



**EUROPEAN UNION AGENCY FOR
LAW ENFORCEMENT TRAINING**

Draft Single Programming Document
Years 2021-2023

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Foreword

The Single Programming Document (SPD) 2021 spans a three-year period, from 2021 to 2023. The document has been finalised in accordance with the revised guidelines for the programming document issued by the Commission in 2019 and is compliant with the provisions of the new framework financial regulation in force as of 31 January 2020.

The CEPOL strategy, which has been revised as from 2021, drives the identification of activities and setting targets for the aforementioned period. In addition, 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 2021 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 Security¹ 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 Agendas² on Security and Migration³. 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 2021 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

¹ 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

² 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.

³ 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

enforcement officials are aware and able to use those instruments enabling them to better tackle the challenges of terrorism, organised crime, and irregular migration.

Key priorities for CEPOL corporate and support services will be making arrangements for a new headquarters building and continued compliance with legal framework (FR, SR, GDPR, archiving, requests for information, etc.).

It should be noted that the draft SPD 2021 is subject to consultation with the European Commission as per the provisions of Article 10(1)⁴ of CEPOL Regulation. Further changes to its content and estimate of resources are subject to the adoption of the final EU budget by the Budgetary Authority expected at the end of 2020.

⁴ 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

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
- Law Enforcement 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 officials⁵ 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.

⁵ From CEPOL Regulation (EU) 2015/2219

Objectives⁶

- 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;

⁶ 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

Four and a half years after the entry into force of its new legal mandate, and nearly fifteen years since the inception of CEPOL as an EU Agency, CEPOL will be entering 2021 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 – is taking place. This evaluation will be performed by the Commission; recommendations shall be implemented as from 2021. SPD 2021 has been finalised in accordance with the revised guidelines for the programming document issued by the Commission in 2019.

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 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 Strategy⁷ and the Cybersecurity Strategy⁸.

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:

JHA agencies	Type of cooperation
EASO	Cooperation through EU Agencies Network (esp. administrative matters) ⁹ 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) ¹⁰ , cooperation through JHA Agencies Network
Eurojust	Cooperation through EU Agencies Network (esp. administrative matters) ¹¹ and JHA Agencies Network
Europol	Cooperation agreement (joint activities and direct operational cooperation) ¹² , cooperation through JHA Agencies Network
FRA	Cooperation through EU Agencies Network (esp. administrative matters) and JHA Agencies Network
Frontex	Cooperation agreement (joint activities and direct operational cooperation), cooperation through JHA Agencies Network

Other entities	Type of cooperation
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⁷ Council of the European Union, 14469/4/05 REV 4, Brussels, 30 November 2005

⁸ 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

⁹ 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

¹⁰ 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

¹¹ 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

¹² 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

AEPC	Memorandum of understanding in force
EJTN	Working arrangements in place
ENFSI	Working arrangements in place
ESDC	Working arrangements in place
EU IPO	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 networks¹³

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 current headquarters building that was made available to the agency by the Hungarian authorities in 2014 does no longer fit the needs of the organisation. The seat agreement with the Hungarian authorities indicate that at least 2 years before the end of the 10-year rent-free period (30 September 2024) negotiations are started on future cooperation. Due to the following developments in the last years, the current building is no longer fit for purpose:

- CEPOL Cybercrime Academy needed to be opened at the premises of the International Training Centre of the Hungarian police (NOK/ITC)
- There are significant extra budgetary resources made available for capacity building projects in non-EU countries through delegation or grant agreements, that requires office space for the project staff (currently expected to be approximately 65 staff members)
- Activities directly organised by the Agency in its headquarters has significantly increased due to the new business model
- Agency has repetitively requested additional resources to enable to full implementation of its mandate

CEPOL is in need of a building with more, flexible functional rooms as well as office space. Initial discussion with the Hungarian authorities have started, but up to October 2019 not lead to an identified new building (project) where CEPOL would be able to have all its activities in one building. It is expected that in the upcoming years there will be major progress made on this project. However, possible contributions from CEPOL towards such a new building have not yet been discussed and cannot – at this moment – be quantified.

¹³ Such as the ATLAS network of European special intervention units, ENLETS (European Network for Law Enforcement Technology Services) and Radicalisation Awareness Network (RAN)

The development of a new business model for the Agency with a pilot phase in 2020 and full operation from 2021 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.

Section II – Multiannual Programming 2021-2023

II.1 Multiannual objectives 2021-2023

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 2023 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 2021-2023 which also corresponds to the Work Programme Activities as of 2021 on.

Its structure and terminology have been aligned with the revised guidelines for programming developed by the European Commission¹⁴ which, in turn, also reflect Article 32 of the CEPOL Financial Regulation¹⁵ that sets out programming requirements for the agency.

Goal 1: CEPOL will plan and develop high quality training services focused on priority areas focused on priority areas (Quality Objective)¹⁶

Key Performance Indicator 1

% of portfolio applied in EU STNA/OTNA (target: 90%)
 New developments in the area of quality assurance¹⁷ (target: 1)
 Number of published articles in the European Law Enforcement Research Bulletin (target: 15)
 Research & Science Conference organised (target: Y)

Strategic objectives:

- 1.1 Training Needs Assessment and coordination
- 1.2 Ensure high quality training services by further development and upgrading of learning tools and methodologies
- 1.3 Integrate research results into education and training

¹⁴ Revised guidelines for the programming document Ref.

¹⁵ Decision of the Management Board 13/2019/MB on the CEPOL Financial Regulation and repealing decision 01/2014/GB

¹⁶ 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

Goal 2: CEPOL will further coordinate, support and implement training activities to the Law Enforcement Officials of the EU and, where applicable, of Third countries with particular emphasis on fundamental rights and crime prevention¹⁸

Key Performance Indicator 2

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

Number of active projects (target: 4)

Level of overall satisfaction with training activities per training type (target: 94% and 90%¹⁹)

Number of activities (implemented vs. planned, number and %) (target: 95%)

Number of participants (actual vs. planned, number and %) (target: 95%)

Strategic objectives:

Training activities in the area of:

2.1 Serious and Organised Crime

2.2 Cyber-related Crime

2.3 Counterterrorism

2.4 Fundamental Rights

2.5 EU Information Systems & Interoperability

2.6 Leadership and other skills

2.7 Higher Education and Research

2.8 Public Order and Prevention

2.9 LE Technologies, Forensics and Other Specific Areas

2.10 Union Missions (CSDP)

Training Activities to further support capacity-building of Third Countries through tailored made training services and international law enforcement cooperation projects²⁰

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

¹⁸ 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.

¹⁹ 95% for TRU activities, 90% for capacity building projects

²⁰ The main budget of these activities financed based on Delegation Agreement

Goal 3: CEPOL will be an efficient organization promoting continuous improvement in order to meet stakeholders' satisfaction and regulatory requirements²¹

Key Performance Indicator 5

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

Budget 200(N-1) payments (target: 95%)

Quality Management System certified to be line with ISO 9001:2015 (target: Y)

Number of critical/very important audit recommendations addressed on time (80%)

Staff turnover/staff absence (sick leave)/staff engagement (target: to be set)

Strategic objectives:

5.1 Governance, Administration and Stakeholder Relations

²¹ 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 2019

In line with the budget as adopted by the Budgetary Authority and the Management Board, CEPOL's establishment plan contains 33 Temporary Agent (TA) positions for 2020.²² 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 55 FTEs.²³

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. As several new project are expected to start in 2020, staff hired on the basis of and financed from delegation and grant agreements is expected.

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

Expenditure for 2019

Title	Heading	Expenditure 2019	Draft Expenditure 2020	Draft Expenditure 2021
1	Expenditure relating to persons working with CEPOL	4 233 200	4 368 000	6 445 000
2	Buildings & equipment and miscellaneous expenditure	403 000	453 000	564 000
3	Operational expenditure	4 671 800	5 618 000	10 100 000
Total Expenditure		9 308 000	10 439 000	17 109 000

Title-External	Heading	Expenditure 2019	Draft Expenditure 2020	Draft Expenditure 2021
3 (RO)	Externally assigned revenue (Frontex)	100 000	p.m.	p.m.
5 (Projects)	EU-MENA CT 2	3 427 356	1 867 272	-
5 (Projects)	WB FI	1 782 327	-	-
5 (Projects)	Unconfirmed projects		p.m. ²⁴	p.m. ²⁵

²² +1 TA position based on the adopted legal instrument for interoperability

²³ TA, CA and SNE headcounts as per the authorised general budget of the EU 2019 and draft budget request 2020, interims are not included

²⁴ Exact expenditure not know yet, whole project lifecycle expenditure plan of the 4 project ideas under negotiation is 7.5M + 5.5M + 6M + 7.5M = 26.5M

²⁵ Exact expenditure not know yet, whole project lifecycle expenditure plan of the 4 project ideas under negotiation is 7.5M + 5.5M + 6M + 7.5M = 26.5M

More detailed data provided in Table 1 in Annex II.

Resource programming for the years 2021-2023

Financial Resources

Title	Heading		Estimated Expenditure 2021 ²⁶	Expenditure 2022	Expenditure 2023
1	Expenditure relating to persons working with CEPOL		6.5M	7.7M	8.1 M
2	Buildings & equipment and miscellaneous expenditure		0.6M	0.6M	1.6M
3	Operational expenditure		10.1M	11.3M	12.1M
Total Expenditure			17.2M	19.6M	21.7 M

Title- External	Heading		Expenditure 2021	Expenditure 2022	Expenditure 2023
4 (RO)	Externally assigned revenue		p.m.	p.m.	p.m.
5 (Projects)	EU-MENA CT2		-	-	-
5 (Projects)	WB FI		-	-	-
5 (Projects)	Unconfirmed projects		p.m. ²⁷	p.m. ²⁸	p.m. ²⁹

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 - was accomplished by 2020 (40 TA³⁰, 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 our mandate as well as on the earlier planned volume of activities.

²⁶ Commitment and Payment appropriations are the same

²⁷ Exact expenditure not know yet, whole project lifecycle expenditure plan of the 4 project ideas under negotiation is 7.5M + 5.5M + 6M + 7.5M = 26.5M

²⁸ Ibid.

²⁹ Ibid.

³⁰ Cf. 2020 draft EU budget authorised 33 TAs

Additional staff increase for operational activities requested as of 2021 to cope with the new or reinforced activities foreseen within the post 2020 MFF. 9 TAs in 2021, 7 TAs in 2022 and 2-3-1-1 TAs respectively in 2023-2026. Additional 6 positions are requested for 2021-2022 for administration, partially to cope with the increased administrative workload deriving from the new and reinforced operational activities (4 staff) and partially to fulfil legal obligations not tackled up to date due to lack of resources.

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. 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 must be reinforced and complemented by important other activities as early as 2020 (but the implementation likely be extended into 2021) 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 35th 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.

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

Detailed data provided in Tables in Annex III.

Resource outlook over the years 2021 to 2023

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. While the implementation will take place in 2020, 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)).

Preparations are ongoing for the following potential capacity building projects in third countries, which – upon confirmation – will run at full capacity in 2021 and continue throughout the multiannual cycle:³¹

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

³¹ 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 gains³²

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.

2.3 Strategy for achieving efficiency gains

The section should illustrate the fact that the agency is continuously working to improve its functioning, allowing the reallocation of its resources to the most efficient and economic actions for the set objectives.

