



**EUROPEAN UNION AGENCY FOR  
LAW ENFORCEMENT TRAINING**

Single Programming Document  
Years 2020-2022

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## Foreword

The Single Programming Document (SPD) 2020 spans a three-year period, from 2020 to 2022. The CEPOL strategy, which has been revised as from 2020, drives the identification of activities and setting targets for the aforementioned period. A non-substantial revision and alignment of the strategy is foreseen as from 2021, while a major strategy update is planned to be carried out upon a new mandate or the availability of results of the Commission's independent evaluation.

The SPD 2020 includes also a detailed description of the resources that need to be allocated for each area in order for CEPOL to fulfil its programme of work. In this respect, the Agency continues to pursue the resources it deems necessary to achieve its objectives as they stem from the provisions of its legal mandate, and by its effort to respond effectively to emerging challenges in the Justice and Home Affairs policy area - with an obvious emphasis on those policies which influence European law enforcement training.

The European Agenda on Security<sup>1</sup> embeds law enforcement training in the European Union security architecture as a key supporting action crucial to protecting Union citizens. In line with its mandate, CEPOL will support all key priority areas deriving from the Agendas<sup>2</sup> on Security and Migration<sup>3</sup>. On the other hand, the European Law Enforcement Training Scheme (LETS) places great emphasis on structuring training in line with the principle of subsidiarity, while at the same time maintaining a strong degree of integration and inter-dependency between the Member States, CEPOL, and the wider JHA family.

While training of law enforcement officers is a shared responsibility of the EU Member States and the Union institutions, CEPOL strives to provide Law Enforcement Officials of the EU and Third countries with the necessary skills, knowledge and competencies to successfully tackle the European security threats.

With the EU Strategic Training Needs Assessment (EU-STNA) CEPOL is supporting the decision-making process in the law enforcement training at Union level, while the Operational Training Needs Analysis (OTNA) seeks to assist the realization of strategic goals through the implementation of specific training activities.

CEPOL's legal basis also entrusts the Agency, as part of its core business, with an enhanced external action portfolio to ensure consistency of the EU internal and external action in the sphere of law enforcement training. This area represents a key element of support, by the agency, to the political priorities of the European Union with regard to the Union's external policies. This shall continue to be crucial as from 2020 onwards as European security is ever more interdependent from regional and global developments.

The whole package of measures supporting the enhanced use of large-scale IT systems (including training on the Entry/Exit and Travel Information Systems) – as well as update of the currently available ones – require additional efforts on the side of the Agency to ensure law enforcement officials are aware and able to use those instruments enabling them to better tackle the challenges of terrorism, organised crime, and irregular migration. The introduction of new actors in the Justice and Home Affairs landscape such as the European Public Prosecutor's office will significantly add to the training needs of European law enforcement.

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<sup>1</sup> Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions. The European Agenda on Security Strasbourg, 28.4.2015. COM(2015) 185 final

<sup>2</sup> It should also be noted that 85% of the entire training and learning offered by the agency will address operational priorities stemming from the Security and Migration Agendas.

<sup>3</sup> Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions. A European Agenda on Migration. Brussels, 13.5.2015 COM(2015) 240 final

It should be noted that further changes to the content to this document and estimate of resources are subject to the adoption of the final EU budget by the Budgetary Authority expected at the end of 2019. Further on, general EU budget – and thereby CEPOL's budget – may be impacted by the consequences of the Brexit, which is not possible to be quantified at this moment.

## *List of Acronyms and Abbreviations*

AEPC	Association of European Police Colleges
CCA	CEPOL Cybercrime Academy
CEPOL CT	EU/MENA Counterterrorism Training Partnership
CEPOL CT 2	EU/MENA Counterterrorism Training Partnership 2
CEPOL FI	Financial Investigation In-Service Training Programme for Western Balkan (IPA II)
CKC	CEPOL Knowledge Centres
CNU	CEPOL National Units
CSDP	Common Security and Defence Policy
CT	Counterterrorism
DCAF	Democratic Control of Armed Forces
EASO	European Asylum Support Office
EC3	European Cybercrime Centre
ECRIS	European Criminal Records Information System
ECTEG	European Cybercrime Training and Education Group
ED	Executive Director
EEAS	European External Action Service
EIGE	European Institute for Gender Equality
EIXM	European Information Exchange Model
EJMP	European Joint Master Programme
EJTN	European Judicial Training Network
e-Net	CEPOL's electronic network
EMCDDA	European Monitoring Centre for Drugs and Drug Addiction
ENFSI	European Network of Forensic Science Institutes
ENISA	European Union Agency for Cybersecurity
ENP	European Neighbourhood Policy
ESDC	European Security and Defence College
EU	European Union
eu-LISA	EU Agency for the Operational Management of Large-Scale IT Systems
EU-STNA	EU Strategic Training Needs Assessment
EUIPO	European Union Intellectual Property Office
Eurojust	European Union Agency for Criminal Justice Cooperation
EUROMED	Strengthens cooperation between the police forces of the EU and Mediterranean
Police IV	Partner Countries in the fight against organised crime
Europol	European Union Agency for Law Enforcement Cooperation
FP	Framework Partners
FRA	European Union Agency for Fundamental Rights
Frontex	European Border and Coast Guard Agency
ICS	Internal Control System
ICT	Information and Communication Technology
Interpol	International Criminal Police Organization
IOM	International Organization for Migration
JHA	Justice and Home Affairs
LETS	European Law Enforcement Training Scheme
LMS	Learning Management System
LTR	Lecturers, Trainers and Researchers
MB	Management Board
MS	Member States
MTIC	Missing Trader Intra Community Fraud
NCP	National Contact Points
OSCE	Organization for Security and Co-operation in Europe
OTNA	Operational Training Needs Analysis
PCC SEE	Police Cooperation Convention for Southeast Europe
PNR	Passenger Name Record
QM	Quality Management
SIENA	Secure Information Exchange Network Application
SIS	Schengen Information System
SPD	Single Programming Document
UNODC	United Nations Office on Drugs and Crime

## *Mission statement*

### **Mission**

Making Europe a safer place through law enforcement training and learning

### **Vision**

To be the centre of European law enforcement training and learning, focusing on innovation and quality

### **Values**

- Human rights and fundamental freedoms
- European cooperation
- Quality
- Innovation
- Reliability

### **Mandate**

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

**Law enforcement officials<sup>4</sup>** means staff of police, customs and other relevant services, as defined by individual Member States, that are responsible for, and staff of Union bodies that have tasks relating to, the following:

- (a) The prevention of and fight against serious crime affecting two or more Member States, terrorism and forms of crime that affect a common interest covered by a Union policy; or
- (b) Crisis management and public order, in particular international policing of major events.

<sup>4</sup> From CEPOL Regulation (EU) 2015/2219



### Objectives<sup>5</sup>

- 1) CEPOL shall support, develop, implement and coordinate training for law enforcement officials, while putting particular emphasis on the protection of human rights and fundamental freedoms in the context of law enforcement, in particular in the areas of prevention of and fight against serious crime affecting two or more Member States and terrorism, maintenance of public order, in particular international policing of major events, and planning and command of Union missions, which may also include training on law enforcement leadership and language skills. More specifically, CEPOL shall:
  - a) support Member States in providing training in order to raise awareness and knowledge of:
    - i) the implementation and use of international and Union instruments on law enforcement cooperation;
    - ii) Union bodies, in particular Europol, Eurojust and Frontex, their functioning and role;
    - iii) police and judicial aspects of law enforcement cooperation and practical knowledge about access to information exchange channels;
  - b) support Member States, at their request, in the development of regional and bilateral cooperation through law enforcement training between Member States, Union bodies and third countries;
  - c) develop, implement and coordinate training addressing specific criminal or policing thematic areas;
  - d) develop, implement and coordinate training which aims to support Member States and Union bodies in training law enforcement officials for participation in Union missions and law enforcement capacity-building activities in third countries;
  - e) train trainers and assist in improving and exchanging best learning practices.
- 2) CEPOL shall develop and upgrade learning tools and methodologies and shall apply them in a lifelong learning perspective to strengthen the skills of law enforcement officials. It shall evaluate the results of such actions with a view to enhancing the quality, coherence and effectiveness of future actions at Union level.
- 3) CEPOL shall bring together a network of Member State training institutes for law enforcement officials and shall liaise with a single national unit in each Member State functioning within the network.
- 4) The learning activities referred to in paragraph 1 shall be carried out by CEPOL in cooperation with the network of Member State training institutes in accordance with the financial rules applicable to CEPOL.

### Tasks

- 1) CEPOL shall prepare multi-annual strategic training needs analyses and multi-annual learning programmes.
- 2) CEPOL shall support, develop, implement and coordinate training activities and learning products, which include:
  - a) courses, seminars, conferences, as well as web-based, e-learning and other innovative and advanced training activities;
  - b) common curricula for law enforcement training on specific subjects with a Union dimension;
  - c) training modules graduated according to progressive stages or levels of complexity of skills needed by the relevant target group, and focussed either on a specific geographical region, a specific thematic area of criminal activity or on a specific set of professional skills;

<sup>5</sup> Regulation (EU) 2015/2219 of the EP and of the Council on the European Union Agency for Law Enforcement Training (CEPOL) [...], Art. 3-5

- d) exchange and secondment programmes as well as study visits in the context of law enforcement training.
- 3) CEPOL's training activities and learning products may be supported, enhanced and completed by the operation of an electronic network.
- 4) CEPOL shall support Union missions and capacity-building in third countries by one or more of the following:
  - a) assessing, in coordination with other relevant Union bodies, the impact of existing Union-related law enforcement training policies and initiatives;
  - b) developing and providing training to prepare law enforcement officials for participation in Union missions, including to enable them to acquire relevant language skills, in coordination with the European Security and Defence College and existing initiatives in the Member States;
  - c) developing and providing training for law enforcement officials from third countries, in particular from countries that are candidates for accession to the Union and the countries under the European Neighbourhood Policy;
  - d) managing dedicated Union External Assistance funds to assist third countries in building their capacity in relevant law enforcement policy areas, in line with the established priorities of the Union.
- 5) CEPOL shall promote the mutual recognition of law enforcement training in Member States and the recognition by Member States of training provided at Union level with due regard to the principle of subsidiarity.
- 6) CEPOL may engage in communication activities on its own initiative in the fields within its mandate. Such communication activities shall not be detrimental to the tasks referred to in paragraph 1 and shall be carried out in accordance with relevant communication and dissemination plans adopted by the Management Board.

#### **Research relevant for training**

- 1) CEPOL shall contribute to and encourage the development of research relevant for training activities within the scope of its objectives as set out in Article 3(1) and shall disseminate research findings. For that purpose, CEPOL may carry out relevant surveys and may develop repositories of available research as well as law enforcement training needs
- 2) CEPOL shall promote and establish a partnership with Union bodies as well as with public and private academic institutions and may encourage the creation of stronger partnerships between universities and law enforcement training institutes in Member States.

## **Section I – General Context**

Three and a half years after the entry into force of its new legal mandate, and nearly fourteen years since the inception of CEPOL as an EU Agency, CEPOL will be entering 2020 as a matured organisation and a recognised world-class partner in the development and provision of training for the law enforcement community. In 2020 CEPOL's 5-year evaluation – as laid down in the founding regulation – will take place. This evaluation will be performed by the Commission; recommendations shall be implemented as from 2021.

The area of freedom, security and justice has been going through a significant transformation. Cybercrime is increasing rapidly, while irregular migration and terrorism persist as threats to internal security. In addition, the digital transformation of the justice and home affairs domain will

continue in the coming years with application of new large-scale IT systems and implementation of the interoperability framework.

At the same time CEPOL will continue to strive to offer its target audience relevant training opportunities with the use of state-of-the-art tools, incorporating in its training & learning portfolio the latest methodologies and practices.

The key documents for identifying the needs and training gaps in the law enforcement community, at the time of drafting these lines, are the EU Internal Security Strategy for 2015-2020, the Commission Communications on the European Agendas on Security and Migration, the EU Global Strategy for the Common Foreign and Security Policy, Europol's Serious and Organised Crime Threat Assessment (SOCTA 2017), the EU Strategic Training Needs Assessment 2018-2021 (EU-STNA) by CEPOL and the EU Policy Cycle 2018-2021, in conjunction with Frontex Risk Analysis for 2017, the European Union Counterterrorism Strategy<sup>6</sup> and the Cybersecurity Strategy<sup>7</sup>.

Additionally, CEPOL will be following all other developments in the JHA policy area, such as law enforcement and judicial cooperation with the aim to coordinate activities with other agencies, develop and implement new training activities. In particular, it can be anticipated that new legislation, particularly in the areas of interoperability, entry/exits system, the European travel information system as well as the introduction of the EU cyber security agency and the European Public Prosecutor's office will require the support of training measures requiring CEPOL's active role.

CEPOL plays an important role in the family of JHA agencies and other international organizations, as demonstrated by its comprehensive external partnerships in place:

<b>JHA agencies</b>	<b>Type of cooperation</b>
EASO	Cooperation through EU Agencies Network (esp. administrative matters) <sup>8</sup> and JHA Agencies Network
EIGE	Cooperation through EU Agencies Network (esp. administrative matters) and JHA Agencies Network
EMCDDA	Cooperation through EU Agencies Network (esp. administrative matters) and JHA Agencies Network
eu-LISA	Working arrangements in place (direct operational cooperation) <sup>9</sup> , cooperation through JHA Agencies Network
Eurojust	Cooperation through EU Agencies Network (esp. administrative matters) <sup>10</sup> and JHA Agencies Network
Europol	Cooperation agreement (joint activities and direct operational cooperation) <sup>11</sup> , cooperation through JHA Agencies Network
FRA	Cooperation through EU Agencies Network (esp. administrative matters) and JHA Agencies Network

<sup>6</sup> Council of the European Union, 14469/4/05 REV 4, Brussels, 30 November 2005

<sup>7</sup> Joint Communication to the European parliament, The Council, the European Economic and Social Committee and the Committee of the Regions 'Cybersecurity Strategy of the European Union: An Open, safe and Secure Cyberspace', JOIN/2013/01 final, Brussels, 7.2.2013

<sup>8</sup> Particular areas of cooperation: (i) training need assessment and coordination, (ii) further development and ensuring of high quality training services, (iii) training activities in the area of fundamental rights and crime prevention

<sup>9</sup> Particular areas of cooperation: (i) development and delivery of the relevant joint train-the-trainers initiatives, (ii), IT based information exchange instruments, (iii) training of SIRENE Officers

<sup>10</sup> Particular areas of cooperation: (i) contribution to EU policy cycle activities, (ii) support for courses on joint investigation teams and counterterrorism, (iii) support for training activities in the Western Balkans and MENA

<sup>11</sup> Formalised CEPOL-Europol Agreement in force; particular areas of cooperation: (i) joint on-site and online training activities, (ii) Europol input to CEPOL trainings, (iii) support for capacity building activities in third countries where applicable

Frontex	Cooperation agreement (joint activities and direct operational cooperation), cooperation through JHA Agencies Network
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Other entities	Type of cooperation
AEPC	Memorandum of understanding in force
EJTN	Working arrangements in place
ENFSI	Working arrangements in place
ESDC	Working arrangements in place
EUIPO	Memorandum of understanding in force
Interpol	Cooperation agreement in force
OSCE	Working arrangements in place
PCC-SEE	Informal cooperation
UNODC	Working arrangements in place

The level of cooperation with the JHA agencies and other international organisations active in the policy area is expected to be deepened even further, which will also imply an increasing number of joint activities. In addition, CEPOL is committed to follow the wider work done at EU level in JHA policy area and disseminate information about these activities, especially in specialised law enforcement networks<sup>12</sup>

It is anticipated that one of the key themes of the CEPOL regulation- notably, CEPOL's role in assessing strategic and operational training needs and translating them into concrete training activities reflecting Europe's strategic security priorities and law enforcement's operational needs- will have paved the way to a more qualitative delivery based on evidence and a thorough participative and consultative process that maintains the Member States front and centre of CEPOL's supportive mandate.

The development of a new business model for the Agency with a pilot phase in 2020 will be an important step for the delivery of custom made, sustainable training to specific law enforcement segments in a manner that maximises the synergies between CEPOL and its key partners in the Member States and beyond.

<sup>12</sup> Such as the ATLAS network of European special intervention units, ENLETS (European Network for Law Enforcement Technology Services) and Radicalisation Awareness Network (RAN)

## Section II – Multiannual Programming 2020-2022

### *II.1 Multiannual objectives 2020-2022*

This part of the Single Programming Document describes the medium-term strategic objectives of the Agency and explains how the progress in their achievement is monitored. The main tenets of CEPOL's multiannual programming are that the Agency must be able to respond to the training needs of the European law enforcement community, and that CEPOL training activities should stem from a structured process built upon strategic and specific Training Needs Analysis, taking into due account the requirements deriving from EU policy documents.

CEPOL's multiannual programming sets strategic goals for 2022 and it aims to serve as a blueprint for the development of the agency's annual action plans. It is complemented by corresponding Key Performance Indicators and Strategic Areas of Interventions 2020-2022 which also corresponds to the Work Programme Activities as of 2020 on.

Its structure and terminology have been aligned with the guidelines for programming developed by the European Commission<sup>13</sup> which, in turn, also reflect Article 32 of the CEPOL Financial Regulation<sup>14</sup> that sets out programming requirements for the agency.

#### **Goal 1: CEPOL will plan, develop and coordinate high quality training services (Quality Objective)<sup>15</sup>**

##### **Key Performance Indicator 1**

New developments in the area of quality assurance<sup>16</sup> (target: 1)  
Analytical reports on training needs in place<sup>17</sup> (target: 4)

##### **Strategic areas of intervention:**

- 1.1 Training Needs Assessment and coordination
- 1.2 Ensure high quality training services

<sup>13</sup> Guidelines for the programming document Ref. Ares(2014)4305716 - 19/12/2014, these Guidelines are currently revised by the European Commission

<sup>14</sup> Decision of the Management Board 13/2019/MB on the CEPOL Financial Regulation and repealing decision 01/2014/GB

<sup>15</sup> This multi-annual objective is marked as a quality objective in the context of ISO 9001:2015 certification, as it is directly related to the continuous improvement of CEPOL services

<sup>16</sup> Such as EQF certification and accreditation, further ISO certification

<sup>17</sup> Thematic areas assessed through the OTNA

**Goal 2: CEPOL will further coordinate, support and implement training activities to the Law Enforcement Officials of the EU and, if applicable, of Third countries with particular emphasis on fundamental rights and crime prevention<sup>18</sup>**

**Key Performance Indicator 2**

Completion/coverage rate of EMPACT priorities (target: 90%)

Level of overall satisfaction with training activities (target: 94%)

**Strategic areas of intervention:**

Training activities in the area of:

2.1 **Serious and Organised Crime**

2.2 **Counterterrorism**

2.3 **Public Order and Crime prevention**

2.4 **Union missions**

2.5 **Law Enforcement Techniques, procedures and instruments**

2.6 **Law Enforcement Leadership, Language Skills and Train the trainers**

2.7 **IT based information exchange instruments and law enforcement cooperation**

2.8 **Fundamental rights**

2.9 **Emerging internal security threats**

**Goal 3: CEPOL will further build capacity of Third Countries by tailored made training services<sup>19</sup>**

**Key Performance Indicator 3**

Number of active projects (target: 4)

Level of overall satisfaction with training activities (target: 90%)

**Strategic areas of intervention:**

3.1 Prepare, design, implement and follow-up capacity building projects in Third Countries

<sup>18</sup> Fundamental rights, and where relevant crime prevention will be addressed in all our thematic trainings, and are therefore included horizontally in all the training activities that CEPOL implements.

<sup>19</sup> The main budget of these activities financed based on Delegation and Agreements

## Goal 4: CEPOL will promote, contribute and encourage research relevant for law enforcement training

### Key Performance Indicator 4

Number of downloads of online sources made available by CEPOL (target: 1000)

Number of published articles in the European Law Enforcement Research Bulletin (target: 15)

Research & Science Conference organised (target: Y)

### Strategic areas of intervention:

4.1 **Research** relevant for law enforcement training

## Goal 5: CEPOL is an efficient and effective organization promoting digital development<sup>20</sup>

### Key Performance Indicator 5

% of audit recommendations closed in accordance with the agreed audit follow-up plan (target: 90%)

### Strategic areas of intervention:

5.1 **Governance, Administration and Stakeholder Relations**

<sup>20</sup> Digitalization of operations are included under Goal 1



## II.2 Human and financial resource outlook for years 2020 – 2022

### Overview of the past and current situation

#### Staff population overview for 2018

In line with the budget as adopted by the Budgetary Authority and the Management Board, CEPOL's establishment plan contains 32 Temporary Agent (TA) positions for 2019, while 33 for 2020.<sup>21</sup> The full staffing plan for implementation of CEPOL's regulatory activities is complemented by 19 Contract Agent (CA) positions and 3 Seconded National Expert (SNE) positions bringing the total to 59 54 FTEs for 2019, and 55 FTEs for 2020.<sup>22</sup>

In 2018 CEPOL commenced the implementation of two EU funded projects, which are envisaged to run with 17 posts funded through respective delegation and grant agreements (in addition to the regular Agency budget) in 2020: concretely Counterterrorism Project 2 with 10 posts and Western Balkan Financial Investigations project with 7 staff members. The latter is expected to be concluded on 31 March 2020.

For detailed data on different staff categories please refer to Table 1 in Annex III.

#### Expenditure for 2018

Title	Heading	Expenditure 2018	Draft Expenditure 2019	Draft Expenditure 2020
1	Expenditure relating to persons working with CEPOL	3 881 997	4 233 200	4 368 000
2	Buildings & equipment and miscellaneous expenditure	571 970	403 000	453 000
3	Operational expenditure	5 751 654	4 671 800	5 618 000
Total Expenditure		10 205 621	9 308 000	10 439 000

Title-External	Heading	Expenditure 2018	Draft Expenditure 2019	Draft Expenditure 2020
3 (RO)	Externally assigned revenue (Frontex)	55 446	100 000	p.m.
5 (Projects)	EU-MENA CT 2	1 880 439	3 427 356	1 867 272
5 (Projects)	WB FI	1 185 028	1 782 327	-

More detailed data provided in Table 1 in Annex II.

<sup>21</sup> +1 TA position based on the adopted legal instrument for interoperability

<sup>22</sup> TA, CA and SNE headcounts as per the authorised general budget of the EU 2019 and draft budget request 2020, interims are not included



## Resource programming for the years 2020-2022

### Financial Resources

Title	Heading		Estimated Expenditure 2020 <sup>23</sup>	Expenditure 2021	Expenditure 2022
1	Expenditure relating to persons working with CEPOL		4.4 M	6.5 M	7.7 M
2	Buildings & equipment and miscellaneous expenditure		0.5 M	0.6 M	0.6 M
3	Operational expenditure		5.6 M	10.1 M	11.3 M
Total Expenditure			10.4 M	17.2 M	19.6 M

Title- External	Heading		Expenditure 2020	Expenditure 2021	Expenditure 2022
4 (RO)	Externally assigned revenue		-		
5 (Projects)	EU-MENA CT2		1.9 M		
5 (Projects)	WB FI		-		

Detailed data provided in Tables in Annex II.

### Justification

#### Title 1 – Expenditure related to persons working with CEPOL

The original request is made on the assumption that full staffing – as requested already for the budget years 2017, 2018 and 2019 - will be accomplished by 2020 (40 TA<sup>24</sup>, 19 CA and 6 SNE). Such increased level of staff is necessary for the appropriate completion of additional tasks assigned within CEPOL's mandate as enhanced per 1 July 2016 and to ensure direct and timely delivery of EU level training to tackle the most pressing European security priorities. However, the draft budget shows only an increase of the establishment plan with 1 posts, directly related to the interoperability package. It should be clear that these resources are insufficient to deliver in full on the earlier planned volume of activities.

#### Title 2 – Buildings, Equipment and Miscellaneous expenditure

In 2018 CEPOL has made a request to the Hungarian authorities to explore the possibilities for a new building for CEPOL that would enable the agency to better fulfil its tasks and obligations as well as better accommodate the additional staff; both for staff requested as for staff engaged in the capacity building projects. The current building has been designed for 53 staff members, current staffing levels (including the two projects that are actively implemented in 2018) are at 72.

<sup>23</sup> Commitment and Payment appropriations are the same

<sup>24</sup> Cf. 2020 draft EU budget authorised 33 TAs

Taking in consideration the CEPOL request for additional human resources (see above) the staff numbers would increase to approximately 150 (including staff for extra budget activities). The Hungarian authorities are positively considering this request but a decision has not been taken yet. CEPOL is actively seeking short, medium and long-term solutions which might have budgetary impact as early as in 2020.

