EUROPEAN UNION AGENCY FOR

LAW ENFORCEMENT TRAINING

Single Programming Document

Years 2019-2021

Contents

Foreword

The Single Programming Document (SPD) 2019 spans a three-year period, from 2019 to 2021. The CEPOL strategy drives the identification of activities and setting targets for the aforementioned period.

The SPD 2019 includes also a detailed description of the resources that need to be allocated for each area in order for CEPOL to fulfil its programme of work. In this respect, the Agency continues to pursue the resources it deems necessary to achieve its objectives as they stem from the provisions of its legal mandate and by its effort to respond effectively to emerging challenges in the Justice and Home Affairs policy area - with an obvious emphasis on those policies which influence European law enforcement training.

The European Agenda on Security[1] embeds law enforcement training in the European Union security architecture as a key supporting action crucial to protecting Union citizens. In line with its mandate, CEPOL will support all key priority areas deriving from the Agendas[2] on Security and Migration[3].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.

It should be noted that further changes to the content to this document and estimate of resources are subject to the adoption of the final EU budget by the Budgetary Authority expected at the end of 2018.

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[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

Acronyms and Abbreviations

CEPOL CT	EU/MENA Counter-Terrorism Training Partnership
CEPOL CT 2	EU/MENA Counter-Terrorism 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
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
ENP	European Neighbourhood Policy
ESDC	European Security and Defence College
EU	European Union
EUROMED Police IV	Strengthens cooperation between the police forces of the EU and Mediterranean Partner Countries in the fight against organised crime
EU CTF	EU Counter Terrorist Financing
EU-STNA	EU Strategic training needs assessment
FP	Framework Partners
FRA	European Union Agency for Fundamental Rights
FRONTEX	European Border and Coast Guard Agency
FSJ	Freedom, Security and Justice
ICS	Internal Control System
ICT	Information and Communication Technology
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
OTNA	Operational Training Needs Analysis
PCC SEE	Police Cooperation Convention for Southeast Europe
PNR	Passenger Name Record
QM	Quality Management
SIENA	Secure Information Exchange Network Application
SIS	Schengen Information System
SPD	Single Programming Document
UNODC	United Nations Office on Drugs and Crime

Mission statement

> ### *Mission*
> Making Europe a safer place through law enforcement training and learning
>
> ### *Vision*
> To be the centre of European law enforcement training and learning, focusing on innovation and quality
>
> ### *Values*
> - Human rights and fundamental freedoms
> - European cooperation
> - Quality
> - Innovation
> - Reliability

> ### *Mandate*
>
> CEPOL contributes to a safer Europe by facilitating cooperation and knowledge sharing among law enforcement officials of the EU Member States and to some extent, from third countries, on issues stemming from EU priorities in the field of security; in particular, from the EU Policy Cycle on serious and organised crime.
>
> *Law enforcement officials[4]* means staff of police, customs and other relevant services, as defined by individual Member States, that are responsible for, and staff of Union bodies hat 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.

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[4] From CEPOL`s Regulation

Section I – General Context

Better, more qualitative, and more accessible training of law enforcement officials is CEPOL's contribution to tackling the threats identified in Europe's political agenda on security, and to the efforts of policy makers to enact a Security Union. Relevant priorities and initiatives identified in the European Agenda on Security and in the State of the Union 2018[5] will play a key role in CEPOL's own prioritisation and planning.

Tackling terrorism, serious and organised crime and cyber criminality, as well as preventing and countering violent extremism and radicalisation, have become even more acute needs – and ingenerated new and more challenges– for the European Law Enforcement community in recent years. Curbing the scourge of human trafficking and migrant smuggling while protecting the security of the Unions' borders as well as the freedom of movement within the EU, require a common and proportionate response.

The notions of internal and external security have become ever more interdependent. Furthermore, over the last years the European Union has taken firm action to enhance security at its external borders, improve information exchange and close down the space in which terrorists operate. Maximising the benefits of existing information systems while working towards the Interoperability of information systems is a way to tackle a number of threats.

While the European Union has given itself a series of legal, policy and operational instruments to face these new threats and challenges, a pressing need remains for the European law enforcement community to utilise the available cooperation instruments to their full extent. CEPOL remains at the forefront of the efforts to raise the profile of those cooperation instruments and to enhance their proficient use by law enforcement professionals by offering flexible, effective and technologically advanced training tools.

At the same time, the magnitude of the challenges identified above require a new strategic approach to European level training which must be predicated on forward-looking, structured needs analysis and on processes developing long term professional competency that progressively are brought in line with the relevant policies articulated at Union level. Furthermore, European level training must incorporate strong fundamental rights characteristics in a cross-cutting perspective.

CEPOL shall continue to ensure that its training is based on empiric evidence of the training needs, thus responding effectively to capacity gaps in law enforcement performance.