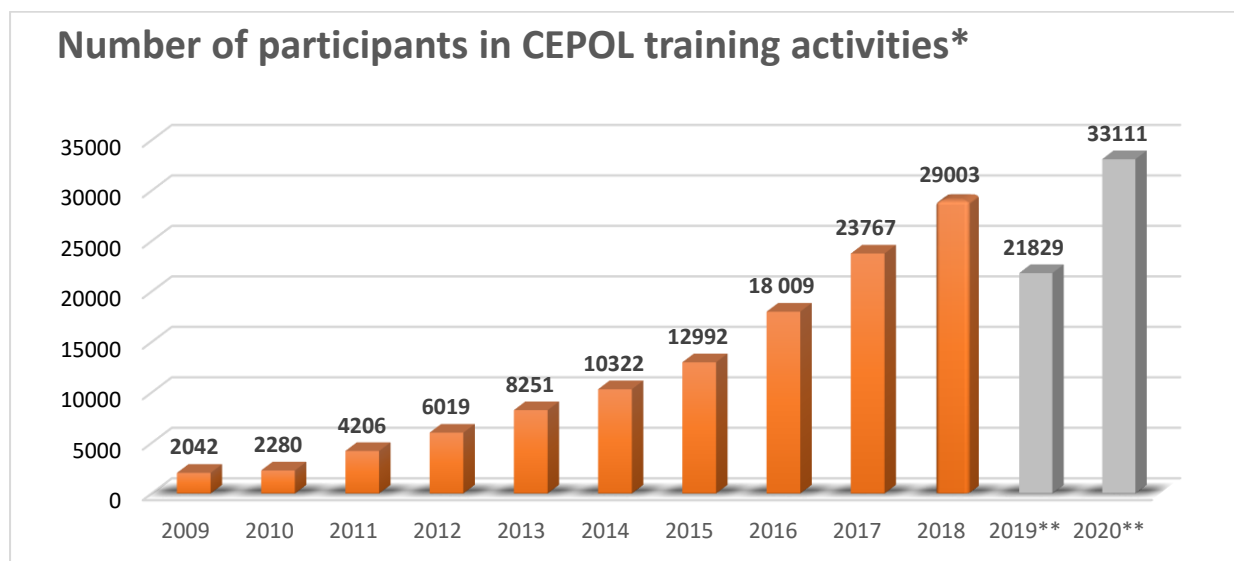
This section should contain explanations and example(s) as regards possible/expected efficiency gains (both quantitative and qualitative) that could be achieved in the agency including by:

Identifying the tasks considered for downsizing /discontinuation as well as tasks that are no longer a priority (if applicable), Reflecting on reprioritisation of its actions and to envisage possible redeployment of resources, Sharing services and IT development projects among agencies (and Joint Undertakings) operating in the same Member States or policy areas and between the agencies and the Commission, Increasing the automation/streamlining of work processes, Reviewing IT infrastructure to make it more efficient and reduce duplication of IT systems within and cross agencies, If applicable, reviewing the network of local offices based on the principle of sound financial management, avoiding unnecessary costs and duplication of administrative functions.

Given that projects may need several years to be fully implemented, the progress of the same initiative(s) may reoccur in this section for several years.

³² As per the new draft SPD guidelines, this section will need to be reworded and redesigned as a standalone strategy of multiannual programming. While it is positive that the strategy is expected to be rather descriptive, cross-agency IT procurement is beyond the leverage of CEPOL (and DG DIGIT software license fees are often too costly for CEPOL). See the box for requirements of this strategy.

Participation in CEPOL activities 2009-2020*



* Participation includes on-site activities³³, online self-paced and instructor-led activities³⁴, 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

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.

³³ Formerly referred to as residential activities

³⁴ Formerly referred to as online courses, webinars and e-learning modules

Section III – Work Programme 2021

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 2021 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 2021 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 2021

Goal 1: CEPOL will plan and develop high quality training services focused on priority areas (Quality Objective) ³⁵		
Work Programme Activity 2020	Resources (Human and Financial) ³⁶	Objectives 2021
1.1 Training Needs Assessment and coordination	x FTE (x%) x EUR (x%)	1.1.1 CEPOL's EU Strategic Training Needs Assessment will be evaluated and improvement measures will be identified according to timeline
		1.1.2 The scope of the Operational Training Needs Analysis ³⁷ will be applied to an increasing number of thematic areas. A multiannual plan for OTNAs per year will be presented
1.2 Ensure high quality training services by further development and upgrading of learning tools and methodologies	x FTE (x%) x EUR (x%)	1.2.1 CEPOL will further pursue a possibility to have its products recognised in line with the EQF
		1.2.2 CEPOL will expand where relevant ISO certification depending on the budget availability and human resources
		1.2.3 CEPOL will further develop its evaluation of training activities based on Kirkpatrick' methodology and requirement related to certification and accreditation
		1.2.4 CEPOL will design and implement from 2020 onwards a new CKC concept and a new business model of the implementation of training services
1.3 Integrate research results into education and training	x FTE (x%) x EUR (x%)	1.2.5 CEPOL will ensure the use of e-learning services to better address its broad audiences.
		1.3.1 CEPOL will encourage and support the inclusion of scientific knowledge to its training activities and will disseminate relevant research findings
		1.3.2 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 ³⁸
		1.3.3 CEPOL will introduce the policy for a transparent treatment of all research and innovation requests submitted to the Agency

³⁵ 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

³⁶ FTEs include Temporary Agents, Contract Agents, SNEs and Interims

³⁷ MB decision 32/2017

³⁸ MB decision 11/2017/MB

Goal 2: CEPOL will further develop, support and implement training activities to the Law Enforcement Officials of the EU and, where applicable, of Third countries with particular emphasis on fundamental rights and crime prevention³⁹⁴⁰

Work Programme Activity 2020	Resources (Human and Financial) ⁴¹	Objectives 2021
2.1 Training activities in the area of Serious and Organised Crime	x FTE (x%) x EUR (x%)	2.1.1 CEPOL will implement training activities in the area of EU Policy Cycle in general for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
		2.1.2 CEPOL will implement training activities in the area of Trafficking of Human Beings for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
		2.1.3 CEPOL will implement training activities in the area of Drug Crimes for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
		2.1.4 CEPOL will implement training activities in the area of Facilitation of Illegal Immigration for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
		2.1.5 CEPOL will implement training activities in the area of Trafficking and Illicit Use of Firearms and Explosives for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
		2.1.6 CEPOL will implement training activities in the area of Document Fraud for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
		2.1.7 CEPOL will implement training activities in the area of Criminal Finances and Money Laundering for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
		2.1.8 CEPOL will implement training activities in the area of Excise and MTIC (Missing Trader Intra-Community) Fraud for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
		2.1.9 CEPOL will implement training activities in the area of Environmental Crime for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
2.2 Training activities in the area of Cyber-related Crime	x FTE (x%) x EUR (x%)	2.2.1 CEPOL will implement training activities in the area of Cyber-related Crime for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
2.3 Training activities in the area of Counterterrorism	x FTE (x%) x EUR (x%)	2.3.1 CEPOL will implement training activities in the area of Counterterrorism for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
2.4 Training activities in the area of the Fundamental Rights	x FTE (x%) x EUR (x%)	2.4.1 CEPOL will implement training activities in the area of Fundamental Rights for Law Enforcement Officials of the EU, and, if applicable, of Third countries. ⁴²

³⁹ 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.

⁴⁰ The Addendum to the CEPOL-Europol Agreement includes a list of joint trainings with Europol (updated annually)

⁴¹ FTEs include Temporary Agents, Contract Agents, SNEs and Interims

⁴² In addition to these trainings falling under this Activity, Fundamental Rights will also be addressed in all CEPOL's thematic trainings

2.5 Training activities in the area of EU Information Systems & Interoperability ⁴³	x FTE (x%) x EUR (x%)	2.5.1 CEPOL will implement training activities in the area of Schengen Information System for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
		2.5.2 CEPOL will implement training activities in the area of Entry Exit System for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
		2.5.3 CEPOL will implement training activities in the area of PNR for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
2.6 Training activities in the area of Leadership and other skills	x FTE (x%) x EUR (x%)	2.6.1 CEPOL will implement training activities in the area of Leadership for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
		2.6.2 CEPOL will implement training activities in the area of Language Development for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
		2.6.3 CEPOL will implement training activities in the area of Train-the-Trainers for Law Enforcement Officials of the EU, and, if applicable, of Third countries. ⁴⁴
		2.6.4 CEPOL will implement training activities in the area of Other related areas for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
2.7 Training activities in the area of Higher Education and Research	x FTE (x%) x EUR (x%)	2.7.1 CEPOL will implement training activities in the area of Research and Science for Law Enforcement Officials of the EU, and, if applicable, of Third countries. ⁴⁵
		2.7.2 CEPOL will implement training activities in the area of European Joint Master Programme for Law Enforcement Officials of the EU, and, if applicable, of Third countries. ⁴⁶
2.8 Training activities in the area of Public Order and Prevention	x FTE (x%) x EUR (x%)	2.8.1 CEPOL will implement training activities in the area of Public Order for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
		2.8.2 CEPOL will implement training activities in the area of Crime Prevention for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
2.9 Training activities in the area of Law Enforcement Technologies, Forensics and Other Specific Areas	x FTE (x%) x EUR (x%)	2.9.1 CEPOL will implement training activities in the area of Forensics for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
		2.9.2 CEPOL will implement training activities in the area of JITs for Law Enforcement Officials of the EU, and, if applicable, of Third countries.
2.10 Training activities in the area of Union missions (CSDP)	x FTE (x%) x EUR (x%)	2.10.1 CEPOL will implement training activities in the area of Union missions (CSDP) for Law Enforcement Officials of the EU.

⁴³ With the support of eu-LISA on IT based information exchange instruments and training of SIRENE Officers

⁴⁴ Eu-LISA expressed its commitment to continue contribution to the development and delivery of the relevant joint train-the-trainers initiatives.

⁴⁵ Formulation not final

⁴⁶ Formulation not final as the successor of the EJMP is currently unknown

Training Activities to further support capacity-building of Third Countries through tailored made training services and international law enforcement cooperation projects⁴⁷

2.11 Prepare, design, implement and follow-up capacity building projects in Third Countries	<u>Planned from CEPOL budget for project administration and management:</u> x FTE (x%) x EUR (x%) <u>Other resources for project implementation:</u> x FTE <i>As defined in the Delegation and Grant Agreements</i>	2.11.x Implementation of the ... project⁴⁸
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⁴⁷ The main budget of these activities financed based on Delegation Agreement

⁴⁸ New objective to be added when a new project is confirmed

Goal 3: CEPOL will be an efficient organization promoting continuous improvement in order to meet stakeholders' satisfaction and regulatory requirements

Work Programme Activity 2020	Resources (Human and Financial) ⁴⁹	Objectives 2021
3.1 Governance, Administration and Stakeholder Relations	x FTE (34.5%) x EUR (18.2%)	3.1.1 Good governance that is in line with applicable rules and regulations, including efficient management of new headquarters, IT and resources
		3.1.2 Continue optimizing the processes of CEPOL through further introduction of digital workflows within and where relevant outside of the organisation
		3.1.3 Promote CEPOL's activities by management of external relations and external and internal communications

Total CEPOL Regular Budget and FTE	89 FTE (TA, CA, SNE) x FTE (interim) x FTE (project staff) 17,109,000 EUR ⁵⁰	
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⁴⁹ FTEs include Temporary Agents, Contract Agents, SNEs and Interims

⁵⁰ 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	
On-site activities⁵¹	On-site activities take form of courses, conferences, workshops and seminars and typically last a week and are held in a training institute in one of the Member States or at CEPOL HQ. On-site activities provide an opportunity to gain a deeper understanding of a subject. Teaching often features case studies and participants are encouraged to share best practices.
Online learning (or Online activities)	Online learning is a way of computer based distanced learning. Online learning take form of self-paced and instruction-led learning activities. ⁵²
CEPOL Exchange Programme (CEP)	The CEP is an Erasmus-style exchange programme that allows law enforcement officials 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 2021

As at this point in time planning for 2021 depends on many variable, the following assumptions have been made when drafting the planning for 2021:

Human resources:

- 56 Temporary Agent posts
- 25 Contract Agent posts
- 8 SNE posts
- Correction coefficient will be 71.9 %⁵³

Financial resources:

- 17.1 million, complemented by externally funded projects.