### Title 3 – Operational expenditure

The operational activities performed by CEPOL up to 2020 must be reinforced and complemented by important other activities such as:

- Expand the scope and enhance the availability of EU level training. Training on serious and organised crime, counterterrorism (except cyber) needs to be further sustained. Needs increase substantially, driven by SOCTA and EMPACT work. Volume of officials to be trained shall be expanded to satisfy the demand of law enforcement officials other than police, and can be estimated at 1.5M officials in the EU. It is the aim to train up to 15k officials per year on SOC priorities (except cyber). Establishment of a new CEPOL business model for delivery of custom made training to specific law enforcement segments and regionalisation of training opportunities.
- Cybercrime, cyber related crime, electronic evidence and digital competence: Cyber TNA demonstrates that over 70% of MS do not regularly train on cyber in MS. Rotation of staff, lack of access to the expertise and trainers as well as high cost of cyber training is one of the reasons. Cyber, being a distinctly cross-border crime where in one case over 20 jurisdictions can be involved, requires training at EU level and beyond. In the area of digital forensics common training standards are necessary to facilitate the path to evidence admissibility in EU MS. The maintenance, development and improvement of the EU law enforcement cyber-training facility - CEPOL Cybercrime Academy for law enforcement is necessary - it shall operate in close cooperation with Europol / EC3, ENISA, ECTEG, EDA, private sector etc.
- Training on information exchange and specialist law enforcement techniques, with the updated SIS, travel intelligence, Prüm, operational agencies - tools designed to support cross border cooperation calls for significant increase in raising knowledge on these tools and supporting specialist networks. Here CEPOL needs to be prepared for the training of the Interoperability package.
- Training needs assessment and training coordination at EU level. Identification of needs for skill development (STNA, OTNA, thematic micro-TNAs). These analytical products that are developed on the basis of threats, technological and societal developments provide the necessary evidence where EU level training will add value. Future oriented needs assessments are imperative in all areas, but even more crucial and resource-consuming in those driven by technology such as cyber.
- Development of EU training standards, Certification of training and trainers
- Language training to facilitate cross border cooperation inside the EU and with the Candidate + ENP countries
- Research in the area of Law Enforcement education
- External aspects of Internal security, particularly capacity building in ENP countries: 1) provide custom made training activities for ENP countries, 2) providing subsidised learning opportunities organised by CEPOL - joint ENP-EU activities.
- Sustainability of training initiatives funded by EU, aiming to ensure continuity to training initiatives developed using EU funds - take over the project outcomes, ensure their further maintenance, implementation and the development

- Further development of training environment, e.g. technologies, methodologies: enforcing the technological solutions for education and learning such as LEEd platform (to replace e-Net), capacity to build interactive online learning solutions. Innovation in law enforcement training, including technological aspects, should become an integral part of CEPOL's delivery. Online learning is the most suitable tool to ensure access to education to wider audiences, it works really well where high number of officials needs to raise awareness, but also it offers alternatives for specialist learning such as creating learning opportunities - simulations of hostile environments, simulations of crisis situations

### *Human resources*

Based on the conclusions of CEPOL's five-year external evaluation, the 35<sup>th</sup> Governing Board on May 2016 recommended that the Agency pursues twelve additional (new) posts to be able to deliver the increased demand of training in an efficient and effective manner. As three posts were granted to CEPOL for the year 2017, the Agency sought to request the remaining nine posts via its 2018 staff request. Instead of nine posts, one was allocated to the agency. As for 2019, none of the additionally requested eight posts have been granted to the Agency. For 2020, again the Agency did not receive any of the additional posts requested since 2016. The one additional post in the 2020 establishment plan is based on the adopted interoperability package. However, the allocation of 1 post to cover with all training needs related to the interoperability package is a significant underestimation of the workload related to the expectation.

As CEPOL has to implement effectively its mandate that came into application in July 2016, the agency will pursue the necessary resources for full engagement with the all law enforcement sectors, implement its research agenda, and ensure quality, transferability and mobility of CEPOL training and education through standardisation and certification. It is clear that the agency suffers, across all departments, from a lack of human resources which make it extremely difficult for CEPOL to evolve and implement fully its mandate.

For that purpose CEPOL will request an increase in human resources for 2021 that includes the posts not granted in 2021 and follow its original schedule for following years.

Based on the currently available information from the Commission (so far followed by the Council and Parliament), only one post was allocated to the Agency for new tasks (interoperability), which is on the top of the originally requested and not yet approved 8 posts for 2020.

<b>Staff Category</b>	<b>Staff Population in draft EU budget 2020</b>	<b>Staff Population envisaged in 2021</b>	<b>Staff Population envisaged in 2022</b>
<b>Temporary Agents</b>	33	56	63
<b>Contract Agents</b>	19	25	25
<b>SNEs</b>	3	8	8

Detailed data provided in Tables in Annex III.

## *Resource outlook over the years 2020 to 2022*

### A) New Tasks:

The regulation of the European Parliament and of the Council on establishing a framework for interoperability between EU information systems (borders and visa) aims to ensure that centrally coordinated EU level training improves coherent implementation of training courses at national level and as a consequence ensures correct and successful implementation and use of interoperability components will take place. CEPOL — as the EU Agency for Law Enforcement Training — is well-positioned to deliver central EU level training. CEPOL shall coordinate, manage, organise and update the courses and the cost for delivering a number of training sessions per year and prepare the online course(s). The training effort is concentrated on the periods immediately preceding go-live. A continuous effort remains necessary beyond the go-live as the interoperable components are maintained and the trainers do not permanently remain the same persons, based on the experience of delivering existing training on Schengen information system. The EU-STNA 2022-2025 will be launched in 2021 in line with the EU Policy Cycle and will require additional resources.

### B) Growth of existing tasks

The legal basis that came into force on 1 July 2016 cannot be implemented with the current staffing. Careful analysis shows that the CEPOL establishment plan as set for 2020 has to increase with at least 8 positions to be able to – at a minimal level – meet these expectations.

The legal mandate tasks CEPOL to support Union missions and capacity-building in third countries by managing dedicated Union External Assistance funds (Art. 4(4)(d)). It also stipulates that CEPOL may benefit from Union funding in the form of ad-hoc grants (Art 17(4)).

CEPOL will continue to be the beneficiary of CEPOL CT 2 (based on a grant from the European Commission Service for Foreign Policy Instruments, FPI), which started in 2018. CEPOL FI project will also continue until the end of Q1 2020.

In addition, preparations are ongoing for the following potential capacity building projects in third countries:<sup>25</sup>

1. European Neighbourhood South (Euromed follow-up) project funded by the European Neighbourhood Instrument managed by DG NEAR. The indicative period of implementation is 48 months, the earmarked fund is approximately 7.5 MEUR and the planned start is April 2020. The project documentation is being prepared, the pending issue is the role and level of engagement of EUROPOL which is expected to be defined by the end of October 2019.
2. Western Balkans project, funded by the Instrument of Pre-Accession II managed by DG NEAR. The indicative period of duration is between 36 to 48 months, for a tentative budget of 5.5 MEUR. The preparation of documentation is ongoing and the expected start of the project is 1 April 2020.
3. Eastern Partnership project funded by the European Neighbourhood Instrument managed by DG NEAR. The indicative period of implementation is 48 months, planned start is 1 April 2020 or later date. The envisaged budget is 6 MEUR.
4. Interregional project (MENA region) on Counter-Terrorism Information Exchange and Criminal Justice Response funded by the Instrument for Stability and Peace (Annual Action Programme 2018) managed by DEVCO. The project duration is 48 months (2020-2023), the planned start of the implementation is 1 April 2020 and the total estimated cost

<sup>25</sup> Please note that scope and final amounts are still subject to amendment.

of the action is 7.5 MEUR. The project documentation is in the final stage and the signature of the Contribution Agreement is planned by the end of 2019.

### C) Efficiency gains

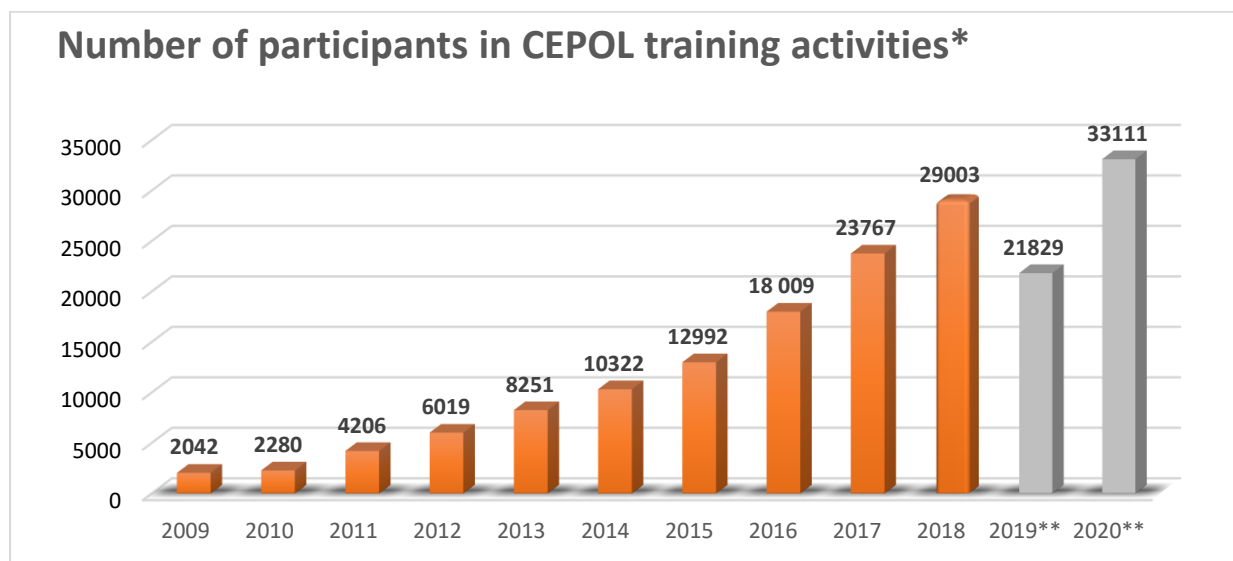
Successive evaluations of CEPOL have found the agency to be both efficient and effective. Increase of participants in the period 2009 to 2018 has been achieved with a very limited increase in resources allocated to the Agency.

The last few years CEPOL has become a recognised partner among policy makers and practitioners. As a result, the demand for CEPOL training has been constantly increasing. To accommodate these legitimate training needs, the agency is investigating all options to deliver as much as possible within the given resource framework. However, the limits of internal resource reshuffling and further efficiency gains have been reached. Besides the additional operational tasks stemming from the CEPOL Regulation that entered into force on 1 July 2016 – see growth of existing tasks above – it should also be mentioned that all services (support as well as operations) are extremely lean and have led in the previous years to serious risk with regards to business continuity as well as legality and regularity. E.g. there are only 2 positions in HR, 2 in ICT, 2 in Procurement and 1 in Legal officers. Other high priority areas, such as On-site and Online training activities, Research and Science, Policy Cycle priorities are understaffed; other areas such as Security, Asset management DPO, Logistics, Document management & Archiving have no dedicated staff at all and are – at best – taken up by other staff members as part of their regular activities. Also the grading of these and other staff members is (too) low compared to both their responsibilities and to grading for similar responsibilities in other EU Agencies.

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

The Agency's performance indicators demonstrate that CEPOL exceeded its activity implementation targets, whilst constantly achieving outstanding levels of satisfaction with its activities (satisfaction rate in 2018 - 94%). The quality of CEPOL's output depends on the agency's ability to work effectively, and the achievements of the last years are built upon the agency's ongoing drive to operate effectively and efficiently. Further evidence of the agency's enhanced efficiency is the reduction in the unit price of its training. In 2017 the number of participants increased by 32% compared to 2016, while in 2018 by 22% compared to 2017; all this has been achieved with operating budgets which remained largely unchanged.

### Participation in CEPOL activities 2009-2019\*



\* Participation includes on-site activities<sup>26</sup>, online self-paced and instructor-led activities<sup>27</sup>, the CEPOL Exchange Programme, 1 Virtual Training Centre on IPR, 2 webinar series, CT2 MENA Programme and the Financial Investigations – Western Balkan Programme

\*\* 2019 figures represent January-September participation only, 2020 figures are planned

### D) Negative priorities/decrease of existing tasks

CEPOL's resources for 2020 as indicated in the Draft Budget 2020 by the Commission are insufficient for the Agency to deliver fully on the mandate which entered into force on 1 July 2016. For eight years in a row, the outreach of CEPOL has increased: number of participants has grown from ca 18,000 in 2016 to ca 29,000 in 2018, which represents an increase of 61% already in the last 3 years and reflects exploding demand and necessity for the trainings that the Agency delivers. Due to insufficient resources, this demand could be only followed by increasing the online learning component, which did not entirely satisfied the need of the stakeholders. The number of tasks assigned to the Agency and its stakeholder expectations continue growing, which CEPOL was not/will not be able to satisfy due to the discrepancy between the enhanced mandate and the available limited financial and human resources, just to name a few.

Consequences for CEPOL's work programme for 2020 include the following:

- addressing whole law enforcement community as per CEPOL's mandate will be not possible, so far it is only possible to a limited extent (e.g. outreach to customs is disproportionately low, e.g. taking the Exchange Programme as an example: 72% participants in 2018 came from the police forces vs 6% from the customs authorities);
- On-site activities will be scaled down to approximately 90 activities (more than 200 proposals expressed by the Member States in their training needs analysis) with the net result of less officials benefiting from EU level training delivered by CEPOL; number of already programmed on-site training activities had been cancelled or withdrawn: 3 activities in 2017, 6 activities in 2018, 2 activities in 2019; among others EU law enforcement leadership course, Tackling organized crime and corruption in the host country of CSDP missions, DNA interpretation course, Pan-European Football security course and others including Research and Science conference. Similar cancellation of activities for 2020 cannot be excluded;

<sup>26</sup> Formerly referred to as residential activities

<sup>27</sup> Formerly referred to as online courses, webinars and e-learning modules



- 54 valid and legitimate training requests of the Member States had been already refused in the phase of training needs analysis and will not be implemented in 2019, among those - courses on law enforcement leadership, facilitated illegal immigration, hate crimes, disaster victim identification, money laundering, Train-the-Trainers SIRENE and other politically crucial topics Similar situation cannot be excluded for 2020;
- Without sufficient resources the Agency will not be able to meet the demand in CEPOL Exchange Programme (CEP). In 2019 CEPOL received a record high number of applications (ca 1000) to the Exchange Programme, however, (even with the contribution from partner agencies' budget for exchanges, e.g. Frontex), it will be able to accommodate only 30% of this demand with its own human resources; high demand is also expected in 2020;
- Without sufficient resources the Agency will not meet the demand in cybercrime activities addressing emerging developments in this area, e.g. course 'Bitcoins and cryptocurrencies' received 73 nominations, but could host only 33 participants, declining 55% of the applicants due to the limited resources;
- Additionally CEPOL will be not able to correspond to the growing demand for training in light of the new IT systems, as well as the reinforced Schengen Information System, that is the main tool for law enforcement authorities to exchange information, where the Agency did not get any resources to ensure that the Member States can successfully be trained in the use of the new tools;
- The interoperability package of EU information systems for security, border and migration management foresees only 40,000 EUR for training preparation and delivery by CEPOL (additionally to 104,000 EUR for staff expenditure) in 2020. This amount can cover an implementation of 1 generic on-site activity prepared based on a template and is categorically insufficient to develop new thorough training material describing the complexity of the interoperability package and its impact. The quality of such a training, its further dissemination by the trainers, and subsequent application of the received knowledge by the end users would be at stake, hence not reaching the initial goal of the legislative proposal and leading to a significant weakness in the security systems of the Union. In order to avoid this situation, the importance of training and the resources necessary for its development should be reassessed;
- Without sufficient resources several areas where training shall be delivered in accordance with the EU Strategic Training Needs Assessment will not be addressed by CEPOL in the domains like Corruption, Excise fraud, Fundamental rights;
- In 2019, a newly established CEPOL Cybercrime Academy (CCA) has become fully operational, this highly demanded development was possible only because of additional funding of 1.2 million euros that was received by the Agency from the European Commission in December 2018. In order to further maintain the state of the art equipment, develop it further to be competitive with the in the cybercrime training realm and meet the expectations of the European and international stakeholders, CEPOL will need to reallocate its budget towards this project, deprioritising other, however not less important, thematic priorities. The agency also is not able to attract new cybercrime experts to conduct an increased number of activities;

- Without sufficient resources, it will be very difficult to make meaningful advancements in the field of certification, accreditation and mutual recognition of law enforcement training in Member States and the recognition by Member States of training provided at Union level.

In addition to the consequences of the discrepancy between the budget request of the Agency and the amount foreseen in the draft budget as adopted by the Commission, CEPOL faces additional challenges. These challenges are caused, *inter alia*, by increased costs outside of CEPOL's control, such as the increasing costs of travel for participants in our training activities (from € 430 per capita in 2017 to € 460 in 2018).

#### E) Redeployment:

CEPOL uses the instrument of redeployment as a general rule in case where vacancies come into existence: before publishing a vacancy a business case is drafted by the responsible line manager. This business case includes *inter alia* a job summary and key accountabilities. The business case is routed via both the head of Corporate Services and the head of the Operations department for comments/approval before the Executive Director (ED) will approve (in which case the recruitment procedure will start) or not (in which case the ED will make comments indicating what shall be done with the vacancy).

Redeployment can also happen in case staff returns from leave on personal grounds and the original position is no longer available. In such case, management and staff member will discuss the best possible place in the organisation, taking in consideration the needs of the agency and the skills/qualities of the staff member.

As CEPOL is at present operating at a deficit of required posts, any more significant redeployments would mean that elsewhere in the organisation significant deficits of staffing would be created.

#### *Conclusions on evolution of resources*

In order to implement the consequences from the operational and administrative considerations outlined above, it will be necessary for CEPOL to obtain a significant increase in resources - which nevertheless would represent a modest effort when compared to the magnitude of resources attributed to other EU agencies in the JHA family.



## Section III – Work Programme 2020

### *Executive summary*

This section outlines the specific objectives that aim to contribute to the realisation of CEPOL's strategic objectives. These are encompassed under activity areas and they include expected outputs, results and indicators.

In 2020 the following programming principles shall continue to apply:

- (1) CEPOL will continue to support key EU security threats as mandated by the Institutions, and shall continue to cover the spectrum of the EU policy cycle, while striving to cover the whole panoply of thematic competences attributed to the agency by its legal basis;
- (2) CEPOL's programming will be informed by Strategic and Operational Training Needs assessments and analyses;
- (3) The number of activities delivered directly by the agency shall potentially grow along the trend observed in recent years, in response to emerging threats and growing institutional demand;
- (4) Further efforts will be made to enhance the multi-disciplinary nature of CEPOL activities by encouraging the participation of wider law enforcement professional target groups;
- (5) Further efforts will be made to go towards enhancing the value of CEPOL's training activities by means of certification and accreditation.

The action of CEPOL in 2020 shall follow the below thread:

- (1) Enhanced use of evidence-based training needs assessment for the definition and design of CEPOL's portfolio;
- (2) Evaluation of the EU-STNA 2018-2021;
- (3) Further attention to the issue of quality management, with a view to offer ever-increasing qualitative learning to the law enforcement community in Europe and beyond, particularly by working on the issues of certification, accreditation, evaluation and blended learning;
- (4) Continued attention to covering the entire spectrum of Serious Organised Crime focussing on EMPACT priorities, with enhanced delivery in the area of Cybercrime;
- (5) Continued high attention to the issue of Counterterrorism in coordination with Europol's European Counterterrorism Centre and Member States' Counterterrorism units;
- (6) Redefined attention to the Union Missions and Public Order;
- (7) Expand its operations in the area of the Western Balkans to support countries with an EU accession perspective, and continue to support partnerships with third countries by allowing participation to CEPOL activities via external projects ;
- (8) Continue to be in line with the standards expected from an EU public administration entity in line with the principle of service orientation, efficiency, modernisation and sound management.
- (9) Commits to the protection of human rights and fundamental freedoms by increasing law enforcement officials' awareness and skills in addressing specific fundamental rights challenges, and also by generally contributing to the development of a fair and human rights-compliant law enforcement culture.

## Overview of Activities and Objectives 2020

Goal 1: CEPOL will plan, develop and coordinate high quality training services (Quality Objective) <sup>28</sup>		
Work Programme Activity 2020	Resources (Human and Financial) <sup>29</sup>	Objectives 2020
<b>1.1 Training Needs Assessment and coordination</b>	2.41 FTE (3.8%) 236,617 EUR (2.3%)	<b>1.1.1 CEPOL's EU Strategic Training Needs Assessment</b> will be evaluated and improvement measures will be identified according to timeline
		<b>1.1.2</b> The scope of the <b>Operational Training Needs Analysis</b> <sup>30</sup> will be applied to an increasing number of thematic areas. A multiannual plan for OTNAs per year will be presented
<b>1.2 Further develop and ensure high quality training services</b>	4.41 FTE (6.9%) 576,598 EUR (5.5%)	<b>1.2.1 CEPOL will further pursue a possibility to</b> have its products recognised in line with the EQF
		<b>1.2.2</b> CEPOL will expand where relevant ISO certification depending on the budget availability and human resources
		<b>1.2.3</b> CEPOL will further develop its evaluation of training activities based on <b>Kirkpatrick' methodology and requirement related to certification and accreditation</b>
		<b>1.2.4</b> CEPOL will design and implement from 2020 onwards a new CKC concept and a new business model of the implementation of training services
		<b>1.2.5</b> CEPOL will ensure the use of e-learning services to better address its broad audiences.

<sup>28</sup> This multi-annual objective is marked as a quality objective in the context of ISO 9001:2015 certification, as it is directly related to the continuous improvement of CEPOL services

<sup>29</sup> FTEs include Temporary Agents, Contract Agents, SNEs and Interims

<sup>30</sup> MB decision 32/2017

**Goal 2: CEPOL will further develop, support and implement training activities to the Law Enforcement Officials of the EU and, if applicable, of Third countries with particular emphasis on fundamental rights and crime prevention<sup>3132</sup>**

Work Programme Activity 2020	Resources (Human and Financial) <sup>33</sup>	Objectives 2020
2.1 Training activities in the area of <b>Serious and Organised Crime</b>	11.52 FTE (18.0%) 2,921,839 EUR (67.8%)	2.1.1 CEPOL will <b>further develop, support and implement</b> training activities in the area of <b>Cybercrime and Cyber enabled crime</b> for Law Enforcement Officials of the EU MS, and, if applicable, of third countries.
		2.1.2 CEPOL will further develop, support and implement training activities in the area of <b>Migrant smuggling</b> for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
		2.1.3 CEPOL will further develop, support and implement training activities in the area of <b>Criminal finances</b> for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
		2.1.4 CEPOL will <b>further develop, support and implement</b> training activities in the <b>other areas of Serious and Organized Crime<sup>34</sup></b> for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
2.2 Training activities in the area of <b>Counterterrorism</b>	1.81 FTE (2.8%) 518,152 EUR (5.0%)	2.2.1 CEPOL will further develop, support and implement training activities in the area of Counterterrorism for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
2.3 Training activities in the area of <b>Public Order and Crime prevention</b>	1.35 FTE (2.1%) 378,238 EUR (3.6%)	2.3.1 CEPOL will <b>support and implement</b> training activities in the area of <b>Public order</b> for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
		2.3.2 Where relevant, CEPOL will include <b>Crime prevention</b> in its thematic trainings which is addressed to Law Enforcement Officials of the EU, and, if applicable of Third Countries.
2.4 Training activities in the area of <b>Union missions</b>	1.43 FTE (2.2%) 353,755 EUR (3.6%)	2.4.1 CEPOL will <b>support and implement</b> training activities in the area of <b>CSDP missions</b> for Law Enforcement Officials of the EU.
2.5 Training activities in the area of <b>Law Enforcement Techniques, procedures and instruments</b>	2.85 FTE (4.4%) 991,999 EUR (9.5%)	2.5.1 CEPOL will <b>support and implement</b> training activities in the area of <b>Forensics</b> for Law Enforcement Officials of the EU, and, if applicable, of Third countries in line with the outcomes of the Needs Assessment and Policy Documents
		2.5.2 CEPOL will <b>support and implement</b> training activities in the <b>Other Law Enforcement Techniques,</b>

<sup>31</sup> Fundamental rights, and where relevant crime prevention will be addressed in all our thematic trainings, and are therefore included horizontally in all the training activities that CEPOL implements.