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[5] https://ec.europa.eu/commission/sites/beta-political/files/soteu2018-speech_en_0.pdf

Section II – Multiannual Programming 2019-2021

II.1 Multiannual objectives 2019-2021

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 wider European law enforcement community, and that CEPOL training activities should stem from a structured process built upon Strategic EU training needs assessment and specific Operational Training Needs Analysis, taking into due account the requirements deriving from EU policy documents.

The multiannual programming is based on the work done by the ad-hoc Strategy Expert Group and the input received during a consultation process with the Member States.

CEPOL's multiannual programming highlights where CEPOL wants to be in the medium-term and it aims to serve as a blueprint for the development of the agency's annual plans. It is complemented by corresponding Performance Indicators and it also identifies risks that could potentially hamper the achievement of corporate objectives.

Its structure and terminology have been aligned with the guidelines for programming developed by the European Commission[6] which, in turn, also reflect Article 32 of the CEPOL Financial Regulation[7] that sets out programing requirements for the agency.

As a new, revised strategy of CEPOL will be in place as of 2020, 2019 is the last year of the following multi-annual objectives, therefore the target for the indicators are set for the year of 2019 only.

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[6] Guidelines for the programming document Ref. Ares(2014)4305716 - 19/12/2014

[7] Decision 01/2014/GB of the Governing Board of the European Police College Adopting the Financial Regulation and Repealing Decision 28/2011/GB. Adopted by the Governing Board by written procedure on 21 February 2014

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

Key Performance Indicator 1
Level of customer and stakeholder satisfaction with training activities (adequacy of training, quality of training).
(Customer satisfaction: 94%; Stakeholder satisfaction: above 70.7%[8])

Strategic areas of intervention:
Quality, Relevance, Coherence and Complementarity
1.1. CEPOL will ensure complementarity and relevance of its activities
1.2. Further developing a coherent quality system
1.3. Development of policy leading to accredited certification
1.4. Development of training methodology
1.5. CEPOL will be responsive in a flexible way to the newly-emerging needs *vis-a-vis* the prevalent security situation
1.6. CEPOL will provide blended[9] learning based on –up-to-date technologies, to ensure the EU level added value and accessibility
1.7. Further developing coherent and shared training quality standards
1.8. Development of policy leading to training certification
1.9. Through implementation of Working Arrangements and projects CEPOL will support capacity building efforts in third countries

Performance Indicators:
1.1. Completed quality system: maintain and renew the ISO 9001:2015 certificate for residential activities and the Exchange Programme
1.2. Continued accreditation for CEPOL EJMP
1.3. Completed standards of learning environment: Complete the Training Cycle with the EU-STNA and the OTNA
1.4. Number of implemented training activities and learning products (Target: 197)
1.5. Number of participants trained (Target: 28,290)
1.6. Number of participants in capacity building projects (Target: 599)
1.7. Number of participants from third countries (Target 40[10])

Risks:
1.1. Lack of appropriate level of funding
1.2. Deficit of key skills and knowledge within the Agency
1.3. Limited resources

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[8] During the last stakeholder satisfaction survey the aggregate score was 70.7%. The Agency is aiming for higher score for subsequent surveys
[9] 'Blended learning' includes the whole variety of learning opportunities which will be mixed according to target group and objectives of the activities
[10] Only Residential activities; Excluded project funded activities, to be reported separately

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

Key Performance Indicator 2
        Up to 3% of Title 3 per year for the period of 2018-2020 allocated for stimulating research projects and partnerships[11]

Strategic areas of intervention:
        Encouragement, Dissemination, Partnerships
    2.1. Research projects relevant for law enforcement training / education activities
    2.2. Dissemination of research products
    2.3. H 2020 Research partnerships

Performance Indicators:
    2.1. Number of research dissemination publications (Target: 2[12])
    2.2. Usage of e-Library and e-Journals: 10% increase per year

Risks:
    2.1. Improper understanding of the importance and the added value of research and science
         to the learning quality
    2.2. Insufficient financial and human resources.
    2.3. Insufficient research capacity
    2.4. Unsatisfactory dissemination of research results.