Operational assumptions:

- CEPOL be granted the requested 17.1 million EUR budget and 89 FTE (excluding interims)
- New CEPOL projects will run starting from 2020, continuing through 2021, therefore are planned with resources
- Evaluation of the EU-STNA will be conducted
- Operational Training Needs Analyses will be conducted in 4 new thematic areas⁵⁴
- Alternative, future looking business model will be implemented

⁵¹ Formerly referred to as residential activities

⁵² Former classification used: webinars (short interactive presentations), online modules (self-paced learning material) and online courses (expert moderated real-time activity)

⁵³ Assumption to be changed when SPD 2021-2023 is finalised in Q4 2021

⁵⁴ Revision might be needed based on 2020 developments

Goal 1: CEPOL will plan and develop high quality training services focused on priority areas

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 developments⁵⁵

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

⁵⁵ Subject to revision based on 2020 developments

Objectives 2021⁵⁶

Activity 1.1 Training needs assessment and coordination				
Objectives 2021	Expected results (Outcome)	Main Outputs	Indicators	Target for 2021
1.1.1 CEPOL's EU Strategic Training Needs Assessment process will be evaluated and improvement measures will be identified according to timeline Quality Objective ⁵⁷	<p>EU-STNA will provide reliable data of the performance gaps where EU training is necessary, particularly:</p> <ul style="list-style-type: none"> ➤ 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. ➤ Improvement measures will be identified and applied to the EU-STNA methodology 	<ul style="list-style-type: none"> ➤ The EU-STNA evaluation report; ➤ EU-STNA methodology amendment 	<ul style="list-style-type: none"> ➤ Evaluation completed and recommendations for improvement implemented 	<ul style="list-style-type: none"> ➤ <i>Completed evaluation, recommendations implemented</i>
1.1.2 The scope of the Operational Training Needs Analysis ⁵⁸ will be applied to a set number of thematic areas Quality Objective	<p>OTNA will provide reliable data of the performance gaps where CEPOL training is necessary, particularly:</p> <ul style="list-style-type: none"> ➤ 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 	<ul style="list-style-type: none"> ➤ The annual operational training needs analysis reports outlining the tactical level training requirements 	<ul style="list-style-type: none"> ➤ 4 thematic areas will be assessed through the OTNA 	<ul style="list-style-type: none"> ➤ <i>A relevant multiannual plan shall be updated</i>

⁵⁶ Draft objectives, outcomes, outputs, indicators and targets based on SPD 2020, significant revision is possible

⁵⁷ 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

⁵⁸ MB decision 32/2017

Activity 1.2: Ensure high quality training services by further development and upgrading of learning tools and methodologies

Overview⁵⁹

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 2021 CEPOL will continue to develop the following areas:

- Further maintenance and development of training and learning, particularly:
 - Further adoption of blended learning;
 - Expanded use of testing;
 - 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;
 - Invest in technological developments supporting training landscape;

⁵⁹ Subject to complete revision based on 2020 developments

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

Objectives 2021⁶⁰

Activity 1.2 Further develop and ensure high quality training services				
Objectives 2021	Expected results (Outcome)	Main Outputs	Indicators	Target for 2021
1.2.1 CEPOL will further pursue a possibility to have its products recognised in line with the EQF Quality Objective	➤ 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	➤ <i>CEPOL provides an annual summary of findings to MB</i>
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 ISO 9001:2015 QMS as well as with requirements for learning services outside formal education according to the ISO 29993:2017 standard for learning services, providing generic frame of reference for quality learning service.	➤ 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	➤ <i>2 ISO certificates maintained</i>
1.2.3 CEPOL will further develop its evaluation of training activities based on Kirkpatrick' methodology and requirement related to certification and accreditation Quality Objective	➤ 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	➤ <i>Testing applied according to 12/2016/GB (for courses that are at least 5 days long)</i>

⁶⁰ Draft objectives, outcomes, outputs, indicators and targets based on SPD 2020, significant revision is possible

1.2.4 Based on the 2020 pilot and business model evaluation, CEPOL will continue to roll out a new business model for the implementation of training services Quality Objective	➤ To be described	➤ New business model is fully operational	➤ To be defined	➤ <i>To be defined</i>
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Activity 1.3: Integrate research results into education and training

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.

Objectives 2021⁶¹

Activity 4.1 Integrate research results into education and training				
Objectives 2021	Expected results (Outcome)	Main Outputs	Indicators	Target for 2021
1.3.1 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
1.3.2 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 ⁶²	In line with the MB decision 11/2017/MB	➤ Research projects implemented ➤ Research & Science Conference organised	➤ CEPOL becomes a partner in Horizon 2020 research project(s) ➤ CEPOL organises a Research & Science Conference	➤ Yes ➤ Yes

⁶¹ Draft objectives, outcomes, outputs, indicators and targets based on SPD 2020, significant revision is possible

⁶² MB decision 11/2017/MB

1.3.3 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>
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Goal 2: CEPOL will further develop, support and implement training activities to the Law Enforcement Officials of the EU and, where applicable, of third countries with particular emphasis on fundamental rights and crime prevention⁶³

Overview

Based on the EU-STNA priorities which is entirely reflected in CEPOL's thematic areas, 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 Organized Crime
- Cyber-related Crime
- Counterterrorism
- Fundamental Rights
- EU Information Systems & Interoperability
- Leadership and other skills
- Higher Education and Research
- Public Order and Prevention
- LE Technologies, Forensics and Other Specific Areas
- Union Missions (CSDP)

Training actions will be carried out in close cooperation with partner EU agencies and networks such as Europol, Frontex, Eurojust, EJTN, EMCDDA⁶⁴, EUIPO, eu-LISA⁶⁵, EASO⁶⁶, 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

⁶³ 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.

⁶⁴ 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

⁶⁵ Support and cooperation on IT based information exchange instruments and training of SIRENE Officers

⁶⁶ EASO expressed its interest in disseminating experience through training on access to asylum procedure

successful delivery of CEPOL work programmes. The annually updated and renewed Addendum to the CEPOL-Europol Agreement is the 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 programme⁶⁷

⁶⁷ 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 in in close partnership with EU bodies and EU law enforcement authorities will provide actual, knowledge based and practically oriented training portfolio on serious organised crime address the challenges stemming from contemporary criminal threats. Having in mind the permanently evolving nature of organised crime CEPOL shall remain active participant in the EMPACT mechanism identifying actual training needs and closing law enforcement performance gaps via the provision if international training. Sharing knowledge on criminal patterns, modern intelligence and investigative methods, effective application of EU cooperation tools and contributing to the build-up of law enforcement networks shall be essential elements of all serious organised crime related learning actions. International trainings carried out on the fields of facilitated illegal immigration, trafficking in human beings, criminal finances and drugs trafficking shall be based on the outcome of multiannual Operational Trainings Needs Analysis (OTNA).

Objectives 2021⁶⁸

Activity 2.1 Training activities in the area of Serious and Organized Crime				
Objectives 2021	Expected results (Outcome)	Main Outputs	Indicators – to be reviewed	Target for 2021
2.1.1 CEPOL will implement training activities in the area of EU Policy Cycle in general 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"> ➤ Enhance their specialist skills and competencies to deal with cross border investigations and operations in dealing with serious and organised international crime; 	<ul style="list-style-type: none"> ➤ On-site activities ➤ Online self-paced activities⁶⁹ ➤ Online instructor-led activities ➤ Exchanges ➤ Blended training curricula 	<ul style="list-style-type: none"> ➤ <i>Number of activities (implemented vs. planned, number and %)</i> ➤ <i>Number of participants (actual vs. planned, number and %)</i> ➤ <i>Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%)</i> 	<ul style="list-style-type: none"> ➤ <i>x activities</i> ➤ <i>x participants</i> ➤ <i>94% satisfaction</i>
2.1.2 CEPOL will implement training activities in the area of Trafficking of Human Beings for Law Enforcement Officials of the EU, and, if applicable, of Third countries.	<ul style="list-style-type: none"> ➤ 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 			
2.1.3 CEPOL will implement training activities in the area of Drug Crimes for Law Enforcement Officials of the				

⁶⁸ Draft objectives, outcomes, outputs, indicators and targets based on SPD 2020, significant revision is possible

⁶⁹ Including Cyberbites

EU, and, if applicable, of Third countries.	well as the use of online tools, while upholding fundamental rights.			
2.1.4 CEPOL will implement training activities in the area of Facilitation of Illegal Immigration for Law Enforcement Officials of the EU, and, if applicable, of Third countries.				
2.1.5 CEPOL will implement training activities in the area of Trafficking and Illicit Use of Firearms and Explosives for Law Enforcement Officials of the EU, and, if applicable, of Third countries.				
2.1.6 CEPOL will implement training activities in the area of Document Fraud for Law Enforcement Officials of the EU, and, if applicable, of Third countries.				
2.1.7 CEPOL will implement training activities in the area of Criminal Finances and Money Laundering for Law Enforcement Officials of the EU, and, if applicable, of Third countries.				
2.1.8 CEPOL will implement training activities in the area of Excise and MTIC (Missing Trader Intra-Community) Fraud for Law Enforcement Officials of the EU, and, if applicable, of Third countries.				

2.1.9 CEPOL will implement training activities in the area of Environmental Crime for Law Enforcement Officials of the EU, and, if applicable, of Third countries.				
2.1.10 CEPOL will implement training activities in the area of Organised Property Crime (OPC) for Law Enforcement Officials of the EU, and, if applicable, of Third countries.				
2.1.11 CEPOL will implement training activities in the area of Other Serious and Organised Crime areas for Law Enforcement Officials of the EU, and, if applicable, of Third countries.				

Activity 2.2 Training activities in the area of **Cyber-related Crime**

Overview

CEPOL shall continue to address cybercrime challenges in the areas of cyber attacks, child sexual exploitation and non-cash payment fraud in strong collaboration with specialised cybercrime knowledge hubs and centres. The CEPOL Cybercrime Academy infrastructure, knowledge base and operational training capacity shall be enhanced via innovative solutions.

Objectives 2021⁷⁰

Activity 2.2 Training activities in the area of Cyber-related Crime				
Objectives 2021	Expected results (Outcome)	Main Outputs	Indicators – to be reviewed	Target for 2021
2.2.1 CEPOL will implement training activities in the area of Cyber-related Crime for Law Enforcement Officials of the EU, and, if applicable, of Third countries.	➤ To be added	<ul style="list-style-type: none"> ➤ On-site activities ➤ Online self-paced activities ➤ Online instructor-led activities ➤ Exchanges ➤ Blended training curricula 	<ul style="list-style-type: none"> ➤ <i>Number of activities (implemented vs. planned, number and %)</i> ➤ <i>Number of participants (actual vs. planned, number and %)</i> ➤ <i>Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%)</i> 	<ul style="list-style-type: none"> ➤ <i>x activities</i> ➤ <i>x participants</i> ➤ <i>94% satisfaction</i>

⁷⁰ Draft objectives, outcomes, outputs, indicators and targets based on SPD 2020, significant revision is possible

Activity 2.3 Training activities in the area of **Counterterrorism**

Overview

Prevention of radicalisation, identification and handling foreign fighters, soft target protection, fighting terrorism financing, protection of critical infrastructure are all subjects that together with other terrorism related security threats will be targeted by the relevant CEPOL learning actions in 2021. The counterterrorism portfolio will be designed via the reformed CKC-Counterterrorism and will be implemented by CEPOL in partnership with Framework Partners.

Objectives 2021⁷¹

Activity 2.3 Training activities in the area of Counterterrorism				
Objectives 2021	Expected results (Outcome)	Main Outputs	Indicators – to be reviewed	Target for 2021
2.3.1 CEPOL will implement training activities in the area of Counterterrorism 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"> ➤ Increase the understanding of root causes and actual trends of terrorism and radicalisation, including in prisons, and exchange experience on prevention and de-radicalisation methods; ➤ Enhance specialist skills and competencies at strategic and tactical level to deal with cross border cooperation in counterterrorism actions while balancing the actions with the fundamental rights principles; ➤ Utilise existing instruments available to support counterterrorism actions, particularly those established at Europol⁷²; ➤ Be familiar with the activities and operation of the Radicalisation Awareness Network (RAN), as well as the 	<ul style="list-style-type: none"> ➤ On-site activities ➤ Online self-paced activities ➤ Online instructor-led activities ➤ Exchanges ➤ Blended training curricula 	<ul style="list-style-type: none"> ➤ <i>Number of activities (implemented vs. planned, number and %)</i> ➤ <i>Number of participants (actual vs. planned, number and %)</i> ➤ <i>Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%)</i> 	<ul style="list-style-type: none"> ➤ <i>x activities</i> ➤ <i>x participants</i> ➤ <i>94% satisfaction</i>

⁷¹ Draft objectives, outcomes, outputs, indicators and targets based on SPD 2020, significant revision is possible

⁷² European Counter Terrorism Centre, including the Counter Terrorism Programme Board

	best practices and recommendations defined in relevant documents ⁷³ .			
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⁷³ Such as the final report of the Commission Expert Group on Radicalisation (HLCEG-R)

Activity 2.4 Training activities in the area of **Fundamental Rights**

Overview

The full respect of fundamental rights shall be embraced across the whole training portfolio of CEPOL. Additionally dedicated training activities shall focus on ensuring high level of integrity in daily law enforcement practice, strengthening ethical leadership and fighting institutionalised discrimination in law enforcement authorities, addressing issues in policing of multi-cultural societies. Fighting hate crime in particular its online aspects, protection of victims' rights and vulnerable groups shall also remain priority subjects.