<sup>32</sup> The Addendum to the CEPOL-Europol Agreement includes a list of joint trainings with Europol (updated annually)

<sup>33</sup> FTEs include Temporary Agents, Contract Agents, SNEs and Interims

<sup>34</sup> Corruption and EMPACT priorities 2018-2021 such as: Drug trafficking, Organized property crime, Trafficking in human beings, Excise and MTIC fraud, Illicit firearms trafficking, Environmental crime, Document fraud

		<b>procedures and instruments<sup>35</sup></b> for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
2.6 Training activities in the area of <b>Law Enforcement Leadership and Management, Language Skills and Train the trainers</b>	2.76 FTE (4.3%)  745,377 EUR (7.1%)	2.6.1 CEPOL will <b>support and implement</b> training activities in the area of <b>Leadership, language and other skills</b> for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
		2.6.2 CEPOL will <b>support and implement</b> training activities in the area of <b>Train the trainers</b> for Law Enforcement Officials of the EU, and, if applicable, of Third countries. <sup>36</sup>
2.7 Training activities in the area of <b>IT based information exchange instruments and law enforcement cooperation<sup>37</sup></b>	5.11 FTE (8.0%)  802,929 EUR (7.7%)	2.7.1 CEPOL will <b>further develop, support and implement</b> training activities in the area of law enforcement cooperation and in particular <b>IT based information exchange instruments</b> for Law Enforcement Officials of the EU, and, if applicable, of Third countries, including the Interoperability package
2.8 Training activities in the area of the <b>Fundamental rights</b>	2.29 FTE (3.6%)  291,492 EUR (2.8%)	2.8.1 CEPOL will further develop, support and implement training activities in the area of Fundamental rights, and <b>Fundamental rights</b> will also be addressed in all CEPOL's thematic trainings organized for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
2.9 Training activities in the area of <b>Emerging internal security threats</b>	0.69 FTE (1.1%)  69,689 EUR (0.7%)	2.9.1 <b>CEPOL will develop, support and implement training activities to address emerging internal security threats</b> for Law Enforcement Officials of the EU

<sup>35</sup> Including but not limited to law enforcement cooperation instruments, criminal analysis, witness protection, undercover, informant handling, crisis negotiations, cross-border surveillance, joint investigations, disaster victim identification, social media in law enforcement

<sup>36</sup> Eu-LISA expressed its commitment to continue contribution to the development and delivery of the relevant joint train-the-trainers initiatives.

<sup>37</sup> With the support of eu-LISA on IT based information exchange instruments and training of SIRENE Officers

**Goal 3: CEPOL will further build capacity of Third Countries by tailored made training services<sup>38</sup>**

Work Programme Activity 2020	Resources (Human and Financial) <sup>39</sup>	Objectives 2020
3.1.1 <b>Implementation of the EU/MENA Counterterrorism Training Partnership 2 (CEPOL CT2) project</b>	<u>Planned from CEPOL budget for project administration and management:</u>  4.2 FTE (6.6%)  316,403 EUR (3.0%)	<i>As defined in Delegation Agreement on the CEPOL CT2 project with the European Commission Service for Foreign Policy Instruments (FPI)</i>
3.1.2 <b>Implementation of the Financial Investigation in Service Training Programme, Western Balkan (CEPOL FI) project</b>	<u>Other resources for project implementation:</u>  16 FTE  <i>As defined in the Delegation and Grant Agreements</i>	<i>As defined in the Grant Agreement on the CEPOL FI project with Directorate-General of Neighbourhood and Enlargement Negotiation (DG NEAR)</i>
3.1.x <b>Implementation of the ... project<sup>40</sup></b>		<i>As defined in the Delegation or Grant Agreement</i>

**Goal 4: CEPOL will promote, contribute and encourage research relevant for law enforcement training**

Work Programme Activity 2020	Resources (Human and Financial) <sup>41</sup>	Objectives 2020
4.1 Research relevant for training and education	2.29 FTE (4.0%)  445,905 EUR (4.3%)	4.1.1 CEPOL will encourage and support the inclusion of scientific knowledge to its training activities and will disseminate relevant research findings  4.1.2 CEPOL will contribute to and encourage the development of research relevant to law enforcement training activities, with a special emphasis on its thematic priorities and e-learning/modern learning tools <sup>42</sup>  4.1.3 CEPOL will introduce the policy for a transparent treatment of all research and innovation requests submitted to the Agency

<sup>38</sup> With the support of Europol and Eurojust

<sup>39</sup> FTEs include Temporary Agents, Contract Agents, SNEs and Interims

<sup>40</sup> New objective to be added when a new project is confirmed

<sup>41</sup> FTEs include Temporary Agents, Contract Agents, SNEs and Interims

<sup>42</sup> MB decision 11/2017/MB

**Goal 5: CEPOL is an efficient and effective organization promoting digital development**

Work Programme Activity 2020	Resources (Human and Financial) <sup>43</sup>	Objectives 2020
5.1 Governance, Administration and Stakeholder Relations	20.60 FTE (32.2%) 1,790,006 EUR (17.1%)	5.1.1 Good governance that is in line with applicable rules and regulations, including efficient management of new headquarters, IT and resources
		5.1.2 Continue optimizing the processes of CEPOL through implementing quality management framework and digitalization requirements
		5.1.3 Promote CEPOL's activities by management of stakeholder relations and external and internal communication

<b>Total CEPOL Regular Budget and FTE</b>	55 FTE (TA, CA, SNE) 9 FTE (interim) <sup>44</sup> 16 FTE (project staff) 10,439,000 EUR <sup>45</sup>	
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<sup>43</sup> FTEs include Temporary Agents, Contract Agents, SNEs and Interims

<sup>44</sup> Interims replacing TAs or CAs are not included, those positions are counted as 100% TA or CA FTE

<sup>45</sup> Only CEPOL Regular budget. Does not include budget of projects based on delegation agreement and additional funds foreseen for Entry/Exit System trainings

## CEPOL offers different ways to learn under its training activities (Goal 2):

Type of learning	
<b>On-site activities<sup>46</sup></b>	<b>On-site activities</b> take form of <b>courses, conferences, workshops and seminars</b> and typically last a week and are held in a training institute in one of the Member States or at CEPOL HQ. <b>On-site activities</b> provide an opportunity to gain a deeper understanding of a subject. Teaching often features case studies and participants are encouraged to share best practices.
<b>Online learning (or Online activities)</b>	<b>Online learning</b> is a way of computer based distanced learning. <b>Online learning</b> take form of self-paced and instruction-led learning activities. <sup>47</sup>
<b>CEPOL Exchange Programme (CEP)</b>	The <b>CEP is an Erasmus-style exchange programme</b> that allows <b>law enforcement officials</b> to spend one week with a counterpart in their country, exchanging knowledge and good practices, initiating cooperation projects and fostering deep and long-lasting learning and networking opportunities.

## Assumptions for 2020

As at this point in time planning for 2020 depends on many variable, the following assumptions have been made when drafting the planning for 2020:

Human resources:

- 33 Temporary Agent posts
- 19 Contract Agent posts
- 3 SNE posts
- Correction coefficient will be 71.9 %

Financial resources:

- 10.4 million – instead of the originally requested 12 million EUR is CEPOL's Regular Budget (0,144 M EUR for European Interoperability Package<sup>48</sup>), complemented by externally funded projects.

Operational assumptions:

- CEPOL will not be granted the requested 12 million EUR budget and 58 FTE (excluding interims)
- CEPOL CT 2 will continue to run in and CEPOL FI 2 is extended to March 2020, therefore are planned with resources
- Evaluation of the EU-STNA will be conducted
- Operational Training Needs Analyses will be conducted in 4 new thematic areas
- EQF Expert Group will recommend to implement EQF to all training activities provided by CEPOL
- Alternative, future looking business model (maybe based on CKC pilot phase) will be implemented

<sup>46</sup> Formerly referred to as residential activities

<sup>47</sup> Former classification used: webinars (short interactive presentations), online modules (self-paced learning material) and online courses (expert moderated real-time activity)

## ***Goal 1: CEPOL will plan, develop and coordinate high quality training services***

### ***Activity 1.1: Training needs assessment and coordination***

#### ***Overview***

The agency strives to respond effectively to the training needs of the Union in order to provide the law enforcement officials with the knowledge and skills that are necessary for tackling key common security threats faced by the Union. The key objectives of this activity will comprise the following;

- The pilot EU-STNA cycle will be coming to its end in 2021, therefore its impact assessment and process evaluation will be conducted in 2020, with a subsequent adjustment of the methodology, ensuring that a new 4 years' cycle can be launched in 2021/2022 aligned with the next policy cycle (2022-2025)
- On the basis of the STNA 2018-2021 outcomes, increasing number of Operational Training Needs Analyses will be conducted every year
- CEPOL's thematic training portfolio will be based on the EU-STNA and OTNA outcomes.
- By aiming to achieve synergies and good coordination, CEPOL will continue to:
- explore common areas of interest and cooperation with other JHA agencies relating to needs assessment and evaluation, (e.g. EASO – use of Kirkpatrick's methodology in Level 3 and 4).

#### ***New development***

- Evaluation of the EU-STNA process;
- Adjustment of the EU-STNA methodology;
- A multiannual plan for OTNAs will be presented



## Objectives 2020

Activity 1.1 Training needs assessment and coordination				
Objectives 2020	Expected results (Outcome)	Main Outputs	Indicators	Target for 2020
1.1.1 CEPOL's <b>EU Strategic Training Needs Assessment</b> process will be evaluated and improvement measures will be identified according to timeline <b>Quality Objective</b> <sup>49</sup>	<p>EU-STNA will provide reliable data of the performance gaps where EU training is necessary, particularly:</p> <ul style="list-style-type: none"> <li>➤ EU-STNA will provide the necessary framework for a coordinated and prioritised Union action and will support the decision-making process in law enforcement training at Union level with evidence-based analytical findings.</li> <li>➤ Improvement measures will be identified and applied to the EU-STNA methodology</li> </ul>	<ul style="list-style-type: none"> <li>➤ The EU-STNA evaluation report;</li> <li>➤ EU-STNA methodology amendment</li> </ul>	<ul style="list-style-type: none"> <li>➤ Evaluation completed and recommendations for improvement implemented</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Completed evaluation, recommendations implemented</i></li> </ul>
1.1.2 The scope of the <b>Operational Training Needs Analysis</b> <sup>50</sup> will be applied to a set number of thematic areas. A multiannual plan for OTNAs per year will be presented <b>Quality Objective</b>	<p>OTNA will provide reliable data of the performance gaps where CEPOL training is necessary, particularly:</p> <ul style="list-style-type: none"> <li>➤ The OTNA will identify training interventions tailored for the MS needs and will constitute the basis for the CEPOL training portfolio. All thematic areas will be analysed based on the Operational Training Needs Analysis methodology</li> </ul>	<ul style="list-style-type: none"> <li>➤ The annual operational training needs analysis reports outlining the tactical level training requirements</li> </ul>	<ul style="list-style-type: none"> <li>➤ 4 thematic areas will be assessed through the OTNA</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>A relevant multiannual plan shall be prepared</i></li> </ul>

<sup>49</sup> These annual objective are marked as a quality objective in the context of ISO 9001:2015 certification, as it is directly related to the continuous improvement of CEPOL services

<sup>50</sup> MB decision 32/2017

## *Activity 1.2: Further develop and ensure high quality training services*

### **Overview**

In 2020 one CEPOL Knowledge Centre will be implemented following the new business model in the domain of counterterrorism as a pilot.

All training activities, where applicable, will provide an opportunity to evaluate the learning achievements gained by the participants, therefore, among other requirements, ensuring basis for a sound quality assurance system in place.

While supporting the already existing trainers and experts, in order to reach out to a broader multicultural and multidisciplinary law enforcement community, implementing the extended mandate of the Agency, CEPOL will further improve its offer in the area of e-learning activities offering new opportunities for online training.

Best practice sharing between eu-LISA and CEPOL is foreseen in 2020 regarding the development process of certified/accredited training products, design of a new business model for the implementation of training services and technical innovations in learning methodology.

### *New developments*

Integrated quality assurance mechanism ensures that CEPOL training remains operationally relevant and is of high quality.

- New CKC model and business model for CEPOL will be piloted in the field of counterterrorism in cooperation between the Agency and the framework partners

Where applicable, testing and certification will be integrated into training activities. CEPOL strives to maintain and to incorporate cutting edge training methodologies to be able to deliver quality training that is suitable for the multicultural law enforcement community the agency is serving.

In 2020 CEPOL will continue to develop the following areas:

- Further maintenance and development of training and learning, particularly:
  - o Further adoption of blended learning;
  - o Expanded use of testing;
  - o E-learning, particularly strengthening the capability to deliver online courses, virtual platforms and virtual realities, serious gamification of learning options, use of videos and podcasts;
  - o Invest in technological developments supporting training landscape;
- CEPOL will continue to support its training community and experts with the following services;
  - o Training activities on the design and delivery of on-site and online, self-paced and instruction-led learning activities

- Maintenance of the lecturers, trainers and researchers database
- LEEd implementation to support CEPOL's training, learning and education activities.

## Objectives 2020

Activity 1.2 Further develop and ensure high quality training services				
Objectives 2020	Expected results (Outcome)	Main Outputs	Indicators	Target for 2020
1.2.1 CEPOL will further pursue a possibility to have its products recognised in line with the EQF <b>Quality Objective</b>	➤ CEPOL has a better picture of possibilities to align further with the EQF	➤ CEPOL attends relevant meetings and presents its portfolio	➤ All relevant meetings identified and attended	➤ CEPOL provides an annual summary of findings to MB
1.2.2 CEPOL will further expand ISO certification of its services, where relevant, depending on the budget availability and human resources	➤ Compliance with the <b>ISO 9001:2015</b> QMS as well as with requirements for learning services outside formal education according to the <b>ISO 29993:2017</b> standard for learning services, providing generic frame of reference for quality learning service.	➤ Maintain ISO certifications ➤ preparations for additional CEPOL courses certified in accordance with ISO 29993:2017 requirements	➤ ISO 9001:2015 and ISO 29993:2017 for already certified courses maintained ➤ Business case for certifying additional courses in place	➤ 2 ISO certificates maintained ➤ 1 business case for extending certification
1.2.3 CEPOL will further develop its evaluation of training activities based on <b>Kirkpatrick' methodology and requirement related to certification and accreditation</b> <b>Quality Objective</b>	➤ Not only the reaction but also the knowledge acquired through the training activity is measured	➤ Training activities are evaluated using Kirkpatrick's methodology	➤ CEPOL will implement entry and exit testing of participants in line with certification/accreditation	➤ Testing applied according to 12/2016/GB (for courses that are at least 5 days long)
1.2.4 CEPOL will design and implement from 2020 onwards a new CKC concept and a new business model of the	➤ The results of the CKC evaluation will be taken into account to assess whether the CKC model is administratively and	➤ Pilot CEPOL Knowledge Centres are evaluated	➤ At least one CKC based on the new model established and operational	➤ 1 new CKC

implementation of training services <b>Quality Objective</b>	operationally solid enough to be further developed and rolled out, or whether alternative business models have to be looked at	➤ New alternative model is established and operational		
1.2.5 CEPOL will ensure the use of e-learning services to better address its broad audiences	➤ The European, cross-border dimension of law enforcement is further addressed by the enhanced access to CEPOL's online learning component;	➤ Extended support to learning, training and research activities through continuous further development of LEEd	➤ New/revised portfolio of online learning services available	➤ <i>LEEd operational (by end January 2020)</i>

***Goal 2: CEPOL will further develop, support and implement training activities to the Law Enforcement Officials of the EU and, if applicable, of third countries with particular emphasis on fundamental rights and crime prevention<sup>51</sup>***

***Overview***

Based on the EU-STNA priorities, and while putting particular emphasis on fundamental rights, CEPOL will deliver comprehensive training portfolios responding to the security threats of the Union, in particular in the following areas:

- Serious and Organised Crime
- Counterterrorism
- Public Order and Crime prevention
- Union missions
- Law Enforcement Techniques, procedures and instruments
- Law Enforcement Leadership, Language Skills and Train the trainers
- IT based information exchange instruments and law enforcement cooperation
- Fundamental rights
- Emerging internal security threats

Training actions will be carried out in close cooperation with partner EU agencies and networks such as Europol, Frontex, Eurojust, EJTN, EMCDDA<sup>52</sup>, EUIPO, eu-LISA<sup>53</sup>, EASO<sup>54</sup>, EUCTN etc. Cooperation will be particularly strong in the area of serious organised crime and related training and learning actions will be fully embedded into the EMPACT mechanism.

Europol-CEPOL collaboration is particularly noteworthy in the delivery of training activities under Goal 2. Europol provided expects to more than half of CEPOL on-site activities in 2019 and continues to do so in 2020, by the virtue of which Europol was and remains a key contributor to the successful delivery of CEPOL work programmes. The annually updated and renewed Addendum to the CEPOL-Europol Agreement is the

<sup>51</sup> Fundamental rights, and where relevant crime prevention will be addressed in all our thematic trainings, and are therefore included horizontally in all the training activities that CEPOL implements.

<sup>52</sup> EMCDDA expressed its willingness to continue supporting CEPOL online and on-site training activities related to the drug priorities of the Policy Cycle as resources allow

<sup>53</sup> Support and cooperation on IT based information exchange instruments and training of SIRENE Officers

<sup>54</sup> EASO expressed its interest in disseminating experience through training on access to asylum procedure

formalised vehicle of official cooperation, which includes the concluded list of the joint courses other dimensions of the excellent Europol-CEPOL cooperation.

While serious organised crime and terrorism remains prioritised, CEPOL, based on OTNA outcomes, will address the full spectrum of law enforcement community with the increase in the following aspects:

- Increase joint activities among law enforcement sectors including customs, as well as prosecutors and judiciary. In the latter case in close cooperation with EJTN and Eurojust
- European leadership development comprising of future Leaders development programme
- Law enforcement specific language skills development - English

CEPOL will address training needs of law enforcement official via:

- On-site training activities;
- Online training activities;
- CEPOL exchange programme<sup>55</sup>

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<sup>55</sup> In addition to engaging LE officials, CEPOL – given resource availability – is open to best practice sharing about its exchange programme with other JHA agencies envisaging a specialised exchange program (e.g. EASO's pilot mobility programme for asylum officials in 2020)

## Activity 2.1 Training activities in the area of Serious and Organised Crime

### Overview

CEPOL will continue to deliver relevant and impact-oriented package of training activities in the area of SOC, updating the priorities in line with SOCTA and EU-STNA.

### Objectives 2020

Activity 2.1 Training activities in the area of Serious and Organized Crime				
Objectives 2020	Expected results (Outcome)	Main Outputs	Indicators – to be reviewed	Target for 2020
2.1.1 CEPOL will <b>further develop, support and implement</b> training activities in the area of <b>Cybercrime and Cyber enabled crime</b> for Law Enforcement Officials of the EU, and, if applicable, of third countries.	Having attended CEPOL learning and training activities, law enforcement officials will: <ul style="list-style-type: none"> <li>➤ Enhance their specialist skills and competencies to deal with cross border investigations and operations in dealing with serious and organised international crime;</li> <li>➤ Reinforce their ability to deal with crosscutting elements in order to broaden the spectrum of investigations, particularly with regard to the financial aspects thereof, as well as the use of online tools, while upholding fundamental rights.</li> </ul>	<ul style="list-style-type: none"> <li>➤ On-site activities</li> <li>➤ Online self-paced activities<sup>56</sup></li> <li>➤ Online instructor-led activities</li> <li>➤ Exchanges</li> <li>➤ Blended training curricula</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Number of activities (implemented vs. planned, number and %)</i></li> <li>➤ <i>Number of participants (actual vs. planned, number and %)</i></li> <li>➤ <i>Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%)</i></li> </ul>	<ul style="list-style-type: none"> <li>➤ 90 activities</li> <li>➤ 10 857 participants</li> <li>➤ 94% satisfaction</li> </ul>
2.1.2 CEPOL will <b>further develop, support and implement</b> training activities in the area of <b>Facilitation of illegal immigration</b> for Law Enforcement Officials of the EU, and, if applicable, of Third countries. <sup>57</sup>				
2.1.3 CEPOL will <b>further develop, support and implement</b> training activities in the area of <b>Criminal finances</b> for Law Enforcement Officials of the				

<sup>56</sup> Including Cyberbites

<sup>57</sup> In cooperation with Frontex and other JHA agencies



EU, and, if applicable, of Third countries.				
2.1.4 CEPOL will <b>further develop, support and implement</b> training activities in the <b>other areas of Serious and Organized Crime</b> <sup>58</sup> for Law Enforcement Officials of the EU, and, if applicable, of Third countries.				

<sup>58</sup> Other EMPACT priorities 2018-2021 such as: Drug trafficking, Organised property crime, Trafficking of human beings, Excise and MTIC fraud, Illicit firearms trafficking, Environmental crime, Document fraud. This area also includes Corruption.

## Activity 2.2 Training activities in the area of **Counterterrorism**

### Overview

CEPOL will deliver a well-defined package of training activities on CT as elaborated by a dedicated CKC on counterterrorism.

### Objectives 2020

Activity 2.2 Training activities in the area of Counterterrorism				
Objectives 2020	Expected results (Outcome)	Main Outputs	Indicators – to be reviewed	Target for 2020
2.2.1 CEPOL will <b>further develop, support and implement</b> training activities in the area of <b>Counterterrorism</b> for Law Enforcement Officials of the EU, and, if applicable, of Third countries.	<p>Having attended CEPOL learning and training activities, law enforcement personnel will:</p> <ul style="list-style-type: none"> <li>➤ Increase the understanding of root causes and actual trends of terrorism and radicalisation, including in prisons, and exchange experience on prevention and de-radicalisation methods;</li> <li>➤ Enhance specialist skills and competencies at strategic and tactical level to deal with cross border cooperation in counterterrorism actions while balancing the actions with the fundamental rights principles;</li> <li>➤ Utilise existing instruments available to support counterterrorism actions, particularly those established at Europol<sup>59</sup>;</li> <li>➤ Be familiar with the activities and operation of the Radicalisation Awareness Network (RAN), as well as the best practices and recommendations defined in relevant documents<sup>60</sup>.</li> </ul>	<ul style="list-style-type: none"> <li>➤ On-site activities</li> <li>➤ Online self-paced activities</li> <li>➤ Online instructor-led activities</li> <li>➤ Exchanges</li> <li>➤ Blended training curricula</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Number of activities (implemented vs. planned, number and %)</i></li> <li>➤ <i>Number of participants (actual vs. planned, number and %)</i></li> <li>➤ <i>Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%)</i></li> </ul>	<ul style="list-style-type: none"> <li>➤ 16 activities</li> <li>➤ 2 122 participants</li> <li>➤ 94% satisfaction</li> </ul>

<sup>59</sup> European Counter Terrorism Centre, including the Counter Terrorism Programme Board

<sup>60</sup> Such as the final report of the Commission Expert Group on Radicalisation (HLCRG-R)

## Activity 2.3 Training activities in the area of **Public Order and Crime prevention**

### Overview

Based on the EU-STNA priorities, and while putting particular emphasis on fundamental rights, CEPOL will deliver relevant training activities in the area of public order and crime prevention.

CEPOL, based on OTNA outcomes, will address the full spectrum of law enforcement community with the increase in the following aspects:

### Objectives 2020

Activity 2.3 Training activities in the area of Public Order and Crime prevention				
Objectives 2020	Expected results (Outcome)	Main Outputs	Indicators – to be reviewed	Target for 2020
2.3.1 CEPOL will <b>support and implement</b> training activities in the area of <b>Public order</b> for Law Enforcement Officials of the EU, and, if applicable, of Third countries.	<p>By attending CEPOL learning and training activities, law enforcement officials will:</p> <ul style="list-style-type: none"> <li>➤ Increase the awareness of existing instruments and mechanisms, with a view to enhance their application and frequency of use.</li> <li>➤ Specialist officials will:</li> <li>➤ Understand in detail the existing instruments and cooperate on the basis of commonly applied standards fully in line with fundamental rights and freedoms;</li> <li>➤ Acquire new skills and knowledge of law enforcement investigation techniques with particular implications on Union level investigations;</li> <li>➤ Strengthen professional networks.</li> </ul>	<ul style="list-style-type: none"> <li>➤ On-site activities</li> <li>➤ Online instructor-led activities</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Number of activities (implemented vs. planned, number and %)</i></li> <li>➤ <i>Number of participants (actual vs. planned, number and %)</i></li> <li>➤ <i>Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%)</i></li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>11 activities</i></li> <li>➤ <i>1 598 participants</i></li> <li>➤ <i>94% satisfaction</i></li> </ul>

<p>2.3.2 Where relevant, CEPOL will include <b>Crime prevention</b> in its thematic trainings which is addressed to Law Enforcement Officials of the EU, and, if applicable of Third Countries.</p>	<p>Having attended CEPOL training and learning activities the participants will be able to:</p> <ul style="list-style-type: none"> <li>➤ describe prevention activities and exchange practices on prevention;</li> <li>➤ understand roles and responsibilities of different actors involved in crime prevention;</li> <li>➤ involve relevant prevention professionals to support operational work.</li> </ul>			
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## Activity 2.4 Training activities in the area of **Union missions**

### Overview

Based on identified training needs and consultations with the European Commission and the EEAS, CEPOL shall continue to support building the capacity of law enforcement officials deployed to EU CSDP missions and to offer support services for capacity building within CSDP missions. CEPOL will also provide dedicated activities in the area of CSDP. CEPOL will pursue its efforts with regards to EU missions in regions of particular EU interest (Western Balkans, MENA) with the continuous support of other JHA agencies, such as Eurojust and Europol.