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

Key Performance Indicator 3
        Budget 200N commitment above 97%, budget 200(N-1) payments 95%

Strategic areas of intervention:
        Implementation, Effectiveness, Pro-activeness, Continuity, Professionalization
    3.1. Ensuring of proper planning of the multiannual programming and budgeting
    3.2. Implement activity based HR management
    3.3. Upgrade the technological infrastructure (e-Net, ICT)

Performance Indicators:
    3.1. Continued efforts towards the realisation of at least 12 additional FTEs, to allow the
         Agency to fulfil its new tasks defined in Regulation (EU) 2015/2219
    3.2. Complete the Annual performance appraisal of CEPOL staff (100%)[13]

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[11] For 2018 no research grants will be given. This can changes in future depending on availability of budget

[12] Bulletins

[13] The target of 100% can only be met for the eligible staff

3.3. Development of a plan for upgrade (with priorities and costing) of the ICT infrastructure for delivery of CEPOL core business and implementation where resources are available

Risks:
   3.1. Lack of sufficient financial and human resources to cover additional tasks coming from renewed mandate
   3.2. Lack of political support
   3.3. Inability to attract and retain qualified staff
   3.4. Loss of institutional memory and experienced staff
   3.5. Underspending exceeding 5% of the annual budget
   3.6. Inability to seize the opportunity arising from technological developments

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

Key Performance Indicator 4
No critical audit recommendation formulated.

Strategic areas of intervention:
Quality, Communications, External Relations/ Representation, Accountability, Responsibility
4.1. Ensure 'good governance'[14] through cooperation between the Management Board, its Chair, and the Executive Director
4.2. CEPOL encourages multiannual sustainability, coherence and ownership of training development and delivery
4.3. CEPOL develops a new communication policy in order to support the implementation of Regulation (EU) 2015/2219 and ensure transparency
4.4. CEPOL develops and implements, by means of a pilot phase, the concept of the CEPOL Knowledge Centres (definitions, criteria, standards, aims, etc.)
4.5. CEPOL develops a policy leading to the certification and accreditation of its activities

Performance Indicators:
4.1. Multiannual direct awards granted to consortia as CEPOL Knowledge Centres
4.2. Implementation of shared training quality standards: implementation of evaluation methodology for 95% of activities
4.3. Development of a policy leading to certification of training components
4.4. Implementation of the existing communication sub-strategy
4.5. Implementation of the existing external relations sub-strategy
4.6. Step by step development towards stronger e-governance and e-administration where sufficient resources are available, following EC standards and compliant with EC financial system.

Risks:
4.1. Insufficient leadership and unsatisfactory communication.
4.2. Deficit of key knowledge and relevant competences within the Agency
4.3. Lack of resources of CEPOL partners within Member States
4.4. Lack of consistent support by European Institutions
4.5. Diversity of national law enforcement training policies

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[14] Multi-annual programming, budgeting, responsiveness of Member States; as specified by the Council of Europe ('The 12 principles for good governance', http://www.coe.int/t/dgap/localdemocracy/Strategy_Innovation/12principles_en.asp)

II.2 Human and financial resource-outlook for years 2019 – 2021

Overview of the past and current situation

Staff population overview for 2017

In line with the budget as adopted by the Budgetary Authority and the Management Board, CEPOL's establishment plan 2017 contains 31 Temporary Agent (TA) positions. The full staffing plan for implementation of CEPOL's regulatory activities is complemented by 18 Contract Agent (CA) positions and 3 Seconded National Expert (SNE) positions.

In 2018 CEPOL started the implementation of 2 additionally funded core business activities related to capacity building in third countries: the Counter Terrorism 2 project in 6 Middle East and North African countries (CT2, funded under Instrument contributing to Stability and Peace (IcSP) via Delegation Agreement) and Western Balkan Financial Investigations (WB FI, funded under Instrument of Pre-accession Assistance II (IPA II) via Grant Agreement).

These projects have a running time of three (CT2) and two (WB FI) years. In 2018 and 2019 the project funds are also used to engage a total of 15 CA positions: 9 positions for CT2 and 6 for WB FI.

It is likely that in the years following 2019 similar contracts will be concluded. However, at this moment there is not yet any certainty about this or about the estimated volume of staff necessary to implement such projects.

Peaks in workload as well as absences of staff - due to the time needed for recruitment - long term leave etc. - are and will continue to be filled by interim staff on contracts for limited time. In line with Hungarian labour law, these contracts can last for a maximum of up to 5 years without the need for a fixed job offer.

Resource programming for the years 2019 to 2021

CEPOL is significantly understaffed. The entry into force of the new mandate for the Agency on 1 July 2016 has not lead to a much needed increase in resources. The change in regulation laid down additional tasks for the Agency as well as a significant widening of the target audience: from (senior) police officer to all Law Enforcement officials.

CEPOL has in the last years stepped up its efforts in delivering one of the new tasks from its regulation: assisting third countries in building their law enforcement capacities by managing dedicated External Assistance funds of the European Union. In 2018 CEPOL started two such projects; it is expected that this area will further grow in the future.

The new ETIAS regulation which is expected to enter into force at beginning of 2020 also includes additional resources for CEPOL as of 2020: 1 TA position as well as € 2M for period of 8 years.

