EU agencies as initiated in 2010 and 2011 in order to benefit from synergies and avoid duplication will be continued also in 2012.

The booking of flights by the Agency for up to ten participants per Member State and Candidate country per year and the reimbursement of the related travel expenditure will be continued.

The choice of topics and the setting of priorities are based on the following items:

- The Council Decision 2005/681/JHA of 20 September 2005, and in particular Articles 5, 6, and 7;
- EU legislation and other relevant Council acts on international law enforcement cooperation;
- EU priorities, which can be found in the Stockholm Programme, Policy Cycle and other relevant EU documents;
- Strategic topics identified by Europol, in particular in the annual OCTA Reports and the future SOCTA Reports;

- EU Policy Cycle and priorities for fighting serious and organised crime including EMPACT projects[1] set by COSI and the former European Chiefs of Police Task Force, including the COSPOL projects;
- Priorities proposed by other stakeholders (e.g. Eurojust, Frontex or European Fundamental Rights Agency);
- Emphasis on fundamental and human rights as one core element of the common European Law Enforcement Culture;
- Priorities put forward by Member States covering areas which are recognised as important topics by the majority of countries.

CEPOL's current and previous activities are already to a large extent in line with the political directions of the Stockholm Programme, which continues to have an important impact on the priorities of CEPOL for the period 2010- 2014.

CEPOL will actively support the development of "a common culture" as described in chapter 4 paragraph 4.2.1 of the Stockholm Programme.

CEPOL's strategy provides a clear framework for the strategic development of the Agency. In addition, the following factors were the most influential in the preparation of the Work Programme 2012:

The Treaty of Lisbon: The co-decision procedure (Council and European Parliament) means that CEPOL is directly accountable to a wider group of stakeholders. Its activities are scrutinised by the European Parliament and national parliaments.

"**The Stockholm Programme – An open and secure Europe serving and protecting the citizens**"[2] and subsequent **Commission Action Plan**[3]: A wide range or measures are foreseen which require, the involvement of CEPOL. In the Commission Action Plan CEPOL, Europol, Eurojust, Frontex and OLAF are encouraged to cooperate better.

The Internal Security Strategy for the European Union: "Towards a European Security Model"[4] (EU ISS): The EU ISS defines – at a high level – the three

1 Document 15386/2/11 REV 2

2 "The Stockholm Programme - An open and secure Europe serving and protecting citizens", Council of the European Union, 5731/10, CO EUR-PREP 2 JAI 81 POLGEN 8, Brussels, 3 March 2010.

3 "Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the regions: Delivering an area of freedom, security and justice for Europe's citizens - Action Plan Implementing the Stockholm Programme", 8895/10, JAI 335, Brussels, 22 April 2010.

4 "Draft Internal Security Strategy for the European Union: Towards a European Security Model", Council of the European Union, 7120/10, CO EUR-PREP8 JAI182, Brussels, 8 March 2010.

main areas to be handled by the EU Internal Security Architecture, namely organised crime, terrorism and crisis management.

Communication from the Commission to the European Parliament and the Council: "**The EU Internal Security Strategy in Action: Five steps towards a more secure Europe**"[5]: This Communication sets out concrete actions contributing towards the implementation of the EU ISS, including in the areas of cybercrime and border security. Of particular importance for CEPOL are training in the area of Asset confiscation and Cybercrime.

Council Conclusions on the creation and implementation of an EU policy cycle for organised and serious international crime[6]: The EU JHA Ministers have agreed on a policy cycle. Of particular importance for CEPOL is to be able to provide training in the areas of Operational Action Plans for EU law enforcement;

3.1.2 Work Programme Calendar

In 2012 a total of approximately 100 activities are planned under the following 12 categories:

- Serious and organised Crime following the EU Policy Cycle
- Other Organised Crime
- Counter-Terrorism
- Economic Crime
- Special Law Enforcement Techniques
- EU/Cooperation
- Management
- Human rights issues
- Crime Prevention
- Learning and Training
- Research and Science
- Agency based activities

Please be aware that the 2012 activities include the following types; Conferences, courses, seminars and webinars.
As Annex B please find the conference, course, seminar and webinar calendar

5 COM (2010) 673 of 22 November 2010.

6 "Council Conclusions on the creation and implementation of a EU policy cycle for organised and serious international crime", Council of the European Union, 15358/10, COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94, Brussels, 25 October 2010.

3.1.3 Grant Agreements

Framework partnership agreements and specific grant agreements are instruments for implementation of CEPOL courses, seminars and conferences. The implementation has been started by CEPOL in 2010. Please find as Annex C the documents in connection with the first call for grant agreements (with the exception of the forms).

In 2012 revised process will be applied to the financing of CEPOL activities via grants to implementing partners. The calls for proposals will cover all activities with the exception of those organised by the Agency.

The objective of the implementation of training activities is to contribute to European Police Cooperation through learning to the benefit of European citizens. The quality of these training activities must correspond with the highest level of international excellence.

It is expected that the implementation of the actions will contribute to the achievement of the objectives. Detailed aims and outcomes of the individual activities are provided in the training catalogue of Annex C.

Total amount of the first call for proposals is **1,848.500 €.** Detailed allocation per activity is available in the Training Catalogue of Annex C This call is restricted to Framework Partners.

With a view of providing training on all emerging EU policy priorities, notably Policy Cycle and its eight priorities, it is planned that in complement to the first call two more calls will be launched in **2012** for total amount of **72237,500 €** and will be budgeted with the remaining amounts in the relevant budget area. Same grant agreement procedures as those for the first call will be applied.

For the Grant Agreement a strict and transparent system is implemented concerning the eligibility of the applications and for the evaluation phase.

The following selection, evaluation and award criteria as well as financing provisions will be applied to calls for proposals.

Eligibility criteria

In order to be eligible for evaluation the following requirements **must** be fulfilled:

- A signed Framework Partnership Agreement must be in place as a result of the Framework Procedure launched on 19 May 2010;
- The documents must be sent on time, in line with the deadline indicated in the call for applications, and to the correct address;

- The documents of substance must be included in the proposal, these being the application form, the draft budget (CB14);
- Applications must be submitted using the double envelope system – i.e. one outer envelope and two inner envelopes: one for the content proposal and one for the financial proposal - in order to guarantee the confidentiality and integrity of data.
-

Together **in one inner envelope** duly **marked as Envelope A/B** containing:

- One general form for all courses and seminars the application is submitted for (GA-A1), and/or one general form for all conferences the application is submitted for (GA-A2)
- One specific form for each course/seminar the application is submitted for (GA-B1), and/or one specific form for each conference the application is submitted for (GA-B2)

and a separate inner envelope duly **marked as Envelope CB** containing:

- One form CB14 for each course/seminar and/or conference the application is submitted for.

If any of these requirements are not fulfilled the application will be considered invalid and will not enter the evaluation stage.

Evaluation criteria

Evaluation of the proposal will be done in three steps for each individual application:

a) The content proposal will be evaluated in accordance with the pre-defined criteria. Only if this proposal reaches a minimum of 60 (out of 80) points the application will qualify for the second step, which consist in the evaluation of
b) The financial proposal. In order to qualify for a grant, the application must reach at least 10 (out of 20) points.
c) A grant can be proposed by the Evaluation Committee providing the application has reached at least 70% **and** the highest rating within a group of applicants for the specific activity/ies that have been applied for.

The evaluation procedure will be done on the basis of evaluation criteria and awarding criteria.

a) Evaluation criteria assess the following areas:

▪ Content	– maximum points 30
▪ Learning outcomes (for courses/seminars) or Objectives (for conferences only)	– maximum points 10
▪ Delivery/methodology	– maximum points 30
▪ Organisation	– maximum points 10
▪ Cost effectiveness	– maximum points 20
Total	maximum points **100**

Awarding criteria refer to the conditions to be fulfilled in order to receive a grant:

- passing the threshold

and

- the highest rating within a group of applicants for a specific activity.

The Authorising Officer may depart from the recommendations made by the Evaluation Committee, if he/she feels this is appropriate and justified, e.g. in accordance with certain strategic priorities, while observing the compliance with submission criteria, the selection criteria (content and financial) and the award criteria laid down in the call for proposals.

Financial Provisions:

- CEPOL finances 95% of the total costs of the activities in line with the financing provisions of the Governing Board decision 30/2006/GB;
- Activities must be strictly non-profit making;
- The funding is provided in two instalments: a pre-financing payment corresponding to 75% of the budgeted costs following the signature of the grant agreement and the balance on receipt and approval by CEPOL of the final report.

Timeline

- Call for proposals — September 2011
- Submission of Grant applications — 11 November 2011
- Evaluation — 15 December 2011
- Awarding decision — 6 January 2012.

Activities not awarded from the first call will be included in a second call.
It is also planned that in 2012 grant agreement instrument will be applied to the development and production of Common Curricula.

3.1.4 Modular Course in International Police Cooperation

Apart from delivery of the third and final module of the 2011 course on International Police and Judicial Cooperation, a next 3 step course will be implemented in 2012.

This course has the potential to be used at a later stage as a basis for the development of an accredited Master Study Course developed, implemented and offered by a consortium of accredited police universities/colleges within the CEPOL framework.

Early coordination between course organisers and the contributing EU agencies and will be sought in order to align the content of the training with EU policy developments.

Synergy should be sought between organisers of this course and other CEPOL courses which cover parts of the same content. This may lead to more efficiency and a larger forum for updating.

3.1.5 European Training Scheme

The Stockholm Programme defines the need of fostering a genuine European judicial and law enforcement culture by means of developing European Training Schemes (ETS) and invites the Commission to examine what could be defined as ETS. It is the ambition of the EU to provide training through the ETS to one third of the law enforcement officers involved in cross-border cooperation.
The ETS is the platform that incorporates the European dimension into the general and specialist training received by the law enforcement officials dealing with cross-border crime and it shall be complementary mainly to the EU level education. The ETS should focus of EU regional/bilateral approaches, specialist issues and external dimension mainly addressing the EU missions in order to ensure that EU law enforcement officers participating in the EU missions have common competencies and degree of performance. The range of activities should encompass development of such products as competence based education, common curricula, Erasmus inspired exchanges of law enforcement officials etc.
CEPOL as a leading agency providing training to the law enforcement officers, which have been implementing wide range of the learning activities, shall play a key role in implementation of the ETS. Implementing the Commission's request CEPOL will conduct the mapping of the available training at the Member States, provided by the EU agencies and international organisations. This will be done through a comprehensive survey and the results will be analysed by the Secretariat.

3.1.6 Training needs assessment

Effective planning of the training and learning activities has to be performed on the basis of a circular process, of which a training needs analysis is a crucial part of determining what are the existent deficits or gaps and whether the training is a solution. The EU has set a list of priorities in the area of law enforcement through policy documents such as Stockholm Programme, Internal Security Strategy and the policy Cycle. Implementation of these priorities requires extensive knowledge on the part of the implementing member states. Through analysing what are the needs and what is on offer – the data to be obtained from the Mapping Exercise under the ETS as well as the stakeholder survey - CEPOL will

prepare a comprehensive training needs assessment outlining what are the gaps and what are the solutions through which training activities. The assessment will be used for development of the ETS as well as for future CEPOL activities. Range and content of the activities shall expand to achieve availability of EU level learning to those law enforcement officers who need it for performing daily functions.

3.1.7 Cybercrime

In the area of cybercrime the established cooperation with the European Cybercrime Task Force, ECTEG (European Cybercrime Training and Education Group), Europol and ENISA will be further developed. For the delivery of Cybercrime Investigation training and education programmes it will be analysed and evaluated how this can be established within CEPOL. So beside the aspect of the enhancement of the existing CEPOL activities on cybercrime a significant shift is intended in this area to give CEPOL a clear central role in the area of training in the fight against cybercrime. For the potential establishment of a European cybercrime centre CEPOL offers its partnership from the side of learning and training activities in this area.
CEPOL will seek development of specifically tailored training activities meeting needs of the cybercrime investigating practitioners. This will be accomplished in close cooperation with EU Cybercrime Task Force and ECTEG.

Allocation of the Human and Financial Resources

		Financial Resources		**Human Resources**		
Activities	**Budget Line**	**Allocations 2012**	**Allocations 2011**	**Directors staff**	**Learning, Science, Research and Development Department**	**Corporate Service Department**
Training Activities	310	*545,000*	*531,000*	80	500	260
	311	*1,445,900*	*1,628,000*			
	312	*285,000*	*285,000*			
	319	*295,100*	*358,000*			
	Total	***2,571,000***	***2,802,000***			

3.2 Exchange Programme

On-going Activities
Considering the success of the CEPOL Exchange Programmes over the past years and its importance in the context of learning about policing in Europe continuation of this is strived for, depending on the possibility to secure funds. The number of participants will have to correlate to the available funding.
Administrative and booking procedures will continue to be simplified. Additionally the use of the e-Net in this context will developed further.

Linkages between the strategy, the topics and the target audience need to be made as well as a review of the programme in line with the mid-term programme evaluation.

Cooperation with Europol, EMCDDA, OLAF and other EU agencies as well as Interpol will be further developed also in the context of the Exchange Programme. Finally, participation of the Candidate countries and the countries of European Neighbourhood Policy namely Western Balkan and Eastern Partnership countries in the Exchange Programme in the light of facilitating their integration and networking on police level. Exchange program topics from 2011 together with new priorities determined via internal and external cooperation stakeholders will be integrated into the 2012 programme
The further development of the European Police Exchange Programme will be supported by the intended establishment of the Project Management Unit within the LSRDD. This will strengthen the planning and management capacity to a large extent.

Allocation of the Human and Financial Resources

		Financial Resources		Human Resources		
Activities	**Budget Line**	**Allocations 2012**	**Allocations 2011**	**Directors staff**	**Learning, Science, Research and Development Department**	**Corporate Service Department**
Exchange Programme	324	***704,000***	***335,000***	60	580	90

3.3 (Common) Curricula/Training Manuals

On-going Activities
The aim is to achieve finalisation of the outstanding four Common Curricula in 2012.
The sharing of curricula with third countries will be further elaborated.

Two activities that have been initiated in 2011 will receive continued attention for the improvement of the work on the Common Curricula:
Marketing: part of marketing will be promotion of the use of the Common Curricula within the CEPOL Annual Activity Programme (Trainer the Trainers courses; continuation of the Common Curricula Implementation workshops).
Quality assurance: this includes regular updating of the Common Curricula by the Common Curricula Advisers with the support of the Secretariat and interlinking with the online learning modules. The involvement of other agencies and third parties in quality assurance will be an important element of quality assurance.

Furthermore cooperation with other EU Agencies and other third parties, which has been reinforced already in 2011, will continue to be a main focus.

Curricula content, finalisation and updating with adaption of the new approved grant agreement structure is planned.

Allocation of the Human and Financial Resources

		Financial Resources		Human Resources		
Activities	**Budget Line**	**Allocations 2012**	**Allocations 2011**	**Directors staff**	**Learning, Science, Research and Development Department**	**Corporate Service Department**
Common Curricula	*320*	***252,000***	***49,000***	40	300	40

3.4 E-Learning

Continued improvement CEPOL's Learning Management System (LMS), enabling delivery of ICT learning tools, supporting CEPOL activities before, during and after implementation and providing effective self-paced learning possibilities. Also, the e-Learning culture within CEPOL and EU law enforcement agencies will be further developed and implemented. A main topic shall be support of police cooperation through learning with ICT.

Work on the following online learning modules have started in 2011 and will be completed in 2012:

- Joint Investigation teams;
- Lisbon Treaty.

New Activities

In 2012 two new online learning modules will be developed:

- One based on the outcome of the comprehensive training needs assessment;
- One based on one of CEPOL's Common Curriculum.

To strengthen the element of Fundamental and Human Rights the development of an possible e-learning tool in close cooperation with Fundamental Rights agency is aimed.

The existing online learning modules will be reviewed and if required updated and improved.

In order to achieve these goals, temporary expert groups will develop and test the online learning modules. In addition assets, videos, animations, graphics, pictures, etc., will be created.

E-Learning through online learning will be implemented as follows:

a) Stand-alone and self-paced learning

Learning in which the main method of delivery is carried out through the LMS. Stand-alone and self-paced learning are part of CEPOL's Annual Programme and categorised in conjunction with annual activities of the annual CEPOL Calendar 2012.

b) Web-based support to CEPOL activities

Online learning modules as web-based resources in support of CEPOL courses, seminars, conferences, common curricula, exchange programme, etc.

Online learning, training, seminars and conferences through so called "webinar services", which had a very promising start, will be further strengthened in 2012. Minimum five Webinars will be organised catering to the findings of the comprehensive training needs assessment as well as accommodating acute training needs arising from the law enforcement domain, such as deriving from Europol, Interpol, ENISA and other agencies and international organisations.

Webinars may also be organised to support introduction of a new CEPOL products, such as online learning modules, Common Curricula, conferences etc.

Communities of Practice will be (further) developed and supported through dedicated platforms. The police knowledge base will be enhanced by sharing best practices and presenting good methods in the field of Policing.

Allocation of the Human and Financial Resources

		Financial Resources		Human Resources		
Activities	**Budget Line**	**Allocations 2012**	**Allocations 2011**	**Directors staff**	**Learning, Science, Research and Development Department**	**Corporate Service Department**
e-Learning	313	***200,000***	***275,000***	40	420	50

3.5 Quality management of the different learning options

On-going Activities

Learning methods and processes:
Following the recommendations of the Stockholm Programme in terms of learning methods and processes;

- Following the developments in education and learning in general and more specifically, in adult learning, including the use of learning technologies;
- Following developments in Higher Education (Bologna Process) and Vocational Education and Training (Bruges – Copenhagen Process) in general and more specifically, the developments regarding quality assurance;
- Contributing to learning activities for trainers and course developers in the context of CEPOL;
- Following up on the performance indicators.

New Activities
The Bologna Process will be in focus as this needs to be looked at in a more concerted and planned way in the context of CEPOL.
Supporting the quality of training is an important point of attention, in particular in Train the Trainers courses where a closer look at the depth of evaluation may be required with regard to the performance of trainers.
A further point of continuously increased efforts will be the combination of learning options (Networked Learning).

It is intended to develop and establish in 2012 a database for trainers as one step for further improvement of the quality of the involved trainers.

As mentioned under point 3.1.4. it is intended to develop further the existing accredited pilot course on Police Cooperation in Europe to achieve the necessary preconditions for the establishment of an accredited post-graduate Master Course in this field.

Through a stakeholders survey planned in 2012 the achieved results on the quality of the activities will be additionally analysed.

Allocation of the Human and Financial Resources

		Financial Resources		Human Resources		
Activities	**Budget Line**	**Allocations 2012**	**Allocations 2011**	**Directors staff**	**Learning, Science, Research and Development Department**	**Corporate Service Department**
Learning quality	330	***40,000***	***65,000***	80	150	50

3.6 Research and Science Activities

On-going Activities

- Cooperation on knowledge management on police science in Europe with third parties, (e.g. Europol, EUCPN, European Society of Criminology, European Police Research Institutions Consortium etc.) will be continued and reinforced.
- Targeted knowledge management activities (identification of expertise, collecting and disseminating of knowledge) will strongly focus on areas of priority of the Stockholm Programme.
- In 2012 the aim will be to promote the CEPOL European Research and Science Conference with an even higher profile than before. The topic will be progress towards European Police Science.
- CEPOL will organise one Research Implementation Symposium on "Crime Analysis and Intelligence".
- Support for the network of national "Research and Science Correspondents" as well as opening and developing channels of communication and closer cooperation between scientists and researchers on the one hand and trainers, lecturers and course organisers on the other;
- The European Police Science and Research Bulletin will continue to be published;
- The improvement of the e-Library for more effective use will be part of CEPOL's foci.
- On the level of cooperation with third parties, CEPOL will continue to encourage and facilitate comparative and joint scientific research projects between experts of Member States and European institutions and agencies;

- After the finalisation of the knowledge management strategy of CEPOL, the approach in the area of Knowledge management will be adjusted to a large extent.

New activities

- CEPOL will call for submissions for the first round of the CEPOL Research Award.

Allocation of the Human and Financial Resources

		Financial Resources		Human Resources		
Activities	**Budget Line**	**Allocations 2012**	**Allocations 2011**	**Directors staff**	**Learning, Science, Research and Development Department**	**Corporate Service Department**
Research and Science	321	***133,000***	***83,000***	30	220	50

3.7 External Relations

3.7.1 On-going activities

CEPOL's role is being increasingly recognised at the EU level as the leading Agency on Law Enforcement learning and training. Furthermore, there is growing awareness of CEPOL's role as one of the relevant actors within the EU Internal/External Security Nexus. CEPOL's strong commitment to the Stockholm Programme will continue to concretise itself by continued efforts to develop, maintain and reinforce effective External Relations. This includes:

- Cooperation with other European and International bodies;
- Cooperation with national training institutes of non-EU countries;
- Supporting external partners in training activities for the enhancement of cross-border police cooperation and reinforcement of the European Dimension of Law Enforcement Training;
- Drafting of Cooperation Agreements and Memoranda of Understanding.

New Activities

Cooperation with the European Institutions (Commission, Council) shall remain a high priority for CEPOL; further enhancement of the ties with the European External Action Service shall also be pursued via consultation and cooperation on concrete

initiatives, particularly with regard to the participation of CEPOL into a renewed framework for Civilian Crisis Management training.
Cooperation with other EU agencies such as Frontex, Eurojust and Europol is now a reality and it shall be continued, within the JHA Agencies Coordination Mechanism (Contact Group) as well as via bilateral contacts on specific projects. In particular, CEPOL shall promote further consolidation and coordination of Law Enforcement Training Activities via the Contact Group, with a view to providing a systematic overview of training products delivered by the Agencies.
Cooperation with International and Regional Organisations such as the Organisation for Security and Cooperation in Europe (OSCE), the Police Cooperation Convention for South Eastern Europe (PCC-SEE) will be further pursued via specific, ad-hoc projects and initiatives as well as through staff-to-staff contacts. The use of Experts from those organizations into CEPOL training activities shall be explored and encouraged. CEPOL products shall be shared with those organizations insofar as relevant and allowed by the applicable legal arrangements.
Priorities for the year 2012 include, among others, continuing the on-going dialogue with Associate, Candidate and ENP countries as well as International and Regional Organisations.

As a matter of general priority, during 2012 CEPOL shall take appropriate steps to ensure that current and future Cooperation Agreements are complemented by individual, multi-annual Action Plans/Logical Frameworks which allow for a more concrete identification of objectives, results and measurable indicators; these shall in turn facilitate the evaluation of the actions in question.

As to the concrete priorities relating to specific geographical/policy areas in particular, CEPOL shall pursue the following priorities:

- Concluding the revised formal Cooperation Agreement with Switzerland;
- Negotiating and Concluding a formal cooperation agreement with the Former Yugoslav Republic of Macedonia and undertake steps to further involve the Western Balkans region into CEPOL activities;
- Concluding the negotiations with the Russian Federation with a view to signing a formal cooperation agreement;
- Intensifying contacts with European Neighborhood Policy (ENP) Countries, and in particular with those countries with which the EU has presented Action Plans on Visa liberalisation, notably Moldova and Ukraine; an Annual ENP conference shall be organized and implemented.
- Initiating or further developing cooperation with other Strategic Partners such as North America and China, to enhance CEPOL's engagement with these important interlocutors, either via formal agreements or in the framework of ad-hoc initiatives and projects financed by the EU.

Lastly, CEPOL shall ensure the necessary flexibility to adjust and respond to other policy needs which may be determined by the Institutions.

Allocation of the Human and Financial Resources

		Financial Resources		Human Resources		
Activities	**Budget Line**	**Allocations 2012**	**Allocations 2011**	**Directors staff**	**Learning, Science, Research and Development Department**	**Corporate Service Department**
External relations	325	***40,000***	***102,000***	280	50	40

3.7.2 Relevant European Law Enforcement Projects

In the context of CEPOL's mandate to contribute to the improvement of police cooperation through learning and training, a major means of fulfilling this mandate is CEPOL's involvement and management of comprehensive relevant European Law Enforcement Projects. Over the years CEPOL has increasingly gained experience in different projects which have proved very successful.

In 2012 CEPOL will continue to strengthen its efforts on this level and, depending on budgetary and political developments, will be available for new undertakings where its participation is deemed useful and constructive. CEPOL has the intention to show the necessary flexibility to meet the needs for learning and training within the Internal Security Architecture of Europe. Also, CEPOL will play a key role in training of law enforcement personnel with a view to ensuring a European dimension in training.

E-learning programs and common training materials must also be developed to train professionals in the European mechanisms.

Activities can be adjusted if there is an urgent need for learning and training response from the law enforcement authorities in Europe.

Any projects initiated in 2011 will be continued in 2012 as required, e.g.:

- China- EU Police Training Project
- EUROEAST Project
- European Police Service Training Project (EUPST)

Under the strategic goals of CEPOL some projects will be identified under strategic goal number 1 and some will be under strategic goal number 3 depending on the project activity type.

Allocation of the Human and Financial Resources

		Financial Resources		Human Resources		
Activities	**Budget Line**	**Allocations 2012**	**Allocations 2011**	**Directors staff**	**Learning, Science, Research and Development Department**	**Corporate Service Department**
Projects		pm	pm	pm	pm	pm

3.8 Communications

3.8.1 On-going Activities

Communications being a means of presenting CEPOL to its stakeholders as well as to the citizens of the European Union, it will contribute to promoting the mission and values as well as providing transparency about CEPOL's activities and management. This will be done by various means including editorial and production management support for official documents and publications; CEPOL's website and e-Net; marketing and promotion of CEPOL; pro-active media relations; news releases and news-letters; PowerPoint presentations; promotion of corporate and visual identity.