Objectives 2021⁷⁴

Activity 2.4 Training activities in the area of Fundamental Rights				
Objectives 2021	Expected results (Outcome)	Outputs	Indicators	Target for 2021
2.4.1 CEPOL will implement training activities in the area of Fundamental Rights for Law Enforcement Officials of the EU, and, if applicable, of Third countries. ⁷⁵	<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"> ➤ explain the relation between integrity, ethics and human rights; ➤ identify and analyse the risks and challenges of managing diversity within and outside law enforcement; ➤ Engage in cooperation in the field in particular with regard to human rights protection. 	<ul style="list-style-type: none"> ➤ On-site activities ➤ Online self-paced activities ➤ Online instructor-led activities ➤ Exchanges 	<ul style="list-style-type: none"> ➤ <i>Number of activities (implemented vs. planned, number and %)</i> ➤ <i>Number of participants (actual vs. planned, number and %)</i> ➤ <i>Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%)</i> 	<ul style="list-style-type: none"> ➤ <i>x activities</i> ➤ <i>x participants</i> ➤ <i>94% satisfaction</i>

⁷⁴ Draft objectives, outcomes, outputs, indicators and targets based on SPD 2020, significant revision is possible

⁷⁵ In addition to these trainings falling under this Activity, Fundamental Rights will also be addressed in all CEPOL's thematic trainings

Activity 2.5 Training activities in the area of EU Information Systems & Interoperability

Overview

International law enforcement cooperation and EU information exchange shall remain in the focus of the CEPOL training portfolio to strengthen the fight against cross-border crime. In cooperation with the European Commission and eu-LISA specialised activities concerning SIS, SIRENE and Schengen evaluation will be provided. In view of developments of linking EU law enforcement datasets CEPOL in partnership with eu-LISA and Frontex shall deepen key EU police personnel knowledge on the opportunities that interoperability offers.

Objectives 2021⁷⁶

Activity 2.5 Training activities in the area of EU Information Systems & Interoperability				
Objectives 2021	Expected results (Outcome)	Outputs	Indicators – to be reviewed	Target for 2021
2.5.1 CEPOL will implement training activities in the area of Schengen Information System for Law Enforcement Officials of the EU, and, if applicable, of Third countries.	By attending CEPOL learning and training activities, law enforcement officials will: <ul style="list-style-type: none"> ➤ Increase the awareness of existing instruments and mechanisms, with a view to enhance their application and frequency of use. ➤ Specialist officials will: ➤ Understand in detail the existing instruments and cooperate on the basis of commonly applied standards fully in line with fundamental rights and freedoms; ➤ Acquire new skills and knowledge of law enforcement investigation techniques with particular implications on Union level investigations; ➤ Strengthen professional networks. 	<ul style="list-style-type: none"> ➤ On-site activities ➤ Online self-paced activities ➤ Online instructor-led activities ➤ Exchanges 	<ul style="list-style-type: none"> ➤ <i>Number of activities (implemented vs. planned, number and %)</i> ➤ <i>Number of participants (actual vs. planned, number and %)</i> ➤ <i>Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%)</i> 	<ul style="list-style-type: none"> ➤ <i>x activities</i> ➤ <i>x participants</i> ➤ <i>94% satisfaction</i>
2.5.2 CEPOL will implement training activities in the area of Entry Exit System for Law Enforcement Officials of the EU, and, if applicable, of Third countries.				
2.5.3 CEPOL will implement training activities in the area of PNR for Law Enforcement Officials of the EU, and, if applicable, of Third countries.				
2.5.4 CEPOL will implement training activities in the area of Other related areas for Law Enforcement Officials of the EU, and, if applicable, of Third countries.				

⁷⁶ Draft objectives, outcomes, outputs, indicators and targets based on SPD 2020, significant revision is possible

Activity 2.6 Training activities in the area of **Leadership and other skills**

Overview

CEPOL leadership trainings shall concentrate on selected talents of the EU police community to develop their personal skills and competencies to manage law enforcement structures in the global environment. The dedicated programme of future leaders shall strengthen the network of future law enforcement leaders to facilitate fight against crime on EU level.

Objectives 2021⁷⁷

Activity 2.6 Training activities in the area of Leadership and other skills				
Objectives 2021	Expected results (Outcome)	Outputs	Indicators – to be reviewed	Target for 2021
2.6.1 CEPOL will implement training activities in the area of Leadership for Law Enforcement Officials of the EU, and, if applicable, of Third countries.	➤ 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;	➤ On-site activities ➤ Online self-paced activities ➤ Online instructor-led activities ➤ Exchanges	➤ <i>Number of activities (implemented vs. planned, number and %)</i> ➤ <i>Number of participants (actual vs. planned, number and %)</i> ➤ <i>Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%)</i>	➤ <i>x activities</i> ➤ <i>x participants</i> ➤ <i>94% satisfaction</i>
2.6.2 CEPOL will implement training activities in the area of Language Development for Law Enforcement Officials of the EU, and, if applicable, of Third countries.	➤ 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.			
2.6.3 CEPOL will implement training activities in the area of Train-the-Trainers for Law Enforcement Officials of the EU, and, if applicable, of Third countries.	Having attended CEPOL training and learning activities the participants will: ➤ <i>Organise effective learning environments for adult learners;</i> ➤ <i>Recognise different approaches to learning;</i> ➤ <i>Know the basics of writing learning objectives.</i>			
2.6.4 CEPOL will implement training activities in the area of Other related areas for Law Enforcement Officials				

⁷⁷ Draft objectives, outcomes, outputs, indicators and targets based on SPD 2020, significant revision is possible

of the EU, and, if applicable, of Third countries.				
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Activity 2.7 Training activities in the area of **Higher Education and Research**

Overview

The Agency will continue to provide various training activities on modern law enforcement education focusing on the benefit of contemporary training and learning methods and language skills development in the context of law enforcement.

Objectives 2021⁷⁸

Activity 2.7 Training activities in the area of Higher Education and Research				
Objectives 2021	Expected results (Outcome)	Outputs	Indicators	Target for 2021
2.7.1 CEPOL will implement training activities in the area of Research and Science for Law Enforcement Officials of the EU, and, if applicable, of Third countries. ⁷⁹	➤ To be added	➤ To be defined	➤ <i>Number of activities (implemented vs. planned, number and %)</i> ➤ <i>Number of participants (actual vs. planned, number and %)</i> ➤ <i>Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%)</i>	➤ <i>x activities</i> ➤ <i>x participants</i> ➤ <i>94% satisfaction</i>
2.7.2 CEPOL will implement training activities in the area of European Joint Master Programme for Law Enforcement Officials of the EU, and, if applicable, of Third countries. ⁸⁰	➤ To be added	➤ To be defined		

⁷⁸ Draft objectives, outcomes, outputs, indicators and targets based on SPD 2020, significant revision is possible

⁷⁹ Formulation not final

⁸⁰ Formulation not final as the successor of the EJMP is currently unknown

Activity 2.8 Training activities in the area of **Public Order and Prevention**

Overview

Contemporary methods on crime prevention and public order management shall remain in the focus of the portfolio in the field.

Objectives 2021⁸¹

Activity 2.8 Training activities in the area of Public Order and Prevention				
Objectives 2021	Expected results (Outcome)	Main Outputs	Indicators – to be reviewed	Target for 2021
2.8.1 CEPOL will implement training activities in the area of Public Order for Law Enforcement Officials of the EU, and, if applicable, of Third countries.	By attending CEPOL learning and training activities, law enforcement officials will: <ul style="list-style-type: none"> ➤ Increase the awareness of existing instruments and mechanisms, with a view to enhance their application and frequency of use. ➤ Specialist officials will: ➤ Understand in detail the existing instruments and cooperate on the basis of commonly applied standards fully in line with fundamental rights and freedoms; ➤ Acquire new skills and knowledge of law enforcement investigation techniques with particular implications on Union level investigations; ➤ Strengthen professional networks. 	<ul style="list-style-type: none"> ➤ On-site activities ➤ Online instructor-led activities 	<ul style="list-style-type: none"> ➤ <i>Number of activities (implemented vs. planned, number and %)</i> ➤ <i>Number of participants (actual vs. planned, number and %)</i> ➤ <i>Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%)</i> 	<ul style="list-style-type: none"> ➤ <i>x activities</i> ➤ <i>x participants</i> ➤ <i>94% satisfaction</i>

⁸¹ Draft objectives, outcomes, outputs, indicators and targets based on SPD 2020, significant revision is possible

<p>2.8.2 CEPOL will implement training activities in the area of Crime Prevention for 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"> ➤ describe prevention activities and exchange practices on prevention; ➤ understand roles and responsibilities of different actors involved in crime prevention; ➤ involve relevant prevention professionals to support operational work. 			
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Activity 2.9 Training activities in the area of **Law Enforcement Technologies, Forensics and Other Specific Areas**

Overview

CEPOL training activities shall share knowledge on the use of modern operational, tactical and strategic analysis techniques the effective exploitation of forensic tools and the adoption of state of the art technological solutions in enforcement context. In partnership with Europol, dedicated courses shall be delivered in order to exchange good practices on the use of covert human intelligence sources and also on witness protection with a focus on the issues of international relocation.

Objectives 2021⁸²

Activity 2.9 Training activities in the area of Law Enforcement Technologies, Forensics and Other Specific Areas				
Objectives 2021	Expected results (Outcome)	Main Outputs	Indicators – to be reviewed	Target for 2021
2.9.1 CEPOL will implement training activities in the area of Forensics 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"> ➤ Understand current forensic practices and share experiences; ➤ select relevant forensic service provider and understand the possibilities and limitations of forensic science 	<ul style="list-style-type: none"> ➤ On-site activities ➤ Online self-paced activities ➤ Online instructor-led activities ➤ Exchanges 	<ul style="list-style-type: none"> ➤ Number of activities (implemented vs. planned, number and %) ➤ Number of participants (actual vs. planned, number and %) ➤ Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%) 	<ul style="list-style-type: none"> ➤ x activities ➤ x participants ➤ 94% satisfaction
2.9.2 CEPOL will implement training activities in the area of JITs 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"> ➤ Understand and apply different law enforcement techniques; ➤ Exchange knowledge and practices on law enforcement procedures and instruments 			
2.9.3 CEPOL will implement training activities in the area of Intellectual Property Rights for Law Enforcement Officials of the EU, and, if applicable, of Third countries.				
2.9.4 CEPOL will implement training activities in the area of Other related areas (e.g.				

⁸² Draft objectives, outcomes, outputs, indicators and targets based on SPD 2020, significant revision is possible



Customs) for Law Enforcement Officials of the EU, and, if applicable, of Third countries.				
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Activity 2.10 Training activities in the area of **Union missions (CSDP)**

Overview

CEPOL in cooperation with other EU training providers – in particular in partnership with EEAS – shall provide trainings for law enforcement commanders and key personnel of civilian missions. Change management in context of rule of law, monitoring, mentoring and advising practice and the function of law enforcement advisors embedded in the EU policy response shall be in the forefront of CEPOL trainings.

Objectives 2021⁸³

Activity 2.10 Training activities in the area of Union missions (CSDP)				
Objectives 2021	Expected results (Outcome)	Main Outputs	Indicators – to be reviewed	Target for 2021
2.10.1 CEPOL will implement training activities in the area of Union missions (CSDP) for Law Enforcement Officials of the EU.	Having attended CEPOL training and learning activities the participants will: <ul style="list-style-type: none"> ➤ Understand and be able to apply the CSDP relevant legal framework. ➤ Be able to operate in Union missions in line with their mandate and needs consistently, implementing EU values and approaches. 	<ul style="list-style-type: none"> ➤ On-site activities ➤ Online instructor-led activities ➤ Exchanges 	<ul style="list-style-type: none"> ➤ <i>Number of activities (implemented vs. planned, number and %)</i> ➤ <i>Number of participants (actual vs. planned, number and %)</i> ➤ <i>Satisfaction with CEPOL training in line with Kirkpatrick's methodology (%)</i> 	<ul style="list-style-type: none"> ➤ <i>x activities</i> ➤ <i>x participants</i> ➤ <i>94% satisfaction</i>

⁸³ Draft objectives, outcomes, outputs, indicators and targets based on SPD 2020, significant revision is possible

Activity 2.11 Prepare, design, implement and follow-up capacity building projects in Third Countries

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

Complying with the relevant policies⁸⁴ 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.

Overview

Based on European Commission financing decisions, 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. CEPOL concluded these projects successfully in 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. 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

⁸⁴ Currently: European Agenda on Security, European Global Strategy,

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 2019.⁸⁵

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.

Objectives 2021

Activity 2.11 Prepare, design, implement and follow-up capacity building projects in Third Countries				
Objectives 2021	Expected results (Outcome)	Outputs	Indicators	Target for 2021
2.11.x Implementation of the ... project⁸⁶	<i>As defined in the Delegation or Grant Agreement</i>	<i>As defined in the Delegation or Grant Agreement</i>	<ul style="list-style-type: none"> ➤ <i>Number of activities (implemented vs. planned, number and %)</i> ➤ <i>Satisfaction with CEPOL training (%)</i> ➤ <i>Number of participants (actual vs. planned, number and %)</i> 	<i>As defined in the Delegation or Grant Agreement</i>

Detailed information on the running projects

To be added at a later stage

⁸⁵ Please note that scope and final amounts are still subject to amendment.