Efficiency gains

Successive evaluations of CEPOL have found the agency to be both efficient and effective. A 9-fold increase of participants in the period 2009 to 2016 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 B), 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 2016 and 2017 to serious risk with regards to business continuity as well as legality and regularity. E.g. there are only 2 HR officer, 2 ICT officers and 2 Procurement officers. Many areas in operations, such as Research and Science, Common Curricula, Policy Cycle priorities managers are manned by one person only with no effective backup possible. 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 though 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 2017 - 93%). 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 2016 the number of participants increased by 38% compared to 2015, while in 2017 by 32% compared to 2016 all this has been achieved with operating budgets which remained largely unchanged.
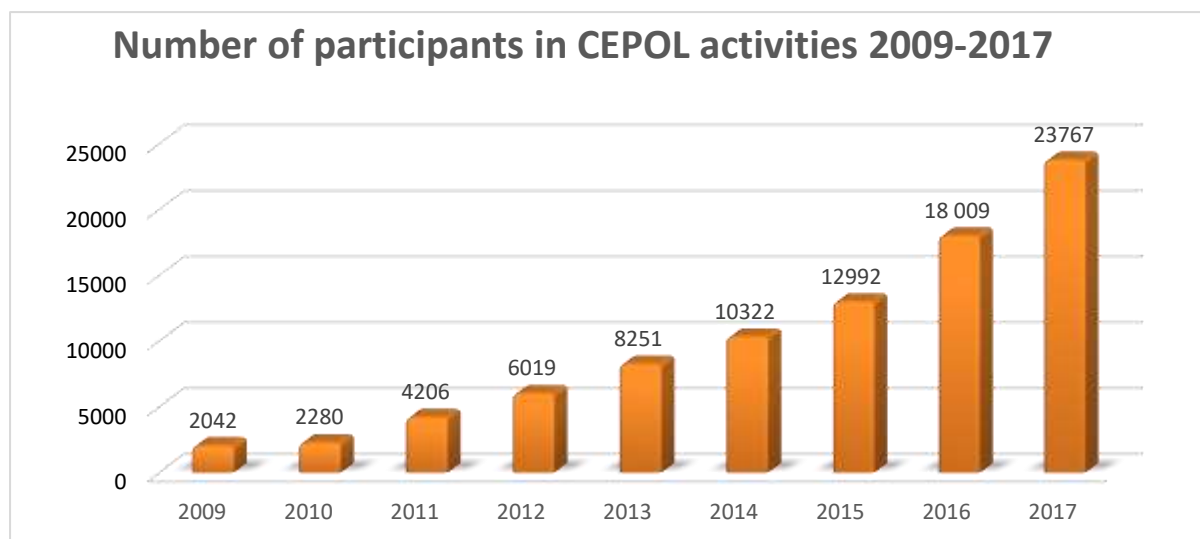
Figure 1 - Number of participants to CEPOL activities per year

Negative priorities/decrease of existing tasks

Since the entry into force of the new CEPOL Regulation, the agency's resources have not grown in tandem with its new expanded mandate to enable it to cope with the new tasks; e.g. instead of 12 necessary new posts, in 2017-2019 only 4 posts have been allocated to the agency. At the same time the budget since 2016 has grown insufficiently. The budget evolution

for years 2016, 2017, 2018 and 2019 has been as follows: € 8,641,000, € 9,280,000, € 9,216,720, and € 9,308,000 respectively (Titles 1, 2 and 3).

In order address these differences, CEPOL has to adjust its programme of work accordingly, for example:

- Residential activities for 2019 will be scaled down from 138 activities (originally presented to the 4th MB in May 2018) to 98 (including CKC implemented activities);

- CEPOL Exchange Programme (CEP) – a flagship product of CEPOL – receives a continuously increasing number of applications (in 2018 there was a record high number of 833 applications); as neither the number of staff dealing with the CEP nor the budget for the Exchange programme can increase, a continuously increasing number of applications has to be turned down in addition limiting the services covered by CEPOL, i.e. only around 330 exchanges will be possible to implement in 2019 covering bed & breakfast accommodation (instead of half board).

- Due to the limited human and financial resources in Research & Science, the planned research grant 2019 and related research activities will be postponed.

CEPOL may have to further deprioritise/reduce its activities as the combined effect of the new and extended tasks have been coupled with a stable number of resources.

In 2017 the high-level ICT strategy has been developed by Deloitte in close cooperation with CEPOL IT staff and representatives from the Operations Department. Further development and later implementation of the strategy is proposed in separate streams.

However, as CEPOL doesn't have sufficient (human) resources in its ICT team it will be necessary to hire outside consultants to assist us with this implementation. This would require up to a total budget of € 420 000 in the next years.

Redeployment

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

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

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

Conclusions on evolution of resources

In order to implement the consequences from the operational and administrative considerations outlined above, it will be necessary for CEPOL to obtain a significant increase

in resources- which nevertheless would represent a modest effort when compared to the magnitude of resources attributed to some other EU agencies in the JHA family.