CEPOL will continue to be represented in communications networks within the EU: the Head of Information and Communications Agencies Network and the EU Agencies Web Managers' Network.

		Financial Resources		Human Resources		
Activities	**Budget Line**	**Allocations 2012**	**Allocations 2011**	**Directors staff**	**Learning, Science, Research and Development Department**	**Corporate Service Department**
Communications						
Information, Publications, Materials	371	*83,000*	*133,000*			
Translation,	372	*20,000*	*40,000*			

		Financial Resources		Human Resources		
Activities	**Budget Line**	**Allocations 2012**	**Allocations 2011**	**Directors staff**	**Learning, Science, Research and Development Department**	**Corporate Service Department**
Interpretation and Editorial Services						
	Total	***103,000***	***173,000***	350	80	30

3.9 CEPOL Governance and Network

3.9.1 Overview of Governance Meetings

Governance meetings of CEPOL for 2012 are planned as follows:

- Governing Board
- Presidency Meetings

3.9.2 Overview of Working Group Meetings

Following the Governing Board Decision 32/2011/GB of 25 October 2011 on functioning of Working Groups, by the end of April 2012 the Director will table a proposal on rules how redefined Working Groups shall be set up for implementation of pre-defined objectives, conduct their work and deliver results. Working Groups in close cooperation with the Director will develop action plans for the first half of 2012 on the basis of the objectives set in this Work Programme. For the purpose of implementation of the action plans and their progress the Working Groups will have up to two meetings.

On 30 June 2012. Current Working Groups established by the virtue of the Governing Board Decision 10/2007/GB will be disbanded.

3.9.3 Overview of Network Meetings

At least two meetings will be held for the following group:

- National Contact Points

At least one meeting will be held for each of the following groups

- National Common Curricula Coordinators[7]
- National e-Net Managers[8]
- National Research and Science Correspondents[9]

[7] Budget appropriations in budget Common Curricula

[8] Budget appropriations in budget electronic network

[9] Budget appropriations in budget Research and Science

Allocation of the Human and Financial Resources

		Financial Resources		Human Resources		
Activities	**Budget Line**	**Allocations 2012**	**Allocations 2011**	**Directors staff**	**Learning, Science, Research and Development Department**	**Corporate Service Department**
Governance and Network						
Governing Board	300	*100,000*	*148,000*			
Strategy Committee	301	*0*	*46,000*			
Budget and Administration Committee	302	*0*	*37,000*			
Annual Programme Committee	303	*0*	*37,000*			
Training and Research Committee	304	*0*	*43,000*			
Other Expenditure	305	*0*	-			
Presidency meeting	306	*9,000*	*9,000*			
National Contact Points	307	*60,000*	*32,000*			
Total		***169,000***	***352,000***	400[10]	70[11]	50[12]

3.10 Management of human resources

The continuation of the development and maturing of the Human Resource function and the services offered to the CEPOL staff and management will be maintained within

[10] Allocation of resources in relation to working groups will be revised according to Governing Board decision

[11] Allocation of resources in relation to working groups will be revised according to Governing Board decision

[12] Allocation of resources in relation to working groups will be revised according to Governing Board decision

2012. The emphasis will be to ensure the continued development and adoption of Implementing Rules as well as the implementation of appropriate processes and procedures to ensure consistent application of the regulations of the rules.

CEPOL will remain mindful of the obligations to uphold the standards of good administration. A key component of the achievement of this aim will be the launching in 2012 of the first of a regular annual staff survey, to gather feedback from staff relating to the experiences and perceptions as CEPOL employees. This will provide valuable insight for the management in support of the implementation of the CEPOL Strategy.

3.10.1 On-going Activities

- Designated development of human resources

3.10.2 New Activities

- Implementation of performance assessment system
- Launch of annual appraisal
- Staff satisfaction surveying
- Development of alumni relations

Allocation of the Human and Financial Resources

		Financial Resources		Human Resources		
Activities	**Budget Line**	**Allocations 2012**	**Allocations 2011**	**Directors staff**	**Learning, Science, Research and Development Department**	**Corporate Service Department**
Human Resource Management				60	60	450
	Total			60	60	430

3.11 Internal control, quality management, personal data protection

3.11.1 On-going Activities

- Internal and external ex-post control verification
- Audit recommendation implementation follow-up
- Facilitation of compliance with the Internal Control Standards
- Drafting of operational procedures (quality documents) and related documents
- Annual risk assessment exercise
- Individual and strategic activity planning

3.11.2 New Activities

- Implementation of Internal Control Guidelines
- Pre-feasibility study on certification of the management system
- Customer and key stakeholder satisfaction surveying
- Implementing rules on personal data protection
- Establishment of the Data Protection Officer's register

Allocation of the Human and Financial Resources

		Financial Resources		Human Resources		
Activities	**Budget Line**	**Allocations 2012**	**Allocations 2011**	**Directors staff**	**Learning, Science, Research and Development Department**	**Corporate Service Department**
on-going Activities				120		
New activities				150		
	Total			270	20	20

3.12 Administrative support

The provision of administrative support services is vital to the successful operation of the agency.

Whilst within the activities detailed within the operational elements of this document provision has been made for the operational support provided, additional work that will benefit the core business of the agency is required. In particular CEPOL will, as a matter of good practice, proactively review and refine administrative process. Particular attention will be given to financial processes and workflows to ensure efficiency and effectiveness.

CEPOL has a reliable and well managed technical infrastructure and this position will be maintained in 2012 to ensure the stability and reliability of technical services to support the operation of the business.

The ICT Strategy, drafted within 2011, will be further elaborated and detailed to ensure not only the acceptability of the strategic approached recommended, but also the achievability through the provision of future funding within the approaching new financial framework.

3.12.1 On-going Activities

- Budgetary and Financial support

- Further development and refinement of Financial Management processes and procedures
- Procurement support and Management
- ICT support and maintenance services
- Further elaboration of the Information Management Strategy
- Further elaboration of the ICT Strategy

3.13 Stakeholder relations

3.13.1 On-going Activity;

- Implementation of planned stakeholder related activities

3.13.2 New Activities

- Identification of stakeholder needs and expectations
- Annual stakeholder survey
- Intensifying of internal communication

Allocation of the Human and Financial Resources

		Financial Resources		Human Resources		
Activities	**Budget Line**	**Allocations 2012**	**Allocations 2011**	**Directors staff**	**Learning, Science, Research and Development Department**	**Corporate Service Department**
ICT						500
Budgetary and Financial Management						810
Procurement						220
Stakeholder relations						
	Total			180	160	1530

Annex A: CEPOL Updated (Multi-annual) Strategy Plan 2010-2014

Goal 1: The CEPOL network functions as a European law enforcement education platform on the highest level of international excellence	
CEPOL has enjoyed a number of successful years in existence, has built up its network, developed cooperation and is operating professionally. To further build on these great achievements CEPOL will innovate, motivate and educate within a holistic learning system. In accordance with the declared vision, CEPOL's network will be developed as a European law enforcement learning platform, coupled with a knowledge base at the highest level of international excellence. In order to achieve this ambitious target it is a necessary pre-condition to further improve the CEPOL network.	
Key Performance Indicator 2012[13]	External stakeholder satisfaction (biennial[14] survey) (80%)

Strategic Objectives			
1.1	***Delivering quality training courses on specific subjects. Training Senior Police Officers and middle-ranking police officers, Senior Police Officers and middle-ranking police officers in the field and police officers in the field, with regard to cross-border cooperation between police forces in Europe. To assist in setting up appropriate advanced training programs. Promoting the effective implementation of the Stockholm Program via training.***		
Performance Indicator 2012[15]	*Activities (training sessions) implemented (95%)* *Overall customer satisfaction (with activities) (91%)* *Implementation of JHA Scorecard (95%)*		
Activities		**Year**[16]	**Responsible**
1.1.1	Training to be delivered in the following 11 categories:		
•	serious and organised crime following the EU Policy Cycle	2012	LSRDD[17]
•	other organised crime	2012	LSRDD
•	counter-terrorism	2012	LSRDD
•	economic crime	2012	LSRDD
•	special law enforcement techniques	2012	LSRDD
•	EU cooperation	2012	LSRDD
•	management	2012	LSRDD
•	human issues	2012	LSRDD
•	crime prevention	2012	LSRDD
•	learning and training	2012	LSRDD
•	research and science	2012	LSRDD

[13] Key Performance Indicators (KPIs) are measured biannually (unless specified otherwise) with the CEPOL Balanced Scorecard
[14] Every other year
[15] Performance Indicators (PIs) are measured quarterly (unless specified otherwise) with the CEPOL Balanced Scorecard
[16] First year of the task completion (continual implementation foreseen)
[17] Learning, Science, Research and Development Department

1.1.2 Training activity to be coordinated with: • Coordination mechanism to be in place in the form of a tetragon (Europol, Frontex, Eurojust and CEPOL) • Mapping of the European Training Scheme • EU strategic Training Needs Assessment	2011 2012 2012	LSRDD, External relations LSRDD, EC[18] LSRDD, EC

1.2	***Delivering training for senior leaders in order to enhance their European competence; assist them in strategy planning and realisation of strategic decisions at EU level***		
Performance Indicator 2012	*Overall customer satisfaction (with activities) (91%)* *Number of senior leader participants at events (20%)* *Implementation of JHA Scorecard (95%)*		
Activities		**Year**	**Responsible**
1.2.1 Training to be provided in strategic management and leadership		2010	LSRDD
1.2.2 New elements inspired by the Stockholm Program and Lisbon Treaty: • strategic analysis and strategy planning on a EU level (EU dimension) • linking policy, internal security strategy and national interest • strategic aspects of EU Neighbourhood Policy (Eastern Partnership) and participation in civilian crises prevention and management		 2012 2012 2012	 LSRDD LSRDD LSRDD
1.2.3 Coordinated training activity with: • Coordination mechanism to be in place in the form of a tetragon (Europol, Frontex, Eurojust and CEPOL)		2011	LSRDD, External relations
1.2.4 Euromed II or similar future projects in the neighbourhood • Capacity building assistance		2010	LSRDD

1.3	***Exchange programmes as an essential element of learning promotes, facilitates and develops cooperation***		
Performance Indicator 2012	*Overall participant satisfaction (with the Exchange Programme) (80%)* *Implementation of JHA Scorecard (95 %)*		
Activities		**Year**	**Responsible**
1.3.1 AGIS/ISEC to be completed by the end of 2010		2010	LSRDD
1.3.2 New Exchange Programme to be developed		2010	LSRDD
1.3.3 European Police Exchange Programme to be implemented between 2011-2014 (Stockholm Programme)		2012	LSRDD

[18] European Commission

1.3.4	Cooperation and synergies with Europol, Frontex, OLAF, Eurojust to be implemented	2011	LSRDD, External relations

1.4	***Common Curricula contribute to the preparation of harmonised training programmes in accordance with EU standards***		
Performance Indicator 2012		*Number of Common Curricula adopted by the CEPOL GB[19] (4)*	
Activities		**Year**	**Responsible**
1.4.1	Finalisation of 4 Common Curricula:		
•	Civilian Crisis Management	2012	LSRDD
•	Counter-Terrorism	2012	LSRDD
•	Management of Diversity	2012	LSRDD
•	European Police Cooperation	2012	LSRDD
1.4.2	Need for assessment prior to the development of Common Curricula to be carried out	2012	LSRDD
1.4.3	Developing alternative Common Curricula for EU police and EU border officers in response to the Stockholm Programme	2013	LSRDD

1.5	***Developing further and easier access to e-Learning systems***		
Performance Indicator 2012		*Number of e-Modules adopted and revised (2)* *Implementation of JHA Scorecard (95%)*	
Activities		**Year**	**Responsible**
1.5.1	Online learning and training support to be further developed:		
•	Facilitation of Police Knowledge Bases on the LMS	2011	LSRDD
•	LMS Support to all 2012 CEPOL activities with Course Image	2012	LSRDD
•	Facilitation of CEPOL webinars	2012	LSRDD
•	LMS Support to communities of practice	2012	LSRDD
•	Moderation of Platform for Educators on the LMS	2012	LSRDD
•	Implementation of the content authoring solution	2012	LSRDD
•	Further development of e-learning strategy (14/2008/GB)	2012	LSRDD
1.5.2	Completion and implementation of agreed modules such as:		
•	Gender Based Violence	2010	LSRDD
•	Europol	2010	LSRDD
•	Police English Language	2011	LSRDD
•	Schengen Information System	2010	LSRDD
•	Cybercrime	2011	LSRDD
•	Prüm Decision/Instruments	2012	LSRDD
•	Lisbon Treaty	2012	LSRDD
•	Joint Investigation Teams (JITs) (legal framework)	2013	LSRDD

[19] Governing Board

1.5.3 Continued evaluation of the progress → adjustments based on gained experience→ long term vision: • review of the e-Net platform based on the ICT strategy and other relevant vision and strategy documents, such as strategy on Learning (15/2008/GB) and strategy on e-Learning (14/2008/GB)	2012	Corporate services (IT), LSRDD
1.5.4 Correlation with science and research → cooperation and coordination mechanism within CEPOL components and in external dimensions to be enhanced • integration of learning (CC), science and research components	2012	LSRDD

1.6	***Quality learning shall be the acknowledged ethos of CEPOL's reputation and prestige***	
Performance Indicator 2012	*Number of registrations in the European Trainers' and Lecturers' Database (100)*	
Activities	**Year**	**Responsible**
1.6.1 CEPOL's learning methodologies and qualifications shall be recognised and valued in the EU • train the trainers course to be a CEPOL flagship course • accredited masters course in International Police Cooperation as a joint project to be developed and implemented (pilot project)	2012 2014	LSRDD LSRDD
1.6.2 Qualified teachers, coaches, trainers and tutors present high quality teaching and learning • establishment and maintenance of European Trainers' and Lecturers' Database • elaboration of process of qualification, certification and registration • foundation of the status of qualified trainers and lecturers	2012 2014 2014	LSRDD LSRDD LSRDD
1.6.3 Self-directed, lifelong learners focusing on a broader European view will share and disseminate knowledge • promotion of the development of lifelong learning	2013	LSRDD
1.6.4 Evolving learning environment to be established	2014	LSRDD
1.6.5 Simplifying access to knowledge sources	2013	LSRDD
1.6.6 Diverse learning systems to be offered	2014	LSRDD

Goal 2: CEPOL will be developed into a European law enforcement knowledge base	
Under CEPOL's umbrella a stimulating intellectual environment will be maintained. It is populated by senior law enforcement officers, teachers, lecturers, trainers, researchers. It also contains applicable research projects, training, conferences, seminars, exchange programmes, e-library, forums (conventional and virtual) for sharing achievements and best practice. Police knowledge must have a source and this source cannot be elsewhere other than Police Science. European Police Science cannot be left homeless; it needs a home and this home shall be the CEPOL house.	
Key Performance Indicator 2012	External stakeholder satisfaction (biennial survey) (80%)

Strategic Objectives			
2.1	***Broadening the knowledge base by continued development of the e-Library***		
Performance Indicator 2012	*Number of items published in the e-Library (1,500)*		
Activities		**Year**	**Responsible**
2.1.1	Promotion of the existence of the e-Library within European law enforcement via a communication campaign	2012	LSRDD
2.1.2	Targeted invitations for placing publications in the e-Library	2012	LSRDD
2.1.3	Tailored motivation of authors	2013	LSRDD
2.1.4	Regular dissemination of the list of publications among potential readers	2011	LSRDD
2.1.5	Visualising the long term function of e-Library and developing a road map for further development	2012	LSRDD

2.2	***Orientation and facilitation of research, support to researchers and scientists***		
Performance Indicator 2012	*Number of research institutions in the network of police/law enforcement research institutions (75)*		
Activities		**Year**	**Responsible**
2.2.1	Building up of the network of police/law enforcement research institutions to be continued	2012	LSRDD
2.2.2	Identification and creation of financial resources for supporting researchers and research to be continued	2014	LSRDD
2.2.3	Developing cooperation with private sector to be continued	2012	LSRDD

2.3	***Ensuring forums for debate, sharing of research findings and moderating interaction between senior practitioners and researchers***		
Performance Indicator 2012	*Number of participants at research conferences (200)*		
Activities		**Year**	**Responsible**
2.3.1 Conferences, seminars and round tables to be organised • Police Science and Research Conferences		2011	LSRDD
2.3.2 Printed publications to be issued • Research and Science Bulletin		2011	LSRDD
2.3.3 Electronic publications to be issued • e-Library • discussion forum		2011 2012	LSRDD LSRDD

2.4	***Foundation and maintenance of European database of law enforcement researchers, scientists and research***		
Performance Indicator 2012	*Number of researchers in the database (200)*		
Activities		**Year**	**Responsible**
2.4.1 Researchers database to be established • elaboration of definition, criteria, access process, registration and update, access to database and data protection		2012	LSRDD
2.4.2 Research database to be maintained • elaboration of definition, criteria, registration process, registration and update, access to database and data protection, publication in e-Library		2013	LSRDD

2.5	***Communities and individuals with outstanding performance, excellent work in assisting or promoting European police education and science under CEPOL's umbrella, will be honoured and acknowledged***		
Performance Indicator 2012	-		
Activities		**Year**	**Responsible**
2.5.1 Foundation of a CEPOL award and acknowledgement system to be elaborated, agreed and realised		2014	LSRDD

Goal 3. External relations will be considered and dealt with as the corner stone of partnerships

CEPOL's efficiency and effectiveness will be determined not only by its own efforts but also by the quality of its cooperation with external partners. Partnership, equality, reliability, mutual interests and benefits are placed at the centre of cooperation. Looking at the circle of cooperation partners, different groups of countries, agencies, institutions and bodies can be listed. The aim is that CEPOL's external relations are tailored with different levels of flexibility for different groups of partners in a 'variable geometry'. The advantage of this model is that it recognises that certain groups have a different status quo, interests and concerns. All these manifest themselves in expectations which are outlined below.

Key Performance Indicator 2012	External stakeholder satisfaction (biennial survey) (80%)

Strategic objectives			
3.1	***Cooperation with EU Agencies and Bodies remains the priority***		
Performance Indicator 2012	*Implementation of JHA Scorecard (95%)*		
Activities		**Year**	**Responsible**
3.1.1	Coordinated activities are maintained with Europol, Frontex and Eurojust	2011	LSRDD, External relations
3.1.2	Cooperation is kept alive and deepened with EMCDDA, European Training Foundation, CEDEFOP and European Crime Prevention Network	2011	LSRDD, External relations

3.2	***Associated States are Considered as the Closest Partners***		
Performance Indicator 2012	*Number of participants from associated countries at CEPOL activities (5%)*		
Activities		**Year**	**Responsible**
3.2.1	Iceland, Norway and Switzerland to be heavily involved in CEPOL cooperation	2011	LSRDD, External relations
3.2.2	Financial contribution and expenditure managed according to their special status	2012	LSRDD, External relations

3.3	***Assisting Candidate and Accession Countries, Neighbourhood Policy and Eastern Partnership***		
Performance Indicator 2012	*Number of participants from candidate, accession and neighbourhood countries at CEPOL activities (5%)*		
Activities		**Year**	**Responsible**
3.3.1	Assistance in upgrading law enforcement and judicial systems, enhanced professional knowledge ensured via training modules	2012	LSRDD, External relations
3.3.2	Leading standards in the EU to be delivered by training and exchange of experience	2012	LSRDD, External relations
3.3.3	Preparedness of EU officials for civilian crises management is supported by common curriculum and training	2013	LSRDD, External relations

3.4	***Cooperation with globally significant partners***		
Performance Indicator 2012	*Number of strategic partnership initiatives launched (4)*		
Activities		**Year**	**Responsible**
3.4.1	North-America, Russia & China	2011	External relations
3.4.2	AEPC	2011	External relations, LSRDD

3.5	***The multiple roles and interests of the private sector are used for deepening cooperation with the civil society***		
Performance Indicator 2012	-		
Activities		**Year**	**Responsible**
3.5.1	Potential partners and donors for science and research programmes to be identified	2012	LSRDD, External relations
3.5.2	Potential partners and donors for conferences, seminars to be identified	2012	External relations, LSRDD

Goal 4: CEPOL will be lead and managed as a top-ranking innovative EU agency	
The constantly changing environment requires a flexible and appropriate response from CEPOL if the agency wants to ensure that its services meet with stakeholder and client expectations, which are altered by new needs. To be an evolving agency requires the capability to respond to challenging issues constructively. Increasing expectations are stimulating the leadership, management, process and organisational innovation of CEPOL. Managing these changes is not an easy task, but surely possible via professional leadership and management, so that at the end good governance will be the main feature of organisational performance.	
Key Performance Indicator 2012	Implementation of Establishment Plan (Temporary Agents and Contract Agents) (95%) Implementation of planned activities (Annual Work Programme) (95%) Consumption of Annual Budget (90%)

Strategic Objectives			
4.1	***Application of corporate leadership and management by the Governing Board***		
Performance Indicator 2012	*Draft GB Decisions resulting in adopted GB Decisions (85%)*		
Activities		**Year**	**Responsible**
4.1.1	Visualising CEPOL's future by adaptation and timely adjustment of a Strategic Plan	2010	GB
4.1.2	Responsibility for strategic decisions	2011	GB
4.1.3	Ensuring general functional conditions are established in regulatory, budgetary, human resources, structural, organisational, technical and educational areas	2011	GB
4.1.4	Commanding, supervising, monitoring organisational and individual performances	2011	GB, Management team, LSRDD & CSD
4.1.5	Establishing proper horizontal and vertical division of labour	2012	GB
4.1.6	Constructive cooperation with Director is in place	2011	GB
4.1.7	Consensus and participative decision making	2011	GB

4.2	***Application of devolved leadership and management between Director and CEPOL staff***		
Performance Indicator 2012		*Timely closure of audit recommendations (100%)* *Implementation of plans (e.g. procurement, management, risk registry, 5-year evaluation recommendations) (90%)*	
Activities		**Year**	**Responsible**
4.2.1	Internal rules and regulations in force and implemented	2012	Director, Management team
4.2.2	Division of labour vertically and horizontally, justified and realised	2012	Director, Management team
4.2.3	Delegated freedom, responsibility and accountability to be in place	2011	Director, Management team
4.2.4	Participative nature which is inclusive and equitable	2012	Director, Management team

4.3	***In order to ensure functional discipline; creation and maintenance of an effective Internal Control System including an Audit Panel***		
Performance Indicator 2012		*Implementation of Internal Control Plan (100%)*	
Activities		**Year**	**Responsible**
4.3.1	Application of risk management	2011	Quality management
4.3.2	Internal control system applied	2011	Internal control, Accounting, Quality management
4.3.3	Audit Panel to be functional (implementation of annual audit plan)	2011	GB

4.4	***Managing human resources as CEPOL's greatest asset***		
Performance Indicator 2012		*Number of staff evaluated (annual appraisal) (100%)* *Staff satisfaction (annual survey) (80%)*	
Activities		**Year**	**Responsible**
4.4.1	Designated development of human resources	2012	Corporate Services (HR)

4.4.2	Transparent, competitive and competency centred appointments ensured	2011	Corporate Services (HR)
4.4.3	Performance assessment based on learning culture in practice instead of a blame culture	2012	Corporate Services (HR), Management team
4.4.4	Opportunities for individual development of CEPOL's staff to be ensured	2012	Corporate Services (HR), Management team
4.4.5	Development of the Alumni relations to be established	2012	Corporate Services (HR), LSRDD

4.5	***Budget management ensures implementation of Annual Work Program and contributes to CEPOL's future innovation***		
Performance Indicator 2012	*Timely payment of invoices (85%)*		
Activities		**Year**	**Responsible**
4.5.1	Creative annual budget planning ensured	2011	Corporate Services (finance), Management team
4.5.2	Precise and disciplined implementation ensured • accurate, timely, monitored, controlled, observing the rule of law	2011	Management team, Corporate Services (finance)
4.5.3	Innovative strategic planning will support CEPOL's evolution	2011	Management team

4.6	***Agency provides appropriate administrative support for the proper function of all CEPOL components***		
Performance Indicator 2012	*Number of complaints/compliments received (25/25)*		
Activities		**Year**	**Responsible**
4.6.1	The Agency acts in a service-oriented manner • proactivity, professionalism, loyalty, cooperation and coordination	2011	All staff
4.6.2	The Agency provides services innovatively • implementation of the Information Management Strategy and Information and Communication Technology Strategy	2012	Management team

4.7	***Stakeholder Relations and Internal Communication***		
Performance Indicator 2012	*Implementation of stakeholder related activities (e.g. management plan) (100%)*		
Activities		**Year**	**Responsible**
4.7.1	Primacy of ownership: MS and national institutions acknowledged	2011	Management team, Communications
4.7.2	Parliament and Commission relationships properly channelled	2011	Management team, Communications
4.7.3	Dynamic dialogue to be maintained	2011	Management team, Communications
4.7.4	Identification of expectations/needs to be carried out	2012	Communications
4.7.5	Transparency ensured	2010	Management team, Communications
4.7.6	Internal communication to be further developed and intensified • sharing information swiftly, efficiently and securely, communicating core aims/values	2012	Management team, Communications
4.7.7	External stakeholder relations further developed and intensified • carrying out external stakeholder survey (every other year)	2012	Management team, Communications, Quality management

4.8	***Public Relations and Cooperation with The Civil Society***		
Performance Indicator 2012	-		
Activities		**Year**	**Responsible**
4.8.1	Cooperation with civil society to be the norm • NGOs, think-tanks, civil foundations, private sector	2014	Management team, Communications, External relations
4.8.2	Pro-active media relations to be maintained • long-term focus; Clear, Concise, Consistent messages (3 Cs); clearly articulated values, goals; comprehensive, pervasive methods	2012	Communications

Annex B: Calendar of CEPOL training activities

This Annex contains the activities of the current state of play and deals with the activities covered by the first call for grant agreement proposals as well the activities that will be implemented by the Agency.