### Objectives 2020

Activity 2.4 Training activities in the area of Union missions				
Objectives 2020	Expected results (Outcome)	Main Outputs	Indicators – to be reviewed	Target for 2020
2.4.1 CEPOL will, <b>support and implement</b> training activities in the area of <b>CSDP missions</b> for Law Enforcement Officials of the EU.	<p>Having attended CEPOL training and learning activities the participants will:</p> <ul style="list-style-type: none"> <li>➤ Understand and be able to apply the CSDP relevant legal framework.</li> <li>➤ Be able to operate in Union missions in line with their mandate and needs consistently, implementing EU values and approaches.</li> </ul>	<ul style="list-style-type: none"> <li>➤ On-site activities</li> <li>➤ Online instructor-led activities</li> <li>➤ Exchanges</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Number of activities (implemented vs. planned, number and %)</i></li> <li>➤ <i>Number of participants (actual vs. planned, number and %)</i></li> <li>➤ <i>Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%)</i></li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>4 activities</i></li> <li>➤ <i>518 participants</i></li> <li>➤ <i>94% satisfaction</i></li> </ul>

## Activity 2.5 Training activities in the area of **Law Enforcement Techniques, procedures and instruments**

### Overview

Related training portfolio is designed to increase the application of modern law enforcement techniques and increase the knowledge on innovative solutions. Addressed subject cover wide range of topics such as criminal analysis techniques and tools on strategic, tactical and operational level, forensics techniques and practice on intellectual property rights enforcement.

### New developments

Based on the outcome of the EU-STNA, special attention will be made on the area of Forensics, where CEPOL will extend its training activities.

### Objectives 2020

Activity 2.5 Training activities in the area of Law Enforcement Techniques, procedures and instruments				
Objectives 2020	Expected results (Outcome)	Main Outputs	Indicators – to be reviewed	Target for 2020
2.5.1 CEPOL will <b>support and implement</b> training activities in the area of <b>Forensics</b> for Law Enforcement Officials of the EU, and, if applicable, of Third countries in line with the outcomes of the Needs Assessment and Policy Documents	Having attended CEPOL training and learning activities the participants will: <ul style="list-style-type: none"> <li>➤ <i>Understand current forensic practices and share experiences;</i></li> <li>➤ <i>select relevant forensic service provider and understand the possibilities and limitations of forensic science</i></li> </ul>	<ul style="list-style-type: none"> <li>➤ On-site activities</li> <li>➤ Online self-paced activities</li> <li>➤ Online instructor-led activities</li> <li>➤ Exchanges</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Number of activities (implemented vs. planned, number and %)</i></li> <li>➤ <i>Number of participants (actual vs. planned, number and %)</i></li> <li>➤ <i>Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%)</i></li> </ul>	<ul style="list-style-type: none"> <li>➤ 30 activities</li> <li>➤ 3 264 participants</li> <li>➤ 94% satisfaction</li> </ul>
2.5.2 CEPOL will <b>support and implement</b> training activities in the <b>Other Law Enforcement Techniques, procedures and instruments</b> <sup>61</sup> for Law Enforcement Officials of the EU, and, if applicable, of Third countries.	Having attended CEPOL training and learning activities the participants will: <ul style="list-style-type: none"> <li>➤ <i>Understand and apply different law enforcement techniques;</i></li> <li>➤ <i>Exchange knowledge and practices on law enforcement procedures and instruments</i></li> </ul>			

<sup>61</sup> Including but not limited to law enforcement cooperation instruments, criminal analysis, witness protection, undercover, informant handling, crisis negotiations, cross-border surveillance, joint investigations, disaster victim identification, social media in law enforcement

## Activity 2.6 Training activities in the area of **Law enforcement leadership and management, Language skills and Train the trainers**

### Overview

The Agency will continue to provide leadership training for talented European law enforcement officers to establish network between them and to increase their competencies to manage law enforcement organisations in a globally interconnected environment. Similarly to the past the use of English in law enforcement cooperation context will be addressed by on-site and online training solutions while the knowledge on the modern educational tools and methods will be offered during the well-established train-the trainer course together with relevant online self-paced and instructor-led activities.

### Objectives 2020

Activity 2.6 Training activities in the area of Law enforcement leadership and management, language skills and Train the trainers				
Objectives 2020	Expected results (Outcome)	Outputs	Indicators – to be reviewed	Target for 2020
2.6.1 CEPOL will <b>support and implement</b> training activities in the area of <b>Leadership, language and other skills</b> for Law Enforcement Officials of the EU, and, if applicable, of Third countries.EU, and, if applicable, of Third countries.	<ul style="list-style-type: none"> <li>➤ Future leaders of national law enforcement services having attended CEPOL training will develop the competencies necessary to manage law enforcement structures in a European cooperation perspective;</li> <li>➤ Professional language capacity of law enforcement officers attending CEPOL learning activities will contribute to enhance their ability to cooperate internationally, including at the specialist level.</li> </ul>	<ul style="list-style-type: none"> <li>➤ On-site activities</li> <li>➤ Online self-paced activities</li> <li>➤ Online instructor-led activities</li> <li>➤ Exchanges</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Number of activities (implemented vs. planned, number and %)</i></li> <li>➤ <i>Number of participants (actual vs. planned, number and %)</i></li> <li>➤ <i>Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%)</i></li> </ul>	<ul style="list-style-type: none"> <li>➤ 19 activities</li> <li>➤ 3 303 participants</li> <li>➤ 94% satisfaction</li> </ul>
2.6.2 CEPOL will <b>support and implement</b> training activities in the area of <b>Train the trainers</b> for Law Enforcement Officials of the EU, and, if applicable, of Third countries. <sup>62</sup>	Having attended CEPOL training and learning activities the participants will: <ul style="list-style-type: none"> <li>➤ <i>Organise effective learning environments for adult learners;</i></li> <li>➤ <i>Recognise different approaches to learning;</i></li> <li>➤ <i>Know the basics of writing learning objectives.</i></li> </ul>			

<sup>62</sup> Eu-LISA expressed its commitment to continue contribution to the development and delivery of the relevant joint train-the-trainers initiatives.



## Activity 2.7 Training activities in the area of IT based information exchange instruments and law enforcement cooperation

### Overview

This will remain a key area for CEPOL with relevant trainings delivered, also in cooperation with other agencies and European Commission. Interoperability will also be addressed as part of this package.

### Objectives 2020

Activity 2.7 Training activities in the area of IT based information exchange instruments				
Objectives 2020	Expected results (Outcome)	Outputs	Indicators – to be reviewed	Target for 2020
2.7.1 CEPOL will <b>further develop, support and implement</b> training activities in the area of law enforcement cooperation and in particular <b>IT based information exchange instruments</b> for Law Enforcement Officials of the EU, and, if applicable, of Third countries, including the Interoperability package <sup>63</sup>	<p>By attending CEPOL learning and training activities, law enforcement officials will:</p> <ul style="list-style-type: none"> <li>➤ Increase the awareness of existing instruments and mechanisms, with a view to enhance their application and frequency of use.</li> <li>➤ Specialist officials will:</li> <li>➤ Understand in detail the existing instruments and cooperate on the basis of commonly applied standards fully in line with fundamental rights and freedoms;</li> <li>➤ Acquire new skills and knowledge of law enforcement investigation techniques with particular implications on Union level investigations;</li> <li>➤ Strengthen professional networks.</li> </ul>	<ul style="list-style-type: none"> <li>➤ On-site activities</li> <li>➤ Online self-paced activities</li> <li>➤ Online instructor-led activities</li> <li>➤ Exchanges</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Number of activities (implemented vs. planned, number and %)</i></li> <li>➤ <i>Number of participants (actual vs. planned, number and %)</i></li> <li>➤ <i>Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%)</i></li> </ul>	<ul style="list-style-type: none"> <li>➤ 21 activities</li> <li>➤ 3 163 participants</li> <li>➤ 94% satisfaction</li> </ul>

<sup>63</sup> Eu-LISA expressed its commitment to continue providing input to training activities in the area of IT-based information exchange instruments (in particular through development, update and delivery of joint training initiatives related to the Entry-Exit System, ETIAS, interoperability and trainings for Schengen evaluators), as well as supporting the training of SIRENE Officers.

## Activity 2.8 Training activities in the area of **Fundamental rights**

### Overview

Fundamental Rights are covered where relevant in the other thematic trainings, however, special trainings are also organized on integrity in police, non-discrimination and hate crime.

### Objectives 2020

Activity 2.8 Training activities in the area of Fundamental rights				
Objectives 2020	Expected results (Outcome)	Outputs	Indicators	Target for 2020
2.8.1 CEPOL will further develop, support and implement training activities in the area of Fundamental rights, and <b>Fundamental rights</b> will also be addressed in all CEPOL's thematic trainings organized for Law Enforcement Officials of the EU, and, if applicable, of Third countries.	<p>Through training efforts CEPOL supports the achievement of balanced law enforcement responses to security threats, better identification of fundamental rights violations, and the provision of adequate actions.</p> <p>Having attended CEPOL training and learning activities the participants will be able to:</p> <ul style="list-style-type: none"> <li>➤ explain the relation between integrity, ethics and human rights;</li> <li>➤ identify and analyse the risks and challenges of managing diversity within and outside law enforcement;</li> <li>➤ Engage in cooperation in the field in particular with regard to human rights protection.</li> </ul>	<ul style="list-style-type: none"> <li>➤ On-site activities</li> <li>➤ Online self-paced activities</li> <li>➤ Online instructor-led activities</li> <li>➤ Exchanges</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Number of activities (implemented vs. planned, number and %)</i></li> <li>➤ <i>Number of participants (actual vs. planned, number and %)</i></li> <li>➤ <i>Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%)</i></li> </ul>	<ul style="list-style-type: none"> <li>➤ 11 activities</li> <li>➤ 2 195 participants</li> <li>➤ 94% satisfaction</li> </ul>

## Activity 2.9 Training activities in the area of **Emerging internal security threats**

### Overview

CEPOL will be ready to provide trainings on other newly emerging security threats if adequate human and financial resources are provided and if knowledge is available within the agency in order to ensure that performance gaps.

### Objectives 2020

Activity 2.9 Training activities in the area of Emerging internal security threats				
Objectives 2020	Expected results (Outcome)	Outputs	Indicators	Target for 2020
2.9.1 <b>CEPOL will develop, support and implement training activities to address emerging internal security threats</b> for Law Enforcement Officials of the EU	<p>By addressing urgent training needs CEPOL will support closure of performance gaps on emerging security threats, thus contributing to a faster response to the security needs of Union citizens.</p> <p>Having attended CEPOL training and learning activities the participants will be able to:</p> <ul style="list-style-type: none"> <li>➤ understand the phenomena, roles and responsibilities of different actors involved in operational cooperation.</li> </ul>	<ul style="list-style-type: none"> <li>➤ On-site activities</li> <li>➤ Online self-paced activities</li> <li>➤ Online instructor-led activities</li> <li>➤ Exchanges</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Number of activities (implemented vs. planned, number and %)</i></li> <li>➤ <i>Number of participants (actual vs. planned, number and %)</i></li> <li>➤ <i>Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%)</i></li> </ul>	<ul style="list-style-type: none"> <li>➤ 28 activities</li> <li>➤ 6 542 participants</li> <li>➤ 94% satisfaction</li> </ul>

### ***Goal 3: CEPOL will further build capacity of Third Countries by tailored made training services***

CEPOL will further operationalise the working arrangement with the countries covered by EU neighbourhood policies.

Complying with the relevant policies<sup>64</sup> of the European Union, CEPOL will continue to pursue the goal of contributing to law enforcement capacity building efforts in third countries by training means, applying its tested-and-tried methodologies. It shall serve to transfer EU know-how in the target countries and bring back first-hand experience in return, support building networks of law enforcement specialist and foster development of training partnerships. In respect to the already targeted regions, such as the Western Balkan and the Middle East and North Africa, CEPOL shall support sustainability of previous achievement and deepen partnership moving towards institutionalised cooperation where it applicable.

CEPOL will pursue its efforts in third countries of particular EU policy importance with the continuous support of other JHA agencies, such as Europol and Eurojust.

#### ***Activity 3.1 Prepare, design, implement and follow-up capacity building projects in Third Countries***

##### ***Overview***

Based on recent SPD documents, CEPOL's Executive Director signed a Delegation Agreement on the EU/MENA Counterterrorism Training Partnership 2 (CEPOL CT2) project with the European Commission Service for Foreign Policy Instruments (FPI) and a Grant Agreement on the Financial Investigation in Service Training Programme, Western Balkan (CEPOL FI) project with Directorate-General of Neighbourhood and Enlargement Negotiation (DG NEAR) on 21 December 2017.

As a consequence, project funding and details related to the implementation – such as type and list of activities, expected results (outcomes), outputs and detailed KPIs – fall under the remit of the respective Delegation and Grant Agreements and are defined therein. The list of Objectives under this Goal/Activity is therefore identical to the list of confirmed projects.

##### ***New developments***

Implementation of the EU/MENA Counterterrorism Training Partnership 2 (CEPOL CT2) will end in 2020. The 3-year duration project is funded by the European Union under the Instrument contributing to Stability and Peace (IcSP). It has an overall 6.5 Million EUR budget with the implementation period between 1 January 2018 and 31 December 2020.

The implementation of the Financial Investigation In-Service Training, Western Balkans project has been extended to 31 March 2020. The overall value of the project is 2.5 MEUR. In addition, preparations are ongoing for the following potential projects:

1. European Neighbourhood South (Euromed follow-up) project funded by the European Neighbourhood Instrument managed by DG NEAR. The indicative period of implementation is 48 months, the earmarked fund is approximately 7.5 MEUR and the planned start is April 2020.

<sup>64</sup> Currently: European Agenda on Security, European Global Strategy,

The project documentation is being prepared, the pending issue is the role and level of engagement of EUROPOL which is expected to be defined by the end of October 2019.

2. Western Balkans project, funded by the Instrument of Pre-Accession II managed by DG NEAR. The indicative period of duration is between 36 to 48 months, for a tentative budget of 5.5 MEUR. The preparation of documentation is ongoing and the expected start of the project is 1 April 2020.
3. Eastern Partnership project funded by the European Neighbourhood Instrument managed by DG NEAR. The indicative period of implementation is 48 months, planned start is 1 April 2020 or later date. The envisaged budget is 6 MEUR.
4. Interregional project (MENA region) on Counter-Terrorism Information Exchange and Criminal Justice Response funded by the Instrument for Stability and Peace (Annual Action Programme 2018) managed by DEVCO. The project duration is 48 months (2020-2023), the planned start of the implementation is 1 April 2020 and the total estimated cost of the action is 7.5 MEUR. The project documentation is in the final stage and the signature of the Contribution Agreement is planned by the end of 2019.<sup>65</sup>

## Objectives 2020

Activity 3.1 Prepare, design, implement and follow-up capacity building projects in Third Countries				
Objectives 2020	Expected results (Outcome)	Outputs	Indicators	Target for 2020
3.1.1 <b>Implementation of the EU/MENA Counterterrorism Training Partnership 2 (CEPOL CT2) project</b>	<i>As defined in Delegation Agreement on the CEPOL CT2 project with the European Commission Service for Foreign Policy Instruments (FPI)</i>	<i>As defined in Delegation Agreement [...]</i>	<ul style="list-style-type: none"> <li>➤ Number of activities (implemented vs. planned, number and %)</li> <li>➤ Satisfaction with CEPOL training (%)</li> <li>➤ Number of participants (actual vs. planned, number and %)</li> </ul>	<i>As defined in Delegation Agreement [...]</i> <sup>66</sup>
3.1.2 <b>Implementation of the Financial Investigation in Service Training</b>	<i>As defined in the Grant Agreement on the CEPOL FI project with Directorate-General of Neighbourhood and Enlargement Negotiation (DG NEAR)</i>	<i>As defined in the Grant Agreement [...]</i>	<ul style="list-style-type: none"> <li>➤ Number of activities (implemented vs. planned, number and %)</li> <li>➤ Satisfaction with CEPOL training (%)</li> </ul>	<i>As defined in the Grant Agreement [...]</i> <sup>67</sup>

<sup>65</sup> Please note that scope and final amounts are still subject to amendment.

<sup>66</sup> Remaining to be delivered/involved: 40 activities, 53 exchanges, 400 participants, target of 97% satisfaction

<sup>67</sup> Remaining to be delivered/involved: 1 regional workshop, 10 exchanges, 38 participants

Programme, Western Balkan (CEPOL FI) project			➤ Number of participants (actual vs. planned, number and %)	
3.1.x Implementation of the ... project <sup>68</sup>	As defined in the Delegation or Grant Agreement	As defined in the Delegation or Grant Agreement	➤ Number of activities (implemented vs. planned, number and %) ➤ Satisfaction with CEPOL training (%) ➤ Number of participants (actual vs. planned, number and %)	As defined in the Delegation or Grant Agreement

### *Detailed information on the running projects<sup>69</sup>*

#### EU/MENA Counterterrorism Training Partnership 2 (CEPOL CT2)

Expected results (Outcome):

- Improved capacities of law enforcement officers with regard to investigations and prosecutions of terrorism offences
- Improved capacities and understanding of law enforcement officials with regard to inter-agency and international cooperation on counter-terrorism operations, investigations and prosecutions
- Reinforced understanding of the use of cyber space for terrorism purpose in the investigation, prosecution, and accumulation, treatment and use of digital evidence in court procedures
- Enhance capacity to use financial investigations technique in Counter-terrorism
- Intensified exchange of know-how, experience and good practices in the field of countering violent extremism
- Development of a network for MENA law enforcement training institutions and the EU Agency for law enforcement training, which will enhance the understanding of learning and training methodologies
- Establishment of a viable, but non-formal professional network between EU and beneficiary countries law enforcement officials, as well as between regional professional communities
- Enhanced level of awareness of EU and partner countries law enforcement officials of respectively local and EU legal and operational tools to prevent, pursue, protect and prepare against terrorism

Outputs: Residential Training Courses, Exchanges, Study Visits, International Workshops, Roundtables

#### Financial Investigation in Service Training Programme, Western Balkan (CEPOL FI)

<sup>68</sup> New objective to be added when a new project is confirmed

<sup>69</sup> Extracted from current version of the respective Delegation or Grant Agreement; indicative and included for information only

Expected results (Outcome):

- Development of competencies of respective LE personnel including judicial officials in the WB so as to be able to deal with transnational organized crime in the context of effective FI with particular attention of Rule of Law and Fundamental Rights, taking into account the European perspective of the countries.
- Creation of sustainable professional networks building upon practical exchange of professional experience of FIU, Anti-Money Laundering Unit and Counter-Organised Crime Departments across the region and with the EU MS, being able to contribute to the carrying out of actions under the EU policy cycle against serious and organised crime

Outputs: In-country residential activities, Regional workshops and seminars, Exchange programme, Webinars



## ***Goal 4: CEPOL will promote, contribute and encourage research relevant for law enforcement training***

### ***Activity 4.1: Research relevant for training and education***

#### ***Overview***

CEPOL Research activities will continue to contribute by providing empirical evidence and supporting law enforcement education through the following activities:

- Identification and promulgation of the relevant research among the law enforcement community;
- Providing access to scientific e-journals, e- books and e-Library;
- Maintaining cooperation with MS research correspondents.

#### ***New developments***

Responding to the increasing number of projects and initiatives being channelled to the Agency, among other for H2020 but not exclusively, CEPOL will introduce the transparent policy for an assessment of all research and innovation requests submitted to the Agency.

#### ***Objectives 2020***

<b>Activity 4.1 Research relevant for training and education</b>				
<b>Objectives 2020</b>	<b>Expected results (Outcome)</b>	<b>Main Outputs</b>	<b>Indicators</b>	<b>Target for 2020</b>
4.1.1 CEPOL will encourage and support the inclusion of scientific knowledge to its training activities and will disseminate relevant research findings	Access to research findings will support law enforcement personnel in strategic and tactical decision making;  CEPOL research products will support further development of law enforcement training and education based on scientifically sound findings.	➤ Services supporting research dissemination are provided: access to scientific journals and e-books	➤ Measurable amount of downloads of online sources made available by CEPOL	➤ 1000
4.1.2 CEPOL will contribute to and encourage the development of research	In line with the MB decision 11/2017/MB	➤ Research projects implemented	➤ CEPOL becomes a partner in Horizon	➤ Yes

relevant to law enforcement training activities, with a special emphasis on its thematic priorities and e-learning/modern learning tools <sup>70</sup>		➤ Research & Science Conference organised	2020 research project(s)  ➤ CEPOL organises a Research & Science Conference	➤ Yes
4.1.3 CEPOL will implement the policy for a transparent treatment of all research and innovation requests submitted to the Agency	New transparent approach to assessing research requests channelled to the Agency	➤ Policy, templates and public communication in place	➤ Better informed public, better internal assessment of the volume and scope of research projects channelled, better overview of enquiries for CEPOL	➤ <i>Annual report / overview to be presented to the MB</i>

<sup>70</sup> MB decision 11/2017/MB

## ***Goal 5: CEPOL is an efficient and effective organisation promoting digital development<sup>71</sup>***

### ***Activity 5.1 Governance, Administration and Stakeholder Relations***

#### ***Overview***

In 2020 horizontal and support activities will – as is to be expected – fully support operational activities in all aspects. In order to be able to do at a qualitative and quantitative level similar to the expected operational output, it will be necessary to significantly increase the resources allocated. Both human resources (at qualitative and quantitative level: more post at a higher grade) and financial resources (to cover additional staff costs and additional cost in running the organisation, especially ICT) will have to be increased.

Besides upgrading of positions that are – on the basis of current grading - significantly undervalued (e.g. highest graded Procurement Officer is an AST3/AST4 position), it will be necessary to add human resources to a variety of fields such as, but not limited to, ICT (to support the increased (cyber) activities), Legal (to be able to deal with the increased workload related to e.g. GDPR), RELEX (increased need for stakeholder management with the Member States, 3<sup>rd</sup> States as well as EU and international organisations), Security (implementation of a security regime dealing with EU Classified Information) and Document management/archiving (CEPOL will be obliged to deal with obligation stemming from the Council Regulation on Archiving) or Communications.