The lack of sustainable multiannual investment in IT and e-Learning infrastructure determined by the lack of resources carries the serious risk for CEPOL to lose its leading position amongst JHA Agencies with regards to e-Learning. Without considerable additional resources it will not be possible for CEPOL to regain this position, or even get close to the current leading agencies. Although CEPOL is the only JHA agency whose sole focus is on training, other Agencies are also involved in training and with much larger human and financial resources.

Section III – Work Programme 2019

Executive summary

This section of the SPD 2019 outlines the specific objectives that aim to contribute to the realisation of CEPOL's strategic objectives. These are encompassed in five major activity areas and they include expected outputs, results and indicators.

The legal mandate envisages for CEPOL to assume a coordination and implementation role and requests it to fully align its activities to the relevant political priorities articulated at Union level; in which training is identified as a key supporting action for European Security.

The EU Strategic Training Needs Assessment (EU-STNA) will provide the necessary guidance for long-term, strategic Union approach to training. It will provide scientific, evidence-based support to decision makers for the development of law enforcement training policy for the upcoming years. At the same time the Operational Training Needs Analysis (OTNA) will translate strategic goals in CEPOL operational training activities by identifying training interventions to be specifically designed for the CEPOL target group, thus enabling CEPOL to establish tailored training.

In 2019 the two (pilot) CEPOL Knowledge Centres (CKCs) will be in their second year of operation and they will play an essential role in building relevant training solutions in thematic areas to respond to identified and prioritised training needs. The same year, an evaluation of the CKC operation will be conducted and its outcomes presented to the CEPOL Management Board. The results of the evaluation will be taken into account to assess whether the CKC model is administratively and operationally solid enough to be further developed and rolled out, or whether alternative models for the administration of CEPOL activities have to be looked at.

The work programme 2019 continues to support all key priority areas deriving from the Agendas on Security[15] and Migration[16] in line with the LETS[17] principles. In particular: serious and organised international crime (including cybercrime, cyber enabled crime and migrant smuggling), counterterrorism and information exchange, embedding fundamental rights and crime prevention. It is of vital importance that the law enforcement community in its entirety is able to operate effectively in the international environment.

In 2019 CEPOL aims to continue the successful cooperation with FRONTEX on the CEPOL Exchange Programme and to even enlarge the volume in this. CEPOL seeks also further cooperation with FRONTEX, e.g. for a combined master programme.

CEPOL, in coordination with relevant Union bodies, will strive to identify operational deficits deriving from the lack of knowledge or skills where training could be offered to close such gaps effectively, in full alignment with fundamental rights. Moreover, considering the fast developing

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[15] 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

[16] 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

[17] Communication from the Commission establishing a European Law Enforcement Training Scheme. Brussels, 27.3.2013, COM(2013) 172 final

law enforcement environment, CEPOL will ensure that ability to implement additional activities to satisfy emerging training needs, identified by EU institutions, can be addressed.

In recognition of the growing interdependence between internal and external security, CEPOL shall step up its efforts to promote the European message in geopolitical areas to which the EU assigns specific priority. In partnership with its training providers, following the guidance of the European Institutions (notably the European Commission), and in cooperation with other EU partners such as the European External Action Service, the European Security and Defence College and the EU JHA agencies, CEPOL shall seek to export European know-how and foster fruitful training partnerships by progressively seeking to extend the availability of CEPOL training to Third Countries, primarily via the implementation of ad-hoc projects to be financed through the European Commission's external assistance funds and by pursuing informal or formal cooperation with selected countries and international organisations.

In its effort to promote the quality, impact and sustainability of its activities, the Agency will continue to capitalise on new training methodologies, techniques and instruments that can enhance the learning experience. Research and innovation shall become a building block for further development of CEPOL training products and the Agency will continue to support experts and trainers through a number of initiatives focusing on innovative tools and applications.

CEPOL will continue to invest part of its resources to promote the strategic understanding of European security challenges among future law enforcement leaders, by continuing to implement a comprehensive European Leadership Development Programme aiming at fostering a genuine European law enforcement culture.

It should be noted that for the SPD 2019, the number and the sequence of Activities have been revisited to ensure that the order they are presented in the document follows more natural sequence. Additionally, expected Outcomes and Indicators have been grouped for each Activity to support comparability between the different Objectives.