There will possibly be more activities implemented by the virtue of the two additional calls for proposals. The areas of the additional activities have been described in the main body of the document, particularly implementing the following (not an exhaustive list);

- priorities defined by the Council, the Commission, external and internal stakeholders;
- training activities identified through comprehensive training needs analysis;
- Web-based seminars (Webinars), topics of which would also derive from the needs assessment as well as on the basis of acute needs arising from the law enforcement domain. Webinars will be implemented on the topic of IPV6 in 2012.

Course calendar will be adequately adjusted when additional information is available.

CEPOL COURSES, SEMINARS ,CONFERENCES & WEBINARS 2012

FIRST GRANT AGREMENT CALL | SECOND GRANT AGREMENT CALL | AGENCY ORGANISED ACTIVITY

CAT	No. of Activities	Topic area as known in JHA terminology	Title	No. of Days	Min. No. of Participants	Target Group	Aim	Objectives	Strategy Documents/Council
Specific EU Policy activities									
	Trafficking in Human Beings								
EU POLICY CYCLE ACTIVITIES	1	**Organised Crime Policy Cycle**	Trafficking in Human Beings	4	27	Senior police officers (THB team or investigative group leaders) with a few years of experience within the field.	To enhance knowledge on the instruments and techniques in the fight against THB as well as how to handle victims	Upon completion of the activity the participants will be able to: • describe techniques for intelligence/evidence gathering; • appraise THB investigative methods and techniques; • discuss national and international institutional co-operation combating THB; • describe how to handle victims and the equilibrium between the victim's interests and police investigation; • distinguish between illegal immigration, human smuggling and human trafficking; • describe travel routes with attention on West African routes.	Stockholm Programme: 4.4.2. Trafficking in human beings
	66	**Organised Crime Policy Cycle**	Workshop : THB Prevention programmes	2	27	Senior Police officers, prevention experts and prevention portfolio developers	To strengthen understanding of preventive measures exchange and indentify best prectices and the role of EU and NGO's	subject to consultations with Europol + policy driver	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94
	67	**Organised Crime Policy Cycle**	Course: Victim handling in line with human rights	3	27	Police officers and experts dealing with investigations and victims	To improve knowledge on human rights aspects in handling victims, involved actors and their coordinated actions	subject to consultations with Europol + policy driver	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94
	68	**Organised Crime Policy Cycle**	Webinar on best THB practices in prevention programmes and portfolios	1	<200	Law Enforcement officers investigating THB cases, NGOs, prevention policy makers	To share best practices deriving from the workshop on THB Prevention Programmes	subject to consultations with Europol + policy driver	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94: 5th EU Anti-Trafficking Day - Joint Statement of the Heads of the EU JHA Agencies
	69	**Organised Crime Policy Cycle**	Webinar with EU Commission Anti trafficking Coordinator	1	<200	Policy makers, Senior Law Enforcement officers, experts in the field, NGOs	Understand the EU concept of THB	Upon completion of the activity the participants will be able to: • See a European dimension in THB • Understand the role of the EU coordinator • know where to turn for further information	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94: 5th EU Anti-Trafficking Day - Joint Statement of the Heads of the EU JHA Agencies
	Synthetic Drugs								
	2	**Organised Crime Policy Cycle**	Fighting against Drugs	4	27	Senior police officers involved in combating drug-related crime.	To enhance police cooperation through learning and discussing the possibilities how to fight drug crimes with weight on the newest synthetic drugs.	Upon completion of the activity the participants will be able to: • develop a global analysis on organised crime linked to drug trafficking, structuring a multi-dimensional approach of the phenomenon; • demonstrate knowledge of travel routes via container traffic, West African and Western Balkan routes; • develop an approach in fighting against drugs, looking for a horizon of good practice in a dimension of continuous co-operation among Member States; • To use the existing tools in order to implement the EU Strategies and techniques.	Stockholm Programme: 4.4.6 Drugs
	70	**Organised Crime Policy Cycle**	Course - strategic perspectives on synthetic drugs including psychotropic substances	4	27	Senior Police officers and expert officers in the field	To strengthen knowledge on the newest developments in the synthetic drug area in cooperation with EMCDDA	subject to consultations with Europol + policy driver	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94
	71	**Organised Crime Policy Cycle**	Course - Illicit laboratory dismantling course	3	27	Senior Police officers and expert officers in the field	To understand methods of detecting and dismantling laboratories	subject to consultations with Europol + policy driver	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94

EU POLICY CYCLE ACTIVITIES	Cyber Crime								
	3	**Organised Crime Policy Cycle**	High-tech and Cybercrime	4	26	Senior Police Officers who are involved in the coordination, investigation and training regarding crimes related to the use of Internet and Hightech.	To increase participants' knowledge and competences on cybercrime threats and the techniques used against these threats as well as to strengthen international cooperation in this field.	Upon completion of the activity the participants will be able to: • discuss new threats and techniques used in committing crimes through the internet and other communication networks; • explain the involvement of EU Agencies, ENISA and legal framework of the Budapest Convention in the fight against cybercrime and high-tech crime; • give examples of investigative techniques and best practises concerning the fight against cybercrime and high-tech crime; • describe the requirements for supporting and strengthening international cooperation among relevant officers combating cybercrime	Stockholm Programme: 4.4.4 Cybercrime
	4	**Organised Crime Policy Cycle**	Child Abuse in Cyberspace	4	25	Senior police officers and officers from law enforcement institutions that are engaged in the fight against sexual exploitation of children and distribution of child abuse material in Internet.	To enhance cooperation between law enforcement institutions from the EU Member states, the Associate countries and the Candidate countries dealing with countering crimes on the level of sexual exploitation of children and the distribution of child abuse material in the internet also through organised crime groups.	Upon completion of the activity the participants will be able to: • describe European legislation on effort against child abuse on the internet and international standards for child protection against sexual exploitation; • explain how Europol and Eurojust fight sexual exploitation of children and child abuse on the internet; • explain the methods of effective prosecution of child abusers and persons supporting forums and databases with material showing child abuse on the internet; • describe the requirements for supporting and strengthening international cooperation among relevant officers combating cybercrime.	Stockholm Programme: 4.4.3 Sexual exploitation of children and child pornography
	72	**Organised Crime Policy Cycle**	Course: transiton of Internet protocol v4 to v6	2	20	Police officers and experts including forensic experts	To understand implications of the transition to version 6 in investigation and the collection of evidence in cooperation with ENISA and Europol	subject to consultations with Europol + policy driver	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94
	86	**Organised Crime Policy Cycle**	Course investigating Cyber Crime	3	25	Law enforecement officers investigating Cyber crime	TBD in cooperation with EUCTF & ECTEG	TBD in cooperation with EUCTF & ECTEG	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94
	87	**Organised Crime Policy Cycle**	Course Cyber Crime forensics	3	25	Forensic Law Eforcement officers and personnel conducting Cybercrime forensics	TBD in cooperation with EUCTF & ECTEG	TBD in cooperation with EUCTF & ECTEG	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94
	102	**Organised Crime Policy Cycle**	webinar on cyber crime	1	<200	Cyber crime ivestigators	subject to consultations with Europol + policy driver	subject to consultations with Europol + policy driver	

EU POLICY CYCLE ACTIVITIES									
Western Balkans									
	73	**Organised Crime Policy Cycle**	Seminar EU - Western Balkans Organised Crime links with workshops on drug Trafficking Illegal Immigration THB	3	20	Senior Police officers and expert officers in the field	improve knowledge on organised crime links on specific Policy cycle topics between EU and Balkan Countries	subject to consultations with Europol + policy driver	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94
West Africa									
	74	**Organised Crime Policy Cycle**	Course / Work shop for Liaison Officers in the region	2	15	Senior Police officers and expert officers in the field	Enhancing cooperation possibilities and understand specific challenges in the region	subject to consultations with Europol + policy driver	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94
	75	**Organised Crime Policy Cycle**	Webinar of awareness on West African challenges	1	<200	Law Enforcement officers investigating cases originating from West Africa	Improve understanding on general West African challenges	subject to consultations with Europol + policy driver	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94
Illegal Immigration									
	76	**Organised Crime Policy Cycle**	Course on Markets related to Illegal Immigration detecting/takling/repatriating	3	27	Senior Police officers and expert officers in the field	Awareness of criminalities related to illegal immigration	subject to consultations with Europol + policy driver	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94
Smuggling via Containers									
	77	**Organised Crime Policy Cycle**	Course on Container Shipment trafficking	2	27	Senior Police officers and expert officers in the field	Investigation possibilities via profiling	subject to consultations with Europol + policy driver	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94
Itinerant groups									
	78	**Organised Crime Policy Cycle**	Webinar awareness activity in agreement with driver of policy cycle activity	1	<200	Senior Police officers and expert officers in the field	To raise awareness of itinerant groups	subject to consultations with Europol + policy driver	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94

OTHER ORGANISED CRIME	5	**Organised Crime**	Illegal Trafficking of Waste and Organised Crime	4	27	Senior Police Officers specifically involved in organised crime related to illegal trafficking of waste	To raise awareness and enhance cooperation regarding illegal trafficking of waste	Upon completion of the activity the participants will be able to: • explain the contents of the Basel Convention; • identify common modus operandi; • use investigational instruments at disposal at European level; • list methods used in the AUGIAS project.	Stockholm Programme: 4.4.1. Combating serious and organised crime
	7	**Organised Crime**	Theft of cultural heritage/artworks	4	20	Senior police officers responsible for the fight against organised crime, if possible with particular regard to trafficking in stolen works of art and theft of cultural heritage	To raise awareness on the phenomenon and implications of this category of crime	Upon completion of the activity the participants will be able to: • analyse the phenomena of national/international trafficking in stolen artworks, fakes and of theft of cultural heritage, and their connections; • assess the potential threat from stolen artwork trafficking theft of cultural heritage with a view to exploring prevention strategies; • analyse the legal situation in this context; • assess the relationship of mass events with an increase in crime against cultural property.	Stockholm Programme: 4.4.1. Combating serious and organised crime
	8	**Organised Crime**	Counterfeit Medicines	4	27	Senior police officers or experts involved in medicine and/or environmental crime at operational or strategic level.	Describe the phenomenon and issues related to fake medicine, to raise awareness and prepare police forces of the MS against this form of crime.	Upon completion of the activity the participants will be able to: • describe fake medicine phenomena and the EU approach; • explain European /MS level response to tackle at operational level this form of criminality with investigation in travel routes and use of container traffic; • Highlight possible links between fake medicine and criminal organisation; • Underline cooperation with EU Agencies; • Identify multidisciplinary approach.	EU Council Law Enforcement Working party fake medicine initiative Stockholm programme : initiative against organised crime
COUNTER TERRORISM	9	**Counter Terrorism**	Counter Terrorism (Awareness)	4	25	Senior Police Officers or experts specifically involved in Counter Terrorism activities within their organisations.	To raise awareness / increase cooperation on current issues regarding Counter Terrorism.	Upon completion of the activity the participants will be able to: • compare examples of different national approaches and experiences connected to intelligence management and planning, related to real cases of terrorist organisations; • identify, differentiate and compare a number of backgrounds to terrorism (religion, radicalisation, political); • recognise and interpret recent trends related to terrorist threats, including new technologies and methods as well as forensic analysis; • indicate and categorise different instruments of European Cooperation in the field of Counter Terrorism.	Stockholm Programme: 4,5 Terrorism
	10	**Counter Terrorism**	Counter Terrorism (Strategic)	4	21	Senior Police Officers involved in the strategic direction of Counter Terrorism activities within their organisations.	To improve the development of strategies in the fight against terrorism including the European counter-terrorism strategy consisting of four strands of work — prevent, pursue, protect and respond.	Upon completion of the activity the participants will be able to: • Review threat assessment methodology; • Discuss different aspects of legal systems; • identify backgrounds to terrorism; • describe cooperation with international agencies including full use of Europol, SitCen and Eurojust; • recognise effective planning strategies.	Stockholm Programme: Chpt. 4.5 Terrorism

ECONOMIC CRIME	6	**Economic crime, corruption, counterfeiting, piracy**	Money Laundering	4	27	Experts on Money Laundering and/or organised economic and financial crime issues – experience of 2-3 years, minimum, in a ML criminal investigation or criminal intelligence team.	To enhance partiicpants knowledge and competences in this field by means of study cases regarding money laundering, the most common predicate offences as well as the main transnational investigation techniques to prevent and fight this phenomenon.	Upon completion of the activity the participants will be able to: • explore common approaches to investigate money laundering and organised financial crime issues; • provide an overview of the role of EUROPOL and other European and worldwide agencies in the fight against money laundering; • recognise the prevention work made by the competent authorities – FIUs, bank system, insurance companies, etc.; • utilise the existing international networks to trace assets, freeze and seize them and provide financial evidence; • provide case studies on money laundering criminal investigations; • work on best practices for teams investigating money laundering and organised financial crime	Stockholm Programme: Chpt. 4.5.5 Economic crime and corruption
	11	**Economic crime, corruption, counterfeiting, piracy**	Economic and Financial Crime - Investigating Corruption	4	30	Senior police officers involved in economic and financial crime investigation	To improve participants' professional skills in the fight against corruption.	Upon completion of the activity the participants will be able to: • explain roles of the police in fighting against corruption; • provide an overall view of the different legislation in the fight against economic and financial crime – corruption; • describe investigative tools and techniques of investigation in the participant Member States; • list best practices in the fight against corruption.	Stockholm Programme: Chpt. 4.5.5 Economic crime and corruption
	12	**Economic crime, corruption, counterfeiting, piracy**	Fraud and Confiscation of Assets	4	24	Senior law enforcement specialists combating financial crime and involved in financial investigation.	To enhance the quality of financial investigation and seized assets administration.	Upon completion of the activity the participants will be able to: • examine and compare national and EU legal approaches to identifying, tracing and confiscating proceeds of crime; • analyse legislative regulations of seized assets administration and their selling in EU countries; • describe best practice of seized assets administration; • discuss asset declarations institute; • describe best practices in this field in EU countries.	Stockholm Programme: Chpt. 4.5.5 Economic crime and corruption
	13	**Economic crime, corruption, counterfeiting, piracy**	Fraud against EU, European Institutions and EURO Counterfeiting	4	21	Senior police officers involved in investigations combating frauds related crime and Heads of dedicated operational units or involved in training activities in the field.	To enhance participants' competencies with regard to the topic with a special focus on the cross-border dimensions of the phenomenon and of international cooperation	Upon completion of the activity the participants will be able to: • Discuss the phenomenon in its national and international dimension; • assess the potential threat from frauds to explore prevention strategies; • discuss the cross-border/European dimensions and approaches; • List improvement possibilities for international co-operation mechanisms to fight frauds.	Stockholm Programme: Chpt. 4.5.5 Economic crime and corruption
	99	**economic crime**	webinar on Money Laundering and asset recovery	1	<200	financial crime investigators	to be determined		

LAW ENFORCEMENT TECHNIQUES	14	**Special LE Techniques**	Witness Protection	4	26	Senior police officers and senior police staff who are actively involved in witness protection programmes and operations.	To enhance participants' existing knowledge and expertise in the operational arena of Protected Persons, establishing a network of experts to promote European Police Cooperation	Upon completion of the activity the participants will be able to: • examine and analyse the psychological impact experienced by protected persons; • examine and analyse case studies; • establish awareness of the advantage of creating credible and realistic legends for protected persons; • assess and examine longer term risk management issues affecting protected persons.	Stockholm Programme: Chpt. 4.3.1 More effective law enforcement cooperation
	15	**Special LE Techniques**	Police Interviews	4	25	Senior police officers involved in practice, deci-sion making or training that relates to investigative interviewing.	To deepen participants' understanding of factors that influence the reliability of information received in investigative interviews and to facilitate the dissemination of current research findings and the exchange of knowledge and experiences relating to investigative interviewing.	Upon completion of the activity the participant will be able to: • describe eye witness memory and the tools that can enhance recall; • describe factors which influence the likelihood of gaining reliable information in interviews with suspects; • explain the specific features of specialised and investigative interviewing; • discuss and analyse research findings and the implementation of empirically evaluated interview methods in police work; • exchange experiences of challenges and good practice in investigative interviewing.	Stockholm Programme: Chpt. 4.3.1 More effective law enforcement cooperation
	16	**Special LE Techniques**	Undercover Operations	4	27	Senior Police Investigation Officers who Intend to use undercover techniques in their investigation.	To increase knowledge and understanding of the implications and requirements for undercover operations	Upon completion of the activity the participants will be able to: • describe the fundamentals of covert operations; • summarise the legislation of the use of undercover officers in Europe; • list the main types of undercover operations; • identify the most vulnerable aspects of undercover operations; • list the international co-operation possibilities for undercover operations	Stockholm Programme: Chpt. 4.3.1 More effective law enforcement cooperation
	17	**Security of citizens**	Crime Control and Traffic Safety: International Comparison	4	25	Senior Police Officers responsible for road traffic control and road safety at strategic level	To enhance particpant's knowledge and increase their competences on the level of road safety and crime in the interdisciplinary perspective of road policing	Upon completion of the activity the participants will be able to: • describe the national and international road safety situation and crime control; • present and discuss the main problems related with road safety, traffic accidents and illicit activities; • discuss a multi-agency roadside control operatio, best practices and a road system surveillance centre; • identify trends relating to crime control and traffic safety; • elaborate on links to drugs trafficking and other international serious and organised crime issues.	Stockholm Programme: Chpt. 4.3.1 More effective law enforcement cooperation
	88	**Sepecial Law enforcement techniques**	Joint CEPOL-Europol Conference for Homicide Invetigators	3	50	Conferencefor Senior Police officers incharge of homicide investigations	Share knoledge on investigation techniques and practices	TBD in consultation with Europol	Stockholm Programme: Chpt. 4.3.1 More effective European Law Enforcement Cooperation; Council Decision Establishing CEPOL 681/JHA/2005, par. 7e

	90	**Sepecial Law enforcement techniques**	Controlled deliveries	4	30	Investigaing surveilance officers, coordinators responsible for conducting crossborder controlled deliveries	Enhance knowledge of legal and prctical aspects of controlled deliveries	• Able to understand legal framework; • Practical use of existing manual & guidelines • Simulate cross boarder controlled delivery • Discus challenges and solutions	Stockholm Programme: Chpt. 4.3.1 More effective law enforcement cooperation
	91	**Sepecial Law enforcement techniques**	Forensic science /DNA	3	27	Experts dealing with evidence processing	Methods of securing and processing evidence and harmonising efforts and awareness of newest technologies	• Explain Prum instruments and implications on forensics ; • awerness of new forensic methodologies • Discus pooling of ressources • Illustrate challenges and solutions	Stockholm Programme: Chpt. 4.3.1 More effective law enforcement cooperation; COUNCIL DECISION 2008/615/JHA
	93	**Sepecial Law enforcement techniques**	Course on Communication and media awareness	5	27	Senior officers in chage of external communication	Improve knowledge and best practice when dealing with media	• be aware of best prictices ; •understand communication tools • discus do's and don't's •knowledge of presentation techniques	20/04/2010- COM/2010/171
	94	**Sepecial Law enforcement techniques**	webinar on social Media and Policing	1-5	<200	CEPOL E-Net registred users	Raise awareness of the use of Socia Media in the field of Police (Communicating and Policing)	To be determined	
EU COOPERATION	18	**EU police and judicial cooperation**	European Police and Judicial Systems - Police Cooperation - Step 1	5	26	Senior Police Officers involved in matters of EU police cooperation and security at a strategic level; also stakeholders of security matters will be invited.	To increase participants' knowledge of the organisations as well as instruments within the EU and EU legislation concerning police cooperation.	to: • describe EU legislation concerning police cooperation after the Lisbon Treaty; • describe Indect - Intelligent information system supporting observation, searching and detection for security of citizens in urban environment; • describe the tools of cross-border police cooperation under the EU legal instrument; • illustrate the aims and tasks of a Presidency of the EU Council.	Stockholm Programme: Chpt. 4.3.1 More effective law enforcement cooperation; Council Decision Establishing CEPOL 681/JHA/2005, par. 6(2)
	19	**EU police and judicial cooperation**	European Police and Judicial Systems - Study Tour - Step 2	5	26		The aim is to provide a unique opportunity to experience at first hand many of the challenges faced by the various European judicial and police institutions and organisations in relation to cross-border police co-operation.	Upon completion of the activity the participants will be able to: • recognise the specific missions and structures of the European institutions and bodies involved in policing; • discuss the actual challenges which European institutions face in relation to European police co-operation. • share knowledge and recommendations to address important strategic questions related to Europe and police co-operation (at both national and European level); • discuss the different European policing structures	
	20	**EU police and judicial cooperation**	Joint Investigation Teams	4	29	Senior police officers involved in the investigation of serious crimes likely to involve investigations in another Member State.	To enhance the competences and deepend the understanding of the participants of the set-up and functioning of Joint Investigation Teams	Upon completion of the activity the participants will be able to: • understand the legal framework of Joint Investigation Teams; • describe the concept of Joint Investigation Teams; • explain how to set up and manage Joint Investigation Teams; • identify JITs funding.	Stockholm Programme: Chpt. 4.3.1. Framework Decision 2002/465/JHA on joint investigation teams (OJ L 162 20.06.2002)

EU COOPERATION	21	**EU LE cooperation tools**	Schengen Evaluation	5	20	Leading experts and other experts (evaluators) participating in the Schengen Evaluation Missions in the field of police cooperation and SIS/SIRENE	To enable the police officers fitting within the target group to carry out the Schengen Evaluation and to improve the quality of the evaluation	Upon completion of the activity the participants will be able to: • summarise the key principles of a Schengen Evaluation, its stages and key players' roles; • discuss leadership and management issues including cultural awareness, conflict management and cross-cultural competences; • describe how an evaluation mission is prepared and carried out including drafting the final report; • outline preparation of a practical evaluation.	Stockholm Programme: Chpt. 5.1 Integrated Management of External Borders
	22	**EU LE cooperation tools**	Schengen Evaluation	5	20	Leading experts and other experts (evaluators) participating in the Schengen Evaluation Missions in the field of police cooperation and SIS/SIRENE	To enable the police officers fitting within the target group to carry out the Schengen Evaluation and to improve the quality of the evaluation	Upon completion of the activity the participants will be able to: • summarise the key principles of a Schengen Evaluation, its stages and key players' roles; • discuss leadership and management issues including cultural awareness, conflict management and cross-cultural competences; • describe how an evaluation mission is prepared and carried out including drafting the final report; • outline preparation of a practical evaluation	Stockholm Programme: Chpt. 5.1 Integrated Management of External Borders
	23	**Justice, Freedom and Security 2010-2015**	New internal security policy cycle/intelligence-led policing	4	23	Senior police officers and managers as well as ministry officials who are involved in the coordination and the implementation of the internal security policy cycle and in intelligence-led policing; also staff of other relevant EU institutions involved in issues concerning the internal security policy cycle and in intelligence-led policing will be invited.	To strengthen the understanding and the application of the new internal security policy cycle in the framework of intelligence-led policing.	Upon completion of this course the participants will be able to: • explain and discuss a common EU approach to tackling organised crime; • examine the new internal security policy cycle in the context of intelligence-led policing, its implications to national systems; • discuss the feasibility and acceptance of new internal security policy cycle in the Member States; • discuss the Operational Action Plans (AOPs) in the EU policy Cycle and actions needed.	Stockholm Programme: 4.1. Internal Security Strategy
	24	**Civilian Crisis Management**	Cooperation with the European Security and Defence College	3	20	Senior Police and Military personnel (rank OF-5 equivalent) likely to be deployed to a civilian crisis management mission/operation, or to relevant EU bodies.	To raise awareness and develop a deeper understanding of the conditions of the strategic planning of EU missions and operations with a focus on police and military capabilities.	Upon completion of the activity the participants will be able to: • explain the Common Security and Defence Policy within the Common Foreign and Security Policy; • discuss the various planning steps of CSDP missions and operations (civilian and military) at a strategic level.	Stockholm Programme: Chpt. 4.3.1 More effective law enforcement cooperation
	25	**Special LE Techniques**	Forensic Science and policing (in cooperation with ENFSI)	4	25	Forensic experts; senior police officers who are involved in cooperation with forensic experts.	To increase awareness of modern forensic techniques, their deliverance and impact on policing as well as of developments and initiatives taken at the European Union level in harmonising approaches.	Upon completion of the activity the participants will be able to: • exchange information and share good practice on forensic projects and developments in member states and at the EU; • discuss comprehensive evidence management between the police and forensic experts; • identify modern techniques and discuss standards applied across the EU; • describe real life experiences in obtaining and use of evidence in the framework of legal assistance.	Stockholm Programme: Chpt. 4.3.1 More effective law enforcement cooperation