⁸⁶ New objective to be added when a new project is confirmed

Goal 3: CEPOL will be an efficient organisation promoting continuous improvement in order to meet stakeholders' satisfaction and regulatory requirements

Activity 3.1 Governance, Administration and Stakeholder Relations

Overview

In 2021 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 posts 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, 3rd 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.

In 2018 and 2019 there have been several meetings with Hungarian authorities on new CEPOL premises. It is realistic to expect that a move to a temporary building could take place at the end of 2020 with talks continuing on a permanent solution for CEPOL's space shortages.

Objectives 2021⁸⁷

Activity 3.1 Governance, Administration and Stakeholder Relations				
Objectives 2021	Expected results (Outcome)	Outputs	Indicators	Target for 2021
3.1.1 Good governance that is in line with applicable rules and regulations, including efficient management of new headquarters, IT and resources	<p>Governance:</p> <ul style="list-style-type: none"> ➤ 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. <p>Internal Control:</p> <ul style="list-style-type: none"> ➤ Improved processes and internal control system of the Agency, to better achieve the business objectives in the respective area <p>Human Resources:</p> <ul style="list-style-type: none"> ➤ 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. <p>Financial Resources:</p> <ul style="list-style-type: none"> ➤ By better planning of financial resources, budget implementation will become more efficient 	<p>Governance:</p> <ul style="list-style-type: none"> ➤ Management Board's decision making is enabled and supported <p>Internal Control:</p> <ul style="list-style-type: none"> ➤ 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 <p>Financial Resources:</p> <ul style="list-style-type: none"> ➤ Smooth and efficient budget implementation, – commitments shall reach 98% and of the available budget appropriations commitment rate and payment execution 95%. ➤ Timely processing of invoices, a minimum of 95% of invoices processed within deadline <p>Human Resources:</p> <ul style="list-style-type: none"> ➤ Review of organisational structure and allocation of posts within the structure ➤ Timely start of relevant recruitment procedures in order to reduce the capacity gaps due to staff (temporarily) leaving CEPOL. 	<ul style="list-style-type: none"> ➤ Budget implementation (99% for commitment, and 95% of payment – over 2 years) ➤ Average recruitment time⁸⁸ 	<ul style="list-style-type: none"> ➤ ≥99% use of commitment appropriations ➤ ≥95% payment appropriations (over 2 years) ➤ Average recruitment time <13 weeks

⁸⁷ Draft objectives, outcomes, outputs, indicators and targets based on SPD 2020, significant revision is possible

⁸⁸ Average number of weeks from the day when the position is published until the reserve list is established

	<p>ICT:</p> <ul style="list-style-type: none"> ➤ The Project/Programme Management Office coordinates projects and IT initiatives ➤ Alignment of ICT services with core business goals ➤ Implementation of additional infrastructure in order to support the project office in the implementation of externally financed projects (e.g. MENA or WB) ➤ Enhancement of performance and availability of ICT environment ➤ Ensure that planned maintenance will not overrun its communicated timeslots ➤ Ensure that recovery time objectives are realistically set and kept. <p>Building:</p> <ul style="list-style-type: none"> ➤ The building will be utilised to its maximum capacity ➤ Alternative(s) to our current building will be discussed with the Hungarian authorities. 	<ul style="list-style-type: none"> ➤ CEPOL Staff training plan for the following year and the implementation of the CEPOL Staff training plan for the current year ➤ Timely processing of newly adopted/amended implementing rules on the staff regulations and where relevant the follow up of additional internal guidance. <p>ICT:</p> <ul style="list-style-type: none"> ➤ The drivers, vision and scope of the Enterprise Architecture are defined and applied ➤ Business and user requirements are defined and applied <p>Building:</p> <ul style="list-style-type: none"> ➤ For all in-house meeting the relevant procedures and templates will be followed ➤ Building requirement are defined and – where necessary – adjusted to changing needs and constraints 		
3.1.2 Continue optimizing the processes of CEPOL through further introduction of digital workflows within and where relevant outside of the organisation	<ul style="list-style-type: none"> ➤ Reduced time of processing claims and invoices ➤ Better documented budget input 	<ul style="list-style-type: none"> ➤ Use of electronic payment workflow ➤ Use of electronic budgeting system 	➤ To be defined	➤ <i>To be defined</i>

<p>3.1.3 Promote CEPOL's activities by management of external relations and external and internal communications</p>	<p>Communications:</p> <ul style="list-style-type: none"> ➤ A progressive building of a strong and positive CEPOL corporate culture and image, strengthening its perception as a viable and valuable partner across the EU landscape and beyond. ➤ CEPOL's role in supporting EU security via training is better known to its stakeholders and the general public. <p>External relations</p> <ul style="list-style-type: none"> ➤ Officials from the Candidate, potential candidate and ENP countries achieve good understanding of EU law enforcement cooperation instruments 	<p>Communications:</p> <ul style="list-style-type: none"> ➤ Corporate reports to be circulated to institutional recipients and key stakeholders; ➤ Key publications to be circulated to institutional recipients and key stakeholders; ➤ CEPOL branded merchandise and corporate material is distributed to the appropriate recipients; ➤ Production and dissemination of periodical digests and newsletters, press releases, audio/visual material; ➤ Organisation of communications support provided to key CEPOL events; ➤ Enhanced CEPOL presence in the media and in particular social media platforms; ➤ CEPOL website as main source of information on CEPOL for external audiences. <p>External relations:</p> <ul style="list-style-type: none"> ➤ 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 ➤ Participation of other Third Country partners to CEPOL activities, based on Working Arrangements 	<ul style="list-style-type: none"> ➤ Development of a new External Sub-Strategy ➤ Successful implementation of the Communications Sub-Strategy and Action Plan 	<ul style="list-style-type: none"> ➤ <i>New External Sub-Strategy successfully developed</i> ➤ <i>Communications Sub-Strategy and Action Plan successfully implemented</i>
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Overview of CEPOL regular activities 2021⁸⁹

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 Organized Crime	44%	46%	45%	40%	38%	90 + 58	10 857 + 6 937
2.2	Cyber-related Crime	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.
2.3	Counterterrorism	9%	9%	7%	8%	8%	16 + 10	2 122 + 1 356
2.4	Fundamental Rights	2%	2%	8%	9%	5%	11 + 7	2 195 + 1 402
2.5	EU Information Systems & Interoperability	11%	9%	10%	12%	16%	21 + 13	3 163 + 2 021
2.6	Leadership and other skills	7%	7%	11%	13%	9%	19 + 12	3 303 + 2 110
2.7	Higher Education and Research	1%	3%	0%	0%	0%	1 + 1	80 + 51
2.8	Public Order and Prevention	6%	7%	5%	6%	5%	11 + 7	1 598 + 1 021
2.9	LE Technologies, Forensics and Other Specific Areas	19%	19%	12%	11%	20%	30 + 19	3 264 + 2 086
2.10	Union Missions (CSDP)	2%	2%	2%	2%	0%	4 + 3	518 + 331
	Total (planned)	85 + 54	2 378 + 1 519	145 + 93	30 661 + 19 591	535 + 342	230 + 147	33 574 + 21 452

Notes:

- Figures are highly indicative due to the uncertainties mentioned in the footnote, therefore initial estimation was carried out using the following logic:
 - Baseline figures were taken from SPD 2020 (calculated on the basis of COM draft budget of €10.4M)
 - Additions (" + x ") represent a potential activity/participant increase, which is assumed to be in linear relationship with budget increase requested from €10.4M (2020) to €17.1M (2021) – growth factor of 63.9%
 - No breakdown per activity is provided, only an approximate % share based on SPD 2020
- The number of activities is based on the current grants system, in case a new business model is introduced numbers shall be substantially revised
- In case CEPOL does not receive additional €6.7 funding and 24 additional posts, this will not be the possible
- In line with training organisation benchmarks, CEPOL is able to implement 4 on-site activities with 1 FTE⁹⁰

⁸⁹ Activity planning largely depends on late 2019 – early 2020 developments (activity plan approved for 2020, final 2020 budget and headcount, approved MFF for 2021-2027, outcome of the 5-year evaluation), therefore the figures are subject to significant revision

⁹⁰ This may be stretched to 5 maximum, but it would entail employee satisfaction and workload issues

Overview of CEPOL project activities 2021⁹¹

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)			
2.11		Number of activities planned	Number or participant s planned	Number of activities planned	Number or participant s planned	Number of activities planned	Number or participant s planned	Number of activities planned	Number of study visits planned	Number of participant planned	Number of exchanges
2.11.x ... project ⁹²	2021										
	Full lifecycle (2021-202x)										

93 94

⁹¹ Table can only be completed once projects are confirmed

⁹² New project to be added when confirmed

⁹³ "Section IV.I – List of on-site activities 2020" will be part of a separate document starting from SPD 2021

⁹⁴ CEPOL intends to phase out grants by 2021, therefore "Section IV.II - Grant Agreements" will not be part of SPD 2021

Annexes⁹⁵

Annex I – Resource allocation per activity

Annex I.a Planning of the job screening exercise for 2021⁹⁶

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.

Category and Type/Role ⁹⁷	FTE 2021	Primary role FTE	Secondary role FTE	Year 2020 (%)
Administrative support (ADM SUP)	p.m.	p.m.	p.m.	p.m.
Logistics (LOG) Resource Director / Head of Administration (RES DIR/HoA) Human Resources (HR) Information and Communication Technologies (ICT) Internal Auditing and Control (IA) Document Management (DOC)				
Coordination (COORD)	p.m.	p.m.	p.m.	p.m.
Communication (COMM) General Coordination (GEN COORD) Legal (LEGAL)				
Neutral	p.m.	p.m.	p.m.	p.m.
Finance/Control (FIN CONT) Linguistics (LING)				
Operational (OPER)	p.m.	p.m.	p.m.	p.m.
Top Operational Coordination (TOP COORD) General Operational (GEN OPER)				

⁹⁵ As per the new draft SPD guidelines, there will be significant changes related to the annexes:

- Annexes renumbered
- New annexes: VI Environment management; X Strategy for the organisational management and internal control systems (no template); XII Plan for grant, contribution or service-level agreements (table); XIII Strategy for cooperation with third countries and/or international organisations (no template)
- Change in templates and tables (especially related to HR)

⁹⁶ Activity planning largely depends on late 2019 – early 2020 developments (activity plan approved for 2020, final 2020 budget and headcount, approved MFF for 2021-2027, outcome of the 5-year evaluation), therefore it is not possible at this stage to complete this table.

⁹⁷ Including TA, CA, SNEs and interims under CEPOL regular budget (CEPOL projects activity not included)

Programme Management & Implementation (PGM M/IMP) Evaluation & Impact Assessment (EVAL)				
TOTAL	p.m.	p.m.	p.m.	p.m.

Annex I.b ABB table⁹⁸

Resources 2021 per Strategic Objective/Goal and Activities	FTE 2021	FTE (%)	Budget Title 1 and 2	Budget Title 3	Total Budget	% Total Budget
Goal 1: High quality training	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.
1.1 Training Needs Assessment and coordination						
1.2 Ensure high quality training services by further development and upgrading of learning tools and methodologies						
1.3 Integrate research results into education and training						
Goal 2: Training activities	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.
2.1 Serious and Organised Crime						
2.2 Cyber-related Crime						
2.3 Counterterrorism						
2.4 Fundamental Rights						
2.5 EU Information Systems & Interoperability						
2.6 Leadership and other skills						
2.7 Higher Education and Research						
2.8 Public Order and Prevention						
2.9 LE Technologies, Forensics and Other Specific Areas						
2.10 Union Missions (CSDP)						
2.11 Capacity building projects						
Goal 3: Administration	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.
3.1 Governance, Administration and Stakeholder Relations						
TOTAL	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.

⁹⁸ Activity planning largely depends on late 2019 – early 2020 developments (activity plan approved for 2020, final 2020 budget and headcount, approved MFF for 2021-2027, outcome of the 5-year evaluation), therefore it is not possible at this stage to complete this table.

Resources 2020 per Strategic Objective/Goal and Activities	FTE 2021	Overall budget during project's lifecycle
Goal 2: Activity 2.11 Prepare, design, implement and follow-up capacity building projects in Third Countries (based on delegation/grant agreement)	p.m.	<i>As defined in the Delegation or Grant Agreement</i>
2.11.x Implementation of the ... project ⁹⁹		<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

⁹⁹ New objective to be added when a new project is confirmed

Annex II – Financial resources overview¹⁰⁰

Table 1.a: Revenue overview

Revenues	2020	2021
	Budget Forecast	Budget Forecast
EU Contribution	10 439 000	17 109 000
Additional EU funding: ad hoc grants and delegation agreements	p.m.	p.m.
Other revenues	-	-
Total revenues	10 439 000	17 109 000

Table 1.b: Expenditure overview

Expenditure	2020		2021	
	CA	PA	CA	PA
Title 1	4 368 000	4 368 000	6 445 000	6 445 000
Title 2	453 000	453 000	564 000	564 000
Title 3	5 618 000	5 618 000	10 100 000	10 100 000
Subtotal regular activities	10 439 000	10 439 000	17 109 000	17 109 000
Title 5	p.m.	p.m.	p.m.	p.m.
Total expenditure	10 439 000	10 439 000	17 109 000	17 109 000

¹⁰⁰ Financial/budgetary planning largely depends on late 2019 – early 2020 developments (activity plan approved for 2020, final 2020 budget and headcount, approved MFF for 2021-2027, outcome of the 5-year evaluation), therefore the figures are subject to significant revision.