Overview of Activities and Objectives 2019

Work Programme Activity 2019	Objectives in 2019	Financial and Human Resources[18]
1.CEPOL delivery is needs-based, coordinated and qualitative	1.A: **EU Strategic Training Needs Assessment and Operational Training Needs Analysis**: CEPOL will launch the mid-term evaluation of the EU-STNA, and on the basis of its findings CEPOL will ensure that training responds to the identified and prioritised training needs. 1- The process of the **EU-STNA** evaluation will be defined in order to ensure its timely implementation and a subsequent update of the methodology in 2020. 2- **OTNA** is based on the outcomes of the EU-STNA in order to ensure its alignment with the EU training priorities, and addresses the specific needs of the CEPOL target group **Quality objective**[19]	2.54 FTE 259,679 EUR
	1.B: **Training Coordination**: JHA matrix will become an aid to planning and coordination among the Justice and Home Affaires Agencies and other relevant training providers **Quality objective**[20]	1.22 FTE 114,413 EUR
	1.C: **Training quality assurance measures**: CEPOL will seek for suitable options for certification and accreditation of its activities in line with the EQF. An Expert Group will support this by outlining a way towards accredited certification of certain training activities and products in CEPOL. In addition testing will be further integrated into the assessment of the training activities. **Quality objective**[21]	1.25 FTE 116,919 EUR

[18]FTE excluding (i) interims (ii) 0.5 CA and (iii) 0.5 SNE (the latter two are to replace AD staff members on maternity and parental leave)

[19] This 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

[20] This 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

[21] This 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

Work Programme Activity 2019	Objectives in 2019	Financial and Human Resources
2. Delivery of thematic training portfolios for law enforcement officials of the EU and where relevant to Third Countries.	Based on the needs assessment CEPOL will deliver comprehensive training portfolio in the following areas: 2.A: **Serious and Organized Crime** putting particular emphasis on fundamental rights, and crime prevention where relevant.	8.07 FTE 2,530,879 EUR
	2.B: **Counterterrorism (CT):** delivered through grant concluded with the relevant CEPOL Knowledge Centre	1.98 FTE 449,166 EUR
	2.C: **Information exchange, policing of mass events, cooperation mechanisms and tools**	4.44 FTE 1,505,062 EUR
	2.D: **Fundamental rights:** Fundamental rights will be integrated into all the training activities provided by CEPOL.	2.07 FTE 308,392 EUR
	2.E: **Emerging training needs:** CEPOL will strive to address urgent and emerging training needs arising during the year.	0.61 FTE 125,092 EUR
3.External aspects of EU security	3.A: **CSDP Missions:** CEPOL will, through grant concluded with CEPOL Knowledge Centre continue to support building capabilities of EU CSDP missions.	1.42 FTE 455,482 EUR
	3.B **Capacity Building in Third Countries**: CEPOL will continue to assist third countries in building their capacity in law enforcement policy areas that are relevant for the Union.	From CEPOL regular budget: 2.2 FTE 183,777 EUR *Based on delegation agreement:* *17 FTE* *8,944,698 EUR for projects` lifecycle*
4.Training development and research	4.A **Soft skill building, leadership training and language skills**: CEPOL will continue to deliver training on law enforcement leadership and language skills in particular for Law Enforcement Officials taking part in Union missions.	1.65 FTE 348,685 EUR
	4.B **Training development including technology supported methodologies:** CEPOL will maintain and incorporate advanced training methodologies to be able to deliver quality training for law enforcement officials.	3.29 FTE 469,467 EUR
	4.C **Research and prevention:** CEPOL will continue to contribute and encourage the development of research relevant for its training activities and address crime prevention in its training activities.	2.16 FTE 328,094 EUR

Work Programme Activity 2019	Objectives in 2019	Financial and Human Resources
5.CEPOL operations are supported by horizontal and support activities	5.A **Governance:** CEPOL will implement efficient and effective Governance mechanism	7.4 FTE 808,160 EUR
	5.B **Quality Management**: CEPOL will aim to maintain ISO 9001:2015 requirements and will explore possibilities for further ISO certifications.	0.50 FTE 41,768 EUR
	5.C **Internal Control System:** CEPOL will ensure compliance with applicable rules and regulations and will ensure effectiveness and efficiency of its operations.	0.90 FTE 75,182 EUR
	5.D **Stakeholder relations and communications**: CEPOL will promote its activities by management of stakeholder relations and communication of its image and achievements in the Agency and to external stakeholders.	3.00 FTE 285,605 EUR
	5.E **Managing Human and Financial Resources**: CEPOL will continue to manage Human and Financial Resources in full compliance with the applicable Regulations.	7.60 FTE 634,867 EUR
	5.F **Information and Communications Technology**: CEPOL`s Information and Communications Technology will maintain solid ICT infrastructure and deliver support to CEPOL staff members and operational activities.	3.20 FTE 267,312 EUR
Total planned		**55.5 FTE 9,308,000 EUR**

CEPOL offers different learning options via its training activities:

Types of learning	
Residential Activities	**Residential activities** typically take the form of **courses, conferences, workshops and seminars**. They normally last a week and are held in a training institute in one of the Member States or at CEPOL HQ. **Residential 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. In 2019 CEPOL will offer for the first time simulations in its trainings.
Online Learning	**Online learning** is a way of computer based distanced learning **Online learning** take form of **webinars, online modules and online courses**.
CEPOL Exchange Programme (CEP)	The **CEP is an Erasmus-style exchange programme** that allows **law enforcement officers** 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.
CEPOL European Joint Master Programme (EJMP)	**EJMP** is an **EU academic programme** which aims to **address common challenges of law enforcement cooperation in the frame of internal security**. It provides students with **science-based competences** in a **European community of practice**.