EU COOPERATION	26	**Security of citizens**	Community Policing	4	25	Senior Police Officers who are involved in the implementation and development of Community Policing.	To continue the development of an innovative and sustainable Community Policing Model across the European Union.	Upon completion of the activity the participants will be able to: • exchange information and share good practice on community policing projects and developments in member states; • discuss management of prolific offenders in a community policing context; • present ideas and experiences on multi-agency approaches to accountability within a community policing framework;.	Stockholm Programme: Chpt. 4.3.1 More effective law enforcement cooperation
	27	**EU police and judicial cooperation**	Developments and tendencies in EU crime policy	3	25	Senior Police Officers Members of Administrative and Government bodies involved in matters of EU police cooperation and security Stakeholders of security matters	To share and strenghten knowledge on recent or upcoming developments in European Criminal Law originating from the Stockholm Pro-gramme to prepare for strategic decisions within the national framework	Upon completion of the activity the participants will be able to: • describe current tendencies of EU-crime-combating policy; • discuss strategic developments and their consequences for police-work with the implementation of the Stockholm-program; • describe the current state of affairs regarding the Stockholm-program (action plan); • demonstrate knowledge of the EU policy cycle and the relevant operational Action Plans.	Stockholm Programme: Content no 1: action plan, p. 13; content no. 2:: p. 19; no. 3, p. 19, no 4, p. 20; no. 5: p. 15; no. 6: p. 20;
	28	**Cooperation with non-EU countries**	Police Cooperation with Russia	3	30	Senior police officers representing police services from EU member states, EU associated countries and the Russian Federation, being involved in international police cooperation, including police training, and being able to develop visions of future forms of police.	To enhance police cooperation and increase the mutual understanding between Russia and Europe and to establish professional contacts.	At the end of the conference the participants will have: • developed ideas how to improve cooperation between EU countries and Russia; • increased their knowledge on current procedures and organisations involved in the cooperation; • reflected on the needs of enhanced police cooperation and share of information; • exchanged mutual experience about the role of police; • deepened their mutual understanding of various police cultures; • established visions of future forms of police cooperation between the EU and the Russian Federation.	Stockholm Programme: Chpt. 7.5 Geographical Priorities and international organisations
	30	**Cooperation with non-EU countries**	Police Cooperation with ENP Countries	3	40	Senior police officers of the EU Member States and ENP countries, being involved in international police cooperation, including police training, and being able to develop visions of future forms of police	To bring together police professionals and trainers from Europe and ENP countries in order to enhance policy dialogue and establish professional networks.	• developed ideas how to improve cooperation between EU countries and ENP countries; • increased their knowledge on current procedures and organisations involved in the cooperation; • reflected on the needs of enhanced police cooperation and share of information; • exchanged mutual experience about the role of police; • deepened their mutual understanding of various police cultures; • established visions of future forms of police cooperation between the EU and the ENP countries.	Stockholm Programme: Chpt. 7.5 Geographical Priorities and international organisations
	59	**EU LE cooperation tools**	COSPOL Project Management	3	15	Police officers involved in the COSPOL Projects	To improve the efficiency of COSPOL Project Management	Upon completion of this course the participants will be able to: • explain the mandate and objectives of COSI; • explain the aim and objectives of COSPOL projects as well as the working approach; • describe the project phases and steps; • identify and manage risks.	Stockholm Programme: 4.4.1 Combating Serious and Organised Crime
	60	**EU LE cooperation tools**	Training for SIRENE Officers (Basic)	5	35	SIRENE operators, defined as persons using primarily the SIRENE channel of communication and working currently, or are in process to work with SIRENE forms according to provisions of the SIRENE Manual.	To enhance legal and operational competences related to SIRENE cooperation.	Upon completion of the activity the participants will be able to: • present main legal provisions and documents related to SIRENE tasks; • explain main rules and practices used in work of SIRENE bureaux; • discuss relevant issues concerning the daily communication of the SIRENE bureaux	Stockholm Programme: Chpt. 5.1 Integrated Management of External Borders

EU COOPERATION	61	**EU LE cooperation tools**	Training for SIRENE Officers (Advanced)	4	28	Experienced SIRENE operators. Participants shall preferably have at least 2 years experience of operational work within SIRENE, with special knowledge on Article 96 issues.	To enhance the quality of procedures related to alerts on Article 96 of CISA.	to: • optimise legal and operational competences related to SIRENE co-operation concerning alerts on Article 96 of CISA; • facilitate SIRENE operators a better knowledge of particular national procedures in connection with alerts on Article 96 of CISA; • create Fact sheets in connection with alerts on Article 96 in order to: o identify and understand the reasons for a misused identity; o handle correctly the procedures concerning misused identity; o create Q-forms in correct way for the person which identity is misused; o elaborate a set of practical information on transmission of consultation procedures and adequate use of N and O forms.	Stockholm Programme: Chpt. 5.1 Integrated Management of External Borders
	79	**EU police and judicial cooperation**	Joint Investigation Teams	4	40	Senior police officers potential leaders of JIT's	To enhance the competences and deepen the understanding of the participants of the set-up and functioning of Joint Investigation Teams	subject to consultations with Europpl, Eurojust and European Judicial Training Network	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94 Stockholm Programme: Chpt. 4.3.1. Framework Decision 2002/465/JHA on joint investigation teams (OJ L 162 20.06.2002)
	80	**EU police and judicial cooperation**	Joint Investigation Teams	4	40	Senior police officers involved in the investigation of serious crimes likely to involve investigations in another Member State.	To enhance the competences and deepen the understanding of the participants of the set-up and functioning of Joint Investigation Teams	subject to consultations with Europpl, Eurojust and European Judicial Training Network	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94 Stockholm Programme: Chpt. 4.3.1. Framework Decision 2002/465/JHA on joint investigation teams (OJ L 162 20.06.2002)
	81	**EU cooperation tools**	Workshop national Intelligence model	2	27	Senior Police officers and expert officers in the field	To increase understanding of SOCTA methodology and how national intelligence models contribute to a European perspective	subject to consultations with EU Commission & Europol	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94
	85	**EU cooperation tools**	ENFAST	3	27	Police officeres within the ENFAST Network and officers dealing with wanted persons	To promote cooperation and enhance knowledge on inovative methods and techniques	In consultation with ENFAST	Council document 15239/11 ENFOPOL 345 COPEN 278
	95	**EU LE cooperation tools**	webinar on Sirene	1 - 3	<200	Sirene operators	Improve knowledge and abilities of SIRENE Operators	To be determined	
	98	**EU LE cooperation tools**	webinar on stolen vehicles	1	<200	E Net users with reference to vehicle investigations	Share best practices and raise awareness of Law Enforcement Officers regarding the available tools within the EU and the improve the knowledge regarding the crime of stolen vehicles	To be determined	
	100	**EU LE cooperation tools**	webinar on EU Judicial and Law Enforcement Agencies	1 - 5	<200	CEPOL E Net users	Raise awareness regarding the EU Law Enforcement Agencies and the provided tools	To be determined	
	101	**EU LE cooperation tools**	webinar for heads of dog handler units and dog handling trainers	1 - 5	<200	CEPOL E Net users	Share best practices in the field of Dog Handling and Dog Training	To be determined	
	110	**EU LE cooperation tools**	Webinar on the Schengen online module	1	<200	CEPOL E Net users	Raise awareness of the existing tool and present the Online Learning Module and present possible ways to use it	To be determined	
	111	**EU LE cooperation tools**	Webinar on the cyber crime online module	1	<200	CEPOL E Net users	Raise awareness of the existing tool and present the Online Learning Module and present possible ways to use it	To be determined	
	112	**EU LE cooperation tools**	webinar on the Gender based online learning module	1	<200	CEPOL E Net users	Raise awareness of the existing tool and present the Online Learning Module and present possible ways to use it	To be determined	
	113	**EU LE cooperation tools**	webinar on the Police English language online learning module	1	<200	CEPOL E Net users	Raise awareness of the existing tool and present the Online Learning Module and present possible ways to use it	To be determined	
	114	**EU LE cooperation tools**	Webinar on the Europol Online learning module	1	<200	CEPOL E Net users	Raise awareness of the existing tool and present the Online Learning Module and present possible ways to use it	To be determined	
	115	**EU LE cooperation tools**	Webinar on the Pruem Online learning module	1	<200	CEPOL E Net users	Raise awareness of the existing tool and present the Online Learning Module and present possible ways to use it	To be determined	

MANAGEMENT	31	**Crisis Management**	"SPOPCOP" - Senior Police Officer Planning and Command Course for Crisis Management	19	24	Senior police officers, preferably possessing the competence developed by the generic training, likely to be deployed to a civilian crisis management mission, or to relevant EU bodies dealing with crisis management, with positions on the level of high management, planning or command. The activity is also open to European Union Police planning personnel and National Heads of Non-Military Crisis Management Training.	To provide planning and command training to senior police officers eligible for high level positions within EU crisis management missions and operations.	Upon completion of the activity the participants will be able: • on the political/strategic level: to explain the planning and decision making processes involving political and other stakeholders, including the relevant documents; • on the operational level: to command, manage programmes and draft the OPLAN; • to implement high level management in an international environment	Stockholm Programme: Chpt. 4.3.1 More effective European Law Enforcement Cooperation; Council Decision Establishing CEPOL 681/JHA/2005, par. 7e
	32	**Justice, Freedom and Security 2010-2014**	TOPSPOC - Top Senior Police Officers: The Stockholm Programme Realisation (1)	4	26	Top senior police officers working at strategic level and with interest in an open and secure Europe serving protecting the citizen; including staff from Europol, Interpol and Frontex and all relevant bodies.	Following Stockholm Programme outlining open and secure Europe serving and protecting the citizens, the topics chosen for the four-module programme requires participants to: o use and promote the learning gained on the Course through Action Learning for their personal and professional development, and to benefit their national colleagues; o transpose the objectives of the subject area in their own country; o explain how the subject area has impacted upon their daily work process; o utilise the network established during the Course to enhance international police cooperation; o share and apply best practices discussed during the course.	Upon completion of Module 1 the participants will be able to • describe the TOPSPOC process and their role within it; • describe the aims and objectives agreed by their participant group; • describe the purpose of Action Learning; • participate in Action Learning; • operate as a part of the whole group and as a member of a smaller team. • devise a process to seek the information necessary to reach a conclusion • use questions to clarify and seek information about the selected topics;	Stockholm Programme
	33	**Justice, Freedom and Security 2010-2015**	TOPSPOC - Top Senior Police Officers: The Stockholm Programme Realisation (2)	4	26			Upon completion of Module 2 the participants will be able to • adopt suitable technique to assist their research; • discuss the findings of the research undertaken after module 1 practice Action; • describe the learning processes involved in Action Learning; • support other members in the group in the Action Learning process. • use questions to clarify and seek information about the selected topics;	
	34	**Justice, Freedom and Security 2010-2016**	TOPSPOC - Top Senior Police Officers: The Stockholm Programme Realisation(3)	4	26			Upon completion of Module 3 the participants will be able to • discuss the findings of the research undertaken after module 2 • discuss the lessons learned from the implementation of the selected topic to date; • identify personal and group benefits derived from Action Learning. • use questions to clarify and seek information about the selected topics; • reach a conclusion about the content, the presentation and the accompanying paper of their topic	
	35	**Justice, Freedom and Security 2010-2017**	TOPSPOC - Top Senior Police Officers: The Stockholm Programme Realisation(4)	4	26			• present their findings in both an oral and paper form • report on the personal and group experience of the Action Learning process and how this developed throughout the four modules; • devise methods to disseminate the conclusions about their topic • write a personal action plan for continuation of action learning and topic interest	

MANAGEMENT	36	**Security of citizens**	Public Order and Crowd Management - Step 1	4	30	Senior Police Officers and Police Staff working in strategic planning, tactical direction and evaluating large scale public order operations.	To deepen the knowledge and increase the competences of participants on the level of security requirements for large scale events and of cross-border cooperation in that context.	Upon completion of the activity the participants will be able to: • identify areas of planning and deployment strategies affected by national requirements (legal, operational, practical); • examine national, EU and international guidance in respect of security for International Summits; • exchange good practice in preventative measures; • discuss methods of EU cross border police cooperation large scale events; • describe the required security measures during large scale events, especially international summits improving international Police cooperation during large scale events; • discuss common problems and comparing solutions for commanding and training Public Order Units;.	Stockholm Programme: Chpt. 4.2 Upgrading the tools for ther job; 4.3.1 More effecitve law enforcement cooperation
	37	**Security of citizens**	Public Order - Security During Major events/Public-Private Partnerships - Step 2	4	30	Senior Police Officers and Police Staff working in strategic planning, tactical direction and evaluating large scale public order operations.	Improve and exchange knowledge regarding the process of risk analysis leading to strategic conclusions and tactical (and operational) measures.	Upon completion of the activity the participants will be able to: • discuss the concept and the need for thorough risk analysis before major events; • analyse various cases of public order management during major events and summarise relevant lessons learned; • Summarise police measures and operations during recent major events. • examine Public Private partnership possibilities.	
	38	**Security of citizens**	Urban Violence	4	25	Senior Police Officers who are responsible for planning, leading and evaluating interventions against Urban Violence	To increase the knowledge and competences of participants and deepen their understanding of the phenomenon of Urban Violence and discuss its features as well as the reuqired intervention techniques	Upon completion of the activity the participants will be able to: • define urban violence; • explain the background and causes of Urban Violence as well as the forces which shape this type of adolescent behaviour; • distinguish between the subculture of violence and urban violence as a routine activity; • describe early signals to be picked up by the police for a proactive approach including risk assessments; • discuss what to consider when planning reactive interventions.	Stockholm Programme: Chpt. 4.3.1 More effective law enforcement cooperation
	39	**Crisis Management**	Crisis Management and Emergency Planning - School Shootings and Amok Incidents	4	30	Senior Police Officers who are involved in crisis management emergency planning and response	To enhance particpant's knowledge and increase their competences on the topic by means of examples of multiple casualty incidents, being able to draw on individual experiences and shared practice.	Upon completion of the activity the participants will be able to: • examine options in relation to targeted firearms incidents involving multiple casualties e.g. schools, public areas; • examine profiling opportunities of offenders; • compare and contrast threat assessment methods; • examine and learn from previous cases; • compare different cases and drawing similarities and differences, identifying good practices.	Stockholm Programme: Chpt. 4.3.1 More effective law enforcement cooperation; chpt. 4.2 Upgrading the tools for the job

MANAGEMENT	40	**Crisis Management**	Disaster of Large Scale - EU Guidelines	4	20	Senior Police Officers involved in the field of disasters of large scale and prevention	To significantly enhance participants' knowledge on and understanding of the handling of disasters of large scale and to understand the roles of different agencies involved in dealing with such challenges	Upon completion of the activity the participants will be able to: • describe and give examples of methods to deal with disasters of large scale; • explain the current state of European-wide co-operation in this field; • discuss the improvement of the organisation of the activities of the state organs and institutions in times of crises, disasters and industrial break-downs, including the co-operation between various regional and international institutions.	Stockholm Programme: Chpt. 4.6 Comprehensive and effective Union Disaster Mangement
	41	**Justice, Freedom and Security**	Future Crime Trends - Presidency Seminar	4	30	Heads of Units/ Departments at decision-making level with responsibilities on Interior Security. Senior Police Officers responsible for training, planning, and evaluating high level studies programs. Experts in the area of Interior security (operational / training /research)	To provide a platform to for high rank officers to discuss matters concerning interior security and future challenges for policing and to increase their understanding of this issue with special emphasis on EU Policy Cycle and operational action plans.	At the end of the conference the participants will have: • obtained ideas how to implement plans and methods to evaluate interior security and how to organise study plans about interior security; • discussed appropriate police action and international police cooperation regarding (new) global threats to security; • explain common problems and comparing solutions for the coming new threats; • discussed define new challenges ahead in the area of police training.	Stockholm Programme: Chpt. 4.1 Internal Security Strategy
	82	**Crisis Management**	"SPOPCOP" - Senior Police Officer Planning and Command Course for Crisis Management	19	24	Senior police officers, preferably possessing the competence developed by the generic training, likely to be deployed to a civilian crisis management mission, or to relevant EU bodies dealing with crisis management, with positions on the level of high management, planning or command. The activity is also open to European Union Police planning personnel and National Heads of Non-Military Crisis Management Training. (Due to the material used during the course, it is necessary that all the applicants have a security clearance complying with EU riteria standards.)	To provide planning and command training to senior police officers eligible for high level positions within EU crisis management missions and operations.	Upon completion of the activity the participants will be able: • on the political/strategic level: to explain the planning and decision making processes involving political and other stakeholders, including the relevant documents; • on the operational level: to command, manage programmes and draft the OPLAN; • to implement high level management in an international environment	Stockholm Programme: Chpt. 4.3.1 More effective European Law Enforcement Cooperation; Council Decision Establishing CEPOL 681/JHA/2005, par. 7e
	83	**Crisis Management**	"SPOPCOP" - Senior Police Officer Planning and Command Course for Crisis Management	19	24	Senior police officers, preferably possessing the competence developed by the generic training, likely to be deployed to a civilian crisis management mission, or to relevant EU bodies dealing with crisis management, with positions on the level of high management, planning or command. The activity is also open to European Union Police planning personnel and National Heads of Non-Military Crisis Management Training. (Due to the material used during the course, it is necessary that all the applicants have a security clearance complying with EU riteria standards.)	To provide planning and command training to senior police officers eligible for high level positions within EU crisis management missions and operations.	Upon completion of the activity the participants will be able: • on the political/strategic level: to explain the planning and decision making processes involving political and other stakeholders, including the relevant documents; • on the operational level: to command, manage programmes and draft the OPLAN; • to implement high level management in an international environment	Stockholm Programme: Chpt. 4.3.1 More effective European Law Enforcement Cooperation; Council Decision Establishing CEPOL 681/JHA/2005, par. 7e
	97	**Cirsis management**	webinar for deployed officers in EU missions	1 - 3	<200	EU mission staff	Provide training to Law Enforcement Officers working abroad on EU missions	To be determined	

HUMAN RIGHTS ISSUES	42	**Human Rights**	Human Rights and Police Ethics - Step 1	4	21	Senior police officers and trainers involved in the practice, training and/or promotion of integrity, ethics and human rights in policing as well as managing diversity	Raising awareness about the importance of ethical behaviour in day to day police work and to enhance the integration of diversity issues into police management	Upon completion of step 1 the participants will be able to: • explain the importance of a personal integrity in policing; • describe the scientific approach to measuring personal integrity and awareness of the importance of integrity within the police; • explain the relation between integrity, ethics and human rights; • discuss experiences within the European police services and police education.	Stockholm Programme: Chpt. 2 and in particular Chpt 2.3
	43	**Human Rights**	Management of Diversity - Step 2	4	21			Upon completion of step 2 the participants will be able:• compare and compare police approaches and policies among Member States; • identify and analyse the risks, dilemmas, challenges and advantages of managing diversity within and outside of Police; • define the key role of the police in managing diversity; • reflect on professional duty and role in managing diversity	
	44	**Europe of Rights**	Dealing with Crime Victims	4	25	Senior police officers and decision-makers at various levels in the police, working with crime investigations/crime victims (elderly, children, domestic violence, trafficking, honour-related crimes etc.) or trainers involved in training activities in the field.	To facilitate the exchange of knowledge, research findings and experiences according to crime victims and to discuss their relevance for police work and police training. To stress the role of victim support, risk assessment and security measures in the investigation process.	Upon completion of the activity the participants will be able to: • describe how to recognise and interpret the needs and emotional states of crime victims; • use methods for risk and threat assessment in domestic violence; • explain how to avoid victimisation; • describe development of psychological first aid skills; • summarise the rights of crime victims in accordance with the common legal framework in the EU.	Stockholm Programme: Chpt. 2.3.4 Victims of crime, including terrorism
	92	**Human rights**	Fundemental rights in Police training	3	30	Iinteractive workshop designed for police academy practitioners who provide training	• To strengthen police academy practitioners' training competences on anti-discrimination, diversity and other fundamental rights topics.	• Achieve didactic and methodological incentives for training delivery on anti-discrimination & diversity and other fundamental rights topics • Being able to apply a fundamental rights analysis to scenarios that police are confronted with, when delivering training • Demonstrate an increased knowledge on fundamental rights and ability to reference relevant normative framework basics and obligations•	Stockholm Programme: Chpt. 2 and in particular Chpt 2.3
CRIME PREV	45	**Crime Prevention**	Crime Prevention through Environmental Design	4	21	Senior police officers involved in the practice of crime prevention, decision-makers in the field of crime prevention	To facilitate exchange of knowledge and to increase understanding of crime prevention through Environmental Design and the role of policing in that context.	Upon completion of the activity the participants will be able to: • describe crime prevention strategies, in particular Environmental Design; • give examples on how to prevent domestic violence, public violence and burglary through Environmental Design; • discuss challenges and the role of policing in the context of crime prevention through Environmental Design; • exchange experiences and strengthen network within the European police services.	Stockholm Programme: Chpt. 4.3.2 More effective crime prevention

L E A R N I N G & T R A I N I N G	46	**Learning and Training**	Train the Trainers Step 1	4	20	Nationally competent trainers/experts and police officers who want to increase their competences towards training, group working and understanding of diversity in an multicultural training/ working environment.	To train trainers in order to enable them to implement modern delivery methods and blended learning techniques and to ensure good quality of police training in the EU MS and in the CEPOL activities.	Upon completion of the Step 1 the participants will be able to: • organise effective European/CEPOL learning environments; • identify and clarify the benefits of diversity in CEPOL and in European learning communities as well as to organise the learning process • facilitate and moderate learning processes by implementing appropriate learning methods and coaching; • review opportunities for continuous quality improvement during the course. • analyse their applicability in the learning environment and make use of it, and encourage participants to access and contribute to the European Learning Network.	Council Decision Establishing CEPOL 681/JHA/2005, par. 6(3) and 7(b)
	47	**Learning and Training**	Train the Trainers Step 2	4	20			Upon completion of the Step 2 the participants will be able to: • organise effective European and CEPOL learning environments, especially regarding the multicultural environment; • identify and clarify the benefits of diversity in CEPOL and in European learning communities as well as to organize the learning process; • evaluate opportunities for continuous quality improvement during the course; • use CEPOL's Learning Management System and knowledge bases.	
	48	**language Training**	Language Development: Instruments and Systems of European Police Cooperation (English)	19	25	Senior police officers and senior police staff who are, or will be involved in cross border work or international police co-operation in either operational or educational arenas.	Via language abilities to improve operational cooperation between law enforcement authorities and increase participants' knowledge of European police systems and instruments of cooperation.	Upon completion of the activity the participants will be able: • To compare and contrast at least three different policing systems within the European context • To demonstrate increased use of police terminology within the host country • To demonstrate increased knowledge of at least three European Union institutions	Council Decision Establishing CEPOL 681/JHA/2005, par. 7(i)
	49	**language Training**	Language Development: Instruments and Systems of European Police Cooperation (English)	19	25	Senior police officers and senior police staff who are, or will be involved in cross border work or international police co-operation in either operational or educational arenas.	Via language abilities to improve operational cooperation between law enforcement authorities and increase participants' knowledge of European police systems and instruments of cooperation.	Upon completion of the activity the participants will be able: • To compare and contrast at least three different policing systems within the European context • To demonstrate increased use of police terminology within the host country • To demonstrate increased knowledge of at least three European Union institutions	Council Decision Establishing CEPOL 681/JHA/2005, par. 7(i)