Annex II.a – Financial Resources (Tables) for CEPOL regular activities 2021-2023¹⁰¹

Table 2.a: Revenue

Revenues	2019	2020		2021	VAR 2021/ 2020 (Budget forecast)
	Revenues	As requested by the agency	Draft Budget 2020 ¹⁰²	As requested by the agency	
1 REVENUE FROM FEES AND CHARGES					
2. EU CONTRIBUTION	9 308 000	12 004 500	10 439 000	17 109 000	63,8%
<i>of which assigned revenues deriving from previous years' surpluses</i>	339 479	<i>p.m.</i>	<i>p.m.</i>	<i>p.m.</i>	
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)					
<i>Of which EFTA</i>					
<i>Of which Candidate Countries</i>					
4 OTHER CONTRIBUTIONS ¹⁰³					
5 ADMINISTRATIVE OPERATIONS					
<i>Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)</i>					
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT					
7 CORRECTION OF BUDGETARY IMBALANCES					
TOTAL REVENUES	9 308 000	12 004 500	10 439 000	17 109 000	63,8%

¹⁰¹ Financial/budgetary planning largely depends on late 2019 – early 2020 developments (activity plan approved for 2020, final 2020 budget and headcount, approved MFF for 2021-2027, outcome of the 5-year evaluation), therefore the figures are subject to significant revision.

¹⁰² Based on Draft Budget 2020 as proposed by the European Commission by EC(2019)400 June 2019

¹⁰³ See annex II.b

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

	Commitment appropriations						
	Budget 2019 ¹⁰⁴	DB 2020 Agency request	DB 2020 ¹⁰⁵ Budget forecast	Envisaged in 2021 ¹⁰⁶	VAR 2021 / 2020	Envisaged in 2022 ¹⁰⁷	Envisaged in 2023 ¹⁰⁸
EXPENDITURE							
Title 1 Staff Expenditure	4 233 200	5 173 660	4 368 000	6 445 000	47,6%	7 673 000	8 047 000
11 Salaries & allowances	3 491 400	4 241 609	3 600 000	5 937 000	64,9%	6 678 572	p.m.
- of which establishment plan posts	2 421 230	3 150 036	2 581 000	4 379 000	69,7%	5 074 045	p.m.
- of which external personnel	1 070 170	1 091 573	1 019 000	1 558 000	52,9%	1 604 527	p.m.
12 Expenditure relating to Staff recruitment	18 000	50 000	9 000	30 000	233,3%	40 000	p.m.
13 Mission expenses	35 000	40 000	30 000	18 663	-37,8%	37 682	p.m.
14 Socio-medical infrastructure	476 200	571 051	434 500	270 487	-37,7%	545 629	p.m.
15 Training	40 000	46 400	87 000	54 122	-37,8%	109 277	p.m.
16 External Services	165 600	219 600	200 500	124 729	-37,8%	251 840	p.m.
17 Receptions and events	3 000	5 000	3 000	5 000	66,7%	5 000	p.m.
18 Social welfare	4 000	p.m.	4 000	5 000	25,0%	5 000	p.m.
19 Other staff related expenditure		-	-	-		-	-
Title 2 Infrastructure and operating expenditure	403 000	522 570	453 000	564 000	24,5%	575 000	1 600 000
20 Rental of buildings / parking and associated costs	47 000	35 000	32 500	45 000	38,5%	45 000	p.m.

¹⁰⁴ Assuming 100% implementation of the available Commitment Appropriations. Real consumption will be available after the 31 December 2019.

¹⁰⁵ Based on Draft Budget 2020 as proposed by the European Commission by EC(2019)400 June 2019

¹⁰⁶ Budget estimations for year 2021 will be available after publication of the Multiannual Financial Framework 2021-2027

¹⁰⁷ Budget estimations for year 2021 will be available after publication of the Multiannual Financial Framework 2021-2027

¹⁰⁸ Budget estimations for year 2022 will be available after publication of the Multiannual Financial Framework 2021-2027

EXPENDITURE	Commitment appropriations						
	Budget 2019¹⁰⁴	DB 2020 Agency request	DB 2020¹⁰⁵ Budget forecast	Envisaged in 2021¹⁰⁶	VAR 2021 / 2020	Envisaged in 2022¹⁰⁷	Envisaged in 2023¹⁰⁸
21 Information and communication technology	309 800	406 270	364 000	434 500	20,0%	445 500	p.m.
22 Movable property and associated costs	10 700	19 700	15 500	22 000	41,9%	22 000	p.m.
23 Current administrative expenditure	30 500	56 600	31 000	50 500	52,9%	50 500	p.m.
24 Postage / Telecommunications	5 000	5 000	10 000	12 000	20,0%	12 000	p.m.
25 Meeting expenses		-	-	-		-	-
26 Running costs in connection with operational activities		-	-	-		-	-
27 Information and publishing		-	-	-		-	-
28 Studies		-	-	-		-	-
29 Other infrastructure and operating expenditure		-	-	-		-	-
Title 3 Operating expenditure	4 671 800	6 308 270	5 618 000	10 100 000	79,8%	11 250 000	12 120 000
30 Bodies and organs	180 000	180 000	205 000	220 000	7,3%	220 000	p.m.
31 Courses and seminars	3 590 200	4 644 470	4 046 000	7 549 445	86,6%	8 448 469	p.m.
32 Other programme activities	519 000	1 025 000	876 000	1 642 665	85,6%	1 837 091	p.m.
33 Evaluation	0	p.m.	p.m.	0		-	p.m.
35 Missions	150 000	160 000	150 000	263 092	86,6%	294 423	p.m.
37 Other operational activities	232 600	298 800	341 000	424 797	24,6%	450 017	p.m.
TOTAL EXPENDITURE	9 308 000	12 004 500	10 439 000	17 109 000¹⁰⁹	63,9%	19 498 000¹¹⁰	21 767 000¹¹¹

¹⁰⁹ CEPOL request for Multiannual Financial Framework 2021-2027, pending approval

¹¹⁰ CEPOL request for Multiannual Financial Framework 2021-2027, pending approval

¹¹¹ CEPOL request for Multiannual Financial Framework 2021-2027, pending approval

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

	Payment appropriations						
	Budget 2019 ¹¹²	DB 2020 Agency request	DB 2020 ¹¹³ Budget forecast	Envisaged in 2021 ¹¹⁴	VAR 2021 / 2020	Envisaged in 2022 ¹¹⁵	Envisaged in 2023 ¹¹⁶
EXPENDITURE							
Title 1 Staff Expenditure	4 233 200	5 173 660	4 368 000	6 445 000	47,6%	7 673 000	8 047 000
11 Salaries & allowances	3 491 400	4 241 609	3 600 000	5 937 000	64,9%	6 678 572	p.m.
- of which establishment plan posts		3 150 036	2 581 000	4 379 000	69,7%	5 074 045	p.m.
- of which external personnel		1 091 573	1 019 000	1 558 000	52,9%	1 604 527	p.m.
12 Expenditure relating to Staff recruitment	18 000	50 000	9 000	30 000	233,3%	40 000	p.m.
13 Mission expenses	35 000	40 000	30 000	18 663	-37,8%	37 682	p.m.
14 Socio-medical infrastructure	476 200	571 051	434 500	270 487	-37,7%	545 629	p.m.
15 Training	40 000	46 400	87 000	54 122	-37,8%	109 277	p.m.
16 External Services	165 600	219 600	200 500	124 729	-37,8%	251 840	p.m.
17 Receptions and events	3 000	5 000	3 000	5 000	66,7%	5 000	p.m.
18 Social welfare	4 000	p.m.	4 000	5 000	25,0%	5 000	p.m.
19 Other staff related expenditure		-	-	-		-	-
Title 2 Infrastructure and operating expenditure	403 000	522 570	453 000	564 000	24,5%	575 000	1 600 000
20 Rental of buildings / parking and associated costs	47 000	35 000	32 500	45 000	38,5%	45 000	p.m.

¹¹² Assuming 100% execution of the available Payment Appropriations. Final execution will be available on 31 December 2020.

¹¹³ Based on Draft Budget 2020 as proposed by the European Commission by EC(2019)400 June 2019

¹¹⁴ Budget estimations for year 2021 will be available after publication of the Multiannual Financial Framework 2021-2027

¹¹⁵ Budget estimations for year 2021 will be available after publication of the Multiannual Financial Framework 2021-2027

¹¹⁶ Budget estimations for year 2022 will be available after publication of the Multiannual Financial Framework 2021-2027

	Payment appropriations						
	Budget 2019 ¹¹²	DB 2020 Agency request	DB 2020 ¹¹³ Budget forecast	Envisaged in 2021 ¹¹⁴	VAR 2021 / 2020	Envisaged in 2022 ¹¹⁵	Envisaged in 2023 ¹¹⁶
EXPENDITURE							
21 Information and communication technology	309 800	406 270	364 000	434 500	20,0%	445 500	p.m.
22 Movable property and associated costs	10 700	19 700	15 500	22 000	41,9%	22 000	p.m.
23 Current administrative expenditure	30 500	56 600	31 000	50 500	52,9%	50 500	p.m.
24 Postage / Telecommunications	5 000	5 000	10 000	12 000	20,0%	12 000	p.m.
25 Meeting expenses		-	-	-		-	-
26 Running costs in connection with operational activities		-	-	-		-	-
27 Information and publishing		-	-	-		-	-
28 Studies		-	-	-		-	-
29 Other infrastructure and operating expenditure		-	-	-		-	-
Title 3 Operating expenditure	4 671 800	6 308 270	5 618 000	10 100 000	79,8%	11 250 000	12 120 000
30 Bodies and organs	180 000	180 000	205 000	220 000	7,3%	220 000	p.m.
31 Courses and seminars	3 590 200	4 644 470	4 046 000	7 549 445	86,6%	8 448 469	p.m.
32 Other programme activities	519 000	1 025 000	876 000	1 642 665	85,6%	1 837 091	p.m.
33 Evaluation	0	p.m.	p.m.	0		-	p.m.
35 Missions	150 000	160 000	150 000	263 092	86,6%	294 423	p.m.
37 Other operational activities	232 600	298 800	341 000	424 797	24,6%	450 017	p.m.
TOTAL EXPENDITURE	9 308 000	12 004 500	10 439 000	17 109 000¹¹⁷	63,9%	19 498 000¹¹⁸	21 767 000¹¹⁹

¹¹⁷ CEPOL request for Multiannual Financial Framework 2021-2027, pending approval

¹¹⁸ CEPOL request for Multiannual Financial Framework 2021-2027, pending approval

¹¹⁹ CEPOL request for Multiannual Financial Framework 2021-2027, pending approval

Table 3: Budget outturn and cancellation of appropriations

Budget outturn	2018	2019	2020
Revenue actually received (+)	13 678 075	p.m.	p.m.
Payments made (-)	- 9 615 810	p.m.	p.m.
Carry-over of appropriations (-)	- 2 235 418	p.m.	p.m.
Cancellation of appropriations carried over (+)	116 569	p.m.	p.m.
Adjustment for carry-over arising from assigned revenue	- 1 597 435	p.m.	p.m.
Exchange rate differences (+/-)	8 604	p.m.	p.m.
Adjustment for negative balance from previous year (-)		p.m.	p.m.
Correction year 2016 balance calculation error	- 15 106		
Total (Balance of the outturn account)	339 479	p.m.	p.m.

Result of year 2019 (+/-)		
Surplus from 2019 reimbursed to the EU budget (-)		
Surplus to be reimbursed to the EU budget for 2021		

*Descriptive information and justification on:*¹²⁰

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.

¹²⁰ Revision might be needed

Annex II.b – Financial Resources (Tables) overview for CEPOL externally financed project activities^{121 122}

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).

¹²¹ Financial/budgetary planning largely depends on late 2019 – early 2020 developments (activity plan approved for 2020, final 2020 budget and headcount, approved MFF for 2021-2027, outcome of the 5-year evaluation), therefore the figures are subject to significant revision.