Activities as coherent areas of action for the work programme 2019

CEPOL's training concept firmly embeds the principles of the training cycle as schematically represented below:
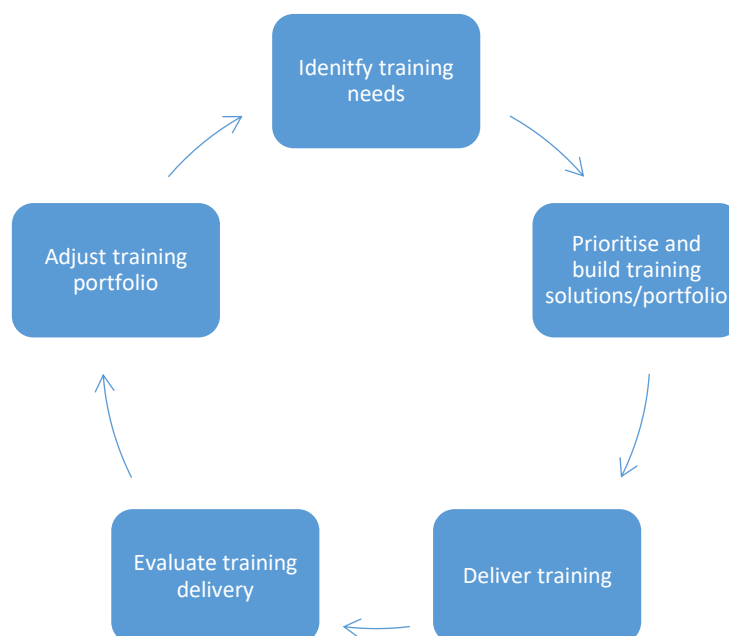
Activity 1: CEPOL delivery is needs-based, coordinated and qualitative

Overview

Addressing effectively the challenges of the European security requires a well-trained law enforcement community. While the principle of subsidiarity is soundly built in the EU policies governing responsibilities for staff development (European Agenda on Security, LETS, and the CEPOL mandate), training is a shared responsibility of the EU Member States as well as Union institutions, bodies and agencies.

The EU Strategic Training Needs Assessment (EU-STNA) provides the necessary guidance for long-term, strategic Union approaches, whereas the Operational Training Needs Analysis (OTNA) translates strategic goals in CEPOL operational training activities.

The pilot EU-STNA is based on the methodology developed with the support of the European Commission and in close cooperation with the Member States and stakeholders, particularly JHA agencies and the Commission. It provides scientific, evidence-based support to decision makers for the development of law enforcement training policy for the upcoming years.

The OTNA will identify training interventions specifically designed for the CEPOL target group, in addition to the existing coordination mechanisms and it will allow CEPOL to establish tailored training.

The two (pilot) CEPOL Knowledge Centres (CKCs) will be in their second year of operation. The agency and the CKCs will play an essential role in building relevant training solutions in thematic areas to respond to identified and prioritised training needs. In 2019, an evaluation

of the CKC operation will be conducted and its outcomes presented to the CEPOL Management Board.

CEPOL's capacity to effectively operate in the wider European Union landscape, populated by a multiplicity of partners, is key to maximise the contribution of European level law enforcement training to the security of EU citizens. It is therefore paramount that CEPOL continues to work closely with the European Commission and at the same time continues to contribute to the work of the relevant Working Parties and Committees at the level of the Council of the European Union. Fruitful exchanges with the European Parliament should also be sought to ensure the needs of the European law enforcement community are effectively communicated to the superior EU institutional body.

CEPOL is continuously seeking for effective forms of cooperation with its stakeholders, notably the immediate family of the JHA agencies, with a view to achieve a more jointly effort to avoid overlaps, duplication of efforts, and to contribute to the effective, coordinated delivery of European law enforcement training in line with the spirit of the LETS. This will be done primarily (but not exclusively) by the enhanced use of the JHA Training Matrix, an online repository of trainings delivered by the JHA agencies, the European Security and Defence College (ESDC) and the European Judicial Training Network (EJTN).