LEARNING & TRAINING	50	**language Training**	Language Development: Instruments and Systems of European Police Cooperation (German)	19	20	Senior police officers and senior police staff who are, or will be involved in cross border work or international police co-operation in either operational or educational arenas.	Via language abilities to improve operational cooperation between law enforcement authorities and increase participants' knowledge of European police systems and instruments of cooperation.	Upon completion of the activity the participants will be able: • To compare and contrast at least three different policing systems within the European context • To demonstrate increased use of police terminology within the host country • To demonstrate increased knowledge of at least three European Union institutions	Council Decision Establishing CEPOL 681/JHA/2005, par. 7(i)
	51	**language Training**	Language Development: Instruments and Systems of European Police Cooperation (French)	19	18	Senior police officers and senior police staff who are, or will be involved in cross border work or international police co-operation in either operational or educational arenas.	Via language abilities to improve operational cooperation between law enforcement authorities and increase participants' knowledge of European police systems and instruments of cooperation.	Upon completion of the activity the participants will be able: • To compare and contrast at least three different policing systems within the European context • To demonstrate increased use of police terminology within the host country • To demonstrate increased knowledge of at least three European Union institutions	Council Decision Establishing CEPOL 681/JHA/2005, par. 7(i)
	52	**language Training**	Language Development: Instruments and Systems of European Police Cooperation (Spanish)	19	18	Senior police officers and senior police staff who are, or will be involved in cross border work or international police co-operation in either operational or educational arenas.	Via language abilities to improve operational cooperation between law enforcement authorities and increase participants' knowledge of European police systems and instruments of cooperation.	Upon completion of the activity the participants will be able: • To compare and contrast at least three different policing systems within the European context • To demonstrate increased use of police terminology within the host country • To demonstrate increased knowledge of at least three European Union institutions	Council Decision Establishing CEPOL 681/JHA/2005, par. 7(i)
	53	**language Training**	English for English Language Trainers	4	17	Persons who are responsible for English training and/or trainers with experience in teaching English to Police Officers in police education establishments in their countries.	To provide a platform for English Teachers withing the policing area to discuss good practice, share experiences and materials, and establish a network of Police English Teachers	Upon completion of the activity the participants will be able to: • plan and apply ways of delivering inter-disciplinary English teaching for police officers (Content and Language Integrated Learning); • identify and define good practice in relation to Problem Based Learning (PBL) and apply effective learning methods within this context; • give examples of experience and materials within the field of teaching English to police officers at various proficiency levels, cf. Common European Framework for Languages	Council Decision Establishing CEPOL 681/JHA/2005, par. 7(b), 7(i) and par. 6(3)
	54	**language Training**	English for Members of CEPOL's Network	4	12	Members of the CEPOL Governing Board and structure	To improve the English language skills of members of the CEPOL Network in order to enable them to attend and understand CEPOL engagements.	to: • summarise the content of speeches delivered in English with various accents, including European; • clarify arguments for a course of action, giving a historical perspective, the current situation and future proposals; • participate in English, showing control in guiding participation, summarising proposals and agreeing on resolutions to be adopted.	Council Decision Establishing CEPOL 681/JHA/2005, par. 7(i)
	55	**Learning and Training**	Learning and training in electronic environment	4	20	Police trainers, instructors and educational specialists.	To strengthen awareness and usage of the lectronic environment for police training purposes	Upon completion of the activity the participant will be able to: • describe existing and future e-learning environments; • use LMS systems in order to support training activities; • explain and describe student driven network learning and learning communities in the international environment; • use virtual simulation platforms and training possibilities for police training; • explain the balance between learning training innovation and ICT technology.	Stockholm Programme: 1.2. – The tools (especially 1.2.6 – Training); 4.2 – Upgrading the tools of the job; 4.5 – Terrorism and 4.6 Disaster Management

LEARNING & TRAINING	62	**Learning and Training**	Q13 Quality & Harmonised Training Standards	4	20	Course designers / developers	To enable participants to grow towards harmonised quality standards in developing, delivering and evaluating courses and seminars (Q13) and to learn from each others' good practices as well as to apply CEPOL's educational strategies and approaches	Upon completion of the activity the participants will be able: • To analyse the 13 questions and relate the individual questions based on inter-dependency; • To identify and judge the learning styles on likely effectiveness • To demonstrate that the effectiveness of learning is the most important aspect of the quality of course or seminar; • To formulate objectives which are specific, observable, and measurable learning outcomes; • To identify the relationship between objectives and evaluation • To apply the LMS by uploading at least four different assignments • To establish a sustainable network	Council Decision Establishing CEPOL 681/JHA/2005, par. 7(i)
	63	**EU police and judicial cooperation**	Policing in Europe - Step 1	5	25	This post-graduate – post-experience training is dedicated to senior police officers in general management positions or in specialist positions, who want to gain or to improve competences in the field of international police cooperation. The prerequisite level is at least a bachelor's degree, an equivalent level, or work experience at a bachelor's level. In terms of the European Qualifications Framework (EQF) this is comparable with EQF level 6.	To provide added value to national police education in the field of international police matters at an academic – professional level by organising learning opportunities aiming at improving or gaining competences in this field. To enable participants to carry out (comparative) research into particular and international aspects of policing. To transform academic findings into operational recommen-dations, scenarios, projects plans or job devices. To provide an opportunity to participants to analyse practices or cases in the light of academic findings.	Upon completion of the activity the participants will be able: • To explain CEPOL's background, mission, vision and main aims. • To identify the main international organisations related to police cooperation • To summarise the international police cooperation legal framework in particular related to the area of Justice, freedom and security in the EU • To describe international police cooperation mechanisms and information systems.	Stockholm Programme: Chpt. 4.3.1 More effective law enforcement cooperation; Council Decision Establishing CEPOL 681/JHA/2005, par. 6(2)
	64	**EU police and judicial cooperation**	Policing in Europe - Step 2	5	25				
	65	**EU police and judicial cooperation**	Policing in Europe - Step 3	5	25				
	84	**Crisis Management**	Train the trainers CPCC	5	20	Senior poice officers and experts being deplyed on missions	To train trainers in order to enable them to deliver their knowledge using modern methods and blended learning techniques	TBD in consultation with EEAS	Stockholm Programme: Chpt. 4.3.1 More effective European Law Enforcement Cooperation; Council Decision Establishing CEPOL 681/JHA/2005, par. 7e
	89	**Leearning and training**	Sirene train the trainers	5	27	experienced SIRENE operators who will contribute to SIRENE training activities.	to involve SIRENE operators in training and develop dechniques on how to use the Trainer Manual and make them aware of how they can contribute to the quality of training	Summarise national issues and put it in a European perspective in line with the regulations in the SIRENE Manual; Demonstrate the capacity to use presentation techniques; Instigate and facilitate a group discussion; Develop a script and stage-manage a role play; Design the exercise in such a way that participants have the opportunity to go through a learning process and draw their own conclusions;	Stockholm Programme: Chpt. 4.3.1 More effective European Law Enforcement Cooperation; Council Decision Establishing CEPOL 681/JHA/2005, par. 7e
	96	**Learning and Training**	webinar on LMS for course organisers	1 - 5	<200	CEPOL course organisers	Support Course Organisers in the LMS use when organising CEPOL Activities	To be determined	

	103	**Learning and Training**	webinar on LMS for course organisers	1 - 5	<200	CEPOL course organisers	Support Course Organisers in the LMS use when organising CEPOL Activities	To be determined	
	104	**Learning and Training**	webinar on organising web meetings	1	<200	CEPOL course organisers and project group members	Support Course Organisers in the LMS use when organising CEPOL Activities	To be determined	
	105	**Learning and Training**	webinar on organising web meetings	1	<200	CEPOL course organisers and project group members	Support Course Organisers in the LMS use when organising CEPOL Activities	To be determined	
	106	**Learning and Training**	Webinar on organising web trainings	1	<200	CEPOL course organisers and project group members	Create professionalism and support the Network in implementing activities with the usage of new technology	To be determined	
	107	**Learning and Training**	Webinar on organising web trainings	1	<200	CEPOL course organisers and project group members	Create professionalism and support the Network in implementing activities with the usage of new technology	To be determined	
	108	**Learning and Training**	Webinar on adult learning	1	<200	CEPOL trainers and Enet users	Train Experts/Presenters/Trainers in order to enable them to implement proper and qualitative training	To be determined	
	109	**Learning and Training**	Webinar on how to keep web audience engaged	1	<200	CEPOL trainers and Enet users	Train Experts/Presenters/Trainers in order to enable them to implement proper and qualitative training	To be determined	
R E S E A R C H & S C I E N C E	56	**Research and Science**	Researchers Project Workshop: Crime Analysis and Crime Intellligence	3	20	Research scientists from police, ministries, universities or research institutes involved in recent, ongoing or planned empirical research projects in the field of crime analysis and crime intelligence	To provide a forum for research professionals in order to facilitate the exchange of results, methodologies and challenges to conduct empirical research in this topical field.	Upon completion of the activity the participants will have improved their ability to: • link practical research questions in this specific police field with appropriate scientific methodologies; • describe the relevant issues of project planning and realisation; • envisage and overcome difficulties in field access, data collection and analysis; • identify opportunities for future co-operation and mutual support.	Council Decision Establishing CEPOL 681/JHA/2005, par. 7(d)
	57	**Research and Science**	Researchers and Practioners Workshop: Crime Analysis and Crime Intelligence	3	20	Senior police officers in a key role defining strategic or tactical options; trainers and education staff who are involved in transforming research findings into curricula; researchers who have completed relevant studies or research projects in the field of crime analysis or crime intelligence,	To bring together police professionals, researchers, trainers and practitioners from across Europe, who are stakeholders in the delivery of research findings and scientific insights and their implementation into improved practice.	enhanced their ability to: • promote the dissemination of research findings in this topic; • explain to which extent practitioners are using the research findings in a systematic way; • give examples of good practices on implementation of research results into police practice; • facilitate practitioners and researchers alike to succeed in expressing their needs and requirements; • identify best practices in the knowledge delivering process; • describe the role of practitioners in testing research findings\perspectives in this area; • plan the involvement of police education\training systems, by one hand, in order to test and practice the innovations; • develop a forum for exchange and networking, in order to link researchers, practitioners and trainers.	Council Decision Establishing CEPOL 681/JHA/2005, par. 7(d)
	58	**Research and Science**	European Police Science - Proceedings in European Police Science	3	50	Representatives from police academies/colleges/universities Academics from universities and research institutions, Senior Police Officers engaged in police practice, science, research, training and transfer of scientific knowledge into police practice; Scholars and practitioners from various disciplines contributing to police science from a European perspective	To provide a forum for professionals from police practise, academia and research to reflect on the stage of development and the progress made towards a "European approach to police science", a move initiated by CEPOL and discussed last time 5 years ago at the CEPOL Police Research and Science in 2007 in Muenster, Germany	At the end of the conference the participants will: • have heard about the latest and most relevant contributions from leading European police researchers and scientists; • have improved their understanding of the existence of European police science; • have discussed the status and possible progress of police science in Europe; • have reflected on their own role in promoting police science in their own environment and Member State; • be inspired to think about new comparative and cross-European research projects in the field of police and policing.	Council Decision Establishing CEPOL 681/JHA/2005, par. 5

Annex C: First call grant agreement documents

Framework Partner

22 September 2011 Our Ref: 11/0407/FB

Dear Framework Partner,

Subject: Call for Proposals for Grant Agreements

On behalf of CEPOL, the EU agency responsible for the training of law enforcement officers across Europe, I would like to convey my sincerest regards to you and your colleagues.

I am pleased to send you the Call for Proposal for Grant Agreements for the implementation of CEPOL Training Activities 2012. Please be informed that these documents have also been sent to you by the regular mail.

I would like to take this opportunity to thank you for your interest in CEPOL and I am looking forward to working more closely together in the future in order to help improve cross-border police cooperation.

Yours sincerely,

Dr Ferenc Bánfi
CEPOL Director

Encl. Cover letter, Annex 1, Annex 2, Annex, Annex 3, Annex 4, Annex 5, Annex 6, Annex 7, Annex 8, Annex 9

To: CEPOL Framework Partners

Ref: CEPOL/11/396/FB

Bramshill, 20 September 2011

Subject: Call for proposals for grant agreements

Dear Framework Partners,

On behalf of CEPOL, the EU agency responsible for the training of law enforcement officers across Europe, I would like to convey my sincerest regards to you and your colleagues.

Attached you find call for proposals for grant agreements for the implementation of CEPOL training activities 2012. The list includes 58 activities, five of which are conferences. The activities titled "Policing in Europe" (step 1-3), Sirene courses (2), COSPOL project management and "Q-Thirteen" are not included as they will be organised by the Agency.

This call for grant applications includes the following documents:

GA2012-Annex 1	Call for proposals for grant agreements	11/0382/DS
GA2012-Annex 2	Application form A1 for courses and seminars (general)	11/0383/DS
GA2012-Annex 3	Application form B1 for courses and seminars (Specific)	11/0384/DS
GA2012-Annex 4	Application form A2 for conferences (general)	11/0385/DS
GA2012-Annex 5	Application form B2 for conferences (Specific)	11/0386/DS
GA2012-Annex 6	Budget form	--
GA2012-Annex 7	Application Guide	11/0387/DS
GA2012-Annex 8	CEPOL Training Catalogue 2012	11/0388/DS
GA 2112-Anex 9	Time line	--

Please follow the guidelines for submission as outlined in GA2012 Annex 1 Invitation for Grant Applications. Details and guidance for completion of the forms can also be found in GA2012 Annex 7 Application Guide.

Further activities in accordance with priorities identified within the new policy cycle by the Council will be put, in the first half of next year, on the Reserve List 2012.

You are kindly asked to take note of the deadline and terms for submission of the application documents. For any clarification please contact the Agency by email: programme-team@cepol.europa.eu.

The time line is as follows:

- Questions in relation to the grant application clarifications are to be received in writing no later than the 30th of October 2011
- Grant applications are to be received no later than the 11th of November 2011
- Evaluation will be conducted by the 15st of December 2011
- I will award the grants by the 6th of January 2012.

Please be aware that this call for grant agreements is based on the budget planning and under the condition that the necessary funds are allocated to the agency.

I would like to take this opportunity to thank you for your interest in CEPOL and I am looking forward to working more closely together in the future in order to help improve cross-border police cooperation.

Yours Sincerely,

Ferenc Bánfi

CEPOL Director

GUIDELINES FOR SUBMITTING AND COMPLETING THE GRANT APPLICATION FORMS FOR CEPOL ACTIVITIES

Applicants must strictly observe the proper procedure for submitting proposals as determined by the CEPOL Director and laid down in the call for proposals. This includes submission before the deadline by mail. Only proposals meeting these criteria will be eligible for consideration by the Evaluation Committee and Authorising Officer.

1.1 Application for courses/seminars and for conferences

In order to qualify for a grant for the implementation of **courses and seminars,** the following forms must be completed and submitted:

The General Application Form A1 (one for all activities) and

the Specific Application Form B1 (one for each activity)

In order to qualify for a grant for the implementation of **conferences,** the following forms must be completed and submitted:

The General Application Form A2 (one for all activities) and

the Specific Application Form B2 (one for each activity)

For a definition of the different kind of activities, **please refer to Annex I**.

1.2 Content of submission

Grant applications must contain:

- The **general** form duly completed, one for courses/seminars and one for conferences (if applicable), and dated and signed by the person authorised to enter into legally binding commitments on behalf of the applicant.
- The **specific** form, one for each activity a grant is applied for, duly completed, and dated and signed by the person authorised to enter into legally binding commitments on behalf of the applicant.

These documents must be submitted **together in one envelope separate** from

- The **financial** form (CB14), one for each activity a grant is applied for, duly completed, and dated and signed by the person authorised to enter into legally binding commitments on behalf of the applicant.

The form(s) CB14 must be sent for each activity in an **envelope separate** from the general and specific form(s) and specifically marked in order to be distinguished from the content application forms.

1.3 Means of submission

Grant applications must be submitted **in one original and four copies** by letter:

This includes by the post, by courier services or by hand delivery to the indicated address. Evidence of timely performance is given by the date of the postmark or date of deposit slip, and date of receipt in case of hand delivery.

1.4 Deadline of submission

The deadline for this grant application procedure is **11 November 2011 at 16:00 h GMT**.

This date must be the one indicated on

- The post mark when sent by post;
- The date of the deposit slip when sent by courier services;
- The date of the receipt when delivered by hand.

1.5 Signature

The signature of the authorised signatory must be placed on the last page of all three forms of the grant application:

GA-A1 and/or A2 General Grant Application Form

GA-B1 and/or B2 Specific Grant Application Form

ELIGIBILITY AND EVALUATION OF THE GRANT APPLICATIONS

Your application will be assessed by an independent Evaluation Committee appointed by the Director of CEPOL which will make recommendations for grant awarding to the Director as the Authorising Officer.

No observers will be admitted during the assessment of eligibility and evaluation process.

2.1 Assessment of Eligibility

The proposals for the activities submitted by framework partners must comply with the following eligibility criteria:

- The documents must be sent on time, in line with the deadline indicated in the call for applications, and to the correct address;
- The documents of substance must be included in the proposal, these being the application forms and the draft budget (CB14);
- Applications must be submitted using the double envelope system – i.e. one outer envelope and two inner envelopes: one for the content proposal and one for the financial proposal - in order to guarantee the confidentiality and integrity of data.

  Together **in one inner envelope** duly **marked as Envelope A/B** containing:

- One general form for all courses and seminars the application is submitted for (GA-A1), and/or one general form for all conferences the application is submitted for (GA-A2)
- One specific form for each course/seminar the application is submitted for (GA-B1), and/or one specific form for each conference the application is submitted for (GA-B2)

and a separate inner envelope duly **marked as Envelope CB** containing:

- One form CB14 for each course/seminar and/or conference the application is submitted for.
- If any of these requirements are not fulfilled the application will be considered invalid and will not enter the evaluation stage.

2.2 Evaluation

2.2.1 Evaluation steps

Evaluation will be done by an independent Evaluation Committee appointed by the Director of CEPOL, on the basis of pre-defined quality criteria as described in the call for applications. Criteria for conferences will deviate slightly on the level of learning outcomes and delivery/methodology.

Evaluation of the proposal will be done in three steps for each individual application:

d) The content proposal will be evaluated in accordance with the pre-defined criteria. Only if this proposal reaches a minimum of 60 (out of 80) points your application will qualify for the second step, which consist in the evaluation of

e) the financial proposal. In order to qualify for a grant, your application must reach at least 10 (out of 20) points.

f) You can be proposed for a grant by the Evaluation Committee provided your application has reached at least 70% **and** the highest rating within a group of applicants for the specific activity/ies you have applied for.

2.2.2 Evaluation and awarding criteria

The evaluation procedure will be done on the basis of evaluation criteria and awarding criteria.

b) Evaluation criteria assess the following areas:

▪ Content	– maximum points	30
▪ Learning outcomes (for courses/seminars) or		
Objectives (for conferences only)	– maximum points	10
▪ Delivery/methodology	– maximum points	30
▪ Organisation	– maximum points	10
▪ Cost effectiveness	– maximum points	20
Total	maximum points	**100**

c) Awarding criteria refer to the conditions to be fulfilled in order to receive a grant:

- passing the threshold **and**
- the highest rating within a group of applicants for a specific activity.

The final decision for awarding will be made by the Director as Authorising Officer on the basis of the recommendations made by the Evaluation Committee.

The Authorising Officer may depart from the recommendations made by the Evaluation Committee, if he/she feels this is appropriate and justified, e.g. in accordance with certain strategic priorities, while observing the compliance with submission criteria, the selection criteria (content and financial) and the award criteria laid down in the call for proposals.

2.3 Contacts

During the application stage contacts may be initiated by applicants for clarification concerning the terms and conditions or the form of submission. All such queries shall be addressed to CEPOL no later than the deadline of **30 October 2011**.

During the evaluation stage contacts concerning the evaluation between the Evaluation Committee/Director and applicants is not encouraged and cannot serve for exchanging information on the evaluation of individual cases.

At the initiative of the Evaluation Committee members/Director are allowed provided to clarify issues concerning the application which the Evaluation Committee or the Director are not in a position to assess properly, as long as this contact is in line with the principle of equal treatment and does not give rise to legitimate expectations on the part of the applicants contacted.

After the award decision contacts are allowed, where possible before individual budget commitments are made, for clarification by the Director whether any changes in circumstances have occurred for the applicant which may have an effect on implementation of the original proposal. These contacts must be in compliance with the principle of equal treatment. Any changes cannot call into question initial award decision.

2. COMPLETING THE GRANT APPLICATION FORMS

In the following guidelines are given for the correct completion of the three grant application forms. In order to be eligible for the evaluation of your application, please make sure you follow these guidelines accurately.

Before entering specific details about the activity you are applying for, please consult the CEPOL Training Catalogue 2012 and base your further indications on the information given there.

A. GENERAL FORM

CHECK LIST

- Framework partnership Agreement: Please tick the box to confirm that the first pre-requisite for entering this competition, a signed Framework partnership Agreement, is in place.
- General application form: please tick the box in order to acknowledge that you have taken note which documents you have to sign
- Specific application and CB14 form: please indicate the number of specific applications and CB14 forms (one per activity) you enter.

1. INFORMATION REGARDING THE APPLICANT

Please ensure that the identity of the applicant is not of a private person but of a training institution or government body and that the contact details and the number of the Framework Partnership Agreement are entered correctly.

2. APPLICATION FOR (A) GRANT AGREEMENT(S) FOR THE FOLLOWING CEPOL ACTIVITIES TO BE IMPLEMENTED IN 2012

The list contains the activities (courses and seminars) for which a grant can be awarded in 2012. Please tick the box for every activity you intend to implement and are sending a grant application for.

2.1 Minimum number of participants

The minimum number of participants refers to the financial proposal: it is the number of participants that the budget should cover, also in case of a higher number of registrations. In case of a lower number of registrations, reimbursement will be done in accordance to 30/2006/GB. The maximum amount will be reduced accordingly. The organising country will then be asked to provide CEPOL will an overview of the responses by the Member States to the invitation.

2.2 Maximum costs

The maximum costs are the maximum amount that will be subject to the grant. No higher amount will be reimbursed, also if the number of participants is higher than the originally indicated number.

3. ADDITIONAL COMMENTS

3.1 If a grant has been awarded for a certain number of activities, there is a possibility to change quarters within one's own contingent of activities: e.g. swap one activity in the first quarter with another activity in the 4th quarter.

Please indicate accurately the numbers of the activities you want to change.

3.2 In the same way the quarter(s) in which the activity/ies for which grants have been awarded take place can be swapped with other organisers. The final decision will be made by CEPOL.

B. SPECIFIC FORM

1. INFORMATION REGARDING THE APPLICANT

This section is to be completed in the same way as described under A. General Form (see above).

2. DETAILED PROPOSAL

2.1 INFORMATION REGARDING THE ACTIVITY

Please fill in the number, title and type of the activity as given, and indicate, in case of a multiple-step activity, how many steps will be involved.

The target group must be specified more in detail where relevant but must be based on the given description of the target group in the CEPOL Training Catalogue 2012.

The number of days can be increased, but if so the **maximum costs will not be increased**.

2.2 CONTENT OF THE ACTIVITY

2.2.1 Please make reference to any method you have used to analyse training needs concerning the topics you are applying for, e.g. Training Need Analysis, Council documents etc.

2.2.2 In order to ensure that the activity contributes to the overall EU strategy with regard to law enforcement training, please describe in what way its content is linked with the subject matters of the Stockholm Programme or other strategic documents. In case of documents with concrete training proposals or subjects, e.g. from the Council of the European Union and its Working Parties, it must be visible in what way your content proposal is based on these.

Please indicate the paragraph and page number of the Stockholm Programme your proposal refers to. In case of other strategic documents, please indicate the full title, reference number and provenience of the document.

2.2.3 The intention of this section, **for a course/seminar**, is to obtain a clear impression of how you plan to set up the activity in order to convey the required knowledge to the participants, or **for a conference** how it is linked with the specified aim and the needs of the participants. This must be done for any kind of activity by listing all the sub-topics.

E.g. introduction to the topic; investigative methods; links with organised crime; relevant EU institutions for cooperation in this matter etc.

2.2.4 In order to avoid that the activity provides only information on the national level of the hosting country and to ensure that it includes a European Dimension, lecturers/trainers must come from **at least three different countries/international organisations**.

2.2.5. Where this is in line with the topic and of added value for the activity contributors from international agencies (e.g. Europol, Frontex, EMCDDA etc.) must be invited.

2.3 LEARNING OUTCOMES

2.3.1 General Learning Outcomes are listed in the Training Catalogue. Applicants are invited to expand these outcomes being aware that they have to be measurable in order to demonstrate the activity has fulfilled its aim. It is important to determine in advance what should be achieved on the level of the learning of the participants. Is imperative that these learning outcomes be formulated by means of verbs describing measurable behaviour as described in Bloom's Taxonomy[20] (**see Annex II**).

FOR CONFERENCES

2.3.1. OBJECTIVES

In order to be able to measure, after the activity, whether the activity has fulfilled its aim,

[20] Only for courses and seminars – not for conferences

it is important to determine in advance what is meant to be achieved and what kind of information the conference is meant to convey.

2.4 DELIVERY METHODS

2.4.1 Please tick the box for every delivery method you plan to use throughout the activity.

In order for the didactic quality of the activity to be ensured and to be in line with the **principle of blended learning (see Annex I)** that CEPOL follows, at least two didactic methods must be used. Be aware that also seminars provide an opportunity to use more than one delivery method.

2.4.2 For the sake of the didactic quality of the activity it is important to choose delivery methods that are suitable to facilitate participants' learning and give them access to the content in a way that reinforces their understanding and knowledge of the specific characteristics of the topic at hand.

The choice of delivery methods must furthermore help participants to gain knowledge and skills as described under the section "Learning Outcomes".

Please describe accurately why the specific delivery methods were chosen, how this choice is linked with the specific sub-topic and in what way they will facilitate participants' learning on the specific sub-topic or the topic in general.

2.4.3 CEPOL provides the Learning Management System (LMS) for courses, Police Knowledge Bases, platforms, and other e-learning tools like web-meetings, webinars etc., which aim at supporting delivery of the activity. Please describe how you will use or will ask participants to use these tools before, during and after the activity.

2.4.4 CEPOL's Common Curricula provide training proposals for specific topics and guidelines for trainers which can be used to develop a full activity. Also elements of the Common Curricula can be used to include.

In case the activity topic relates to one or more of the Common Curricula, please name the specific Common Curriculum/a and indicate how you plan to use it/them.

CEPOL's Online Learning Modules can be used by participants to prepare for the activity. Trainers can also use them for learning session during the activity, provided computers and a good internet connection is available.

In case the activity topic relates to one or more of the Online Learning Module(s), please name the specific Online-Learning Module(s) and indicate how you plan to use it.

2.4.5 CEPOL provides a vast range of material in the area of police research and science, e.g. e-Library, Science and Research Bulletin. Scientific research outcomes can provide important information on specific phenomena in the context of the activity topic.