#### ***New developments***

- ISO 9001 certification will be maintained via certificate renewal audit and options for extending the certification to other processes will be explored
- CEPOL may move to its new Headquarters offered by the Hungarian Authorities

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<sup>71</sup> See also under Goal 1 for digitalisations in operations

## Objectives 2020

Activity 5.1 Governance, Administration and Stakeholder Relations				
Objectives 2020	Expected results (Outcome)	Outputs	Indicators	Target for 2020
5.1.1 Good governance that is in line with applicable rules and regulations, including efficient management of <b>new headquarters, IT and resources</b>	<p><b>Governance:</b></p> <ul style="list-style-type: none"> <li>➤ By implementing effective and efficient Governance mechanisms, CEPOL will be able to fulfil its mission in support of European law enforcement training, and the agency will continue to fully comply with the legal, financial and administrative requirements set by the EU institutions.</li> </ul> <p><b>Internal Control:</b></p> <ul style="list-style-type: none"> <li>➤ Improved processes and internal control system of the Agency, to better achieve the business objectives in the respective area</li> </ul> <p><b>Human Resources:</b></p> <ul style="list-style-type: none"> <li>➤ Shorter period of open positions in the organisation. This will lead to a (slightly) lower workload for all staff members which will in turn give better chances for participation in training opportunities as well as a better work/life balance.</li> </ul> <p><b>Financial Resources:</b></p> <ul style="list-style-type: none"> <li>➤ By better planning of financial resources, budget implementation will become more efficient</li> </ul> <p><b>ICT:</b></p>	<p><b>Governance:</b></p> <ul style="list-style-type: none"> <li>➤ Management Board's decision making is enabled and supported</li> </ul> <p><b>Internal Control:</b></p> <ul style="list-style-type: none"> <li>➤ Conduct ex post control activities in line with the annual internal control plan and draft reports proposing improvements to the internal processes, including review of compliance with the internal control standards</li> </ul> <p><b>Financial Resources:</b></p> <ul style="list-style-type: none"> <li>➤ Smooth and efficient budget implementation, – commitments shall reach 98% and of the available budget appropriations commitment rate and payment execution 95%.</li> <li>➤ Timely processing of invoices, a minimum of 95% of invoices processed within deadline</li> </ul> <p><b>Human Resources:</b></p> <ul style="list-style-type: none"> <li>➤ Review of organisational structure and allocation of posts within the structure</li> <li>➤ Timely start of relevant recruitment procedures in order to reduce the capacity gaps due to staff (temporarily) leaving CEPOL.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Budget implementation (99% for commitment, and 95% of payment – over 2 years)</li> <li>➤ Average recruitment time<sup>72</sup></li> </ul>	<ul style="list-style-type: none"> <li>➤ ≥99% use of commitment appropriations</li> <li>➤ ≥95% payment appropriations (over 2 years)</li> <li>➤ Average recruitment time &lt;13 weeks</li> </ul>

<sup>72</sup> Average number of weeks from the day when the position is published until the reserve list is established

	<ul style="list-style-type: none"> <li>➤ The Project/Programme Management Office coordinates projects and IT initiatives</li> <li>➤ Alignment of ICT services with core business goals</li> <li>➤ Implementation of additional infrastructure in order to support the project office in the implementation of externally financed projects (e.g. MENA or WB )</li> <li>➤ Enhancement of performance and availability of ICT environment</li> <li>➤ Ensure that planned maintenance will not overrun its communicated timeslots</li> <li>➤ Ensure that recovery time objectives are realistically set and kept.</li> </ul> <p><b>Building:</b></p> <ul style="list-style-type: none"> <li>➤ The building will be utilised to its maximum capacity</li> <li>➤ Alternative(s) to our current building will be discussed with the Hungarian authorities.</li> </ul>	<ul style="list-style-type: none"> <li>➤ CEPOL Staff training plan for the following year and the implementation of the CEPOL Staff training plan for the current year</li> <li>➤ Timely processing of newly adopted/amended implementing rules on the staff regulations and where relevant the follow up of additional internal guidance.</li> </ul> <p><b>ICT:</b></p> <ul style="list-style-type: none"> <li>➤ The drivers, vision and scope of the Enterprise Architecture are defined and applied</li> <li>➤ Business and user requirements are defined and applied</li> </ul> <p><b>Building:</b></p> <ul style="list-style-type: none"> <li>➤ For all in-house meeting the relevant procedures and templates will be followed</li> <li>➤ Building requirement are defined and – where necessary – adjusted to changing needs and constraints</li> </ul>		
5.1.2 Continue optimizing the processes of CEPOL through implementing <b>quality management framework and digitalization requirements</b>	<ul style="list-style-type: none"> <li>➤ Training and learning services certified in accordance with applicable international standards ensures CEPOL is a reputable partner to work with and provides consistent quality services while improving organisational effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Maintain and explore options to expand ISO 9001:2015 Certificate on Management System</li> </ul>	<ul style="list-style-type: none"> <li>➤ New certification acquired (renewal of the current certification and new processes<sup>73</sup>)</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>ISO 9001:2015</i></li> <li>➤ <i>Certificate maintained</i></li> <li>➤ <i>Business case for further certification in place</i></li> </ul>

<sup>73</sup> E.g. ISO 27000

<p>5.1.3 Promote CEPOL's activities by management of <b>external relations and external and internal communications</b></p>	<p><b>Communications:</b></p> <ul style="list-style-type: none"> <li>➤ A progressive building of a strong and positive CEPOL corporate culture and image, strengthening its perception as a viable and valuable partner across the EU landscape and beyond.</li> <li>➤ CEPOL's role in supporting EU security via training is better known to its stakeholders and the general public.</li> </ul> <p><b>External relations</b></p> <ul style="list-style-type: none"> <li>➤ Officials from the Candidate, potential candidate and ENP countries achieve good understanding of EU law enforcement cooperation instruments</li> </ul>	<p><b>Communications:</b></p> <ul style="list-style-type: none"> <li>➤ Corporate reports to be circulated to institutional recipients and key stakeholders;</li> <li>➤ Key publications to be circulated to institutional recipients and key stakeholders;</li> <li>➤ CEPOL branded merchandise and corporate material is distributed to the appropriate recipients;</li> <li>➤ Production and dissemination of periodical digests and newsletters, press releases, audio/visual material;</li> <li>➤ Organisation of communications support provided to key CEPOL events;</li> <li>➤ Enhanced CEPOL presence in the media and in particular social media platforms;</li> <li>➤ CEPOL website as main source of information on CEPOL for external audiences.</li> </ul> <p><b>External relations:</b></p> <ul style="list-style-type: none"> <li>➤ By better identification of stakeholder needs and increased engagement level, CEPOL will be able to improve relevance of its services to the law enforcement community</li> <li>➤ Participation of other Third Country partners to CEPOL activities, based on Working Arrangements</li> </ul>	<ul style="list-style-type: none"> <li>➤ Successful implementation of the External Sub-Strategy</li> <li>➤ Successful implementation of the Communications Sub-Strategy and Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>External Sub-Strategy successfully implemented</i></li> <li>➤ <i>Communications Sub-Strategy and Action Plan successfully implemented</i></li> </ul>
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## Overview of CEPOL regular activities 2020<sup>74</sup>

Activity	Thematic area	On-site activities		Online activities (self-paced and instructor led)		CEP	Total (planned)	
		Number of activities planned	Number of participants planned	Number of activities planned	Number of participants planned	Number of participants planned	Number of activities planned	Number of participants planned
2.1	Serious and organised crime	37	1 082	53	9 575	200	90	10 857
2.2	Counterterrorism	8	208	8	1 874	40	16	2 122
2.3	Public order and Crime Prevention	5	156	6	1 418	24	11	1 598
2.4	Union missions	2	52	2	466	0	4	518
2.5	Law Enforcement Techniques, procedures and instruments	16	442	14	2 722	69 + 35 <sup>75</sup>	30	3 268
2.6	Law Enforcement Leadership and Management Skills, Language Skills and Train the trainers	6	156	13	3 099	48	19	3 303
2.7	IT based information exchange instruments and law enforcement cooperation	9	222	12	2 856	85	21	3 163
2.8	Fundamental rights	2	52	9	2 117	26	11	2 195
2.9	Emerging internal security threats	0	0	28 <sup>76</sup>	6 534 <sup>77</sup>	8	28	6 542
4.1	Research	1 <sup>78</sup>	80	0	0	0	1	80
	<b>Total (planned)</b>	<b>86</b>	<b>2 450</b>	<b>145</b>	<b>30 661</b>	<b>535</b>	<b>231</b>	<b>33 646</b>

<sup>74</sup> Indicative

<sup>75</sup> Study visit to Europol/Eurojust

<sup>76</sup> Includes activities that are uncategorised / category is to be decided

<sup>77</sup> Includes activities that are uncategorised / category is to be decided

<sup>78</sup> Research & Science Conference



## Overview of CEPOL project activities 2020<sup>79</sup>

Projects	Time-scale	On-site activities (including courses, regional workshops, seminars, etc.)		Online activities (self-paced and instructor led)					Study visits		Exchanges
				Webinars (if applicable)		Online courses (if applicable)		Online modules (if applicable)			
		Number of activities planned	Number of participants planned	Number of activities planned	Number of participants planned	Number of activities planned	Number of participants planned	Number of activities planned	Number of study visits planned	Number of participants planned	Number of exchanges
3.1											
3.1.1 CEPOL CT2 project	2020	11	220	-	-	-	-	-	21	126	53
	Full lifecycle (2018-2020)	48	960	-	-	-	-	-	39	234	150
3.1.2 CEPOL FI project	2020	2	76	-	-	-	-	-	-	-	20
	Full lifecycle (2017-2020)	13	359	6	106	-	-	-	-	-	110
3.1.3 ... project <sup>80</sup>	2020										
	Full lifecycle (2020-202x)										

<sup>79</sup> Negotiation for further projects are on-going

<sup>80</sup> New project to be added when confirmed

Section IV.I – List of on-site activities 2020<sup>81</sup>

## CEPOL implemented activities

**CYBERCRIME****ON-SITE ACTIVITIES:****18 on-site activities<sup>82</sup>:**

- Child sexual exploitation on internet - undercover operations
- Child sexual exploitation – victim identification
- Strategies in managing child sex offenders
- Combating card fraud
- Open source intelligence (OSINT) and IT solutions (1st) *(subject to the ISO 29993 audits)*
- Open source intelligence (OSINT) and IT solutions (2st) *(subject to the ISO 29993 audits)*
- Dark web and cryptocurrencies (2x)
- Conducting forensic searches in various IT devices
- Cybercrime - advanced Windows file systems forensics
- Cross border exchange of e-evidence
- Digital forensic investigators training
- Cyber Intelligence
- Malware Investigation
- Live Data Forensics
- Mac Forensics
- Linux Forensics
- First responders and cyber forensics

**ONLINE TRAINING ACTIVITIES:**

- **8 webinars**
- **4 online modules**

<sup>81</sup> Provisional, pending MS commitment; number of connecting online training activities is indicative, included for information only

<sup>82</sup> Depending HR resources available for CEPOL Cybercrime Academy in 2020

- **8 OSINT cyberbites<sup>83</sup>**

## ACTIVITIES SUBJECT TO THE ISO 29993 AUDITS

### ON-SITE ACTIVITIES:

- 3 on-site activities** (*excluding the two cyber activities*)
- False identity documents-crime facilitator (Document fraud portfolio)
  - Child trafficking (THB portfolio)
  - Drug crime and markets-strategic analysis (Drugs portfolio)

## CEPOL KNOWLEDGE CENTRE

### ON-SITE ACTIVITIES:

- **CT**

### ONLINE TRAINING ACTIVITIES:

- **9 webinars (7 webinars in CT)**
- **1 online module**

## Training activities offered for grants and related online activities implemented by CEPOL

## EMPACT – FACILITATION OF ILLEGAL IMMIGRATION

### ON-SITE ACTIVITIES:

- 4 on-site activities**
- Combating facilitation of illegal immigration – EU External border

<sup>83</sup> Cyberbites: micro-learning products delivered by CEPOL in the area of cybercrime (videos, specifically on OSINT, including interactive elements, certificates of completion available).

- Organised crime facilitating illegal migration - links to terrorism threat
- Financial investigation linked to facilitation of illegal immigration
- Integrated approach to migration management - policing impact, managing migration challenges together

#### ONLINE TRAINING ACTIVITIES:

- **2 webinars**
- **1 online module**

## IMPACT – TRAFFICKING IN HUMAN BEINGS

#### ON-SITE ACTIVITIES:

##### **2 on-site activities**

- Financial investigations related to Trafficking in Human Beings
- Trafficking in Human Beings -labour exploitation
  - *Child trafficking (subject to ISO, implemented by CEPOL)*

#### ONLINE TRAINING ACTIVITIES:

- **2 webinars**
- **1 online module**

## IMPACT – CRIMINAL FINANCE, MONEY LAUNDERING, ASSET RECOVERY

#### ON-SITE ACTIVITIES:

##### **5 On-site activities**

- Financial investigations
- Money laundering
- Financial intelligence and analysis of financial data
- International Asset Recovery
- Cash collectors in money laundering

#### ONLINE TRAINING ACTIVITIES:

- **2 webinars**
- **1 online module**

## IMPACT – DRUGS

### ON-SITE ACTIVITIES:

#### 4 On-site activities

- Illicit Laboratory Dismantling – advanced
- Illicit laboratory dismantling - follow up
- Synthetic drugs and new psychoactive substances
- Cannabis, Cocaine, Heroin – production and smuggling
  - *Drug crime and markets-strategic analysis (subject to ISO, implemented by CEPOL)*

### ONLINE TRAINING ACTIVITIES:

- 4 webinars
- 1 online module

## IMPACT – FIREARMS

### ON-SITE ACTIVITIES:

#### 1 On-site activity

- Firearms - strategic aspect inside and with impact on EU<sup>84</sup>

### ONLINE TRAINING ACTIVITIES:

- 2 webinars
- 1 online module

## IMPACT – DOCUMENT FRAUD

### ON-SITE ACTIVITIES

- *False identity documents-crime facilitator (subject to ISO, implemented by CEPOL)*

### ONLINE TRAINING ACTIVITIES:

- 2 webinars

<sup>84</sup> Temporarily put on hold, subject to budget availability

<b>IMPACT – ORGANISED PROPERTY CRIME</b>
<b>ON-SITE ACTIVITIES:</b>
<b>1 On-site activity</b> <ul style="list-style-type: none"> <li>• <del>Organised property crime</del><sup>85</sup></li> </ul>
<b>ONLINE TRAINING ACTIVITIES:</b>
<ul style="list-style-type: none"> <li>• <b>2 webinars</b></li> </ul>

<b>IMPACT – MISSING TRADER INTRA-COMMUNITY FRAUD</b>
<b>ON-SITE ACTIVITIES:</b>
<b>1 On-site activity</b> <ul style="list-style-type: none"> <li>• Missing trader intracommunity fraud</li> </ul>
<b>ONLINE TRAINING ACTIVITIES:</b>
<ul style="list-style-type: none"> <li>• <b>2 webinars</b></li> </ul>

<b>IMPACT – ENVIRONMENTAL CRIME</b>
<b>ON-SITE ACTIVITIES:</b>
<b>1 On-site activity</b> <ul style="list-style-type: none"> <li>• <del>Environmental crime</del><sup>86</sup></li> </ul>
<b>ONLINE TRAINING ACTIVITIES:</b>
<ul style="list-style-type: none"> <li>• <b>2 webinars</b></li> </ul>

<b>IMPACT – EXCISE FRAUD</b>
<b>ON-SITE ACTIVITIES:</b>
<b>2 On-site activities</b> <ul style="list-style-type: none"> <li>• Excise fraud (investigation)</li> <li>• <del>Excise fraud (analysis)</del><sup>87</sup></li> </ul>

<sup>85</sup> Temporarily put on hold, subject to budget availability

<sup>86</sup> Temporarily put on hold, subject to budget availability

<sup>87</sup> Temporarily put on hold, subject to budget availability

<b>ONLINE TRAINING ACTIVITIES:</b>
<ul style="list-style-type: none"> <li>• 2 webinars</li> </ul>

## **INFORMATION EXCHANGE, LARGE SCALE IT SYSTEMS , INTEROPERABILITY**

<b>ON-SITE ACTIVITIES:</b>
<b>9 On-site activities</b> <ul style="list-style-type: none"> <li>• Schengen evaluation - Police cooperation</li> <li>• Schengen evaluation – SIS and SIRENE</li> <li>• SIRENE Officers – level 1</li> <li>• SIRENE Officers – level 2</li> <li>• Train the technical trainers – SIS II, VIS, EURODAC – IT operators</li> <li>• SIS II for SIRENE staff with technical knowledge of SIS II</li> <li>• Entry/Exit system - train the trainers</li> <li>• Training on police information exchange for SPOC</li> <li>• International LE cooperation and information exchange</li> </ul>
<b>ONLINE TRAINING ACTIVITIES:</b>
<ul style="list-style-type: none"> <li>• 6 webinars</li> <li>• 8 online modules</li> </ul>

## **FUNDAMENTAL RIGHTS**

<b>ON-SITE ACTIVITIES:</b>
<b>2 On-site activities</b> <ul style="list-style-type: none"> <li>• Fundamental Rights - Police Ethics - Step 1</li> <li>• Fundamental Rights - Management of Diversity - Step 2</li> </ul>
<b>ONLINE TRAINING ACTIVITIES:</b>
<ul style="list-style-type: none"> <li>• 7 webinars</li> <li>• 3 online modules</li> </ul>

<b>ANALYSIS</b>
<b>ON-SITE ACTIVITIES:</b>
<b>5 On-site activities</b> <ul style="list-style-type: none"> <li>• Operational intelligence analysis</li> <li>• Passenger Name Record (PNR) information analysis</li> <li>• Social network analysis</li> <li>• Intelligence-led policing</li> <li>• Strategic Intelligence Analysis</li> </ul>
<b>ONLINE TRAINING ACTIVITIES:</b>
<ul style="list-style-type: none"> <li>• 1 online module</li> </ul>

<b>FORENSICS</b>
<b>ON-SITE ACTIVITIES:</b>
<b>3 On-site activities</b> <ul style="list-style-type: none"> <li>• European Explosive Ordnance Disposal Network</li> <li>• Forensic investigation in CBRN contaminated environment</li> <li>• Chip-off and ISP to recover data from damaged or protected devices</li> </ul>
<b>ONLINE TRAINING ACTIVITIES:</b>
<ul style="list-style-type: none"> <li>• 2 webinars</li> <li>• 1 online module</li> </ul>

<b>SPECIAL LAW ENFORCEMENT TECHNIQUES AND SPECIFIC AREAS</b>
<b>ON-SITE ACTIVITIES:</b>
<b>6 On-site activities</b> <ul style="list-style-type: none"> <li>• Intellectual Property Rights –Counterfeiting and Piracy</li> <li>• Informant handling – advanced</li> <li>• Witness Protection</li> <li>• Disaster victim identification, management and joint operations</li> <li>• Investigating and preventing corruption</li> </ul>



- Social Media Implications in Law Enforcement

**ONLINE TRAINING ACTIVITIES:**

- 1 webinars
- 4 online modules

## JOINT INVESTIGATION TEAMS

**ON-SITE ACTIVITIES:**

- 2 On-site activities**
- Joint Investigation Team – Implementation
  - Joint Investigation Team – Leadership

**ONLINE TRAINING ACTIVITIES:**

- 2 webinars
- 1 online modules

## CRIME PREVENTION AND THE USE OF TECHNOLOGY

**ON-SITE ACTIVITIES:**

- 2 On-site activities**
- Unmanned aerial vehicles (drones) - threats & opportunities for LE
  - Prevention Juvenile crime and domestic violence

**ONLINE TRAINING ACTIVITIES:**

- 3 webinars
- 1 online module

## LANGUAGE AND OTHER/SOFT SKILLS

**ON-SITE ACTIVITIES:**

- 6 Residential activities**
- Train the trainers – Step 1
  - Train the trainers – Step 2
  - EU Law enforcement leadership development - Future leaders - module 1

- EU Law enforcement leadership development - Future leaders - module 2
- Language development - Instruments and systems of European police cooperation in English (1st)
- Language development - Instruments and systems of European police cooperation in English (2nd)

**ONLINE TRAINING ACTIVITIES:**

- **6 webinars**
- **5 online modules**
- **3 online courses**

## **PUBLIC ORDER**

**ON-SITE ACTIVITIES:**

**3 On-site activities**

- Pan-European Football security
- Public order and crowd management - security during major events
- Violent attacks against public - amok shootings

**ONLINE TRAINING ACTIVITIES:**

- **1 webinars**
- **1 online module**

## **RESERVE LIST**

**ON-SITE ACTIVITIES:**

**6 On-site activities**

- Mafia organised crime (Serious and organised crime - EU Policy Cycle in general)
- Hate Crime (Fundamental rights)
- SIS recast (EU Information Systems & Interoperability)
- ATLAS Network - Special Intervention Units (Special law enforcement techniques and specific areas)
- Crisis hostage negotiation and crisis communication (Special law enforcement techniques and specific areas)

- Big data analysis (Analysis)

## Other online training activities

### **SERIOUS AND ORGANISED CRIME - EU POLICY CYCLE IN GENERAL:**

- 1 webinar
- 1 online module
- 5 online courses

### **AD-HOC ONLINE TRAINING ACTIVITIES:**

- 27 webinars

## Section IV.II - Grant Agreements

### Grants for implementation of CEPOL activities in 2020

#### 1. Timeline

One Call for Proposals for the implementation of CEPOL on-site training activities in 2020 (The Call) will be implemented with the following indicative timeline:

- Publication of the Call on **04 July 2019**.
- Questions in relation to the grant application clarifications are to be received in writing no later than **27 September 2019**. Any questions received after the deadline will not be accepted. Responses to the questions will be communicated to all Framework Partners.
- **Grant applications are to be dispatched or delivered in hand by 18 October 2019.**  
**Hand delivery** to CEPOL premises shall occur no later than **18 October 2019; 14:00 (GMT+1)**, directly or by a representative of the applicant.
- The evaluation will be conducted in **01 November - 05 December 2019<sup>88</sup>**.
- Grants will be awarded by **20 December 2019<sup>89</sup>**.

Delays in budgetary procedures at the European level may impact the awarding of grants.

#### 2. Objectives

The present Call aims to contribute to the European law enforcement cooperation through learning that meets the highest level of international excellence. This will be achieved via the implementation of a series of training activities (courses, seminars, conferences). The topics were approved by the CEPOL Management Board on the 6<sup>th</sup> CEPOL Management Board Meeting 21-22 May 2019 in Bucharest, Romania. The activities offered for grant applications are listed in the CEPOL Training Catalogue 2020 (Annex 3).

As defined in the Training Catalogue, on-site training activities are available for applications in two forms:

- Single activities.
- Sets of activities. Activities within a set are not available for application as single activities.

The implementation of training activities consists of the following elements:

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<sup>88</sup> Indicative

<sup>89</sup> Indicative

- Organising all logistical aspects of the activities except the international travel for the participants. The international travel for the participants will be organised by CEPOL.
- Carrying out the activities in line with the 'Integrated Guidance Note for CEPOL on-site training activities'.
- Implementing activities in a suitable, secure training environment and providing adequate accommodation facilities meeting international standards.
- Planning and implementing the activities at high quality covering all educational aspects (programme, learning outcomes/objectives, delivery methodology, trainers/lecturers, use of LMS, Common Curricula, online learning modules, research findings).
- Delivering final reports in accordance with the requirements set in the 'Integrated Guidance Note for CEPOL residential training activities'.
- Liaising with CEPOL on the budgetary implementation of the activity for the purpose of early identification of savings/underspending.

### *3. Evaluation of the applications*

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

#### Opening Committee:

The Opening Committee shall examine the eligibility of the applications in comparison with the set criteria

#### Evaluation Committee:

The Evaluation Committee shall screen the applications in comparison with the awarding criteria

### *4. Budget available and form of financing*

The **total maximum budget** earmarked for the financing of projects financed under the present Call is **EUR 1,707,880.00** (one million seven hundred and seven thousand eight hundred and eighty Euros). CEPOL will finance no more than 95% of the total eligible costs of an activity.

As the final CEPOL budget is not known at the time of the drafting of the Call for Proposals, further adjustment of the list of activities may be required at a later stage.

In addition to the 59 activities, 6 on-site activities are also offered for grant applications as reserve activities with the total value of EUR **175,440.00** (one hundred and seventy-five thousand four hundred and forty Euros). These reserve activities will be implemented via grants only if financial resources are available in 2020.

### *5. Eligible applications*

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

#### **5.1 ADMISSIBILITY REQUIREMENTS**

- Applications must be **dispatched or delivered in hand by 18 October 2019** to the correct address
- Applications must be submitted in writing, using the following documents: application form, financial proposal form, declaration on honour forms, and if applicable, the originals or copies of partnership form.
- Applications must be submitted using the double envelope system in order to guarantee the confidentiality and integrity of data.
- Applications must be submitted in English

#### **5.2 Eligible applicants**

**Participation in the Call is restricted to the Framework Partners of CEPOL<sup>90</sup>** for the period 2017-2020. Framework Partners may apply either individually or in a consortium of Framework Partners. It is noted that consortia are encouraged to apply for implementing the sets of activities.

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

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<sup>90</sup> See list of Partners on the website of CEPOL on the basis of the Decision of the Director of CEPOL on the “Call for Framework Partners to implement CEPOL training activities and learning products in 2017-2020” (02/2016/DIR) adopted on 22 January 2016.

In the event that an application is submitted by a consortium, duly filled and signed Partnership Forms are required<sup>91</sup>. The leader of the consortium shall be responsible for the submission of the application and all the other required documents. Partners cannot withdraw their participation from a consortium from the moment the grant is awarded to the consortium and the grant agreement has been signed. Withdrawal is possible at any other stage prior to the signature of the grant agreement.

### 5.3 Eligible activities

The type of activities eligible under this Call refers to the activities as described in the Training Catalogue 2020.

### 5.4 Declaration of honour

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

## 6. Selection criteria

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

## 7. Award criteria

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

1. Activity concept	– maximum points 20
2. Content details	– maximum points 40
3. European dimension	– maximum points 10
4. Learning environment	– maximum points 20
5. Cost effectiveness	– maximum points 10
<b>Total</b>	<b>– maximum points 100</b>

The evaluation will be in two stages: firstly, the Evaluation Committee will evaluate the first four criteria listed under the awarding criteria.

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<sup>91</sup> At the time of application scanned copies are acceptable, but original Partnership Forms must be received by the Agency before a grant agreement is signed.

Only applications that reach the threshold of 70 points (out of 90) will be then evaluated for cost effectiveness. In the context of assessing the cost effectiveness, applications below the threshold of at least 5 (out of 10) points shall be rejected.

Budget flexibility clause: An application may be considered valid with a financial bid of maximum 10 % higher than the indicated maximum budget of the activity if the extra costs above the maximum budget are exclusively attributable to the introduction of an innovative educational element that could not be covered within the regular budget of the activity. The budget flexibility clause is established in order to ensure that applicants with innovative but costly improvement ideas are not excluded from the grant application mechanism. Please note that this budget flexibility component cannot be used to cover regular costs (e.g. accommodation, meals, networking event). In case of the use of budget flexibility clause the applicant must attach a note to the financial proposal providing a detailed explanation about the nature of the innovative educational element and its costs estimate. Applications with this budget flexibility element – if the required explanation is provided in sufficient detail – will be awarded 5 points for the financial bid and will not be disqualified.