¹²² Revision of the text might be needed

Table 4.a: Revenues

	2019	2020		2021	VAR 2021/ 2020 (Budget forecast)
	Revenues	As requested by the agency	Budget Forecast	As requested by the agency	
REVENUES¹²³					
1 REVENUE FROM FEES AND CHARGES					
2. EU CONTRIBUTION					
<i>of which assigned revenues deriving from previous years' surpluses</i>					
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)					
<i>Of which EFTA</i>					
<i>Of which Candidate Countries</i>					
4 OTHER CONTRIBUTIONS	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.		-
<i>Of which additional EU funding stemming from delegation agreements (FFR Art.8)</i>	100 000	p.m.	p.m.		--
5 ADMINISTRATIVE OPERATIONS					
<i>Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)</i>					
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT					
7 CORRECTION OF BUDGETARY IMBALANCES					
TOTAL REVENUES	100 000	p.m.	p.m.		-

¹²³ 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						
	Budget 2019	DB 2020 Agency request	DB 2020 Budget forecast	DB 2021 Agency request	VAR 2021 / 2020	Envisaged in 2022	Envisaged in 2023
EXPENDITURE¹²⁴							
Title 3 CEPOL operational activities	100 000	p.m.	p.m.	p.m.	-	p.m.	p.m.
32 Other program activities	100 000	p.m.	p.m.	p.m.	-	p.m.	p.m.
Title 5 Projects	5 209 683	p.m.	p.m.	p.m.	-	p.m.	p.m.
51 EU/MENA Counterterrorism Training Partnership project 2	3 427 356	p.m.	p.m.	p.m.	-	p.m.	p.m.
52 Financial investigation in-service training programme Western Balkan	1 782 327	p.m.	p.m.	p.m.	-	p.m.	p.m.
TOTAL EXPENDITURE	5 309 683	p.m.	p.m.	p.m.	-	p.m.	p.m.

Table 4.b: Expenditure - Payment appropriations

¹²⁴ 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.

	Payment appropriations						
	Budget 2019	DB 2020 Agency request	DB 2020 Budget forecast	DB 2021 Agency request	VAR 2021 / 2020	Envisaged in 2022	Envisaged in 2023
EXPENDITURE¹²⁵							
Title 3 CEPOL operational activities	100 000	p.m.	p.m.	p.m.	-	p.m.	p.m.
32 Other programme activities	100 000	p.m.	p.m.	p.m.	-	p.m.	p.m.
Title 4. EU/MENA training partnership 1	-	-	-	-	-	-	-
41 Human Resources	-	-	-	-	-	-	-
42 Travel	-	-	-	-	-	-	-
43 Equipment and supplies	-	-	-	-	-	-	-
44 Local office	-	-	-	-	-	-	-
45 Other costs, services	-	-	-	-	-	-	-
Title 5 Projects	5 209 683	p.m.	p.m.	p.m.	-	p.m.	p.m.
51 EU/MENA Counterterrorism Training Partnership project 2	3 427 356	p.m.	p.m.	p.m.	-	p.m.	p.m.
52 Financial investigation in-service training programme Western Balkan	1 782 327	p.m.	p.m.	p.m.	-	p.m.	p.m.
53 Digital Forensic Training	p.m.	p.m.	p.m.	p.m.	-	p.m.	p.m.
TOTAL EXPENDITURE	5 309 683	p.m.	p.m.	p.m.	-	p.m.	p.m.

¹²⁵ 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 2021-2023¹²⁶

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

Staff population		Staff population in EU Budget 2018 ¹²⁷	Staff population actually filled at 31.12.2018 ¹²⁸	Staff population Draft EU Budget 2019	Staff population in Draft EU Budget 2020	Staff population envisaged in 2021	Staff population envisaged in 2022	Staff population envisaged in 2023
Officials	AD							
	AST							
	AST/SC							
TA	AD	21	22	22	33	40	45	47
	AST	11	10	10	10	16	18	18
	AST/SC							
Total¹²⁹		32	32	32	33	56	63	65
CA GF IV		13	11	4	3	3	3	3
CA GF III		24	11	15	16	22	22	22
CA GF II		-						
CA GF I		-						
Total CA¹³⁰		37	22	19	19	25	25	25
SNE¹³¹		5	4	6	3	8	8	8

¹²⁶ Activity planning largely depends on late 2019 – early 2020 developments (activity plan approved for 2020, final 2020 budget and headcount, approved MFF for 2021-2027, outcome of the 5-year evaluation), therefore figures are subject to significant change

¹²⁷ As authorised for officials and temporary agents (TA) and as estimated for contract agents (CA) and seconded national experts (SNE).

¹²⁸ 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

¹²⁹ Headcounts

¹³⁰ FTE

¹³¹ FTE

Staff population	Staff population in EU Budget 2018 ¹²⁷	Staff population actually filled at 31.12.2018 ¹²⁸	Staff population Draft EU Budget 2019	Staff population in Draft EU Budget 2020	Staff population envisaged in 2021	Staff population envisaged in 2022	Staff population envisaged in 2023
<i>Structural service providers¹³²</i>							
TOTAL	74	58	57	55	79	96	98
<i>External staff¹³³ for occasional replacement¹³⁴</i>		6					

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

Project	x		
Expected running time	Until December 202x		
Year	2021	2022	2023
CA FG IV			
CA FG III			
CA FG II			
CA FG I			
Subtotal Contract Agents			
SNE			
Structural Service Providers			
External staff for occasional replacement			
TOTAL			

¹³² 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.

¹³³ FTE

¹³⁴ For instance replacement due to maternity leave or long sick leave.

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 2022¹³⁵

Category and grade	Filled as of 31 December 2018		Modifications in 2018 in application of flexibility rule ¹³⁶		Establishment plan in voted EU Budget 2019		Modifications in 2019 in application of flexibility rule ¹³⁷		Establishment plan in Draft EU Budget 2020		Establishment plan 2021		Establishment plan 2022		Establishment plan 2023	
	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA
AD 16																
AD 15																1
AD 14		1				1				1		1		1		
AD 13																1
AD 12		1		+1		2				2		1		1		1
AD 11				-1		1				1		4		4		3
AD 10		4				1				1				0		
AD 9						1				1		1		1		1
AD 8		1										4		6		8
AD 7		3				2				5		10		10		10
AD 6		7				7				7		11		12		14
AD 5		5				7				5		8		10		8
Total AD		21				22				23		40		45		47
AST 11																
AST 10																
AST 9																
AST 8																

¹³⁵ 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.

¹³⁶ 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.

¹³⁷ Ibid.

Category and grade	Filled as of 31 December 2018		Modifications in 2018 in application of flexibility rule ¹³⁶		Establishment plan in voted EU Budget 2019		Modifications in 2019 in application of flexibility rule ¹³⁷		Establishment plan in Draft EU Budget 2020		Establishment plan 2021		Establishment plan 2022		Establishment plan 2023	
	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA
AST 7																
AST 6						1				1				0		0
AST 5		3				2				3		5		6		7
AST 4		2				6				5		8		9		9
AST 3		5				1				1		3		3		2
AST 2																
AST 1																
Total AST		10				10				10		16		18		18
AST/SC6																
AST/SC5																
AST/SC4																
AST/SC3																
AST/SC2																
AST/SC1																
Total AST/SC																
TOTAL		31				32				53		56		63		65

Annex IV – Human resources qualitative 2021-2023¹³⁸

Recruitment Policy

CEPOL will update its Recruitment Guide (in force since February 2017¹³⁹) 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
Core functions		
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
Support functions		
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

¹³⁸ Activity planning largely depends on late 2019 – early 2020 developments (activity plan approved for 2020, final 2020 budget and headcount, approved MFF for 2021-2027, outcome of the 5-year evaluation), therefore figures are subject to significant change

¹³⁹ Decision 09/2017/DIR of 12 February 2017

IT Officer	TA	AST 5
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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			Executive Director
		14			
		13		Head of Department	
		12			
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 2nd 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 ¹⁴⁰		How many staff members were reclassified in 2020		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			
TOTAL AD		22			
AST 11					
AST 10					
AST 9					
AST 8					
AST 7					
AST 6					
AST 5		3			
AST 4					
AST 3		6			
AST 2					
AST 1					
TOTAL AST		9		p.m.	p.m.

¹⁴⁰ Can be updated to 2020 figures on 1 January 2020 only

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 2016¹⁴¹. CEPOL aims at maximising the number of staff to be reclassified in each given year; however, at present the main obstacle is that only a limited number of staff are eligible for reclassification as most staff lack evidence on the ability to work in a 3rd Union language.

Table 2 - Reclassification of contract staff

Function Group	Grade	Staff in activity at 1 January 2019 ¹⁴²	How many staff members were reclassified in 2020	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			
	5	1		
	4			
FG I	3			
	2			
	1			
TOTAL		30	p.m.	p.m.

¹⁴¹ 14/2016/GB (25 May 2016)

¹⁴² Can be updated to 2020 figures on 1 January 2020 only

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 2016¹⁴³. 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 staff¹⁴⁴. This decision clearly states the different options for filling a post, including internal mobility. As from this date, vacancies for temporary agents have been opened internally for staff member in the grade bracket of the vacancy. So far, no staff members have used this tool for internal mobility.

Mobility between Agencies

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

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

Mobility between the Agencies and the institutions

CEPOL has been successful in recruiting experienced staff from other agencies and institutions. Approximately 40% of staff recruited in 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.

¹⁴³ 15/2016/GB (25 May 2016)

¹⁴⁴ 26/2015/GB of 16 October 2015

Gender and geographical balance¹⁴⁵

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.

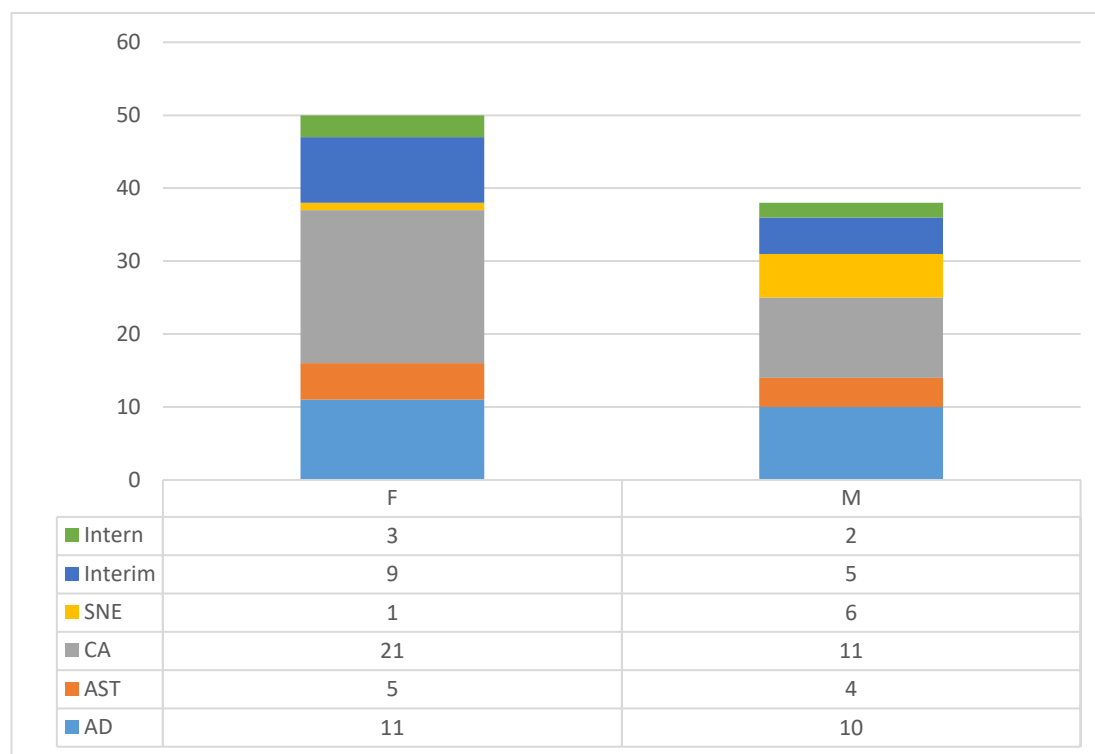


Figure 1 - Gender balance (01/10/2019)

¹⁴⁵ Section to be updated with new figures in late 2020

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, Czech Republic, 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.