Please specify how you intend to use international or national police research outcomes in order to improve the quality of the content. This can be done either by assigning participants to read specified scientific material on the topic, by inviting a lecturer with a police science background and/or including a session on police science and research in the programme.

2.4.6 In order for participants to come to the activity well prepared and capable of contributing to it as required, it is useful and sometimes necessary to task them with a pre-assignment.

E.g. pre-reading material, the preparation of short presentation on the situation concerning the topic in their country or of other material that will be used during the activity

Please indicate in detail what the assignment will be and how it will be contributing to the activity and to the participants learning.

FOR CONFERENCES

DELIVERY METHODS/METHODOLOGY

(Only the items on LMS and Police Research and Science are valid)

2.4.1. CEPOL provides the Learning Management System (LMS) for courses, Police Knowledge Bases, platforms, and other e-learning tools like web-meetings, webinars etc., which aim at supporting delivery of the activity. Please describe how you will use or will ask participants to use these tools before, during and after the activity.

2.4.2. CEPOL provides a vast range of material in the area of police research and science, e.g. e-Library, Science and Research Bulletin. Scientific research outcomes can provide important information on specific phenomena in the context of the activity topic.

Please specify how you intend to use international or national police research outcomes in line with the content.

2.5 ORGANISATION

2.5.1 In the light of the European Dimension and the improvement of law enforcement officers to learn about policing and police cultures in other countries, it is preferred to have the activity take place in a police venue. This can be a police academy or any other facility of the national police forces in the hosting country.

Please tick the box indicating whether only the activity or also accommodation will be offered within a police venue.

FINANCIAL FORM – CB14

The CB14 Budget proposal/calculation form consists of two sheets that need to be completed and sent for each activity in a separate envelope: Annex IIa providing the overview of the budget, once the budget calculation within Annex IIb has been completed (blue fields only). For clarification of any questions you may have when completing the financial form CB14, please refer to the comments in the calculation sheet in CB14. They should be self-explanatory, however, in case of any technical or other difficulties please contact the Agency.

The maximum amount is defined in the call for grant applications and based on historical figures.

If the applicant intends to hold a preparatory meeting, the costs for this must be included in the Financial Form and they need to remain within the limits of the maximum amount for the activity.

ANNEX I

GLOSSARY

Course

A training programme on a particular topic by means of learning/teaching activities like a specified number of lessons, lectures, practical exercises, study visits, discussions, group work, assignments to be studied, etc.

Seminar

Seminar is a meeting for an intensive exchange of knowledge, experience or views on a specific topic for the encouragement and improvement of co-operation. It is discussion focused upon an expert(s) presentation(s), project report, or paper(s).

Conference

A large official meeting which may last several days and at which people with the same or similar work or interests come together to enhance their knowledge, experience, views and understanding.

Blended Learning

Blended learning is the combination of multiple approaches to teaching or to educational processes which involve the deployment of a diversity of methods and resources or to learning experiences which are derived from more than one kind of information source. Examples include combining technology-based materials and traditional print materials, group and individual study, structured pace study and self-paced study, tutorial and coaching.

ANNEX II

SUMMARISING BLOOM'S TAXONOMY[21]

Bear in mind that…

Difference between the aim and learning outcomes – objective/learning outcomes are specific, observable, and measurable learning outcomes. In contrast, the aim is general and non-specific. The aim is formulated for the activity as a whole while learning outcomes are written for individual units of study.

Learning outcomes should identify a result of learning - An objective which states, "The participant will learn Q-13 topics by studying pages 100 to 115" refers not to an outcome of instruction but to an activity of learning. The objective needs to state what the learner is to perform, not how the learner learns. Evidence of whether the learner has learned the material lies not in watching her read about it but in listening to her explain the principles in her own words.

Learning outcomes should be consistent with the aim of the activity - For example, including an objective about the history of personal computers in a word processing course does not match the stated course aim of "to correctly use and understand Microsoft Word." Trainers sometimes try to teach what they think is important or like to instruct instead of what the learners need to know. When learning outcomes and aims are not consistent, two avenues of approach are available: change (or eliminate) the objective, or change the aim of the activity.

Learning outcomes should be precise – It is sometimes difficult to strike a balance between too much and too little precision in an objective. There is a fine line between choosing learning outcomes that reflect an important and meaningful outcome of instruction, objectives that trivialise information into isolated facts, and learning outcome that are extremely vague. Remember, the purpose of an objective/learning outcome is to give different people the same understanding of the desired instructional outcome.

Use the ABCD in an objective/learning outcome*….*

- ***A***udience, always the participant;
- ***B***ehaviour or the action verb;
- ***C***ondition for the objective;

[21] Please also consult the Q13 on CEPOL's website: http://www.cepol.europa.eu/index.php?id=revised-q13-evaluation

- ***D***egree of achievement or acceptable criteria (standard).

Audience **–** The audience is always the participant.

Behaviour or action verb – is the most important element of an objective and **can never be omitted**. The action verb states precisely what the participant will do following instruction. Verbs are categorised by domains of learning and various hierarchies.

They are formulated, on the cognitive level of learning, within the following hierarchical categories:

1. Recall
   a. Knowledge
   b. Comprehension
2. Interpretation
   c. Application
   d. Analysis
3. Problem-solving
   e. Synthesis
   f. Evaluation

Level	**Contains**	**Explanation**
3 Recall	Knowledge and Comprehension (Bloom a &b)	Recall objectives are at the basic taxonomic level and involve recall or description of information.
4 Interpretation	Application and Analysis (Bloom c & d)	Interpretation is a higher level of learning and involves application and examination of knowledge.
5 Problem-solving	Synthesis and Evaluation (Bloom e & f)	Problem-solving skills test the highest level of learning and involve construction and assessment of knowledge

Non-functional Verbs - The following verbs cannot be measured or are redundant. They should be avoided when writing objectives.

Be able to, show interest in, appreciation for, know, be aware of, have knowledge of, know, be capable of, learn, comprehend, memorise, conscious of, understand, be familiar with

Behaviour or Action verbs
The following keywords can help you to decide on the *'action verb'* in relation to the level of knowledge.

Recall		**Interpretation**		**Problem-solving**	
Knowledge	**Comprehension**	**Application**	**Analysis**	**Synthesis**	**Evaluation**
Cite	Arrange	Adapt	Analyse	Arrange	Appraise
Choose	Associate	Apply	Appraise	Assemble	Approve
Define	Clarify	Catalogue	Audit	Build	Assess
Label	Classify	Chart	Break down	Combine	Choose
List	Convert	Compute	Calculate	Compile	Conclude
Locate	Describe	Consolidate	Categorise	Compose	Confirm
Match	Diagram	Demonstrate	Certify	Conceive	Criticise
Name	Draw	Develop	Compare	Construct	Diagnose
Recall	Discuss	Employ	Contrast	Create	Evaluate
Recognise	Estimate	Extend	Correlate	Design	Judge
Record	Explain	Extrapolate	Criticise	Devise	Justify
Repeat	Express	Generalise	Deduce	Discover	Prioritise
Select	Identify	Illustrate	Defend	Draft	Prove
State	Locate	Infer	Detect	Formulate	Rank
Write	Outline	Interpolate	Diagram	Generate	Rate
	Paraphrase	Interpret	Differentiate	Integrate	Recommend
	Report	Manipulate	Discriminate	Make	Research
	Restate	Modify	Distinguish	Manage	Resolve
	Review	Order	Examine	Organise	Revise
	Sort	Predict	Infer	Plan	Rule on
	Summarise	Prepare	Inspect	Predict	Select
	Transfer	Produce	Investigate	Prepare	Support
	Translate	Relate	Question	Propose	Validate
		Sketch	Reason	Reorder	
		Submit	Separate	Reorganise	
		Tabulate	Solve	Set up	
		Verify	Survey	Structure	
		Transcribe	Test	Synthesise	
		Use	Uncover		
		Utilise			

Note:

Some verbs may be applicable within more than one category: for example - depending on the situation - "calculate" may fit under application or analysis.

Condition – describe the relevant factors associated with the desired performance. For example:

- after attending a lecture. . . .
- following review of a demonstration. . . .
- given a case study. . . .
- after completing the assignment. . . .
- given a specific instrument. . . .

Degree of achievement – the criteria are specified as the acceptable level of achievement desired. They tell how well the learner must perform.

- percentage of correct responses
- within a given time period
- in compliance with criteria presented by ….

Example of formulation of objective/learning outcome:

Given a ____ (condition) _____, ____ (condition) ____, and ____ (condition) _____, perform _____ (task)_____. The task must be performed as _____ (standards) _____.

Recall: After attending lecture and reading the assigned materials **(condition),** the participant **(audience)** will state **(behaviour)** all **(standard)** functions of Eurojust.

Interpretation: After attending lecture and studying the assigned materials, the participant will demonstrate how to carry out a survey on police performance whilst policing a mass event.

Problem-Solving: After attending lecture and studying the assigned materials (including problem sets), the participant will formulate the potential risks of a mass event and recommend measures to control these potential risks.

To avoid redundancy in writing objectives one single condition can be used for all learning outcomes.

E.g. "After attending lecture and studying the assigned materials, the participant will:

1. . . . . .
2. . . . . .
3. . . . . .

ANNEX III

LIST OF ADOPTED COMMON CURRICULA

- CC05C Europol
- CC05D Police Ethics and Prevention of Corruptions
- CC06A Domestic Violence
- CC06B Money Laundering
- CC06C Trafficking in Human Beings
- CC07B Drug Trafficking

For implementation, please always use the latest version as made available on CEPOL's website. Four more Common Curricula are in development; information will be given about progress of completion.

LIST OF ADOPTED ONLINE LEARNING MODULES

- How to write Course Objectives
- Europol
- English for English Language Trainers

The online learning modules can be found on the LMS of CEPOL's e-Net. Please note that the number of online learning modules available is increasing. Information will be given on progress of completion of further modules. For more detailed information please contact lms@cepol.europa.eu.

CEPOL TRAINING CATALOGUE 2012

This Training Catalogue has been developed in accordance with CEPOL's Work Programme 2012[22] for the purpose of providing applicants in the application stage of the Grant Application Procedure with the most important information/requirements concerning the training activities for 2012.

For each activity the catalogue includes the following details:

- Number of the activity
- Title of the activity
- Category/ies it supports
- Minimum number of participants
- Duration
- Maximum Budget
- Aim of the activity
- Target Group
- Learning Outcomes (for courses and seminars) and Objectives (for Conferences)[23]

The categories are in accordance with the eight priorities[24] formulated by the Council of the European Union for the fight against serious and organised crime (2011-2013), and also with the Council Decision establishing CEPOL (2005/681/JHA) as well as topics described in the Stockholm Programme[25].

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22 Governing Board Decision 03/2011/GB

23 Target group and Learning Outcomes/Objectives can be refined by the applicant in accordance with the target group and the aim (see Application Guide, 2.3).

24 11050/11 JAI 396 COSI 46 ENFOPOL 184 CRIMORG 81 ENFOCUSTOM 52 PESC 718 RELEX 603

9225/4/11 JAI 250 COSI 28 ENFOPOL 121 CRIMORG 52 ENFOCUSTOM 34 PESC 513 RELEX 401

15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94

25 C 115 , 04/05/2010

The following table provides an overview of these categories, including those formulated in the context of the EU Policy Cycle, and the allocated training activities.

The table of the activities listed in the table below may be extended during 2012 by introducing new reserve activities providing additional training implementing the priorities defined by Council.

CATEGORY	EU POLICY CYCLE	No.	TRAINING ACTIVITY
1. Serious and organised Crime following the EU Policy Cycle	A. Trafficking in Human Beings	01/2012	Trafficking in Human Beings
	B. Western Balkans	02/2012	Fight against Drugs
	C. West Africa	02/2012	Fight against Drugs
		01/2012	Trafficking in Human Beings
	D. Cybercrime	03/2012	High-tech and Cybercrime
		04/2012	Cybercrime: Child Abuse in cyberspace
	E. Synthetic Drugs	02/2012	Fight against Drugs
	F. Illegal Immigration	01/2012	Trafficking in Human Beings
	G. Containers	02/2012	Fight against Drugs
	H. Itinerant (mobile) crime groups		Possible reserve activity
2. Other Organised Crime		05/2012	Illegal Trafficking of Waste and Organised Crime
		06/2012	Money Laundering
		07/2012	Theft of Cultural Heritage/Artworks
		08/2012	Counterfeit Medicines
3. Counter-Terrorism		09/2012	Counter Terrorism (Awareness)
		10/2012	Counter Terrorism (Strategic)

4. Economic Crime		11/2012	Economic and Financial Crime: Investigating Corruption
		12/2012	Fraud and Confiscation of Assets
		13/2012	Fraud against EU Institutions and Euro Counterfeiting
5. Special Law Enforcement Techniques		14/2012	Witness Protection
		15/2012	Police Interviews
		16/2012	Undercover Operations
		17/2012	Crime control and traffic safety: international comparison
6. EU/Cooperation		18/2012	European Police and Judicial systems (Step1): Police Cooperation
		19/2012	European Police and Judicial systems (Step 2): Study Tour
		20/2012	JITS
		21+22/2012	Schengen Evaluation (2x)
		23/2012	Internal security policy cycle
		24/2012	Cooperation with the ESDC
		25/2012	Cooperation with ENFI
		26/2012	Community Policing
		27/2012	Development and tendencies in EU Crime Policy
		28/2012	Conference: Police Cooperation with Russia
		29/2012	Conference: Police Cooperation with the Western Balkans
		30/2012	Conference: Police Cooperation with ENP Countries

7. Management		31/2012	SPOPCOP
		32-35/2012	TOPSPOC Step 1-4
		36/2012	Public Order (Step 1): Crowd Management
		37/2012	Public Order (Step 2): Security during Major Events/Public-Private Partnerships
		38/2012	Urban Violence
		39/2012	Crisis Management: School shootings and amok incidents
		40/2012	Disaster at Large Scale
		41/2012	Conference on Future Crime Trends
8. Human Issues		42/2012	Human Issues: Human Rights and Police Ethics (in cooperation with FRA)
		43/2012	Human Issues: Managing Diversity
		44/2012	Dealing with Crime Victims
9. Crime Prevention		45/2012	Crime Prevention through Environmental Design
10. Learning and Training		46+47/2012	Train the Trainers (Step 1 and 2)
		48+49/2012	Language courses English
		50/2012	Language course German
		51/2012	Language course French
		52/2012	Language course Spanish
		53/2012	English for English Language Trainers
		54/2012	English for Members of CEPOL's Network
		55/2012	Learning and Training in Electronic Environment

11. Research and Science		56/2012	Researchers Project Workshop: Crime analysis and crime intelligence
		57/2012	Researchers and Practitioners Project Workshop: Crime analysis and crime intelligence
		58/2012	Annual Police Research and Science Conference: European Police Science

Category 1: Organised Crime following the EU Policy Cycle

01/2012 Trafficking in Human Beings	**Cat. 1**	**EU Policy Cycle: A, C, F**

Minimum number of participants	27
Duration	4
Maximum budget	26,000

Target Group

Senior police officers (THB team or investigative group leaders) with experience within the field.

Aim

To enhance knowledge on the instruments and techniques in the fight against THB as well as how to handle victims.

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- describe techniques for intelligence/evidence gathering;
- appraise THB investigative methods and techniques;
- discuss national and international institutional co-operation combating THB;
- describe how to handle victims and the equilibrium between the victim's interests and police investigation;
- distinguish between illegal immigration, human smuggling and human trafficking;
- describe travel routes with attention on West African routes.

02/2012 Fighting against Drugs	Cat. 1	EU Policy Cycle: B, C, E, G

Minimum number of participants	27
Duration	4
Maximum budget	31,000

Target Group

Senior police officers and experts involved in combating drug-related crime.

Aim

To enhance police cooperation through learning and discussing the possibilities how to fight drug crimes with weight on the newest synthetic drugs.

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- develop a global analysis on organised crime linked to drug trafficking, structuring a multi-dimensional approach of the phenomenon;
- demonstrate knowledge of travel routes via container traffic, West African and Western Balkan routes;
- develop an approach in fighting against drugs, looking for a horizon of good practice in a dimension of continuous co-operation among Member States;
- To use the existing tools in order to implement the EU Strategies and techniques.

03/2012 High-Tech and Cybercrime	Cat. 1	EU Policy Cycle.: D

Minimum number of participants	26
Duration	4
Maximum budget	29,000 €

Target Group

Senior Police Officers and experts who are involved in the coordination, investigation and training regarding organised crimes related to the use of Internet and High-tech.

Aim

To increase participants' knowledge and competences on cybercrime threats and the techniques used against these threats as well as to strengthen international cooperation in this field.

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- discuss new threats and techniques used in committing crimes through the internet and other communication networks;
- explain the involvement of EU Agencies, ENISA and legal framework of the Budapest Convention in the fight against cybercrime and high-tech crime;
- give examples of investigative techniques and best practises concerning the fight against cybercrime and high-tech crime;
- describe the requirements for supporting and strengthening international cooperation among relevant officers combating cybercrime.

04/2012 Cybercrime/Child Abuse in Cyberspace	Cat. 1	EU Policy Cycle.: D

Minimum number of participants	25
Duration	4
Maximum budget	45,000€

Target Group

Senior police officers and officers from law enforcement institutions that are engaged in the fight against sexual exploitation of children and distribution of child abuse material in Internet.

Aim

To enhance cooperation between law enforcement institutions from the EU Member states, the Associate countries and the Candidate countries dealing with countering crimes on the level of sexual exploitation of children and the distribution of child abuse material in the internet also through organised crime groups.

General Learning Outcomes

Upon completion of the activity the participants will be able

- describe European legislation on effort against child abuse on the internet and international standards for child protection against sexual exploitation;
- explain how Europol and Eurojust fight sexual exploitation of children and child abuse on the internet;
- explain the methods of effective prosecution of child abusers and persons supporting forums and databases with material showing child abuse on the internet;
- describe the requirements for supporting and strengthening international cooperation among relevant officers combating cybercrime.

Category 2: Other Organised Crime

05/2012 Illegal Trafficking of Waste and Organised Crime	**Cat: 2**

Minimum number of participants	27
Duration	4
Maximum budget	31,000 €

Target Group

Senior Police Officers and experts specifically involved in organised crime related to illegal trafficking of waste.

Aim

To raise awareness and enhance cooperation and investigation possibilities regarding illegal trafficking of waste.

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- explain the contents of the Basel Convention;
- identify common modus operandi;
- use investigational instruments at disposal at European level;
- list methods used in the AUGIAS project.

06/2012 Money Laundering	Cat.: 2

Minimum number of participants	27
Duration	4
Maximum budget	25,500 €

Target Group

Experts on Money Laundering and/or organised economic and financial crime issues – experience of 2-3 years, minimum, in a money laundering criminal investigation or criminal intelligence team.

Aim

To enhance participants' knowledge and competences in this field by means of study cases regarding money laundering, the most common predicate offences as well as the main transnational investigation techniques to prevent and fight this phenomenon.

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- explore common approaches to investigate money laundering and organised financial crime issues;
- provide an overview of the role of EUROPOL and other European and worldwide agencies in the fight against money laundering;
- recognise the prevention work made by the competent authorities – FIUs, bank system, insurance companies, etc.;
- utilise the existing international networks to trace assets, freeze and seize them and provide financial evidence;
- provide case studies on money laundering criminal investigations;
- work on best practices for teams investigating money laundering and organised financial crime.

07/2012 Theft of Cultural Heritage/ Artworks	Cat.: 2

Minimum number of participants	20
Duration	4
Maximum budget	21,500 €

Target Group

Senior police officers responsible for the fight against organised crime, if possible with particular regard to trafficking in stolen works of art and theft of cultural heritage.

Aim

To raise awareness on the phenomenon and implications of this category of crime.

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- analyse the phenomena of national/international trafficking in stolen artworks, fakes and of theft of cultural heritage, and their connections;
- assess the potential threat from stolen artwork trafficking theft of cultural heritage with a view to exploring prevention strategies;
- analyse the legal situation in this context;
- assess the relationship of mass events with an increase in crime against cultural property.

08/2012 Counterfeit Medicines	Cat.: 2

Minimum number of participants	27
Duration	4
Maximum budget	**31,000 €**

Target Group

Senior police officers involved in medicine and/or environmental crime at operational or strategic level.

Aim

Describe the phenomenon and issues related to fake medicine, to raise awareness and prepare police forces of the MS against this form of crime.

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- describe fake medicine phenomena and the EU approach;
- explain European /MS level response to tackle at operational level this form of criminality with investigation in travel routes and use of container traffic;
- Highlight possible links between fake medicine and criminal organisation;
- Underline cooperation with EU Agencies;
- Identify multidisciplinary approach.

Category 3: Counter Terrorism

09/2012 Counter Terrorism (Awareness)	Cat.: 3

Minimum number of participants	25
Duration	4
Maximum budget	37,500 €

Target Group

Senior Police Officers or experts specifically involved in Counter Terrorism activities within their organisations.

Aim

To raise awareness and increase cooperation on current issues regarding counter-terrorism.

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- compare examples of different national approaches and experiences connected to intelligence management and planning, related to real cases of terrorist organisations;
- identify, differentiate and compare a number of backgrounds to terrorism (religion, radicalisation, political);
- recognise and interpret recent trends related to terrorist threats, including new technologies and methods as well as forensic analysis;
- indicate and categorise different instruments of European Cooperation in the field of Counter Terrorism.

10/2012 Counter Terrorism (Strategic)	Cat.: 3

Minimum number of participants	21
Duration	4
Maximum budget	27,000 €

Target Group

Senior Police Officers involved in the strategic direction of Counter Terrorism activities within their organisations.

Aim

To improve the development of strategies in the fight against terrorism including the European counter-terrorism strategy consisting of four strands of work — prevent, pursue, protect and respond.

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- Review threat assessment methodology;
- Discuss different aspects of legal systems;
- identify backgrounds to terrorism;
- describe cooperation with international agencies including full use of Europol, SitCen and Eurojust;
- recognise effective planning strategies.

Category 4: Economic Crime

11/2012	**Economic and Financial Crime – Investigating Corruption**	**Cat.: 4**

Minimum number of participants	30
Duration	4
Maximum budget	34,000 €

Target Group

Senior police officers and experts involved in economic and financial crime investigation.

Aim

To improve participants' professional skills in the fight against corruption.

In cooperation with OLAF, Europol and International Anti-Corruption Academy

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- explain roles of the police in fighting against corruption;
- provide an overall view of the different legislation in the fight against economic and financial crime – corruption;
- describe investigative tools and techniques of investigation in the participant Member States;
- list best practices in the fight against corruption.

12/2012 Fraud and Confiscation of Assets	Cat.: 4

Minimum number of participants	24
Duration	4
Maximum budget	22,500 €

Target Group

Senior law enforcement specialists combating financial crime and involved in financial investigation.

Aim

To enhance the quality of financial investigation and seized assets administration.

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- examine and compare national and EU legal approaches to identifying, tracing and confiscating proceeds of crime;
- analyse legislative regulations of seized assets administration and their selling in EU countries;
- describe best practice of seized assets administration;
- discuss asset declarations institute;
- describe best practices in this field in EU countries.

13/2012 Fraud against EU, European Institutions and EURO Counterfeiting	Cat.: 4

Minimum number of participants	21
Duration	4
Maximum budget	20,500 €

Target Group

Senior police officers involved in investigations combating frauds related crime or involved in training activities in the field.

Aim

To enhance participants' competence with regard to the topic with a special focus on the cross-border dimensions of the phenomenon and of international cooperation.

In cooperation with Europol and Olaf

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- Discuss the phenomenon in its national and international dimension;
- assess the potential threat from frauds to explore prevention strategies;
- discuss the cross-border/European dimensions and approaches;
- List improvement possibilities for international co-operation mechanisms to fight frauds.

Category 5: Special Law Enforcement Techniques

14/2012 Witness Protection	Cat.: 5

Minimum number of participants	26
Duration	4
Maximum budget	20,000 €

Target Group

Senior police officers and senior police staff who are actively involved in witness protection programmes and operations.

Aim

To enhance participants' existing knowledge and expertise in the operational arena of Protected Persons while establishing a network of experts to promote European Police Cooperation.

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- examine and analyse the psychological impact experienced by protected persons;
- examine and analyse case studies;
- establish awareness of the advantage of creating credible and realistic legends for protected persons;
- assess and examine longer term risk management issues affecting protected persons.

15/2012 Police Interviews	Cat.: 5

Minimum number of participants	25
Duration	4
Maximum budget	24,000 €

Target Group

Senior police officers and experts involved in practice, decision making or training that relates to investigative interviewing.

Aim

To deepen participants' understanding of factors that influence the reliability of information received in investigative interviews and to facilitate the dissemination of current research findings and the exchange of knowledge and experiences relating to investigative interviewing.

General Learning Outcomes

Upon completion of the activity the participant will be able to:

- describe eye witness memory and the tools that can enhance recall;
- describe factors which influence the likelihood of gaining reliable information in interviews with suspects;
- explain the specific features of specialised and investigative interviewing;
- discuss and analyse research findings and the implementation of empirically evaluated interview methods in police work;
- exchange experiences of challenges and good practice in investigative interviewing.

16/2012 Undercover Operations	Cat.: 5

Minimum number of participants	27
Duration	4
Maximum budget	21,000 €

Group

Senior Police Investigation Officers and experts who intend to use undercover techniques in their investigation.

Aim

To increase knowledge and understanding of the implications and requirements for undercover operations.