The points for the financial bid are awarded as follows:

- 5 points: 0%-5% less than the maximum budget available or flexibility clause (see above) ;
- 7 points: 5%-15% less than the maximum budget available;
- 10 points: more than 15% less than the maximum budget available.

For sets of activities, the above-mentioned two-stage evaluation is to be done by taking into account the average result for all activities within the set and the total budget for all activities respectively.

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

- has reached the threshold of at least 75 points **and**
- has the highest rating within a group of applicants for the specific activity/ies.



## Annexes

### *Annex I – Resource allocation per activity*

#### **Annex I.a Planning of the job screening exercise for 2020**

Results of the job screening exercise is to be included each year in the Consolidate Annual Activity Report. CEPOL plans to use its resources in the following way in 2020.

<b>Category and Type/Role<sup>92</sup></b>	<b>FTE 2020</b>	<b>Primary role FTE</b>	<b>Secondary role FTE</b>	<b>Year 2020 (%)</b>
<b>Administrative support (ADM SUP)</b>	<b>6.3</b>	<b>6.3</b>	<b>0</b>	<b>10%</b>
Logistics (LOG)	1	1	0	2%
Resource Director / Head of Administration (RES DIR/HoA)	1	1	0	2%
Human Resources (HR)	2	2	0	3%
Information and Communication Technologies (ICT)	2.3	2.3	0	4%
Internal Auditing and Control (IA)	0	0	0	0%
Document Management (DOC)	0	0	0	0%
<b>Coordination (COORD)</b>	<b>5.7</b>	<b>4.9</b>	<b>0.8</b>	<b>9%</b>
Communication (COMM)	1.2	1.2	0	2%
General Coordination (GEN COORD)	3.8	3	0.8	6%
Legal (LEGAL)	0.7	0.7	0	1%
<b>Neutral</b>	<b>8.4</b>	<b>8</b>	<b>0.4</b>	<b>13%</b>
Finance/Control (FIN CONT)	8.4	8	0.4	13%
Linguistics (LING)	0	0	0	0%
<b>Operational (OPER)</b>	<b>43.6</b>	<b>40.8</b>	<b>2.8</b>	<b>68%</b>
Top Operational Coordination (TOP COORD)	1.6	1.6	0	3%
General Operational (GEN OPER)	16.9	15.6	1.3	26%
Programme Management & Implementation (PGM M/IMP)	23.1	21.6	1.5	36%
Evaluation & Impact Assessment (EVAL)	2	2	0	3%
<b>TOTAL</b>	<b>64</b>	<b>60</b>	<b>4</b>	<b>100%</b>

<sup>92</sup> Including TA, CA, SNEs and interims under CEPOL regular budget (CEPOL projects activity not included)

## Annex I.b ABB table

Resources 2020 per Strategic Objective/Goal and Activities	FTE 2020	FTE (%)	Budget Title 1 and 2	Budget Title 3	Total Budget	% Total Budget
<b>Goal 1: High quality training</b>	<b>6.82</b>	<b>10.7%</b>	<b>513,778</b>	<b>299,438</b>	<b>813,215</b>	<b>7.8%</b>
1.1 Training Needs Assessment and Coordination	2.41	3.8%	181,555	55,063	236,617	2.3%
1.2 Further develop and ensure high quality training services	4.41	6.9%	332,223	244,375	576,598	5.5%
<b>Goal 2: Training activities</b>	<b>29.79</b>	<b>46.5%</b>	<b>2,243,824</b>	<b>4,829,648</b>	<b>7,073,471</b>	<b>67.8%</b>
2.1 Training activities in the area of Serious and Organized Crime	11.52	18.0%	867,848	2,053,991	2,921,839	28.0%
2.2 Counterterrorism	1.81	2.8%	135,978	382,174	518,152	5.0%
2.3 Public Order	1.35	2.1%	101,701	276,537	378,238	3.6%
2.4 Union Missions	1.43	2.2%	107,351	246,404	353,755	3.4%
2.5 Law Enforcement Techniques, procedures and instruments	2.85	4.4%	214,325	777,674	991,999	9.5%
2.6 Law Enforcement Leaderships and Management, Language Skills and Train the Trainers	2.76	4.3%	207,545	537,832	745,377	7.1%
2.7 IT based information exchange instruments	5.11	8.0%	384,580	418,349	802,929	7.7%
2.8 Fundamental rights and Crime prevention	2.29	3.6%	172,515	118,978	291,492	2.8%
2.9 Emerging internal security threats	0.69	1.1%	51,980	17,709	69,689	0.7%
<b>Goal 3: Capacity Building Projects (only resources from CEPOL budget)</b>	<b>4.20</b>	<b>6.6%</b>	<b>316,403</b>	<b>-</b>	<b>316,403</b>	<b>3.0%</b>
3.1 Capacity building projects	4.20	6.6%	316,403	-	316,403	3.0%
<b>Goal 4: Research</b>	<b>2.59</b>	<b>4.0%</b>	<b>195,115</b>	<b>250,790</b>	<b>445,905</b>	<b>4.3%</b>
4.1 Research relevant for training and education	2.59	4.0%	195,115	250,790	445,905	4.3%
<b>Goal 5: Administration</b>	<b>20.60</b>	<b>32.2%</b>	<b>1,551,881</b>	<b>238,125</b>	<b>1,790,006</b>	<b>17.1%</b>
5.1 Governance, Administration and Stakeholder Relations	20.60	32.2%	1,551,881	238,125	1,790,006	17.1%
<b>TOTAL</b>	<b>64.00</b>	<b>100.0%</b>	<b>4,821,000</b>	<b>5,618,000</b>	<b>10,439,000</b>	<b>100.0%</b>

Resources 2020 per Strategic Objective/Goal and Activities	FTE 2020	Overall budget during project's lifecycle
<b>Goal 3: Capacity Building Projects (based on delegation/grant agreement)</b>	<b>16</b>	<b><i>As defined in the Delegation or Grant Agreement</i></b>
3.1.1 EU/MENA Counterterrorism Training Partnership 2 (CEPOL CT2) project	9	<i>As defined in the Delegation Agreement</i>
3.1.2 Financial Investigation in Service Training Programme, Western Balkan (CEPOL FI) project	7	<i>As defined in the Grant Agreement</i>
3.1.x ... project <sup>93</sup>		<i>As defined in the Delegation or Grant Agreement</i>

### *Methodology for the Resource Allocations*

- FTEs include Temporary Agents, Contract Agents, Seconded National Experts and interims
- For the Operational activities, the cost of each activity has been calculated with respect to Title 3 funds
- Title 1 and 2 have been prorated based in the number of staff allocated to each activity

<sup>93</sup> New objective to be added when a new project is confirmed

## Annex II – Financial resources overview

### Table 1.a: Revenue overview

Revenues	2019	2020
	Budget	Budget Forecast
EU Contribution	9 308 000	10 439 000
Additional EU funding: ad hoc grants and delegation agreements	100 000	p.m.
Other revenues	-	-
<b>Total revenues</b>	<b>9 408 000</b>	<b>10 439 000</b>

### Table 1.b: Expenditure overview

Expenditure	2019		2020	
	CA	PA	CA	PA
Title 1	4 233 200	4 233 200	4 368 000	4 368 000
Title 2	403 000	403 000	453 000	453 000
Title 3	4 771 800	4 771 800	5 618 000	5 618 000
<b>Subtotal regular activities</b>	<b>9 408 000</b>	<b>9 408 000</b>	<b>10 439 000</b>	<b>10 439 000</b>
Title 5	p.m.	p.m.	p.m.	p.m.
<b>Total expenditure</b>	<b>9 408 000</b>	<b>9 408 000</b>	<b>10 439 000</b>	<b>10 439 000</b>

## Annex II.a – Financial Resources (Tables) for CEPOL regular activities 2020-2022

**Table 2.a: Revenue**

Revenues	2018	2019	2020		VAR 2020/ 2019 (Budget forecast)
	Revenues	Revenues	As requested by the agency	Draft Budget 2020 <sup>94</sup>	
<b>1 REVENUE FROM FEES AND CHARGES</b>					
<b>2. EU CONTRIBUTION</b>	10 416 720	9 308 000	12 004 500	10 439 000	<b>12,0%</b>
<i>of which assigned revenues deriving from previous years' surpluses</i>	445 812 <sup>95</sup>	339 479	<i>p.m.</i>	<i>p.m.</i>	
<b>3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)</b>					
<i>Of which EFTA</i>					
<i>Of which Candidate Countries</i>					
<b>4 OTHER CONTRIBUTIONS <sup>96</sup></b>					
<b>5 ADMINISTRATIVE OPERATIONS</b>					
<i>Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)</i>					
<b>6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT</b>					
<b>7 CORRECTION OF BUDGETARY IMBALANCES</b>					
<b>TOTAL REVENUES</b>	10 416 720	9 308 000	12 004 500	10 439 000	<b>12,0%</b>

<sup>94</sup> Based on Draft Budget 2020 as proposed by the European Commission by EC(2019)400 June 2019

<sup>95</sup> The published 2016 budget outturn amounted to EUR 567 666. After the publication of the 2016 budget outturn, an updated outturn amount has been established using a revised methodology for the outturn calculation. The new amount was EUR 552 560 instead of the published EUR 567 666. CEPOL has compensated the difference with the 2017 outturn (EUR 460 918) which became 445 812 with the 2016 compensation.

<sup>96</sup> See annex II.b

**Table 2.b: Expenditure - Commitment appropriations for CEPOL regular activities**

	Commitment appropriations						
	Executed 2018 <sup>97</sup>	Budget 2019 <sup>98</sup>	DB 2020 Agency request	DB 2020 <sup>99</sup> Budget forecast	VAR 2020 / 2019	Envisaged in 2021	Envisaged in 2022
<b>EXPENDITURE</b>							
<b>Title 1 Staff Expenditure</b>	<b>3 881 997</b>	<b>4 233 200</b>	<b>5 173 660</b>	<b>4 368 000</b>	<b>3,2%</b>	<b>6 445 000</b>	<b>7 673 000</b>
11 Salaries & allowances	3 028 945	3 491 400	4 241 609	3 600 000	3,1%	5 937 000	6 678 572
- of which establishment plan posts	2 137 362	2 421 230	3 150 036	2 581 000	6,6%	4 379 000	5 074 045
- of which external personnel	891 583	1 070 170	1 091 573	1 019 000	-4,8%	1 558 000	1 604 527
12 Expenditure relating to Staff recruitment	59 763	18 000	50 000	9 000	-50,0%	30 000	40 000
13 Mission expenses	32 500	35 000	40 000	30 000	-14,3%	18 663	37 682
14 Socio-medical infrastructure	423 119	476 200	571 051	434 500	-8,8%	270 487	545 629
15 Training	19 728	40 000	46 400	87 000	117,5%	54 122	109 277
16 External Services	311 271	165 600	219 600	200 500	21,1%	124 729	251 840
17 Receptions and events	1 800	3 000	5 000	3 000	0,0%	5 000	5 000
18 Social welfare	4 871	4 000	p.m.	4 000	0,0%	5 000	5 000
19 Other staff related expenditure	-		-	-	-	-	-
<b>Title 2 Infrastructure and operating expenditure</b>	<b>571 970</b>	<b>403 000</b>	<b>522 570</b>	<b>453 000</b>	<b>12,4%</b>	<b>564 000</b>	<b>575 000</b>
20 Rental of buildings / parking and associated costs	21 821	47 000	35 000	32 500	-30,9%	45 000	45 000
21 Information and communication technology	512 424	309 800	406 270	361 970	16,8%	434 500	445 500
22 Movable property and associated costs	5 117	10 700	19 700	15 500	44,9%	22 000	22 000
23 Current administrative expenditure	28607	30 500	56 600	33 030	8,3%	50 500	50 500

<sup>97</sup> Implementation of commitment appropriations at cut-off date 31 December 2018.<sup>98</sup> Assuming 100% implementation of the available Commitment Appropriations. Real consumption will be available after the 31 December 2019.<sup>99</sup> Based on Draft Budget 2020 as proposed by the European Commission by EC(2019)400 June 2019

	Commitment appropriations						
	Executed 2018 <sup>97</sup>	Budget 2019 <sup>98</sup>	DB 2020 Agency request	DB 2020 <sup>99</sup> Budget forecast	VAR 2020 / 2019	Envisaged in 2021	Envisaged in 2022
<b>EXPENDITURE</b>							
24 Postage / Telecommunications	4 000	5 000	5 000	10 000	100,0%	12 000	12 000
25 Meeting expenses	-		-	-	-	-	-
26 Running costs in connection with operational activities	-		-	-	-	-	-
27 Information and publishing	-		-	-	-	-	-
28 Studies	-		-	-	-	-	-
29 Other infrastructure and operating expenditure	-		-	-	-	-	-
<b>Title 3 Operating expenditure</b>	<b>5 751 654</b>	<b>4 671 800</b>	<b>6 308 270</b>	<b>5 618 000</b>	<b>20.3%</b>	<b>10 100 000</b>	<b>11 250 000</b>
30 Bodies and organs	128 363	180 000	180 000	205 000	13.9%	220 000	220 000
31 Courses and seminars	4 036 629	3 590 200	4 644 470	4 046 000	12.7%	7 549 445	8 448 469
32 Other programme activities	1 097 196	519 000	1 025 000	885 000	70,5%	1 642 665	1 837 091
33 Evaluation	0	0	p.m.	p.m.	-	0	-
35 Missions	238 000	150 000	160 000	141 000	-6,0%	263 092	294 423
37 Other operational activities	251 467	232 600	298 800	341 000	46,6%	424 797	450 017
<b>TOTAL EXPENDITURE</b>	<b>10 205 621</b>	<b>9 308 000</b>	<b>12 004 500</b>	<b>10 439 000</b>	<b>12.2%</b>	<b>17 109 000<sup>100</sup></b>	<b>19 498 000<sup>101</sup></b>

<sup>100</sup> CEPOL request for Multiannual Financial Framework 2021-2027, pending approval

<sup>101</sup> CEPOL request for Multiannual Financial Framework 2021-2027, pending approval

Table 2.c: Expenditure - Payment appropriations for CEPOL regular activities

	Payment appropriations						
	Executed <sup>102</sup> 2018	Budget 2019 <sup>103</sup>	DB 2020 Agency request	DB 2020 <sup>104</sup> Budget forecast	VAR 2019 / 2018	Envisaged in 2021	Envisaged in 2022
<b>EXPENDITURE</b>							
<b>Title 1 Staff Expenditure</b>	<b>3 870 403</b>	<b>4 233 200</b>	<b>5 173 660</b>	<b>4 368 000</b>	<b>3,2%</b>	<b>6 445 000</b>	<b>7 673 000</b>
11 Salaries & allowances	3 028 945	3 491 400	4 241 609	3 600 000	3,1%	5 937 000	6 678 572
- of which establishment plan posts	2 137 362		3 150 036	2 581 000	6,6%	4 379 000	5 074 045
- of which external personnel	891 583		1 091 573	1 019 000	-4,8%	1 558 000	1 604 527
12 Expenditure relating to Staff recruitment	54 917	18 000	50 000	9 000	-50,0%	30 000	40 000
13 Mission expenses	31 412	35 000	40 000	30 000	-14,3%	18 663	37 682
14 Socio-medical infrastructure	422 998	476 200	571 051	434 500	-8,8%	270 487	545 629
15 Training	19 703	40 000	46 400	87 000	117,5%	54 122	109 277
16 External Services	305 944	165 600	219 600	200 500	21,1%	124 729	251 840
17 Receptions and events	1 614	3 000	5 000	3 000	0,0%	5 000	5 000
18 Social welfare	4 871	4 000	p.m.	4 000	0,0%	5 000	5 000
19 Other staff related expenditure	-		-	-	-	-	-
<b>Title 2 Infrastructure and operating expenditure</b>	<b>564 028</b>	<b>403 000</b>	<b>522 570</b>	<b>453 000</b>	<b>12,4%</b>	<b>564 000</b>	<b>575 000</b>
20 Rental of buildings / parking and associated costs	21 408	47 000	35 000	32 500	-30,9%	45 000	45 000
21 Information and communication technology	505 698	309 800	406 270	361 970	16,8%	434 500	445 500
22 Movable property and associated costs	4 963	10 700	19 700	15 500	44,9%	22 000	22 000
23 Current administrative expenditure	28 511	30 500	56 600	33 030	8,3%	50 500	50 500

<sup>102</sup> Execution of 2018 payment appropriations at cut of date 31 September 2019. Final execution figures will be available at the end of 2019.

<sup>103</sup> Assuming 100% execution of the available Payment Appropriations. Final execution will be available on 31 December 2020.

<sup>104</sup> Based on Draft Budget 2020 as proposed by the European Commission by EC(2019)400 June 2019



	Payment appropriations						
	Executed <sup>102</sup> 2018	Budget 2019 <sup>103</sup>	DB 2020 Agency request	DB 2020 <sup>104</sup> Budget forecast	VAR 2019 / 2018	Envisaged in 2021	Envisaged in 2022
<b>EXPENDITURE</b>							
24 Postage / Telecommunications	3 449	5 000	5 000	10 000	100.0%	12 000	12 000
25 Meeting expenses	-		-	-	-	-	-
26 Running costs in connection with operational activities	-		-	-	-	-	-
27 Information and publishing	-		-	-	-	-	-
28 Studies	-		-	-	-	-	-
29 Other infrastructure and operating expenditure	-		-	-	-	-	-
<b>Title 3 Operating expenditure</b>	<b>5 045 921</b>	<b>4 671 800</b>	<b>6 308 270</b>	<b>5 618 000</b>	<b>20.3%</b>	<b>10 100 000</b>	<b>11 250 000</b>
30 Bodies and organs	128 308	180 000	180 000	205 000	13.9%	220 000	220 000
31 Courses and seminars	3 727 130	3 590 200	4 644 470	4 046 000	12.7%	7 549 445	8 448 469
32 Other programme activities	782 670	519 000	1 025 000	885 000	70.5%	1 642 665	1 837 091
33 Evaluation	0	0	p.m.	p.m.	-	0	-
35 Missions	235 539	150 000	160 000	141 000	-6.0%	263 092	294 423
37 Other operational activities	172 274	232 600	298 800	341 000	46.6%	424 797	450 017
<b>TOTAL EXPENDITURE</b>	<b>9 480 352</b>	<b>9 308 000</b>	<b>12 004 500</b>	<b>10 439 000</b>	<b>12.2%</b>	<b>17 109 000<sup>105</sup></b>	<b>19 498 000<sup>106</sup></b>

<sup>105</sup> CEPOL request for Multiannual Financial Framework 2021-2027, pending approval

<sup>106</sup> CEPOL request for Multiannual Financial Framework 2021-2027, pending approval

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

Budget outturn	2017	2018	2019
Revenue actually received (+)	10 263 093	13 678 075	p.m.
Payments made (-)	- 9 019 997	- 9 615 810	p.m.
Carry-over of appropriations (-)	- 1 213 257	- 2 235 418	p.m.
Cancellation of appropriations carried over (+)	189 305	116 569	p.m.
Adjustment for carry-over arising from assigned revenue	246 970	- 1 597 435	p.m.
Exchange rate differences (+/-)	-5 197	8 604	p.m.
Adjustment for negative balance from previous year (-)			p.m.
Correction year 2016 balance calculation error	- 15 106	- 15 106	
<b>Total (Balance of the outturn account)</b>	<b>445 812</b>	<b>339 479</b>	<b>p.m.</b>

Result of year 2018 (+/-)	339 479	
Surplus from 2018 reimbursed to the EU budget (-)	-339 479	
<b>Surplus to be reimbursed to the EU budget for 2020</b>		

#### *Descriptive information and justification on:*

##### Budget outturn

The budget outturn for 2019 will be available only at a later stage, at the beginning of 2020. The above table will be updated accordingly in due course.

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

This information will be available only at the beginning of 2020. The sections will be updated accordingly in due course.

### *Annex II.b – Financial Resources (Tables) overview for CEPOL externally financed project activities*

Based on European Commission financing decisions, in 2017 CEPOL Executive Director signed a Delegation Agreement on the EU/MENA Counterterrorism Training Partnership 2 (CEPOL CT2) project with the European Commission Service for Foreign Policy Instruments (FPI). The EU-MENA Counterterrorism Training Partnership 2 project has a budget of € 6,444,698 and a duration of 36 months and is financed under the Instrument contributing to Stability and Peace (IcSP).

The Grant Agreement on the Financial Investigation In-Service Training Programme, Western Balkan (CEPOL FI) project with Directorate-General of Neighbourhood and Enlargement Negotiation (DG NEAR) was signed on 21 December 2017. The Financial Investigation In-Service Training Programme in Western Balkans project has a budget of € 2,500,000 and a duration of until 31 March 2020 months and is financed under the Instrument of Pre-accession Assistance (IPA 2).

Table 4.a: Revenues

	2018	2019	2020		VAR 2020/ 2019 (Budget forecast)
	Revenues	Revenues	As requested by the agency	Budget Forecast	
<b>REVENUES<sup>107</sup></b>					
<b>1 REVENUE FROM FEES AND CHARGES</b>					
<b>2. EU CONTRIBUTION</b>					
<i>of which assigned revenues deriving from previous years' surpluses</i>					
<b>3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)</b>					
<i>Of which EFTA</i>					
<i>Of which Candidate Countries</i>					
<b>4 OTHER CONTRIBUTIONS</b>	2 555 446	100 000	p.m.	p.m.	-
<i>Of which additional EU funding stemming from ad hoc grants (FFR Art. 7)</i>	p.m.	p.m.	p.m.	p.m.	-
<i>Of which additional EU funding stemming from delegation agreements (FFR Art.8)</i>	2 555 446	100 000	p.m.	p.m.	--
<b>5 ADMINISTRATIVE OPERATIONS</b>					
<i>Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)</i>					
<b>6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT</b>					
<b>7 CORRECTION OF BUDGETARY IMBALANCES</b>					
<b>TOTAL REVENUES</b>	2 555 446	100 000	p.m.	p.m.	-

<sup>107</sup> For multiannual project related externally assigned revenues the revenue table shows the total value of the delegation agreements/grant agreements only for the year of signature.

**Table 4.b: Expenditure - Commitment appropriations**

	Commitment appropriations						
	Executed Budget 2018 <sup>108</sup>	Budget 2019 <sup>109</sup>	DB 2020 Agency request	DB 2020 Budget forecast	VAR 2020 / 2019	Envisaged in 2021	Envisaged in 2022
<b>EXPENDITURE</b>							
<b>Title 3 CEPOL operational activities</b>	55 446	100 000	p.m.	p.m.	-	p.m.	p.m.
32 Other program activities	55 446	100 000	p.m.	p.m.	-	p.m.	p.m.
<b>Title 4. EU/MENA Counterterrorism Training Partnership project</b>	-	-	-	-	-	-	-
41 Human Resources	-	-	-	-	-	-	-
42 Travel	-	-	-	-	-	-	-
43 Equipment and supplies	-	-	-	-	-	-	-
44 Local office	-	-	-	-	-	-	-
45 Other costs, services	-	-	-	-	-	-	-
<b>Title 5 Projects</b>	3 065 467	5 209 683	p.m.	p.m.	-	p.m.	p.m.
51 EU/MENA Counterterrorism Training Partnership project 2	1 880 439	3 427 356	p.m.	p.m.	-	p.m.	p.m.
52 Financial investigation in-service training programme Western Balkan	1 185 028	1 782 327	p.m.	p.m.	-	p.m.	p.m.
<b>TOTAL EXPENDITURE</b>	<b>3 120 913</b>	<b>5 309 683</b>	<b>p.m.</b>	<b>p.m.</b>	<b>-</b>	<b>p.m.</b>	<b>p.m.</b>

<sup>108</sup> The expenditure table for 2018 contrary to the revenue table shows the use of appropriations. This might result in a difference between revenue and expenditure.

<sup>109</sup> The expenditure table contrary to the revenue table shows the available appropriations (sum of the instalments cashed during the year and appropriations carried forward from previous years. This can result in a difference between revenue and expenditure.