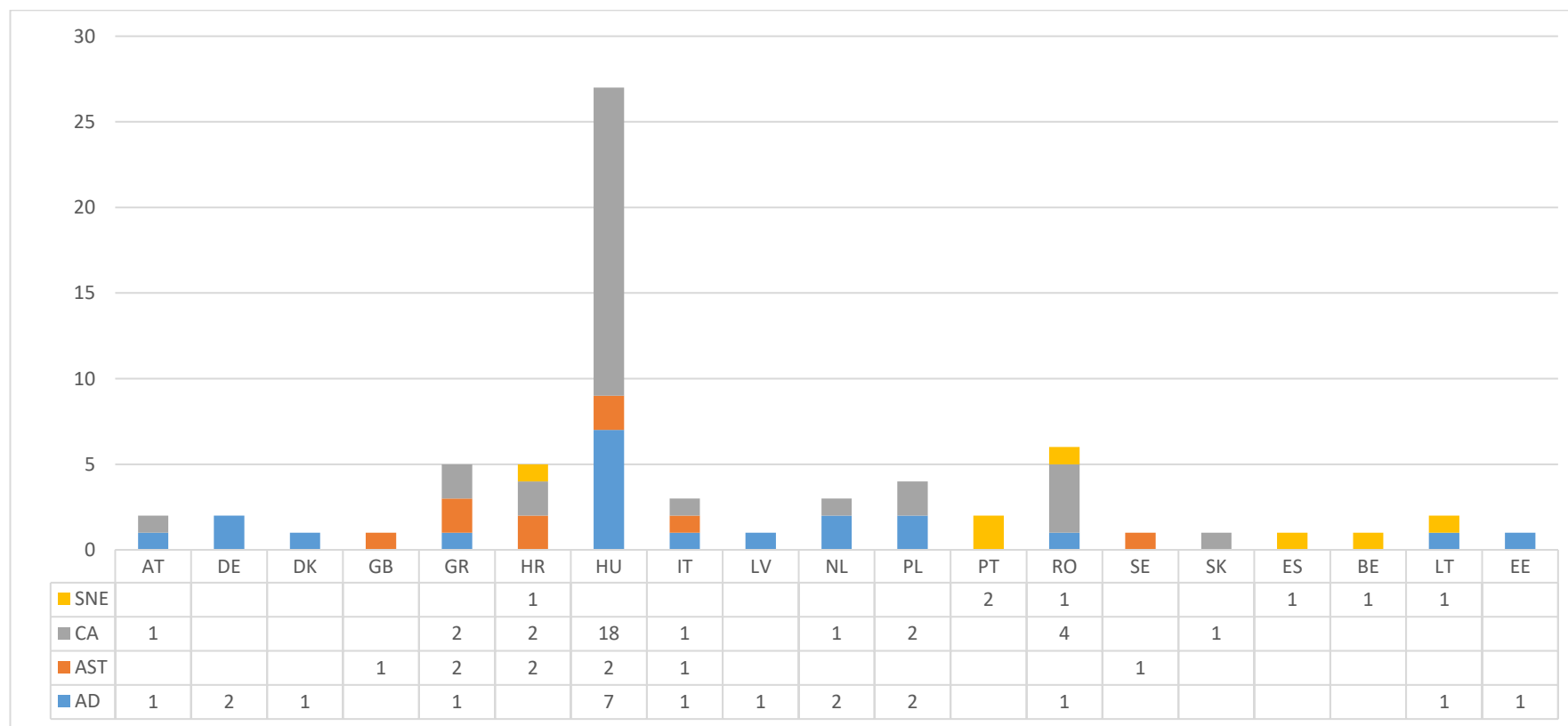


Figure 2 - geographical balance (01/10/2019)

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 policy¹⁴⁶

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

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.

¹⁴⁶ Now as of 2020, will be updated during SPD finalisation

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 discussions 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.

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. Based on these considerations, at this moment there are insufficient details to submit a project file to the European Parliament and the Council.

Annex VI – Privileges and immunities¹⁴⁷

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.

¹⁴⁷ Now as of 2020, will be updated during SPD finalisation

Annex: VII – Evaluations¹⁴⁸

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>

¹⁴⁸ Now as of 2020, will be updated during SPD finalisation

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 – Risks¹⁴⁹

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.

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:

¹⁴⁹ As per the new draft SPD guidelines, to be converted into a new strategy (Strategy for the organisational management and internal control systems, Annex X): "Describe how the Agency is organised and how the internal control systems are designed to deliver the set objectives. The strategy for an effective internal control shall be based on best international practices and on the Internal Control Framework laid down by the Commission for its own departments and by the guidelines issued by OLAF as regards anti-fraud strategy."

Annex IX – Draft Procurement plan for the year 2021 - Financing Decision¹⁵⁰

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.

¹⁵⁰ Now as of 2020, will be updated during SPD finalisation

Part 1 – Multiannual framework contracts (strategic decision)¹⁵¹

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 2021 (budgetary decision)^{152 153}

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	Supply and distribution of CEPOL branded merchandise	Activity 5	50,000	Q1 – Q4 2020	Multiple specific contracts in execution of a framework supply contract (to be awarded in 2019)

¹⁵¹ Now as of 2020, will be updated during SPD finalisation

¹⁵² Descriptions/figures in *Italics* are pending confirmation

¹⁵³ Now as of 2020, will be updated during SPD finalisation

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
2	Services related to communication activities: <ul style="list-style-type: none"> • Development of a platform allowing better communication between CEPOL, centres of knowledge and stakeholders • Website related services • Event management 	<i>Activities 1-5</i>	146,000	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
3	Multimedia services (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	Translations and proofreading	<i>Activity 5</i>	5,000	Q1 – Q4 2020	Multiple service requests under the Service Level Agreement with cdt
5	Editorial services: <ul style="list-style-type: none"> • Publication related to the CEP • Production of recorded webinars • For update of existing and production of new online modules • Editorial services related to communications (publications) 	<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	Provision of access to scientific journals and e-books	<i>Activity 4</i>	50,000	Q1 2020	Multiple specific contracts in execution of a framework contract for services (awarded in 2018)
7	Editorial Services and Publications for the European Law Enforcement Research Bulletin	<i>Activity 4</i>	15,000	Q1-Q4 2020	Multiple service requests under the Service Level Agreement with the Publications Office

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 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
8	Purchase of Mentimeter licenses	Activity 1	1684.48	Q4 2020-Q1 2021	Specific contract in execution of DIGIT Framework contract (SIDE II)
9	Course online support	Activity 2	6,000	Q2 2020	Direct Service contract
10	Implementation of the Police English Language Module	Activity 2	36,000	Q1-Q3 2020	Specific contract in execution of Framework Contract CEPOL/FWC/2019/176
11	Infogram licenses	Activity 1	1,575	Q1-Q4 2020	Specific Contract in execution of DIGIT Framework Contract (SIDE II)
12	Qualtrics licenses	Activity 1	5,220	Q1-Q4 2020	Specific Contract in execution of DIGIT Framework Contract (SIDE II)
13	First level support for Cybercrime Academy	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	ISO training for CEPOL Staff	Activities 1-4	TBD	TBD	Direct Service Contract

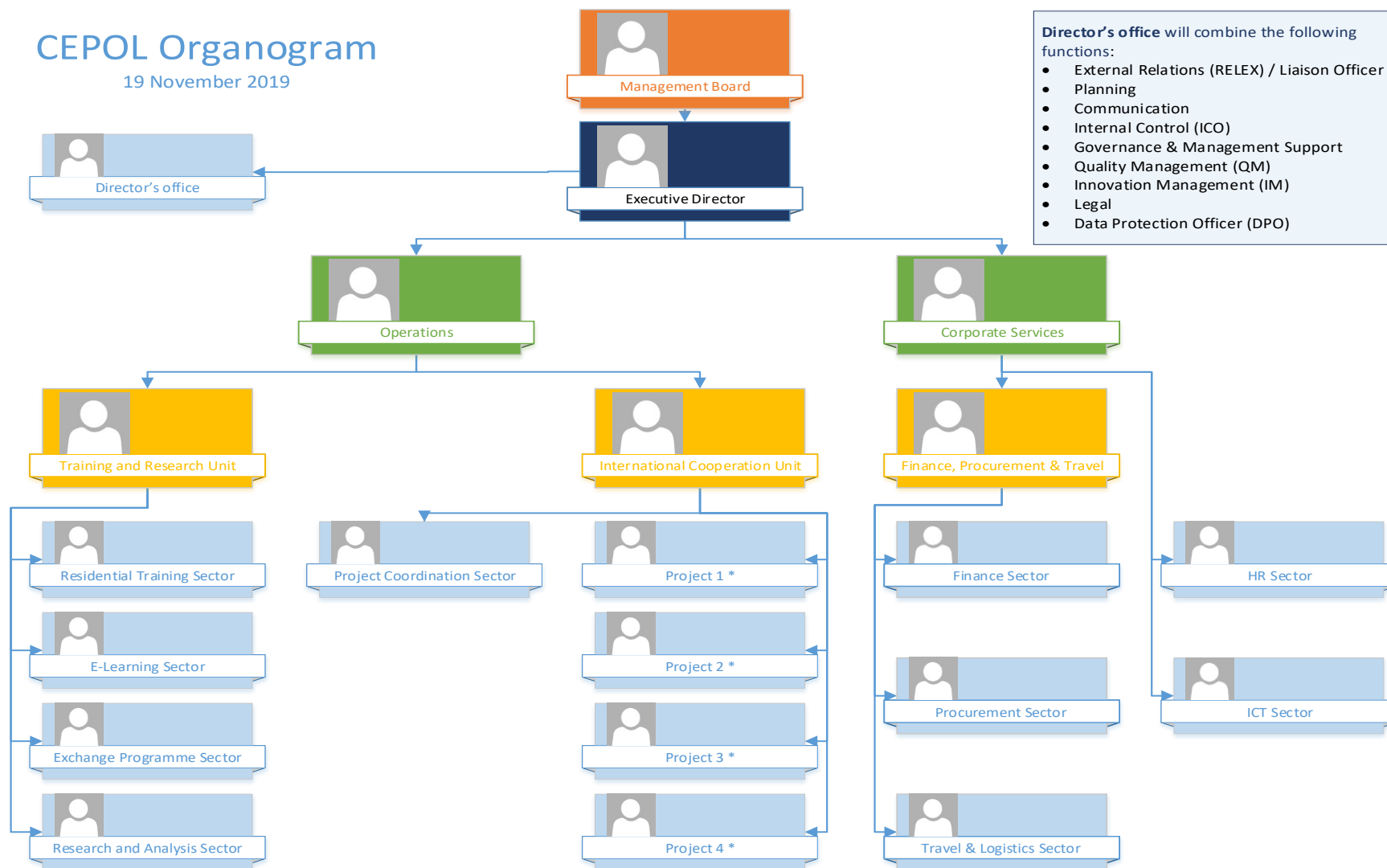
Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2020	Indicative value of the contract for 2020 (EUR)	Indicative time frame for launching the procurement (per quarter)	Indicative number of contracts and their type
15	External experts for assisting CEPOL in the planning and implementing of its core business	<i>Activity 1-2</i>	66,000	Q1 – Q4 2020	<i>Multiple expert contracts under Call(s) for expression of interest</i>
16	Maintenance of the LEEd platform	<i>Activities 1-2</i>	49,500	Q1-Q4 2020	Specific Contract in execution of DIGIT Framework Contract (SIDE II)
17	Hosting services for LEEd digital platform	<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	Course image minor update and setup for all training activities 2020 (residential and online)	<i>Activities 1-2</i>	6,000	Q1 2020	Specific Contract in execution of DIGIT Framework Contract (SIDE II)
19	Multitenancy	<i>Activities 1-2</i>	19,000	Q1-Q4 2020	Specific Contract in execution of DIGIT Framework Contract (SIDE II)
20	Disaster Recovery	<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	Bandwidth	<i>Activities 1-2</i>	9,000	Q1-Q4 2020	Specific Contract in execution of inter-agency Framework Contract (OC-EFSA-PTT-2015-01)

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
22	Domain-based registration	<i>Activities 1-2</i>	2,400	Q1-Q4 2020	Specific Contract in execution of DIGIT Framework Contract (SIDE II)
23	2nd waive of development of non-core components	<i>Activities 1-2</i>	30,000	Q1-Q4 2020	Specific Contract in execution of DIGIT Framework Contract (SIDE II)
24	Travel and accommodation	Activities 1 - 5	2,500,000*	Q1-Q4 2020	Specific Contract(s) in execution of Framework Contract CEPOL/FWC/2018/042
25	Catering services	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	Taxi services	Activities 2 - 5	15,000*	Q1-Q4 2020	Specific Contract(s) in execution of Framework Contract CEPOL/FWC/2018/129
TOTAL			3,517,904¹⁵⁴		

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

¹⁵⁴ Total to be recalculated based on confirmed figures

Annex X – Organisation chart¹⁵⁵



* Projects to be defined upon approval