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- describe the fundamentals of covert operations;
- summarise the legislation of the use of undercover officers in Europe;
- list the main types of undercover operations;
- identify the most vulnerable aspects of undercover operations;
- list the international co-operation possibilities for undercover operations.

17/2012 Crime Control and Traffic Safety: International Comparison	Cat.: 5

Minimum number of participants	25
Duration	4
Maximum budget	21,000 €

Target Group

Senior Police Officers and experts responsible for road traffic control and road safety at strategic level.

Aim

To enhance participant's knowledge and increase their competences on the level of road safety and crime in the interdisciplinary perspective of road policing.

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- describe the national and international road safety situation and crime control;
- present and discuss the main problems related with road safety, traffic accidents and illicit activities;
- discuss a multi-agency roadside control operatio, best practices and a road system surveillance centre;
- identify trends relating to crime control and traffic safety;
- elaborate on links to drugs trafficking and other international serious and organised crime issues.

Category 6: EU/Cooperation

18/2012 European Police and Judicial Systems (Step 1)– Police Cooperation	Cat.: 6

Minimum number of participants	26
Duration	5
Maximum budget	38,500 €

Target Group

Senior Police Officers involved in matters of EU police cooperation and security at a strategic level; also stakeholders of security matters will be invited.

Aim

To increase participants' knowledge of the organisations as well as instruments within the EU and EU legislation concerning police cooperation.

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- describe EU legislation concerning police cooperation after the Lisbon Treaty;
- describe Indect - Intelligent information system supporting observation, searching and detection for security of citizens in urban environment;
- describe the tools of cross-border police cooperation under the EU legal instrument;
- illustrate the aims and tasks of a Presidency of the EU Council.

19/2012 European Police and Judicial Systems (Step 2) – Study Tour	Cat.: 6

Minimum number of participants	26
Duration	5
Maximum budget	38,500 €

Target Group

Senior Police Officers involved in matters of EU police cooperation and security at a strategic level; also stakeholders of security matters will be invited.

Aim

The aim is to provide a unique opportunity to experience at first hand many of the challenges faced by the various European judicial and police institutions and organisations in relation to cross-border police co-operation.

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- recognise the specific missions and structures of the European institutions and bodies involved in policing;
- discuss the actual challenges which European institutions face in relation to European police co-operation.
- share knowledge and recommendations to address important strategic questions related to Europe and police co-operation (at both national and European level);
- discuss the different European policing structures.

20/2012 Joint Investigation Teams	Cat.: 6

Minimum number of participants	29
Duration	4
Maximum budget	27,000 €

Target Group

Senior police officers from EU Member States and magistrates particularly those involved in the investigation of serious crimes likely to involve investigations in another Member State.

Aim

To enhance the competences and deepen the understanding of the participants of the set-up and functioning of Joint Investigation Teams, in cooperation with the European Judicial Training Network as well as Eurojust.

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- understand the legal framework of Joint Investigation Teams;
- describe the concept of Joint Investigation Teams;
- explain how to set up and manage Joint Investigation Teams;
- identify JITs funding.

21/2012 Schengen Evaluation	Cat.: 6

Minimum number of participants	20
Duration	5
Maximum budget	41,500 €

Target Group

Leading experts and other experts (evaluators) participating in the Schengen Evaluation Missions in the field of police cooperation and SIS/SIRENE.

Aim

To enable the police officers fitting within the target group to carry out the Schengen Evaluation and to improve the quality of the evaluation.

In cooperation with Frontex

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- summarise the key principles of a Schengen Evaluation, its stages and key players' roles;
- discuss leadership and management issues including cultural awareness, conflict management and cross-cultural competences;
- describe how an evaluation mission is prepared and carried out including drafting the final report;
- outline preparation of a practical evaluation.

22/2012 Schengen Evaluation	Cat.: 6

Minimum number of participants	20
Duration	5
Maximum budget	41,500 €

Target Group

Leading experts and other experts (evaluators) participating in the Schengen Evaluation Missions in the field of police cooperation and SIS/SIRENE.

Aim

To enable the police officers fitting within the target group to carry out the Schengen Evaluation and to improve the quality of the evaluation.

In cooperation with Frontex

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- summarise the key principles of a Schengen Evaluation, its stages and key players' roles;
- discuss leadership and management issues including cultural awareness, conflict management and cross-cultural competences;
- describe how an evaluation mission is prepared and carried out including drafting the final report;
- outline preparation of a practical evaluation.

23/2012 New internal security policy cycle/intelligence-led policing	Cat.: 6

Minimum number of participants	23
Duration	4
Maximum budget	17,500 €

Target Group

Senior police officers and managers as well as ministry officials who are involved in the coordination and the implementation of the internal security policy cycle and in intelligence-led policing; also staff of other relevant EU institutions involved in issues concerning the internal security policy cycle and in intelligence-led policing will be invited.

Aim

To strengthen the understanding and the application of the new internal security policy cycle in the framework of intelligence-led policing, in cooperation with Europol.

General Learning Outcomes

Upon completion of this course the participants will be able to:

- explain and discuss a common EU approach to tackling organised crime;
- examine the new internal security policy cycle in the context of intelligence-led policing, its implications to national systems;
- discuss the feasibility and acceptance of new internal security policy cycle in the Member States;
- discuss the Operational Action Plans (AOPs) in the EU policy Cycle and actions needed.

24/2012 Cooperation with the European Security and Defence College	Cat.: 6

Minimum number of participants	20
Duration	3
Maximum budget	17,500 €

Target Group

Senior Police and Military personnel (rank OF-5 equivalent) likely to be deployed to a civilian crisis management mission/operation or to relevant EU bodies.

Aim

To raise awareness and develop a deeper understanding of the conditions of the strategic planning of EU missions and operations with a focus on police and military capabilities.

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- explain the Common Security and Defence Policy within the Common Foreign and Security Policy;
- discuss the various planning steps of CSDP missions and operations (civilian and military) at a strategic level.

25/2012 Forensic Science and Policing	**Cat.: 6**

Minimum number of participants	25
Duration	4
Maximum budget	31,500 €

Target Group

Forensic experts; senior police officers who are involved in cooperation with forensic experts.

Aim

To increase awareness of modern forensic techniques, their deliverance and impact on policing as well as of developments and initiatives taken at the European Union level in harmonising approaches.

In cooperation with ENFSI

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- exchange information and share good practice on forensic projects and developments in member states and at the EU;
- discuss comprehensive evidence management between the police and forensic experts;
- identify modern techniques and discuss standards applied across the EU;
- describe real life experiences in obtaining and use of evidence in the framework of legal assistance.

26/2012 Community Policing	Cat.: 6

Minimum number of participants	25
Duration	4
Maximum budget	25,500 €

Target Group
Senior Police Officers who are involved in the implementation and development of Community Policing.

Aim

To continue the development of an innovative and sustainable Community Policing Model across the European Union.

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- exchange information and share good practice on community policing projects and developments in member states;
- discuss management of prolific offenders in a community policing context;
- present ideas and experiences on multi-agency approaches to accountability within a community policing framework;.

27/2012 Development and Tendencies in EU Crime Policy	Cat.: 6

Minimum number of participants	25
Duration	3
Maximum budget	18,500 €

Target Group

Senior Police Officers, Members of Administrative and Government bodies involved in matters of EU police cooperation and security; stakeholders of security matters.

Aim

To share and strengthen knowledge on recent or upcoming developments in European Criminal Law originating from the Stockholm Programme, particularly EU policy cycle, to prepare for strategic decisions within the national framework.

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- describe current tendencies of EU-crime-combating policy;
- discuss strategic developments and their consequences for police-work with the implementation of the Stockholm-program;
- describe the current state of affairs regarding the Stockholm-program (action plan);
- demonstrate knowledge of the EU policy cycle and the relevant operational Action Plans.

28/2012 Police Cooperation with Russia	Cat.: 6

Minimum number of participants	30
Duration	3
Maximum budget	23,000 €

Target Group

Senior police officers representing police services from EU member states, EU associated countries and the Russian Federation, being involved in international police cooperation, including police training, and being able to develop visions of future forms of police.

Aim

To enhance police cooperation and increase the mutual understanding between Russia and Europe and to establish professional contacts.

Objectives

At the end of the conference the participants will have:

- developed ideas how to improve cooperation between EU countries and Russia;
- increased their knowledge on current procedures and organisations involved in the cooperation;
- reflected on the needs of enhanced police cooperation and share of information;
- exchanged mutual experience about the role of police;
- deepened their mutual understanding of various police cultures;
- established visions of future forms of police cooperation between the EU and the Russian Federation.

29/2012 Police Cooperation with Western Balkan	Cat.: 6

Minimum number of participants	30
Duration	3
Maximum budget	28,000 €

Target Group

Directors of Police Academies; Heads of Training Institutions as well as Senior Police Officers and/or experts from the Western Balkan countries responsible for national police education/ training systems and structures; representatives from EU Member States, Associated Countries involved in European Police Cooperation and/or Education/Training. As possible lecturers: Representatives of the Commission/ General Secretariat of the Council, CEPOL, AEPC, OSCE, Regional Cooperation Council /PCSEE/SEPCA, SECI, INTERPOL, EUROPOL, CPCC.

Aim

To enhance police cooperation between the EU MS and the Western Balkan countries; to raise awareness on EU institutions/instruments in the area of police cooperation/training.

Objectives

At the end of the conference the participants will have:

- obtained a clearer idea of the mandate and functioning of the EU institutions/agencies in the area of Freedom, Security and Justice/police cooperation
- discussed police cooperation between MS and Western Balkans countries in the context of enhancing the European perspective of the Western Balkans;
- discussed reforms and trends in the field of police education/training in the EU and the Western Balkan countries;
- obtained a deeper understanding of available instruments of regional police cooperation, particularly police education/training;
- established contacts to strengthen EU cooperation with Western Balkans in the area of police education/training- Stockholm Programme and the EU policy concerning the Western Balkans.

30/2012 Police Cooperation with ENP Countries	Cat.: 6

Minimum number of participants	40
Duration	3
Maximum budget	36,000 €

Target Group

Senior police officers of the EU Member States and ENP countries, being involved in international police cooperation, including police training, and being able to develop visions of future forms of police.

Aim

To bring together police professionals and trainers from Europe and ENP countries in order to enhance policy dialogue and establish professional networks.

Objectives

At the end of the conference the participants will have:

- developed ideas how to improve cooperation between EU countries and ENP countries;
- increased their knowledge on current procedures and organisations involved in the cooperation;
- reflected on the needs of enhanced police cooperation and share of information;
- exchanged mutual experience about the role of police;
- deepened their mutual understanding of various police cultures;
- established visions of future forms of police cooperation between the EU and the ENP countries.

Category 7: Management

31/2012 SPOPCOP	Cat.: 7

Minimum number of participants	24
Duration	19
Maximum budget	85,000 €

Target Group

Senior police officers, preferably possessing the competence developed by the generic training, likely to be deployed to a civilian crisis management mission, or to relevant EU bodies dealing with crisis management, with positions on the level of high management, planning or command.

The activity is also open to European Union Police planning personnel and National Heads of Non-Military Crisis Management Training. (Due to the material used during the course, it is necessary that all the applicants have a security clearance complying with EU criteria standards.)

Aim

To provide planning and command training to senior police officers eligible for high level positions within EU crisis management missions and operations.

General Learning Outcomes

Upon completion of the activity the participants will be able:

- on the political/strategic level: to explain the planning and decision making processes involving political and other stakeholders, including the relevant documents;
- on the operational level: to command, manage programmes and draft the OPLAN;
- to implement high level management in an international environment.

32/2012 TOPSPOC - Top Senior Police Officers: The Stockholm Programme Realisation (1)	Cat.: 7

Minimum number of participants	26
Duration	4
Maximum budget	25,000 €

Target Group

Top senior police officers working at strategic level and with interest in an open and secure Europe serving protecting the citizen; including staff from Europol, Interpol and Frontex and all relevant bodies.

Aim

Following the Stockholm Programme outlining an open and secure Europe serving and protecting the citizens, the topics chosen for the four-module programme requires participants to:

- use and promote the learning gained on the Course through Action Learning for their personal and professional development, and to benefit their national colleagues;
- transpose the objectives of the subject area in their own country;
- explain how the subject area has impacted upon their daily work process;
- utilise the network established during the Course to enhance international police cooperation;
- share and apply best practices discussed during the course.

General Learning Outcomes

Upon completion of Module 1 the participants will be able to:

- describe the TOPSPOC process and their role within it;
- describe the aims and objectives agreed by their participant group;
- describe the purpose of Action Learning;

- participate in Action Learning;
- operate as a part of the whole group and as a member of a smaller team;
- devise a process to seek the information necessary to reach a conclusion;
- use questions to clarify and seek information about the selected topics.

33/2012 TOPSPOC - Top Senior Police Officers: The Stockholm Programme Realisation (2)	Cat.: 7

Minimum number of participants	26
Duration	4
Maximum budget	25,000 €

Target Group

Top senior police officers working at strategic level and with interest in an open and secure Europe serving protecting the citizen; including staff from Europol, Interpol and Frontex and all relevant bodies.

Aim

Following Stockholm Programme outlining an open and secure Europe serving and protecting the citizens, the topics chosen for the four-module programme requires participants to:

- use and promote the learning gained on the Course through Action Learning for their personal and professional development, and to benefit their national colleagues;
- transpose the objectives of the subject area in their own country;
- explain how the subject area has impacted upon their daily work process;
- utilise the network established during the Course to enhance international police cooperation;
- share and apply best practices discussed during the course.

General Learning Outcomes

Upon completion of Module 2 the participants will be able to:

- adopt suitable technique to assist their research;
- discuss the findings of the research undertaken after module 1 practice Action;
- describe the learning processes involved in Action Learning;

- support other members in the group in the Action Learning process;
- use questions to clarify and seek information about the selected topics.

34/2012 TOPSPOC - Top Senior Police Officers: The Stockholm Programme Realisation (3)	**Cat.: 7**

Minimum number of participants	26
Duration	4
Maximum budget	25,000 €

Target Group

Top senior police officers working at strategic level and with interest in an open and secure Europe serving protecting the citizen; including staff from Europol, Interpol and Frontex and all relevant bodies.

Aim

Following Stockholm Programme outlining open and secure Europe serving and protecting the citizens, the topics chosen for the four-module programme requires participants to:

- use and promote the learning gained on the Course through Action Learning for their personal and professional development, and to benefit their national colleagues;
- transpose the objectives of the subject area in their own country;
- explain how the subject area has impacted upon their daily work process;
- utilise the network established during the Course to enhance international police cooperation;
- share and apply best practices discussed during the course.

General Learning Outcomes

Upon completion of Module 3 the participants will be able to:

- discuss the findings of the research undertaken after module 2;
- discuss the lessons learned from the implementation of the selected topic to date;

- identify personal and group benefits derived from Action Learning;
- use questions to clarify and seek information about the selected topics;
- reach a conclusion about the content, the presentation and the accompanying paper of their topic.

35/2012 TOPSPOC - Top Senior Police Officers: The Stockholm Programme Realisation (4)	**Cat.: 7**

Minimum number of participants	26
Duration	4
Maximum budget	25,000 €

Target Group

Top senior police officers working at strategic level and with interest in an open and secure Europe serving protecting the citizen; including staff from Europol, Interpol and Frontex and all relevant bodies.

Aim

Following Stockholm Programme outlining an open and secure Europe serving and protecting the citizens, the topics chosen for the four-module programme requires participants to:

- use and promote the learning gained on the Course through Action Learning for their personal and professional development, and to benefit their national colleagues;
- transpose the objectives of the subject area in their own country;
- explain how the subject area has impacted upon their daily work process;
- utilise the network established during the Course to enhance international police cooperation;
- share and apply best practices discussed during the course.

General Learning Outcomes

Upon completion of Module 4 the participants will be able to:

- present their findings in both an oral and paper form;
- report on the personal and group experience of the Action Learning process and how this developed throughout the four modules;

- devise methods to disseminate the conclusions about their topic;
- write a personal action plan for continuation of action learning and topic interest.

36/2012 Public Order (Step 1) – Crowd Management	Cat.: 7

Minimum number of participants	30
Duration	4
Maximum budget	29,500 €

Target Group

Senior Police Officers and Police Staff working in strategic planning, tactical direction and evaluating large scale public order operations.

Aim

To deepen the knowledge and increase the competences of participants on the level of security requirements for large scale events and of cross-border cooperation in that context.

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- identify areas of planning and deployment strategies affected by national requirements (legal, operational, practical);
- examine national, EU and international guidance in respect of security for International Summits;
- exchange good practice in preventative measures;
- discuss methods of EU cross border police cooperation large scale events;
- describe the required security measures during large scale events, especially international summits improving international Police cooperation during large scale events;
- discuss common problems and comparing solutions for commanding and training Public Order Units;.

37/2012 Public Order (Step 2) – Security during Major Events/Public-Private Partnerships	**Cat.: 7**

Minimum number of participants	30
Duration	4
Maximum budget	26,000 €

Target Group

Senior Police Officers and Police Staff working in strategic planning, tactical direction and evaluating large scale public order operations.

Aim

Improve and exchange knowledge regarding the process of risk analysis leading to strategic conclusions and tactical (and operational) measures.

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- discuss the concept and the need for thorough risk analysis before major events;
- analyse various cases of public order management during major events and summarise relevant lessons learned;
- Summarise police measures and operations during recent major events.
- examine Public Private partnership possibilities.

38/2012 Urban Violence	Cat.: 7

Minimum number of participants	25
Duration	4
Maximum budget	25,500 €

Target Group
Senior Police Officers who are responsible for planning, leading and evaluating interventions against Urban Violence.

Aim

To increase the knowledge and competences of participants and deepen their understanding of the phenomenon of Urban Violence and discuss its features as well as the required intervention techniques.

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- define urban violence;
- explain the background and causes of Urban Violence as well as the forces which shape this type of adolescent behaviour;
- distinguish between the subculture of violence and urban violence as a routine activity;
- describe early signals to be picked up by the police for a proactive approach including risk assessments;
- discuss what to consider when planning reactive interventions.

39/2012 Crisis Management and Emergency Planning – School Shootings and Amok Incidents	Cat.: 7

Minimum number of participants	30
Duration	4
Maximum budget	33,500 €

Target Group

Senior Police Officers who are involved in crisis management emergency planning and response.

Aim

To enhance participant's knowledge and increase their competences on the topic by means of examples of multiple casualty incidents, being able to draw on individual experiences and shared practice.

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- examine options in relation to targeted firearms incidents involving multiple casualties e.g. schools, public areas;
- examine profiling opportunities of offenders;
- compare and contrast threat assessment methods;
- examine and learn from previous cases;
- compare different cases and drawing similarities and differences, identifying good practices.

40/2012 Disaster of Large Scale – EU Guidelines	Cat.: 7

Minimum number of participants	20
Duration	4
Maximum budget	17,000 €

Target Group

Senior Police Officers involved in the field of disasters of large scale and prevention.

Aim

To significantly enhance participants' knowledge on and understanding of the handling of disasters of large scale and to understand the roles of different agencies involved in dealing with such challenges.

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- describe and give examples of methods to deal with disasters of large scale;
- explain the current state of European-wide co-operation in this field;
- discuss the improvement of the organisation of the activities of the state organs and institutions in times of crises, disasters and industrial break-downs, including the co-operation between various regional and international institutions.

41/2012 Future Crime Trends	Cat.: 7

Minimum number of participants	30
Duration	4
Maximum budget	28,000 €

Target Group

Heads of Units/ Departments at decision-making level with responsibilities on Interior Security; Senior Police Officers responsible for training, planning, and evaluating high level studies programs; experts in the area of Interior security (operational / training /research)

Aim

To provide a platform to for high rank officers to discuss matters concerning interior security and future challenges for policing and to increase their understanding of this issue with special emphasis on EU Policy Cycle and operational action plans.

At the end of the conference the participants will have:

- obtained ideas how to implement plans and methods to evaluate interior security and how to organise study plans about interior security;
- discussed appropriate police action and international police cooperation regarding (new) global threats to security;
- explain common problems and comparing solutions for the coming new threats;
- discussed define new challenges ahead in the area of police training.

• Category 8: Human Issues

42/2012 Human Rights (step 1) – Human Rights and Police Ethics	Cat.: 8

Minimum number of participants	21
Duration	4
Maximum budget	21,000 €

Target Group

Senior police officers and trainers involved in the practice, training and/or promotion of integrity, ethics and human rights in policing as well as managing diversity.

Aim

Raising awareness about the importance of ethical behaviour in day to day police work and to enhance the integration of diversity issues into police management.

In cooperation with the Fundamental Rights Agency (FRA).

General Learning Outcomes

Upon completion of step 1 the participants will be able to:

- explain the importance of a personal integrity in policing;
- describe the scientific approach to measuring personal integrity and awareness of the importance of integrity within the police;
- explain the relation between integrity, ethics and human rights;
- discuss experiences within the European police services and police education.

43/2012 Human Rights (step 2) – Management of Diversity	Cat.: 8

Minimum number of participants	21
Duration	4
Maximum budget	22,500 €

Target Group

Senior police officers and trainers involved in the practice, training and/or promotion of integrity, ethics and human rights in policing as well as managing diversity.

Aim

Raising awareness about the importance of ethical behaviour in day to day police work and to enhance the integration of diversity issues into police management.

General Learning Outcomes

Upon completion of step 2 the participants will be able:

- compare and compare police approaches and policies among Member States;
- identify and analyse the risks, dilemmas, challenges and advantages of managing diversity within and outside of Police;
- define the key role of the police in managing diversity;
- reflect on professional duty and role in managing diversity.

44/2012 Dealing with Crime Victims	Cat.: 8

Minimum number of participants	25
Duration	4
Maximum budget	23,000 €

Target Group

Senior police officers and decision-makers at various levels in the police, working with crime investigations/crime victims or trainers involved in training activities in the field.

Aim

To facilitate the exchange of knowledge, research findings and experiences according to crime victims and to discuss their relevance for police work and police training; to stress the role of victim support, risk assessment and security measures in the investigation process.

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- describe how to recognise and interpret the needs and emotional states of crime victims;
- use methods for risk and threat assessment in domestic violence;
- explain how to avoid victimisation;
- describe development of psychological first aid skills;
- summarise the rights of crime victims in accordance with the common legal framework in the EU.

Category 9: Crime Prevention

45/2012 Crime Prevention through Environmental Design	Cat.: 9

Minimum number of participants	21
Duration	4
Maximum budget	20,000 €

Target Group

Senior police officers involved in the practice of crime prevention, decision-makers in the field of crime prevention.

Aim

To facilitate exchange of knowledge and to increase understanding of crime prevention through Environmental Design and the role of policing in that context.

In cooperation with the EUCPN

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- describe crime prevention strategies, in particular Environmental Design;
- give examples on how to prevent domestic violence, public violence and burglary through Environmental Design;
- discuss challenges and the role of policing in the context of crime prevention through Environmental Design;
- exchange experiences and strengthen network within the European police services.

Category 10: Learning and Training

46/2012 Train the Trainers (Step 1)	Cat.: 10

Minimum number of participants	20
Duration	4
Maximum budget	20,500 €

Target Group

Nationally competent trainers/experts and police officers who want to increase their competences towards training, group working and understanding of diversity in a multicultural training/working environment.

Aim

To train trainers on the level of implementing modern delivery methods and blended learning techniques and to ensure good quality of police training in the EU MS and in the CEPOL activities.

General Learning Outcomes

Upon completion of the Step 1 the participants will be able to:

- organise effective European/CEPOL learning environments;
- identify and clarify the benefits of diversity in CEPOL and in European learning communities as well as to organise the learning process
- facilitate and moderate learning processes by implementing appropriate learning methods and coaching;
- review opportunities for continuous quality improvement during the course.
- analyse their applicability in the learning environment and make use of it, and encourage participants to access and contribute to the European Learning Network.

47/2012 Train the Trainers (Step 2)	Cat.: 10

Minimum number of participants	20
Duration	4
Maximum budget	20,500 €

Target Group

Nationally competent trainers/experts and police officers who want to increase their competences towards training, group working and understanding of diversity in a multicultural training/working environment.

Aim

Participants are able to analyse the specific frame conditions of international learning situations and accordingly to organize appropriate learning environments.

General Learning Outcomes

Upon completion of the Step 2 the participants will be able to:

- organise effective European and CEPOL learning environments, especially regarding the multicultural environment;
- identify and clarify the benefits of diversity in CEPOL and in European learning communities as well as to organize the learning process;
- evaluate opportunities for continuous quality improvement during the course;
- use CEPOL's Learning Management System and knowledge bases.

48/2012 Language Development: Instruments and Systems of European Police Cooperation (English)	**Cat.: 10**

Minimum number of participants	25
Duration	19
Maximum budget	77,000 €

Target Group

Senior police officers and senior police staff who are, or will be involved in cross border work or international police co-operation in either operational or educational arenas.

Aim

Via language abilities to improve operational cooperation between law enforcement authorities and increase participants' knowledge of European police systems and instruments of cooperation.

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- compare and contrast at least three different policing systems within the European context;
- demonstrate increased use of police terminology especially the use of legal and technical terms;
- demonstrate increased knowledge of at least three European Union institutions.

49/2012 Language Development: Instruments and Systems of European Police Cooperation (English)	Cat.: 10

Minimum number of participants	25
Duration	19
Maximum budget	77,000 €

Target Group

Senior police officers and senior police staff who are, or will be involved in cross border work or international police co-operation in either operational or educational arenas.