**Table 4.b: Expenditure - Payment appropriations**

<b>EXPENDITURE</b>	<b>Payment appropriations</b>						
	<b>Executed Budget 2018<sup>110</sup></b>	<b>Budget 2019<sup>111</sup></b>	<b>DB 2020 Agency request</b>	<b>DB 2020 Budget forecast</b>	<b>VAR 2020 / 2019</b>	<b>Envisaged in 2021</b>	<b>Envisaged in 2022</b>
<b>Title 3 CEPOL operational activities</b>	<b>55 446</b>	<b>100 000</b>	<b>p.m.</b>	<b>p.m.</b>	<b>-</b>	<b>p.m.</b>	<b>p.m.</b>
32 Other programme activities	55 446	100 000	p.m.	p.m.	-	p.m.	p.m.
<b>Title 4. EU/MENA training partnership 1</b>	<b>14 348</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
41 Human Resources	13 539	-	-	-	-	-	-
42 Travel	-	-	-	-	-	-	-
43 Equipment and supplies	532	-	-	-	-	-	-
44 Local office	277	-	-	-	-	-	-
45 Other costs, services	-	-	-	-	-	-	-
<b>Title 5 Projects</b>	<b>1 499 550</b>	<b>5 209 683</b>	<b>p.m.</b>	<b>p.m.</b>	<b>-</b>	<b>p.m.</b>	<b>p.m.</b>
51 EU/MENA Counterterrorism Training Partnership project 2	900 070	3 427 356	p.m.	p.m.	-	p.m.	p.m.
52 Financial investigation in-service training programme Western Balkan	599 480	1 782 327	p.m.	p.m.	-	p.m.	p.m.
53 Digital Forensic Training	p.m.	p.m.	p.m.	p.m.	-	p.m.	p.m.
<b>TOTAL EXPENDITURE</b>	<b>1 569 344</b>	<b>5 309 683</b>	<b>p.m.</b>	<b>p.m.</b>	<b>-</b>	<b>p.m.</b>	<b>p.m.</b>

<sup>110</sup> The expenditure table for 2018 contrary to the revenue table shows the use of appropriations. This might result in a difference between revenue and expenditure.

<sup>111</sup> The expenditure table contrary to the revenue table shows the available appropriations (sum of the instalments cashed during the year and appropriations carried forward from previous years for the current or future years. This might result in a difference between revenue and expenditure.

### Annex III – Human resources quantitative 2020-2022

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

Staff population		Staff population actually filled in 31.12.2017 <sup>112</sup>	Staff population in EU Budget 2018 <sup>113</sup>	Staff population actually filled at 31.12.2018 <sup>114</sup>	Staff population Draft EU Budget 2019	Staff population in Draft EU Budget 2020	Staff population envisaged in 2021	Staff population envisaged in 2022
Officials	AD							
	AST							
	AST/SC							
TA	AD	19	21	22	22	23	40	45
	AST	11	11	10	10	10	16	18
	AST/SC							
<b>Total<sup>115</sup></b>		<b>30</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>33</b>	<b>56</b>	<b>63</b>
CA GF IV		3	13	11	5	3	3	3
CA GF III		1	24	11	4	16	22	22
CA GF II		9	-		12			
CA GF I		0	-					
<b>Total CA<sup>116</sup></b>		<b>13</b>	<b>37</b>	<b>22</b>	<b>21</b>	<b>19</b>	<b>25</b>	<b>25</b>
<b>SNE<sup>117</sup></b>		<b>5</b>	<b>5</b>	<b>4</b>	<b>5</b>	<b>3</b>	<b>8</b>	<b>8</b>

<sup>112</sup> Offer letters sent are counted as posts filled in: on 31 December 2017 this concerns TA position.

<sup>113</sup> As authorised for officials and temporary agents (TA) and as estimated for contract agents (CA) and seconded national experts (SNE).

<sup>114</sup> Offer letters sent are counted as posts filled in: on 31 December 2018 this concerns 1 TA position; the number also includes one staff member (AD) on leave on personal grounds

<sup>115</sup> Headcounts

<sup>116</sup> FTE

<sup>117</sup> FTE

Staff population	Staff population actually filled in 31.12.2017 <sup>112</sup>	Staff population in EU Budget 2018 <sup>113</sup>	Staff population actually filled at 31.12.2018 <sup>114</sup>	Staff population Draft EU Budget 2019	Staff population in Draft EU Budget 2020	Staff population envisaged in 2021	Staff population envisaged in 2022
<i>Structural service providers</i> <sup>118</sup>							
<b>TOTAL</b>	<b>48</b>	<b>74</b>	<b>58</b>	<b>58</b>	<b>54</b>	<b>89</b>	<b>96</b>
<i>External staff</i> <sup>119</sup> <i>for occasional replacement</i> <sup>120</sup>	13		6				

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

Project	CEPOL CT II		
Expected running time	Until December 2020		
Year	2020	2021	2022
CA FG IV	3		
CA FG III	6		
CA FG II			
CA FG I			
<b>Subtotal Contract Agents</b>	<b>9</b>		
SNE			
Structural Service Providers			
External staff for occasional replacement			
<b>TOTAL</b>	<b>9</b>		

<sup>118</sup> Service providers are contracted by a private company and carry out specialised outsourced tasks of horizontal/support nature, for instance in the area of information technology. At the Commission the following general criteria should be fulfilled: 1) no individual contract with the Commission; 2) on the Commission premises, usually with a PC and desk; 3) administratively followed by the Commission (badge, etc.) and 4) contributing to the value added of the Commission.

<sup>119</sup> FTE

<sup>120</sup> For instance replacement due to maternity leave or long sick leave.



Project	CEPOL WB FI		
Expected running time	Until March 2020		
Year	2020	2021	2022
CA FG IV	3		
CA FG III	3		
CA FG II			
CA FG I			
<b>Subtotal Contract Agents</b>	<b>6</b>		
SNE	1		
Structural Service Providers			
External staff for occasional replacement			
<b>TOTAL</b>	<b>7</b>		

The entries in the tables above are based on the project plans developed for the different projects. However, it has to be noted that, if CEPOL is not successful with the recruitment of Contract Agents or in case of resignation of recruited CAs, a switch to SNEs/interims will be implemented. This will be necessary in order not to jeopardise the successful implementation of the projects. Similar has happened in 2016/2017 with the CT MENA project. This project foresaw the recruitment of 4 contract agents but on 1 October 2017 the project was manned by 2 contract agents, 2 SNEs and interim staff member.

### Annex III – Table 2: Multi-annual staff policy plan Year 2020 -Year 2022<sup>121</sup>

Category and grade	Establishment plan in EU Budget 2018		Filled as of 31 December 2018		Modifications in 2018 in application of flexibility rule <sup>122</sup>		Establishment plan in voted EU Budget 2019		Modifications in 2019 in application of flexibility rule <sup>123</sup>		Establishment plan in Draft EU Budget 2020		Establishment plan 2021		Establishment plan 2022	
	O <sup>124</sup>	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA
AD 16																
AD 15																
AD 14		1		1				1				1		1		1

<sup>121</sup> Figures for 2021 & 2022 are meant to provide room for reclassification, but uncertainties remain and in those years differences compared to these numbers are highly probable. In addition, cuts in numbers per grade might have impact on reclassification possibilities.

<sup>122</sup> In line with Article 32 (1) of the framework Financial Regulation, the management board may modify, under certain conditions, the establishment plan by in principle up to 10% of posts authorised, unless the financial rules of the body concerned allows for a different % rate.

<sup>123</sup> Ibid.

<sup>124</sup> O = Officials

Category and grade	Establishment plan in EU Budget 2018		Filled as of 31 December 2018		Modifications in 2018 in application of flexibility rule <sup>122</sup>		Establishment plan in voted EU Budget 2019		Modifications in 2019 in application of flexibility rule <sup>123</sup>		Establishment plan in Draft EU Budget 2020		Establishment plan 2021		Establishment plan 2022	
	O <sup>124</sup>	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA
AD 13																
AD 12				1		+1		2				2		1		1
AD 11		2				-1		1				1		4		4
AD 10		2		4				1				1				
AD 9		1						1				1		1		1
AD 8				1										4		6
AD 7		2		3				2				5		10		10
AD 6		7		7				7				7		11		12
AD 5		6		5				7				5		8		10
<b>Total AD</b>		<b>21</b>		<b>21</b>				<b>22</b>				<b>23</b>		<b>40</b>		<b>45</b>
AST 11																
AST 10																
AST 9																
AST 8																
AST 7																
AST 6		1						1				1				
AST 5		3		3				2				3		5		6
AST 4		6		2				6				5		8		9
AST 3		1		5				1				1		3		3
AST 2																
AST 1																
<b>Total AST</b>		<b>11</b>		<b>10</b>				<b>10</b>				<b>10</b>		<b>16</b>		<b>18</b>
AST/SC6																
AST/SC5																
AST/SC4																
AST/SC3																
AST/SC2																
AST/SC1																

Category and grade	Establishment plan in EU Budget 2018		Filled as of 31 December 2018		Modifications in 2018 in application of flexibility rule <sup>122</sup>		Establishment plan in voted EU Budget 2019		Modifications in 2019 in application of flexibility rule <sup>123</sup>		Establishment plan in Draft EU Budget 2020		Establishment plan 2021		Establishment plan 2022	
	O <sup>124</sup>	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA
<b>Total AST/SC</b>																
<b>TOTAL</b>		<b>32</b>					<b>32</b>				<b>33</b>		<b>56</b>		<b>63</b>	

## Annex IV – Human resources qualitative 2020-2022

### Recruitment Policy

CEPOL will update its Recruitment Guide (in force since February 2017<sup>125</sup>) to ensure alignment with the newly adopted model decision on the engagement of Contract Agents under article 3(a) of the Staff Regulations (CA3a). This Implementing Rules contains – similar to the Implementing Rules on engagement of Temporary Agents under article 2(f) of the Staff Regulations (TA2f) – an annex outlining the framework for recruitment of CAs.

### Type of key functions

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

Key functions	Type of contract (TA or CA)	Function group, grade of recruitment
<b>Core functions</b>		
Executive Director	TA	AD 14
Head of Operations Department	TA	AD 12
Head of Training and Research Unit	TA	AD 10
Head of Project Management Unit	TA	AD 10
Senior Analyst	TA	AD 7
Senior Project Coordinator	TA	AD 8 - AD 9
Analyst	TA	AD 6
Portfolio and Programme Officer	TA	AD 5 - AD 6
<b>Support functions</b>		

<sup>125</sup> Decision 09/2017/DIR of 12 February 2017

Head of Corporate Services Department	TA	AD 12
Head of Finance Unit	TA	AD 10
Deputy Head of Finance Unit	TA	AD 7 - AD 8
Legal Officer	TA	AD 6 - AD 7
Finance and Accounting correspondent	TA	AD 5
Communication Officer	TA	AD 5
Procurement Officer	TA	AST 3 - AST 4
HR Officer	TA	AST 5
IT Officer	TA	AST 5

In 2019, CEPOL adopted the Implementing Rules on types of posts and post titles. Any future vacancies will follow the nomenclature as laid down in this decision.

### *Selection procedure*

All Temporary Agents and Contract Agents are recruited via formal selection procedures according to the CEPOL Recruitment Guide. CEPOL's current external selection procedure which is applicable to both temporary agents and contract agents is based on the following principles:

- Development of a business case to decide on the need to fill a position or to re-allocate a position that will come available.
- Development of the vacancy notice and (amended) job description.
- Publication of a vacancy notice on CEPOL's website and on the EPSO website, indicating eligibility and selection criteria, indicating type and duration of contract as well as the recruitment grade.
- Appointing a selection panel; a representative from HR will in all panels be present as secretary and to ensure compliance with the recruitment policy. When justified by the level (panel members need to be employed at the same or a higher grade) or the required expertise of a post, one or more external members to the recruitment panel can be appointed. For each recruitment procedure, the Staff Committee is invited to nominate one staff member to represent the Staff Committee; this is not necessarily a member of the Staff Committee itself.
- Pre-selection of candidates by the selection panel on the basis of required documents, permitting the evaluation of defined application eligibility and selection criteria.
- Interview of candidates by the selection panel on the basis of pre-determined competency based questions covering the specific competencies in the area of expertise, knowledge of European Institutions, general aptitudes and language abilities as outlined in the published vacancy notice. A written assessment test is set for each.

- The selection panel proposes a list of suitable candidates in a report sent to the Executive Director acting as Authority authorised to conclude contracts respectively.
- The Executive Director acting as Authority authorised to conclude contracts makes the final selection from a list of suitable candidates.

### *Entry grades*

CEPOL applies Management Board decision 06/2019/MB of 22 May 2019 on types of post and post titles. However, a number of posts at CEPOL have been established before this decision and it will therefore not be possible to fully apply this decision with immediate effect. Background for this is that until 2016, CEPOL did not have a reclassification instrument in its HR tool box. With the first reclassification exercise in 2016 it also became clear that only a limited number of Temporary Agents can provide proof of a third language ability at level B2 as laid down in the reclassification decision. In the establishment plan for 2016 and following years, the Agency started to create room in the grading to align the entry grades with the Commission decision.

AST	Assistants	AD	Experts, Managers, Directors		
		16			
		15			
		14			
		13			
		12		Head of Department	
11		11	Administrator		
10		10		Head of Unit	
9		9	(Team leader, Officer, functional / operational)		
8		8			
7	Assistant	7			
6		6			
5	(Assistant, Support Officer etc.)	5			
4					
3					
2					
1					

Wherever possible CEPOL will have to recruit – especially in operational positions, due to competition with Frontex and Europol – in grades above the standard entry grade. This is especially the situation for operational positions where CEPOL aims to attract staff with 10 to 15 years' experience. In order to attract staff from Western and Northern European countries we would have to offer at least AD8 as with lower grades these candidates would earn less at CEPOL than in their home organisation.

Managers provide operational or administrative management in support of the implementation of the CEPOL mandate. They are responsible and accountable for the delivery of expected outputs in respect of the CEPOL Strategy and associated planning and the Annual Work Programme whilst ensuring sound financial management and supervision of their respective departments/units as applicable. To date the post of the Executive Director is graded at AD14, Heads of Department posts at AD12 and Heads of Unit at AD 10.

Administrators are staff requiring specific expertise and/or having a particular function contributing to the delivery of tasks, projects or coordinate complex sets of activities and financial and human resources under the authority of a Senior or Middle Manager. Typically and in comparison with other EU agencies and the European Commission these non-entry-level posts would be filled by Temporary Agents with a grade AD6 – AD8. However, at CEPOL due to historical reasons officers having high level specialisation in various fields have a grade AD5.

Assistants provide support in the implementation of the Annual Work Programme, drafting of documents and assistance in the implementation of policies and procedures in following the instructions of line management. An Assistant may also provide specialised assistance in financial or human resource management activities. Assistants play a supporting or service role in operational, administrative tasks under the supervision of a Senior Assistant and or a higher level function.

### *Length of contracts*

As a general rule CEPOL issues initial contracts to Temporary Agents for a 5 year period. These initial contracts can be renewed once for a fixed term up to 5 years; any subsequent renewal will be for an indefinite period.

CEPOL has adopted the model decision on the engagement and recruitment of Contract Agents according to Article 3a of the Staff Regulation. At CEPOL, Contract Agents are used in mainly two different types of activities:

- 1) Contract Agents provide support to operational and administrative activities;
- 2) Contract Agents implement externally financed capacity building projects.

In principle the 2<sup>nd</sup> function should be performed by Temporary Agents. However, engaging TAs would entail an amendment of the establishment plan to be approved by the Budgetary Authorities and the delay in this process would also lead to significant delays in the start and implementation of the project. The size of CEPOL is here a clear factor as (much) bigger agencies can 'play' around with assigning TAs on temporary basis to an externally funded project while amending their establishment plan.

Recruitment for Contract Agents follows the same process as outlined under temporary agents; after a successful procedure the selected candidate will be offered an initial contract for 5 years, renewable once for a fixed term of maximum 5 years. Any subsequent contract renewals will be for indefinite period. Candidates recruited for the externally funded projects will be offered a contract that is linked to the duration of the project for which they will be engaged. It is made very clear that their engagement is linked to the project and that there is no obligation from CEPOL's side to continue employment after the project is finalised.

### Appraisal of performance and reclassification/promotions

*Table 1 - Reclassification of temporary staff*

Category & Grade	Staff in activity at 1 January 2019		How many staff members were reclassified in 2019 <sup>126</sup>		Average number of years in grade of reclassified staff members
	Officials	TA	Officials	TA	
AD 16					
AD 15					
AD 14		1			
AD 13					
AD 12		1			
AD 11					
AD 10		4			
AD 9					
AD 8		1			
AD 7		2			
AD 6		8			
AD 5		5			
<b>TOTAL AD</b>		<b>22</b>			
AST 11					
AST 10					
AST 9					
AST 8					
AST 7					
AST 6					
AST 5		3			

<sup>126</sup> Reclassification procedure has not been finalised yet, therefore figures are not available

Category & Grade	Staff in activity at 1 January 2019		How many staff members were reclassified in 2019 <sup>126</sup>		Average number of years in grade of reclassified staff members
	Officials	TA	Officials	TA	
AST 4					
AST 3		6			
AST 2					
AST 1					
<b>TOTAL AST</b>		<b>9</b>		<b>p.m.</b>	<b>p.m.</b>

The model decision on the implementing rule for reclassification of Temporary Agents 2(f) has been adopted by the CEPOL Governing Board on 25 May 2016<sup>127</sup>. CEPOL aims at maximising the number of staff to be reclassified in each given year; however, at present the main obstacle is that only a limited number of staff are eligible for reclassification as most staff lack evidence on the ability to work in a 3<sup>rd</sup> Union language.

*Table 2 - Reclassification of contract staff*

Function Group	Grade	Staff in activity at 1 January 2019	How many staff members were reclassified in 2019 <sup>128</sup>	Average number of years in grade of reclassified staff members
FG IV	18			
	17			
	16	2		
	15			
	14	8		
	13	1		
FG III	12			
	11			
	10	9		
	9	5		
	8	4		
FG II	7			
	6			

<sup>127</sup> 14/2016/GB (25 May 2016)

<sup>128</sup> Reclassification procedure has not been finalised yet, therefore figures are not available



Function Group	Grade	Staff in activity at 1 January 2019	How many staff members were reclassified in 2019 <sup>128</sup>	Average number of years in grade of reclassified staff members
FG I	5	1		
	4			
	3			
	2			
	1			
<b>TOTAL</b>		<b>30</b>	<b>p.m.</b>	<b>p.m.</b>

The model decision on the implementing rule for reclassification of Contract Agents 3(a) has been adopted by the CEPOL Governing Board on 25 May 2016<sup>129</sup>. In 2016 only a limited number of staff members were eligible for reclassification. A large majority of staff members didn't have sufficient years of seniority in the grade. CEPOL's GB has approved in October 2015 the model decision on the Implementing Rules for appraisal of Temporary Agents and Contract Agents under articles 43 and 44 of the Staff Regulations.

Each member of the CEPOL staff has an agreed individual activity plan including training possibilities which is drawn up at the beginning of the year laying down the objectives and the indicators of the staff member in relation to the Work Programme. An individual's appraisal is then scheduled according to their start date and end of probation for bi-annual review on the basis of the performance indicators of the activity plan.

## Mobility policy

### *Internal mobility*

On 16 October 2015 the CEPOL Governing Board adopted the general implementing provisions on the procedure governing the engagement and use of temporary staff<sup>130</sup>. This decision clearly states the different options for filling a post, including internal mobility. As from this date, vacancies for temporary agents have been opened internally for staff member in the grade bracket of the vacancy. So far, no staff members have used this tool for internal mobility.

<sup>129</sup> 15/2016/GB (25 May 2016)

<sup>130</sup> 26/2015/GB of 16 October 2015

### *Mobility between Agencies*

The same decision as mentioned above also lays down an option for interagency publication of a post. CEPOL is consistently opening Temporary Agent positions also for the interagency job market. Yet as a result of the relative low grades as mentioned before and the negative correction coefficient, CEPOL has not received applications from the interagency job market.

However, we have received 'external' applications from candidates currently working for other Agencies but in a grade outside the bracket in which the position has been opened. Some of these have been successful, but they cannot be counted in the statistics related to the interagency job market.

### *Mobility between the Agencies and the institutions*

CEPOL has been successful in recruiting experienced staff from other agencies and institutions. Approximately 40% of staff recruited in 2018 – review joined from other agencies or institutions. Another 20 percent was already engaged by CEPOL as interim or SNE. On the other hand, it should be noted 80% of staff leaving (5 out of 6) – review have found employment with other institutions or Agencies.

## Gender and geographical balance

At present there is a reasonable gender balance in CEPOL. The ratio between man and women employed by CEPOL is 34 / 39. This difference is largely related to contract agents where the ratio is 19 / 11 (men / women).

As there is at present not a significant gender imbalance in CEPOL, therefore there are no direct measures foreseen. The overall gender balance at CEPOL on 31 December 2018 was 56% female to 44% male (on 31 December 2017 this was 54% to 46%); Women are well represented at all grades including at management level. The CEPOL management team (Executive Director, Heads of Departments, Heads of Units) on 31 December 2018 consists of 3 women and 3 men.

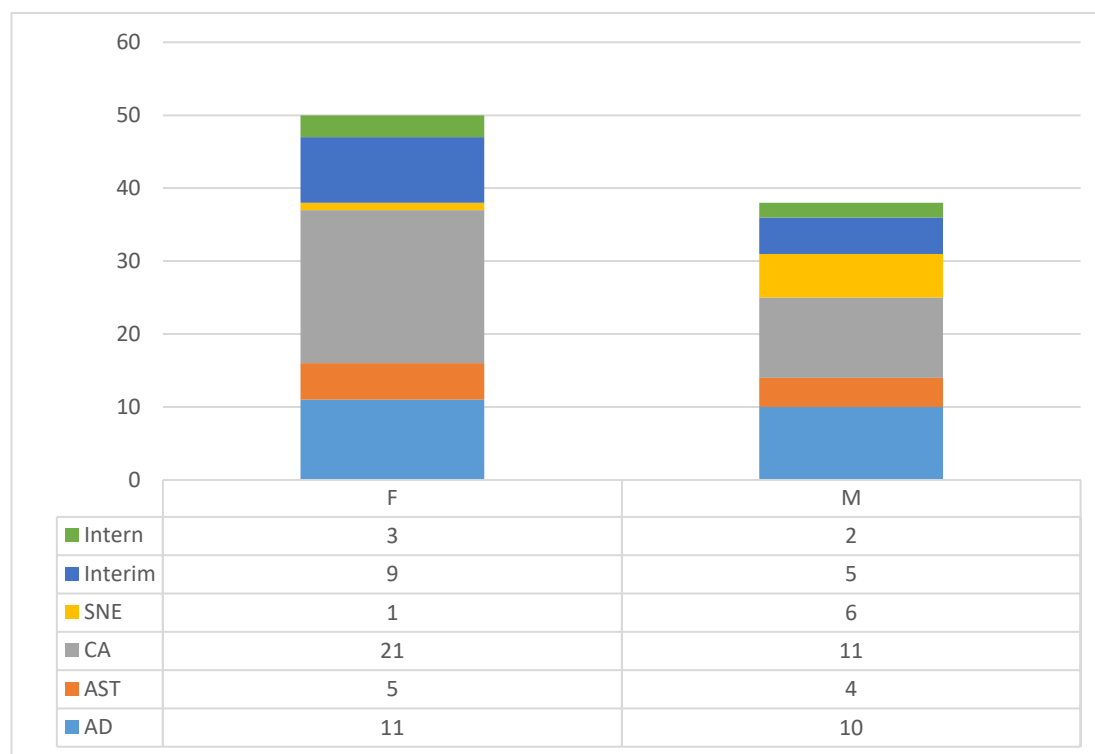


Figure 1 - Gender balance (01/10/2019)

As expected, an overrepresentation of the Host Member State nationals started to develop in recent years. At present there are 25 Hungarians working for the agency (excluding interims): 39%. Other nationalities (17 other nationalities are present in CEPOL) are relative equally distributed with a maximum of 5 (Croatian) nationals from one Member State.

Currently (on 01/10/2019) CEPOL doesn't employ staff from Bulgaria, Cyprus, Czechia, Finland, France, Ireland, Luxembourg, Malta, and Slovenia.

CEPOL's recruitment is based on a fair and open competition regardless of race, political, philosophical or religious beliefs, sex or sexual orientation, disability or age and without reference to marital status or family situation. CEPOL strives to ensure geographical balance in all its recruitment selection panels.