Aim

Via language abilities to improve operational cooperation between law enforcement authorities and increase participants' knowledge of European police systems and instruments of cooperation.

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- compare and contrast at least three different policing systems within the European context;
- demonstrate increased use of police terminology especially the use of legal and technical terms;
- demonstrate increased knowledge of at least three European Union institutions.

50/2012 Language Development: Instruments and Systems of European Police Cooperation (German)	**Cat.: 10**

Minimum number of participants	20
Duration	19
Maximum budget	77,000 €

Target Group

Senior police officers and senior police staff who are, or will be involved in cross border work or international police co-operation in either operational or educational arenas.

Aim

Via language abilities to improve operational cooperation between law enforcement authorities and increase participants' knowledge of European police systems and instruments of cooperation.

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- compare and contrast at least three different policing systems within the European context;
- demonstrate increased use of police terminology especially the use of legal and technical terms;
- demonstrate increased knowledge of at least three European Union institutions.

51/2012 Language Development: Instruments and Systems of European Police Cooperation (French)	**Cat.: 10**

Minimum number of participants	18
Duration	19
Maximum budget	77,000 €

Target Group

Senior police officers and senior police staff who are, or will be involved in cross border work or international police co-operation in either operational or educational arenas.

Aim

Via language abilities to improve operational cooperation between law enforcement authorities and increase participants' knowledge of European police systems and instruments of cooperation.

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- compare and contrast at least three different policing systems within the European context;
- demonstrate increased use of police terminology especially the use of legal and technical terms;
- demonstrate increased knowledge of at least three European Union institutions.

52/2012 Language Development: Instruments and Systems of European Police Cooperation (Spanish)	Cat.: 10

Minimum number of participants	18
Duration	19
Maximum budget	77,000 €

Target Group

Senior police officers and senior police staff who are, or will be involved in cross border work or international police co-operation in either operational or educational arenas.

Aim

Via language abilities to improve operational cooperation between law enforcement authorities and increase participants' knowledge of European police systems and instruments of cooperation.

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- compare and contrast at least three different policing systems within the European context;
- demonstrate increased use of police terminology especially the use of legal and technical terms;
- demonstrate increased knowledge of at least three European Union institutions.

53/2012 English for English Language Trainers	Cat.: 10

Minimum number of participants	17
Duration	4
Maximum budget	22,500 €

Target Group

Persons who are responsible for English training and/or trainers with experience in teaching English to Police Officers in police education establishments in their countries.

Aim

To provide a platform for English Teachers within the policing area to discuss good practice, share experiences and materials, and establish a network of Police English Teachers

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- plan and apply ways of delivering inter-disciplinary English teaching for police officers (Content and Language Integrated Learning);
- identify and define good practice in relation to Problem Based Learning (PBL) and apply effective learning methods within this context;
- give examples of experience and materials within the field of teaching English to police officers at various proficiency levels, cf. Common European Framework for Languages (CEFR).

54/2012 English for Members of CEPOL`s network	Cat.: 10

Minimum number of participants	12
Duration	4
Maximum budget	13,000 €

Target Group

Members of the CEPOL Governing Board and structure

Aim

To improve the English language skills of members of the CEPOL Network in order to enable them to attend and understand CEPOL engagements.

General Learning Outcomes

Upon completion of the activity the participants will be able to:

- summarise the content of speeches delivered in English with various accents, including European;
- clarify arguments for a course of action, giving a historical perspective, the current situation and future proposals;
- participate in English, showing control in guiding participation, summarising proposals and agreeing on resolutions to be adopted.

55/2012 Learning and Training in Electronic Environment	Cat.: 10

Minimum number of participants	20
Duration	4
Maximum budget	19,500 €

Target Group

Police trainers, instructors and educational specialists.

Aim

To strengthen awareness and usage of the electronic environment for police training purposes.

General Learning Outcomes

Upon completion of the activity the participant will be able to:

- describe existing and future e-learning environments;
- use LMS systems in order to support training activities;
- explain and describe student driven network learning and learning communities in the international environment;
- use virtual simulation platforms and training possibilities for police training;
- explain the balance between learning training innovation and ICT technology.

Category 11: Research and Science

56/2012 Researchers Project Workshop: Crime Analysis and Crime Intelligence	Cat.: 11

Minimum number of participants	20
Duration	3
Maximum budget	18,500 €

Target Group

Researchers from police, ministries, universities or research institutes involved in recent, on-going or planned empirical research projects in the field of crime analysis and crime intelligence.

Aim

To provide a forum for research professionals in order to facilitate the exchange of results, methodologies and challenges to conduct empirical research in this topical field.

General Learning Outcomes

Upon completion of the activity the participants will have improved their ability to:

- link practical research questions in this specific police field with appropriate scientific methodologies;
- describe the relevant issues of project planning and realisation;
- envisage and overcome difficulties in field access, data collection and analysis;
- identify opportunities for future co-operation and mutual support.

57/2012 Researchers and Practitioners Workshop: Crime Analysis and Crime Intelligence	**Cat.: 11**

Minimum number of participants	20
Duration	3
Maximum budget	18,500 €

Target Group

Senior police officers in a key role defining strategic or tactical options; trainers and education staff who are involved in transforming research findings into curricula; researchers who have completed relevant studies or research projects in the field of crime analysis or crime intelligence.

Aim

To bring together police professionals, researchers, trainers and practitioners from across Europe, who are stakeholders in the delivery of research findings and scientific insights and their implementation into improved practice.

General Learning Outcomes

Upon completion of the activity the participants will have enhanced their ability to:

- promote the dissemination of research findings in this topic;
- explain to which extent practitioners are using the research findings in a systematic way;
- give examples of good practices on implementation of research results into police practice;
- facilitate practitioners and researchers alike to succeed in expressing their needs and requirements;
- identify best practices in the knowledge delivering process;
- describe the role of practitioners in testing research findings\perspectives in this area;
- plan the involvement of police education\training systems, by one hand, in order to test and practice the innovations;
- develop a forum for exchange and networking, in order to link researchers, practitioners and trainers.

58/2012 CEPOL Annual Police Research and Science Conference – European Police Science	**Cat.:11**

Minimum number of participants	50
Duration	3
Maximum budget	49,000 €

Target Group

Representatives from police academies/colleges/universities; academics from universities and research institutions; Senior Police Officers engaged in police practice, science, research, training and transfer of scientific knowledge into police practice; scholars and practitioners from various disciplines contributing to police science from a European perspective.

Aim

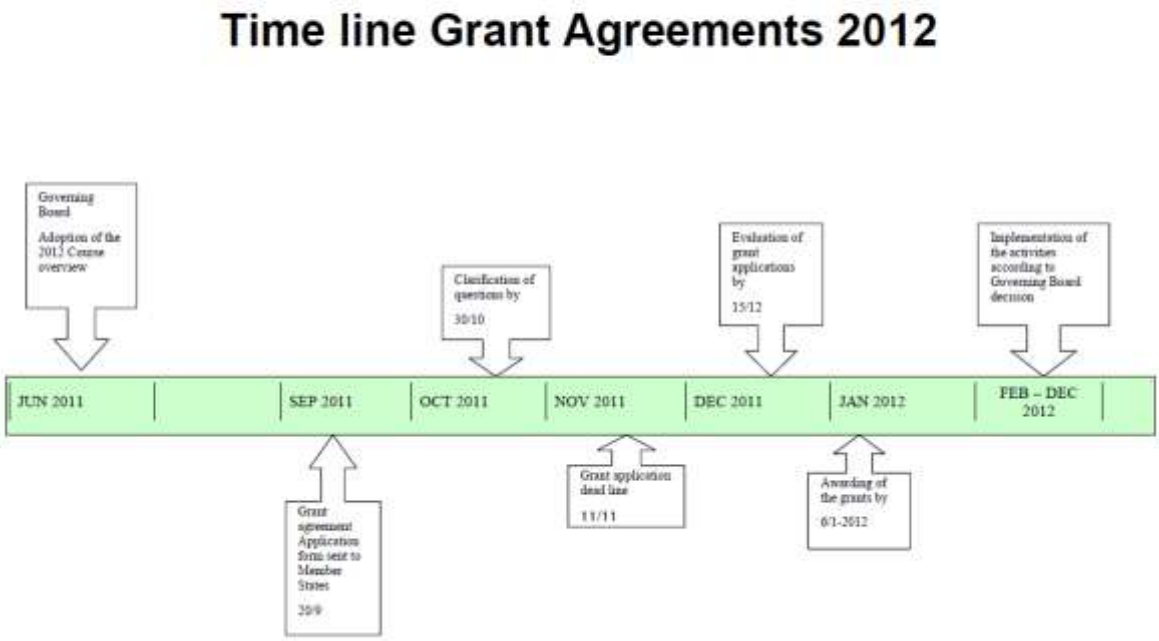
To provide a forum for professionals from police, academia and research to reflect on the stage of development and the progress made towards a "European approach to police science", a move initiated by CEPOL and discussed last time 5 years ago at the CEPOL Police Research and Science in 2007 in Muenster, Germany.

Objectives

At the end of the conference the participants will:

- have heard about the latest and most relevant contributions from leading European police researchers and scientists;
- have improved their understanding of the existence of European police science;
- have discussed the status and possible progress of police science in Europe;
- have reflected on their own role in promoting police science in their own environment and Member State;
- be inspired to think about new comparative and cross-European research projects in the field of police and policing.

Time line:


Time line Grant Agreements 2012
Governing Board
Adoption of the 2012 Course overview
Clarification of questions by
30/10
Evaluation of grant applications by
15/12
Implementation of the activities according to Governing Board decision
JUN 2011
SEP 2011
OCT 2011
NOV 2011
DEC 2011
JAN 2012
FEB – DEC 2012
Grant agreement Application form sent to Member States
20/9
Grant application dead line
11/11
Awarding of the grants by
6/1-2012

Annex D: Overview of the Allocation of the Human and Financial Resources

		Financial Resources		Human Resources		
Activities	**Budget Line / Chapter**	**Allocations 2012**	**Allocations 2011**	**Directors staff**	**Learning, Science, Research and Development Department**	**Corporate Service Department**
Training Activities	310	*2,571,000*	*2,802,000*	*80*	*500*	*260*
Governance and Network	300	*169,000*	*352,000*	*400*	*70*	*50*
e-Learning	313	*200,000*	*275,000*	*40*	*420*	*50*
Quality management of different learning options	330	*40,000*	*65,000*	*80*	*150*	*50*
Common Curricula	320	*252,000*	*49,000*	*40*	*300*	*40*
Exchange Programme	324	*704,000*	*335,000*	*60*	*580*	*90*
External Relations	325	*40,000*	*102,000*	*280*	*50*	*40*
Learning Methods and Processes	323	*29,000*	*19,000*	*80*	*90*	*30*
Research and Science	321	*133,000*	*83,000*	*30*	*220*	*50*
Communications	370	*103,000*	*173,000*	*350*	*80*	*30*
Electronic Network	322	*113,000*	*39,000*	*200*	*90*	*50*
Missions	351	*140,000*	*120,000*	*50*	*70*	*140*
HR				*60*	*60*	*430*
Internal Control				*270*	*20*	*20*
Admin support				*180*	*160*	*1530*
TOTAL		***4,494,000***	***4,414,000***	***2,200***	***2,860***	***2,860***

Annex E: CEPOL budget

Article Item	Heading	Appropriation 2012	Appropriation 2011	Appropriations 2010
	CHAPTER 3 0			
3 0 0	***Governing Board***	*100,000.00*	*148,000.00*	
3 0 0 0	Reimbursement of travel expenses			100,000.00
3 0 0 1	Organisational expenditure			68,000.00
3 0 0 2	Handover meetings of the Presidency			9,000.00
3 0 0 9	Other expenditure related to the Governing Board			2,000.00
	Article 3 0 0 - Total	***100,000.00***	***148,000.00***	179,000.00
3 0 1	***Strategy Committee – Troika meetings***	-	*46,000.00*	
3 0 1 0	Reimbursement of travel expenses			22,000.00
3 0 1 1	Organisational expenditure			12,000.00
3 0 1 9	Other expenditure related to the Strategy Committee			1,000.00
	Article 3 0 1 - Total	-	***46,000.00***	35,000.00
3 0 2	***Budget and Administration Committee***	-	*37,000.00*	
3 0 2 0	Reimbursement of travel expenses			16,000.00
3 0 2 1	Organisational expenditure			12,000.00
3 0 2 9	Other expenditure related to the Budget and Administration Committee			1,000.00
	Article 3 0 2 - Total	-	***37,000.00***	29,000.00
3 0 3	***Annual Programme Committee***	-	*37,000.00*	
3 0 3 0	Reimbursement of travel expenses			16,000.00
3 0 3 1	Organisational expenditure			12,000.00
3 0 3 2	Annual Programme Conference			-
3 0 3 9	Other expenditure related to the Annual Programme Committee			1,000.00
	Article 3 0 3 - Total	-	***37,000.00***	29,000.00

3 0 4	***Training and Research Committee***	-	*43,000.00*	
3 0 4 0	Reimbursement of travel expenses			18,000.00
3 0 4 1	Organisational expenditure			12,000.00
3 0 4 9	Other expenditure related to the Training and Research Committee			1,000.00
	Article 3 0 4 - Total	***-***	***43,000.00***	31,000.00
3 0 5	***Other expenditure related to bodies and organs***	-	-	p.m.
3 0 6	***Presidency meetings***	*9,000.00*	*9,000.00*	
3 0 6 0	Reimbursement of travel expenses			4 000
3 0 6 1	Organisational expenditure			4 000
3 0 6 9	Other expenditure related to the Troika			1 000
	Article 3 0 6 - Total	***9,000.00***	***9,000.00***	9 000
3 0 7	***National Contact Points***	*60,000.00*	*32,000.00*	
3 0 7 0	Reimbursement of travel expenses			p.m.
3 0 7 1	Organisational expenditure			9 000
3 0 7 9	Other expenditure related to the National Contact Points			1 000
	Article 3 0 7 - Total	***60,000.00***	***32,000.00***	10 000
	CHAPTER 3 0 – Total	**169,000.00**	**352,000.00**	322,000.00
	CHAPTER 3 1			
3 1 0	***External experts, teachers***			
3 1 0 0	Reimbursement of travel expenses, accommodation	545,000.00	416,000.00	450 000
3 1 0 1	Salary compensation, fees	-	115,000.00	95 000
3 1 0 9	Other expenditure related to external experts, teachers			p.m.
	Article 3 1 0 - Total	***545,000.00***	***531,000.00***	545 000
3 1 1	***Participants***			
3 1 1 0	Reimbursement of accommodation	1,297,400.00	1,488,000.00	1 250 000
3 1 1 1	Reimbursement of travel expenses	148,500.00	140,000.00	152 000
3 1 1 9	Other expenditure related to participants			p.m.
	Article 3 1 1 - Total	***1,445,900.00***	***1,628,000.00***	1 402 000

3 1 2	***Lessons***	*285,000.00*	*285,000.00*	
3 1 2 0	Preparation			45 000
3 1 2 1	Interpretation and technical equipment			85 000
3 1 2 2	Lectures and research material			73 000
3 1 2 9	Other expenditure related to lessons			
	Article 3 1 2 - Total	***285,000.00***	***285,000.00***	203 000
3 1 3	***eLearning modules***	*200,000.00*	*275,000.00*	
3 1 3 0	Development of e-Learning modules			204 000
3 1 3 1	Implementation of e-Learning modules			p.m.
3 1 3 9	Other expenditure related to e-Learning modules			p.m.
	Article 3 1 3 - Total	***200,000.00***	***275,000.00***	204 000
3 1 9	***Other running costs***		*358,000.00*	
3 1 9 0	Organisational and administrative costs			227 000
3 1 9 1	Local Transport	171,350.00		105 000
3 1 9 9	Other running costs	*123,750.00*		p.m.
	Article 3 1 9 - Total	***295,100.00***	***358,000.00***	332 000
	CHAPTER 3 1 – Total	**2,771,000.00**	**3,077,000.00**	2,686,000.00
	CHAPTER 3 2			
3 2 0	***Common curricula***			
3 2 0 0	Development of common curricula	252,000.00	10,000.00	5 000
3 2 0 1	Implementation of common curricula	p.m	p.m	12 000
3 2 0 2	Common Curricula Coordination Working Group	-	10,000.00	20 000
3 2 0 3	Updating of common curricula	-	-	p.m.
3 2 0 4	Translation of common curricula	-	-	66 000
3 2 0 5	Seminar for course organisers	-	-	p.m.
3 2 0 6	Editorial services for common curricula	-	17,000.00	5 000
3 2 0 7	National Common Curricula Coordinators	-	12,000.00	20 000

3 2 0 9	Other expenditure related to common curricula	-	-	p.m.
	Article 3 2 0 - Total	***252,000.00***	***49,000.00***	128 000
3 2 1	***Research and good practice***			
3 2 1 0	Research and science events	133,000.00	p.m	90 000
3 2 1 1	Knowledge Network	-	22,000.00	22 000
3 2 1 2	Research and Science Working Group	-	36,000.00	**36 000**
3 2 1 3	Cooperation and promotion	-	8,000.00	3 000
3 2 1 4	Research and Science Information Seminar	-	-	p.m.
3 2 1 5	Sub-group(s) to the Research and Science Working Group	-	-	4 000
3 2 1 6	Research and science publications	-	5,000.00	6 000
3 2 1 7	Research and science projects	-	12,000.00	12 000
3 2 1 9	Other expenditure related to research and good practice	-	-	2 000
	Article 3 2 1 - Total	***133,000.00***	***83,000.00***	175 000
3 2 2	***Electronic Network***			
3 2 2 0	Equipment, operating expenses and services relating to the Electronic Network	113,000.00	-	**68 000**
3 2 2 1	Consultancy related to the Electronic Network	-	-	20 000
3 2 2 3	Electronic Network Working Group			-
3 2 2 5	Sub-group(s) to the Electronic Network Working Group			-
3 2 2 6	National e-Net Managers	-	12,000.00	20 000
3 2 2 9	Other expenditure related to Electronic Network	-	27,000.00	-
	Article 3 2 2 - Total	***113,000.00***	***39,000.00***	108 000
3 2 3	***Learning methods***			
3 2 3 0	Working Group on Learning	29,000.00	19,000.00	22 000
3 2 3 1	Sub-group(s) to the Working Group on Learning			-
3 2 3 9	Other expenditure related to learning methods			p.m.
	Article 3 2 3 - Total	***29,000.00***	***19,000.00***	22 000

3 2 4	***Exchanges***	704,000.00	335,000.00	46 000
	Article 3 2 4 - Total	***704,000.00***	***335,000.00***	46 000
3 2 5	***External relations***			
3 2 5 0	Co-operation with non-member states	40,000.00	42,000.00	10 000
3 2 5 1	External Relations Working Group	-	20,000.00	30 000
3 2 5 9	Other expenditure related to external relations	-	40,000.00	p.m.
	Article 3 2 5 - Total	***40,000.00***	***102,000.00***	40 000
	CHAPTER 3 2 – Total	**1,271,000.00**	**627,000.00**	519,000.00
	CHAPTER 3 3			
3 3 0	***Working Group "Analysis of CEPOL's training activities"***	-	-	-
3 3 9	***Other expenditure related to Evaluation***	*40,000.00*	*65,000.00*	65 000
	CHAPTER 3 3 – Total	**40,000.00**	**65,000.00**	65 000
	CHAPTER 3 5			
3 5 1	***Missions***	*140,000.00*	*120,000.00*	
3 5 1 0	Network related missions			**70 000**
3 5 1 1	Activity related missions			20 000
	Article 3 5 1 - Total	**140,000.00**	**120,000.00**	**90 000**
	CHAPTER 3 5 – Total	**140,000.00**	**120,000.00**	**90,000.00**
	CHAPTER 3 7			
3 7 1	***Information, Publications, Materials***	*83,000.00*	*133,000.00*	
3 7 1 0	Publications			40 000
3 7 1 1	Activity Support			20 000
3 7 1 2	Marketing Materials			8 000
3 7 1 9	Other expenditure			2 000
	Article 3 7 1 - Total	***83,000.00***	***133,000.00***	70 000
3 7 2	***Translation, Interpretation and Editorial Services***	*20,000.00*	*40,000.00*	
3 7 2 0	Translation Services			35 000
3 7 2 1	Interpretation Services			p.m.
3 7 2 2	Editorial Services			10 000

3 7 2 9	Other Expenditure			3 000
	Article 3 7 2 - Total	***20,000.00***	***40,000.00***	48 000
	CHAPTER 3 7 – Total	**103,000.00**	**173,000.00**	118,000.00
	Total title	**4,494,000.00**	**4,414,000.00**	**3,735,000.00**

Annex F: Risk Management

The following table presents critical risks, which can affect the Agency's functioning and growth (v.05.12.2011)[26]

Strategic objectives affected	Identified critical risks	Likelihood of occurrence	Mitigating response action
1.1. Delivering quality training courses on specific subjects.	1. Insufficient or weakening of political support for engagement in the field of European law enforcement training	H	1.1 Promotion of CEPOL in the Council of the EU's working groups (Law Enforcement Working Party, Customs Cooperation Working party, COSI, CATS), Council of Ministers for Home Affairs
	2. Decreasing participation in the training activities, due to: - financial constraints at the MS; - unattractiveness of the course topic/design;	H	2.1 Marketing of Flight Scheme, increasing it, subject to available funding 2.2. Course outcomes will be more detailed and strictly applied when evaluating grant applications to ensure courses meet the content and delivery requirements 2.3. CEPOL conducts satisfaction surveys and analysis the results in order to monitor the implementation of

[26] Detailed risk assessment is available in the CEPOL's Risk Register

Strategic objectives affected	Identified critical risks	Likelihood of occurrence	Mitigating response action
			activities
	3. CEPOL will not deliver comprehensive training needs assessment due to: - insufficient input by stakeholders; - insufficient human resources inside the Agency.	H	3.1. CEPOL will prioritise the delivery of TNA; 3.2. Stakeholders will be proactively contacted during the assessment 3.3.CEPOL will organise the work of interim staff to ensure their availability for the ETS project until its end;
1.3.Exchange programmes as an essential element of learning promotes, facilitates and develops cooperation	1. CEPOL will not be able to implement European Police Exchange Programme at envisaged scale due to: - Lack of commitment form the stakeholders; - Insufficient resources at the Agency	H	1.1. Information on planned stages will be communicated to the MS early in the year; 1.2. Close discussions with EU agencies and Interpol will be continued to ensure study visits; 1.3. Seconded National Experts will remain the core of the exchange team for 2012

Strategic objectives affected	**Identified critical risks**	**Likelihood of occurrence**	**Mitigating response action**
1.4. Common curricula contribute to the preparation of harmonised training programmes according with EU standards	1. Developed Common Curricula will not meet training needs, due to lack of: - Updating process; - Clearly pre-defined objectives and learning outcomes; - Availability of experts	M	**1.1.** Common Curricula will be updated and developed through grant agreement instrument; 1.2. Requirements will be identified with involvement of specific area experts; 1.3. Objectives and outcomes will be detailed in the call for proposals and evaluation will be conducted in line with the specified criteria
1.5. Developing further and easier access to e-learning systems	1. Delays in procurement procedures for pictures and videos will hinder production of quality e-Learning products 2. CEPOL may not be able to cater to all new requirements for e-learning products due to:	M	1.1 Procurement process will be closely monitored and intervention assured when needed 1.2 New requirements will be evaluated against the resources available and implementation strictly planned to ensure delivery of the committed products;

Strategic objectives affected	Identified critical risks	Likelihood of occurrence	Mitigating response action
	- Insufficient internal resources; - Insufficient expertise available		1.3 Stakeholders requiring new products will be asked to contribute with expertise
1.1. Delivering quality training courses on specific subjects. 1.4. Common curricula contribute to the preparation of harmonised training programmes 4.5. Budget management ensures implementation of Annual Work Programme and contributes to CEPOL's further innovation	1. The new structure for Grant Agreements and related planning and implementation may not evolve/progress as planned and/or fails to produce the anticipated positive results and benefits	M	1.1 Ex-post control will be conducted 1.2 Clear process description will be in place and processes/templates will be updated on the basis of lessons learned

Strategic objectives affected	**Identified critical risks**	**Likelihood of occurrence**	**Mitigating response action**
2.1 Broadening the knowledge base by continued development of the e-library	1. Content import of collections is hampered by: - technical insufficiencies of the current version; - uneven and unstable input by RSCs and NeMs	H	1.1. CEPOL will initiate a technical update of the admin and import interface of the current underlying database. Necessary organisational measures are taken for establishing a routine import exercise. 1.2. National Implementation Plans for RSCs are reviewed and executed on member state level. 1.3 Authors will be targeted for sharing their studies
2.4 Foundation and maintenance of European database of law enforcement researchers, scientists and research	1. The establishment of the directory fails because: - of technical obstacles; - social reasons (researchers are hesitant to register/joint)	M	1.1. CEPOL will take measures to enable the current e-Net to add this new functionality. 1.2. The RSCs will be functional in promoting the directory as a European wide service.
1.6 Quality learning shall be the acknowledged ethos of CEPOL's reputation and prestige	1. Number of people participating in CEPOL activities decreases due to low awareness of CEPOL	H	1.1. Continued promotion of CEPOL by Agency and Member States