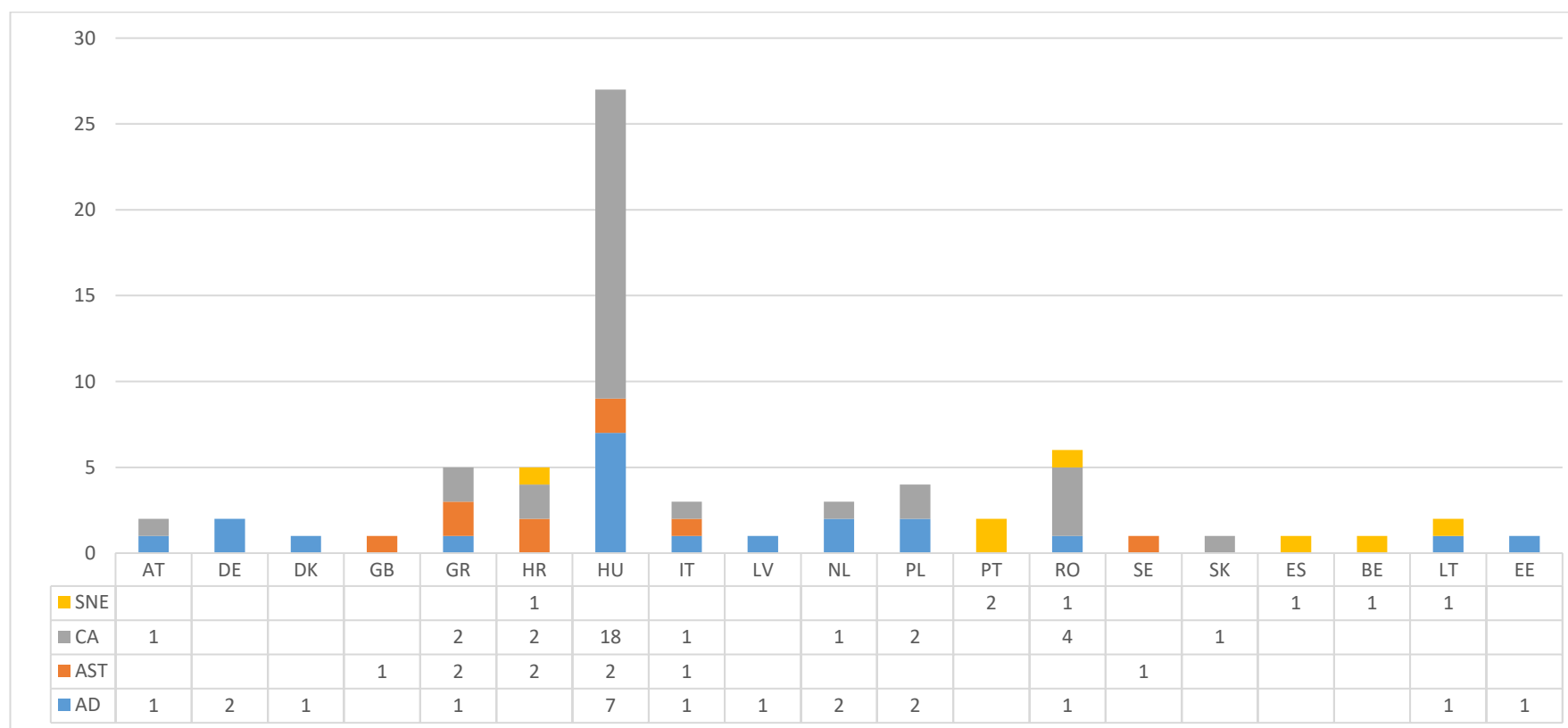


Figure 2 - geographical balance (01/10/2019)

## Schooling

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

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

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

Based on these considerations, the CEPOL Management Board decided that CEPOL shall pay the school fees. As a consequence, the school shall be considered as non-fee paying and the staff member concerned shall not receive the education allowance provided for in Article 3 of Annex VII of the Staff Regulations. The costs covered by CEPOL shall be:

- a. The registration and attendance fees
- b. The transportation costs.

All other costs are excluded, in conformity with Commission decision C(2004)131-53-2004 on general implementing provisions for the grant of the education allowance.

## Annex V – Building policy

### Current building(s)

	Name, location and type of building
Information to be provided per building:	CEPOL Headquarters 1066 Budapest Ó utca 27 Hungary
Surface area (in square metres) Of which office space Of which non-office space	2,123.23 m2 (footing area) 978.03 m2 1,145.3 m2
Annual rent (in EUR)	0
Type and duration of rental contract	According to the host agreement signed between CEPOL and the Hungarian authorities, Hungary provides accommodation for CEPOL for 10 years, free of charge, as from 1 September 2014.
Host country grant or support	Office accommodation is currently provided for free by the Hungarian authorities, in accordance with the signed host agreement. Hungary also covers utility fees, maintenance of the building, security and reception services. However, CEPOL pays for telephony and internet services.
Present value of the building	N/A

### Building projects in planning phase

As the CEPOL staff numbers (including staff contracted for projects granted to CEPOL, interim staff as well as staff made available by the Hungarian authorities, such as receptionists, security, building maintenance and cleaning) has surpassed the maximum as originally foreseen for the building. Initial discussions with the Hungarian authorities on possible measures to increase the capacity of the building were initiated at the end of 2017. These discussion have continued in 2018 and 2019; it is expected that in the last trimester of 2019 more clarity will be provided by the Hungarian authorities about their possibilities to offer a more suitable premises to CEPOL, a possible timeframe for this and about the conditions attached to such offer.

In 2018 CEPOL has rented office space close to its Headquarters to accommodate (operational) staff related to the externally financed projects. The expenditure related to the rental is entirely financed through the projects, which are sharing the costs proportionally.

As from 2019 our Hungarian partner (the International Training Centre of the Hungarian Police – NOK-ITC) has made available space for the CEPOL Cybercrime Academy (CCA). This space contains 1 to 4 class rooms and a server room. The space is made available for free based on a MoU between the NOK-ICT and CEPOL.

CEPOL has rented an office in Brussels for the liaison bureau as a pilot project.

*Building projects submitted to the European Parliament and the Council*

CEPOL Management has set up a channel of communication with the Hungarian authorities to investigate the possibilities for a new headquarters with additional functionalities and capacity compared to the current building.

At this moment it is not possible to quantify if and how much of a financial contribution from CEPOL's own budget would be necessary for the realisation of any of the offers currently on the table or possible other options that have not yet been discussed.

## *Annex VI – Privileges and immunities*

### **Agency privileges**

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

### **Privileges granted to staff**

#### **Protocol of privileges and immunities / diplomatic status**

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

They are entitled to enjoy the privileges and immunities, exemptions and facilities granted by Hungary to members of the diplomatic corps of the Member States of the European Union in Hungary.

The Protocol of privileges and immunities applies to the Executive Director of CEPOL and the staff of the Agency, with the exception of staff seconded from the Member States and Hungarian nationals.

CEPOL staff are entitled to reimbursement of VAT, in accordance with the relevant rules foreseen for resident officials of international organizations in Hungary, up to 300.000 HUF of value of VAT/year during the first 2 years of employment in Hungary.

CEPOL staff – with the exception of Hungarian nationals – are entitled to import from their last country of residence, or from the country of which they are nationals, free of duty and without prohibitions or restrictions, within 12 months from the date of establishment of normal place of residence in the customs territory of the European Union, furniture and personal effect, including motor vehicles, which shall be registered under diplomatic plates.

#### **Education / day care**

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

The CEPOL Governing Board decided that CEPOL shall pay the school fees. As a consequence, the school shall be considered as non-fee paying and the staff member concerned shall not receive the education allowance provided for in Article 3 of Annex VII of the Staff Regulations. The costs covered by CEPOL shall be:

- The registration and attendance fees
- The school transportation costs.

All other costs are excluded, in conformity with Commission Decision C (2004)131-53-2004 on general implementing provisions for the grant of the education allowance.



## *Annex: VII – Evaluations*

### *Internal Evaluation*

Key Performance Indicators (KPIs) are used to evaluate the overall success of CEPOL, Performance Indicators (PIs) are in place to evaluate the success of a particular activity in which CEPOL is engaged. All KPIs and PIs are assigned targets, and linked to the Agency's strategic goals and objectives. An important measure is the overall customer satisfaction with training activities provided by CEPOL.

The evaluation of training activities is an essential task for CEPOL to monitor and maintain the quality of training and its impact. CEPOL's evaluation system is based on the Kirkpatrick model, with a methodology specifically adapted to CEPOL's structure and environment. The methodology was last updated in 2016 and includes the following steps of Kirkpatrick's model: level 1 (immediately after on-site activities, webinars, and the CEPOL Exchange Programme exchanges and study visits), level 2 (assessment of acquired knowledge – testing – applied for selected on-site activities and online courses) and at level 3 (post-course evaluations take place after on-site activities only). Post-course evaluations are carried out on both participants and their line managers approximately six months after an on-site activity has finished.

Decision 12/2016/GB on CEPOL training evaluation methodology presents a modernised evaluation system validating new evaluation templates and outlining the framework of the gradual introduction of testing.

### *External Evaluation Updated*

The way CEPOL operate is evaluated every five years by an independent external evaluator for its utility, relevance, effectiveness and efficiency and its working practices. The main aim of the evaluation is primarily the improvement of the quality of training.

In 2015 CEPOL underwent its second five year evaluation. The external evaluator has assessed the Agency as being efficient and effective. This conclusion is supported by evidence of an increased number of activities implemented by CEPOL over the evaluation period, against a relatively stable number of resources put at its disposal for the same period. Moreover, a comprehensive set of recommendations is also put forward by this study. The Governing Board in its meeting on May 2016 has adopted the last five-year external evaluation and has issued 17 recommendations regarding CEPOL's working practices. Implementation of these recommendations are monitored and reported at each Management Board.

Since the new regulation of CEPOL (No 2015/2219) came into force, the first five year evaluation and review is foreseen as per Article 32 of CEPOL regulation in 2021. This evaluation will be budgeted and carried out by the European Commission.

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

At the end of 2016, the Agency's Management System has been assessed by an independent accredited body Lloyd's Register (LRQA), and found in full compliance with the ISO 9001:2015 requirements. The Agency's Management System has been assessed by an independent accredited body Lloyd's Register (LRQA), and found in full compliance with the ISO 9001:2015 requirements.

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

The CEPOL's Management System will continue to be audited each year to ensure that compliance with internationally recognised quality management standard ISO 9001:2015 is being maintained.

In 2019 CEPOL will start the preparations to renew the ISO certification, therefore in 2020 we expect to have the same certification to be valid, as in the previous years.

## Annex VIII – Risks

Risk assessment is part of the annual programming cycle, when a detailed Risk Register and corresponding mitigating actions are agreed within the Agency. During the year all processes that are part of a risk assessment are described and managed accordingly by process owners to ensure that mitigating actions are implemented according to plan, risks continue to be relevant and are in line with management's acceptable risk level.

From 2020 on, CEPOL keeps track of risks on two levels:

- Corporate level: overarching risks of organisational importance (affecting all departments/units), which are part of the SPD as an annex and shall be monitored at top management level
- Objective/Process level: risks with limited effect, shall be monitored at head of unit or process owner level (in terms of mitigation action to be taken), not part of the SPD but listed in a separate quality document

For its risk assessment CEPOL uses the principles referred to in the Implementation Guide of the "Risk Management in the Commission", as well follows the template used by JHA agencies.

The following were identified by the Management as critical corporate level risks either due to its nature or because the combination of their impact and likelihood is high:

Ref	Brief risk description	Mitigating actions	Risk type
1	<p><b>Inability to fully meet the operational delivery demand identified in strategic priorities and objectives</b></p> <p>Due to structural deficit in budget and human resources, inability to perform all mandate duties and fulfil member states' training needs</p> <p>Challenges with regard to the production of deliverables on time, within initially planned resource margins, in view of available and required infrastructure needs, and against compliance requirements (regulatory such as financial, elevated data protection etc.)</p>	<p>Threat – Reduce</p> <p>- carry out robust planning as well as performance measurement processes, next to close monitoring of the annual work planning, based on regular performance reporting, to identify and implement changes as required;</p> <p>- operate, on a continuous basis, an organisational demand management process which identifies appropriate reprioritisation to achieve an efficient and effective use of available resources, in consultation with, and guidance by, relevant stakeholders, including compliance assurance providers;</p>	6. Other - Risk related to several types

		- Management of stakeholders' expectations through the MB, and discussions with EU Institutions and the Member States.	
2	<p><b>Short-term changes in stakeholder priorities to perform new tasks. Also major changes to existing processes/practices resulting from internal developments run simultaneously might hold the risk of overstretched staff and ultimately failure and non-compliance.</b></p> <p>Short-term changes in stakeholders priorities where there is an expectation and external pressure to perform and resource new tasks from within the existing budgetary envelope may lead to potential negative impact both on the delivery of other SPD outputs and on the staff well-being. Additionally, many internal developments run at the same time (new business model, new E-platform, new external projects) with a deficit of staff, might hold the risk of overstretched staff and ultimately failure and non-compliance. The workload impact of the new business model and new external projects is not known for certain teams (travel, ICT) which may create confusion.</p>	<p>Threat – Reduce</p> <p>Well designed and carefully communicated change management plan (with expected workloads) could help preventing resistance, decrease in productivity and negative health impacts on staff. Scenario planning in the SPD where negative priorities are provisionally identified, may help with the de-prioritisation of some activities in order to on-board the new tasks.</p>	6. Other - Risk related to several types
3	<p><b>Insufficient office space, CEPOL new HQ</b></p> <p>Increased need and current unavailability of sufficient office space, uncertainty around a potential new HQ may negatively impact on the business continuity for the Agency in the long term, and for external projects in the short term</p>	<p>Threat – Reduce</p> <p>-Continuous negotiation with the Hungarian authorities , market research on real estate market to be concluded, -Facilitation of the planning of the new HQ from the architectural point of view - Teleworking arrangements</p>	6. Other - Risk related to several types
4	<p><b>Budgetary uncertainties stemming from the impacts of Brexit</b></p> <p>Budgetary consequence on the general budget of the EU that are further impacting CEPOL's budget following UK withdrawal from EU</p>	<p>Threat – Reduce</p> <p>Amend SPD and budget if needed, develop a priority list of activities</p>	1. Risks related to the external environment (outside CEPOL)

5	<p><b>High staff fluctuation may impact achievement of objectives</b></p> <p>Deficit of key skills and knowledge within the Agency due to inability to attract and maintain qualified staff due to low correction coefficient and other demotivating factors (overworked, lack of professional development opportunities). Small teams are particularly highly dependent and vulnerable to staff fluctuation (CEP, TRU, and ICT). Lack of human resources dedicated to conceptual work which are not involved at the same time in running the daily operations. Systematic and prolonged use of interims brings a risk of (over)dependence on external staff, which may lead to potential loss of knowledge, lack of continuity when interims change. It must be noted that new officers will need to be heavily trained and mentored during their first year of service, which will require further additional efforts from the remaining staff.</p>	<p>Threat – Reduce</p> <p>Re-distribution and prioritization of tasks, attractive social package, increase options for personal development (training), more stimulating working environment (pending on budget availability, introduce on line tools which are present in other EU institutions such as project management software/collaborative platform, budget planning tool, on line paperless financial workflow ) to modernise processes and help staff be more efficient; take opportunity of the results of the staff engagement survey to introduce further improvements.</p>	3. Risks related to people and the organisation
6	<p><b>LEEd new e-platform fully operational by January 2020</b></p> <p>The implementation of the new platform LEEd is in the last phase and some factors may negatively impact on its success. The ICT System Manager resigned. It is likely that there will be delays in migrating all data until end of December, also additional works might be required after the system goes live in January 2020, rendering parts of the system inaccessible to users. In case LEEd has major malfunctions, no back up plan in place (once e-NET system is replaced we cannot go back). Unclear budget requirements - maintenance cost and further development (use of multi-tenancy, use of LEEd by third countries). LEEd- JHA Matrix, e-Library and LTRDB not covered by LEEd, unclear picture of possible use-continuity of these systems.</p>	<p>Handover note from the ICT Officer formalised. Strict scrutiny and intervention from management to ensure bottlenecks in the project implementation are quickly solved. Keep stakeholders informed on LEEd status and level of accessibility after system goes live. Draft the procurement plan for LEEd and send for management approval. Clarify the future of JHA Matrix, e-Library and LTRDB either in the new e-platform or otherwise.</p>	2. Risks related to planning, processes and systems
7	<p><b>External projects Inadequate internal rules and standardised procedures for operating in and with third countries. Unclear rules may also hold the risk of non-compliance.</b></p>	<p>Clarify applicable rules, in consultation with, and guidance by, relevant stakeholders, including compliance assurance providers; Evaluate use of PRAG; Evaluate issuing/revising specific rules for</p>	6. Other - Risk related to several types

	<p>Inefficient processes and confusion among (project) staff due contradictory rules for contracts applicable to external projects. Some contracts were signed without reference to hotel/meals ceiling (only best option criteria), while the ED decision on projects makes mandatory the IGN rules and implicitly the mission ceilings. Additional challenges brought by the large number of newcomers expected next year.</p>	<p>capacity building in 3rd countries; revise/implement/strengthen internal processes. As projects grow in number, size and complexity and include subcontracting, flexibility should be further explored and rules should be suitable/ fit for purpose</p>	
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## *Annex IX – Draft Procurement plan for the year 2020 - Financing Decision*

### *Legal basis:*

Regulation (EU) 2015/2219 of the European Parliament and of the Council of 25 November 2015 on the European Union Agency for Law Enforcement Training (CEPOL) and replacing and repealing Council Decision 2005/681/JHA

The financing decision, within the meaning of Article 110 of Regulation (EU, EURATOM) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union, includes the following information:

### **Part 1 – Multiannual framework contracts (strategic decision)**

- Subject of the framework contracts for operational expenditure foreseen to be awarded in 2020 (Title 3);
- Their link to specific activities of the Work Programme 2020;
- Estimated total value of the framework contracts over their maximum duration (4 years);
- Indicative number and type of contracts.

### **Part 2 – Direct and specific contracts foreseen in 2020 (budgetary decision)**

- Subject of the contracts for operational expenditure foreseen in 2020 (Title 3);
- Their link to specific activities of the Work Programme 2020;
- Estimated value of contracts having an effect on the budget 2020;
- Indicative number and type of contracts.

In 2020 CEPOL estimates that total budget for operational procurement will be indicatively **EUR 3,517,904**

Furthermore, as of 1 January 2018, CEPOL is entrusted with the implementation of the EU/MENA Counterterrorism Training Partnership 2 (CEPOL CT 2), for an overall duration of 36 months and of the Financial Investigation In-Service Training Programme, Western Balkan (CEPOL FI), for an overall duration of 24 months, extended at no cost for additional 3 months until 31 March 2020.

Additionally, as of 2020 CEPOL shall also be entrusted with the implementation of four additional projects.

The financing decisions for these projects shall be as defined in the relevant Grant Agreement.

*Part 1 – Multiannual framework contracts (strategic decision)*

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2020	Estimated total value of the framework contract over their maximum duration of 4 years (EUR)	Indicative time frame for launching the procurement (per quarter)	Type of procurement (service/supply) and type of contract (single FWC, multiple FWC in cascade, multiple FWC with reopening of competition, mixed)
1	Event Organisation Services for CEPOL Activities	Activities 1-5	<i>TBD</i>	Q3-Q4 2020 with a view to have a contract in place by the beginning of 2021	Framework contract for services (single or multiple with cascade and/or reopening)

*Part 2 – Direct and specific contracts foreseen in 2020 (budgetary decision)<sup>131</sup>*

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2020	Indicative value of the contract for 2020 (EUR)	Indicative time frame for launching the procurement (per quarter)	Indicative number of contracts and their type
1	<b>Supply and distribution of CEPOL branded merchandise</b>	Activity 5	50,000	Q1 – Q4 2020	Multiple specific contracts in execution of a framework supply contract (to be awarded in 2019)
2	<b>Services related to communication activities:</b> <ul style="list-style-type: none"> <li>• Development of a platform allowing better communication between CEPOL, centres of knowledge and stakeholders</li> <li>• Website related services</li> <li>• Event management</li> </ul>	<i>Activities 1-5</i>	<i>146,000</i>	Q1 – Q4 2020	Multiple specific contracts in execution of a framework contract for website related services (to be awarded in 2019) and other framework contracts

<sup>131</sup> Descriptions/figures in *Italics* are pending confirmation



Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2020	Indicative value of the contract for 2020 (EUR)	Indicative time frame for launching the procurement (per quarter)	Indicative number of contracts and their type
3	<b>Multimedia services</b> (photos + videos + graphic design)	<i>Activities 1-5</i>	54,000	Q1 – Q4 2020	Multiple specific contracts in execution of inter-institutional framework contract(s)
4	<b>Translations and proofreading</b>	<i>Activity 5</i>	5,000	Q1 – Q4 2020	Multiple service requests under the Service Level Agreement with cdt
5	<b>Editorial services:</b> <ul style="list-style-type: none"> <li>• Publication related to the CEP</li> <li>• Production of recorded webinars</li> <li>• For update of existing and production of new online modules</li> <li>• Editorial services related to communications (publications)</li> </ul>	<i>Activities 1-5</i>	132,125 for recorded webinars and online modules, TBD for CEP, TBD for Comms	Q1 – Q4 2020	Multiple service requests under the Service Level Agreement with the Publications Office and multiple service contracts in execution of inter-institutional framework contract(s)
6	<b>Provision of access to scientific journals and e-books</b>	Activity 4	50,000	Q1 2020	Multiple specific contracts in execution of a framework contract for services (awarded in 2018)
7	<b>Editorial Services and Publications for the European Law Enforcement Research Bulletin</b>	Activity 4	15,000	Q1-Q4 2020	Multiple service requests under the Service Level Agreement with the Publications Office
8	<b>Purchase of Mentimeter licenses</b>	Activity 1	1684.48	Q4 2020-Q1 2021	Specific contract in execution of DIGIT Framework contract (SIDE II)
9	<b>Course online support</b>	Activity 2	6,000	Q2 2020	Direct Service contract

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2020	Indicative value of the contract for 2020 (EUR)	Indicative time frame for launching the procurement (per quarter)	Indicative number of contracts and their type
10	<b>Implementation of the Police English Language Module</b>	Activity 2	36,000	Q1-Q3 2020	Specific contract in execution of Framework Contract CEPOL/FWC/2019/176
11	<b>Infogram licenses</b>	Activity 1	1,575	Q1-Q4 2020	Specific Contract in execution of DIGIT Framework Contract (SIDE II)
12	<b>Qualtrics licenses</b>	Activity 1	5,220	Q1-Q4 2020	Specific Contract in execution of DIGIT Framework Contract (SIDE II)
13	<b>First level support for Cybercrime Academy</b>	Activity 2	120,000	Q1-Q4 2020	Specific Contract in execution of inter-agency Framework Contract (02-2018-EITPROC LOT 1) or Specific Contract(s) in execution of FWC CEPOL/CT/2017/024
14	<b>ISO training for CEPOL Staff</b>	Activities 1-4	TBD	TBD	Direct Service Contract
15	<b><i>External experts for assisting CEPOL in the planning and implementing of its core business</i></b>	Activity 1-2	66,000	Q1 – Q4 2020	<i>Multiple expert contracts under Call(s) for expression of interest</i>
16	<b>Maintenance of the LEEd platform</b>	Activities 1-2	49,500	Q1-Q4 2020	Specific Contract in execution of DIGIT Framework Contract (SIDE II)

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2020	Indicative value of the contract for 2020 (EUR)	Indicative time frame for launching the procurement (per quarter)	Indicative number of contracts and their type
17	<b>Hosting services for LEEd digital platform</b>	<i>Activities 1-2</i>	68,400	Q1-Q4 2020	Specific Contract in execution of inter-agency Framework Contract (OC-EFSA-PTT-2015-01)
18	<b>Course image minor update and setup for all training activities 2020 (residential and online)</b>	<i>Activities 1-2</i>	6,000	Q1 2020	Specific Contract in execution of DIGIT Framework Contract (SIDE II)
19	<b>Multitenancy</b>	<i>Activities 1-2</i>	19,000	Q1-Q4 2020	Specific Contract in execution of DIGIT Framework Contract (SIDE II)
20	<b>Disaster Recovery</b>	<i>Activities 1-2</i>	55,000	Q1-Q4 2020	Specific Contract in execution of inter-agency Framework Contract (OC-EFSA-PTT-2015-01)
21	<b>Bandwidth</b>	<i>Activities 1-2</i>	9,000	Q1-Q4 2020	Specific Contract in execution of inter-agency Framework Contract (OC-EFSA-PTT-2015-01)
22	<b>Domain-based registration</b>	<i>Activities 1-2</i>	2,400	Q1-Q4 2020	Specific Contract in execution of DIGIT Framework Contract (SIDE II)

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2020	Indicative value of the contract for 2020 (EUR)	Indicative time frame for launching the procurement (per quarter)	Indicative number of contracts and their type
23	<b>2<sup>nd</sup> wave of development of non-core components</b>	<i>Activities 1-2</i>	30,000	Q1-Q4 2020	Specific Contract in execution of DIGIT Framework Contract (SIDE II)
24	<b>Travel and accommodation</b>	Activities 1 - 5	2,500,000*	Q1-Q4 2020	Specific Contract(s) in execution of Framework Contract CEPOL/FWC/2018/042
25	<b>Catering services</b>	Activities 1 - 5	75,000*	Q1-Q4 2020	Specific Contract(s) in execution of Framework Contract(s) for Catering and for events outside Budapest
26	<b>Taxi services</b>	Activities 2 - 5	15,000*	Q1-Q4 2020	Specific Contract(s) in execution of Framework Contract CEPOL/FWC/2018/129
<b>TOTAL</b>			<b>3,517,904<sup>132</sup></b>		

\* These values include expenses under Titles 1, 2 and 5.

<sup>132</sup> Total to be recalculated based on confirmed figures

## Annex X – Organisation chart