Objective 1.A: EU-STNA and OTNA
The agency strives to respond effectively to the training needs of the Union to provide law enforcement officials with the knowledge and skills that are necessary for tackling key common security threats faced by the Union. CEPOL's work will ensure that training responds to the identified and prioritised training needs ensuring its intervention is evidence based to produce the most effective impact. Specifically:
- Following the pilot EU- Strategic Training Needs Assessment (EU-STNA), produced in 2018, covering the EU Policy Cycle 2018-2021, CEPOL will in 2019 prepare for the evaluation of the EU-STNA in 2020. In particular defining the scope, the timeline and the process of the evaluation, aiming to assess the methodology's pertinence and to identify elements for improvement for its next 4-year cycle, and adjust it accordingly.
- On the basis of the EU-STNA outcomes, the Operational Training Needs Analysis (OTNA) will be conducted for a number of priority topics (e.g. CSDP missions and Counterterrorism). In 2019 the OTNA for 2021 will be launched.

During the identification of the training needs for 2020 the EU-STNA outcomes will be taken into account, and a two-track approach will be applied:
- Identification of training needs in all priority areas **except** counter-terrorism, CSDP missions, and cyber-attacks on information systems, by applying a simplified methodology used by the agency until 2017
- Applying the OTNA methodology for the priority areas of counter-terrorism, CSDP Missions, and cyberattacks on information systems. Findings of the OTNA will be handed over to the CEPOL Knowledge Centres (where established) or an ad hoc expert group for the design of corresponding training portfolios.

Expected results 1.A
- EU-STNA and OTNA will provide reliable data of the prioritised performance gaps where EU training is necessary, particularly:

- o EU-STNA will provide the necessary framework for coordinated Union action and will support the decision-making process in law enforcement training at Union level with evidence-based findings.
- o The OTNA will identify training interventions tailored for the MS needs and will constitute the basis for the CEPOL training catalogue.

Objective 1.B: Training coordination

The efficient use of the available resources require that roles and responsibilities are established in a clear and unambiguous manner. There is no space for duplication or overlaps. However, more important is the quality of training: the EU's response to training needs shall be evidence-based, consistent and well-coordinated. CEPOL training delivery is coordinated with the training actors operating in the Justice and Home Affairs sector. To achieve this the following main actions will continue to be implemented.

- EU-STNA will provide recommendations for the division of labour among EU JHA training actors which CEPOL will build into its programming cycle;
- The common JHA Training Matrix will be used as a planning aid and continue to serve for the coordination and reporting of training efforts. CEPOL will explore the opportunities to further improve the JHA training Matrix in order to reflect the implementation of the EU-STNA;
- CEPOL will continue to support JHA Contact Group with the coordination of agreed actions in the training nexus.
- The Agency will continue to enable CEPOL National Units` effective coordination role
- CEPOL will implement joint CEPOL-Frontex exchanges of officials performing border and coast guard functions.

Expected results 1.B

- 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.
- CEPOL continues to contribute to the making and implementation of JHA policies insofar as its mandate and resources allow.
- CEPOL National Units coordination role is effective

Objective 1.C: Training quality assurance measures

In line with its mandate to promote the mutual recognition of law enforcement training in Member States and the recognition by Member States of training provided at Union level, CEPOL will take steps to effectively achieve certification and accreditation of its training activities and products in line with the EQF.

CEPOL's training quality continues to be assessed and the findings feed into improvement of future actions:

- All training actions will be evaluated using Kirkpatrick's methodology. Where applicable, testing and certification will be integrated into training activities.
- ISO certification in the management of residential training and CEPOL Exchange Programme will be maintained. Preparation for the certification of other areas of the CEPOL training toolkit will commence.
- Expert Group to outline the way towards accredited certification is established.

Expected results 1.C

- Integrated quality improvement mechanism ensures that CEPOL training remains operationally relevant and is of high quality.
- Expert Groups provides report on feasibility and required steps towards certification and accreditation to Management Board for further consideration.

Outputs for Activity 1

Area	Outputs
Outputs 1.A: EU-STNA and OTNA	- The Terms of Reference for the EU-STNA evaluation - The operational training needs analysis report outlining the tactical level training requirements
Outputs 1.B: Training coordination	- JHA Training Matrix update - JHA training coordination meeting
Outputs 1.C: Training quality assurance measures	- Evaluation report - ISO certification is maintained - On the basis of the result of the work of an Expert Group, CEPOL certification mechanism may be proposed

Indicators for Activity 1

Area	Indicator	Target for 2019
1.A – EU-STNA and OTNA	Number of analytical products	2
	Number of stakeholders involved	26 (for the OTNA) N/A[22] (for the EU-STNA)
1.B – Training coordination	Timely input of information in the JHA Training Matrix	70%
	JHA training coordination meeting	1
1.C – Training quality assurance measures	% of CEPOL training activities evaluated	95%
	% of ISO action plan activities are implemented or are in progress.	90%

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[22] The EU-STNA exercise has a 4-years cycle

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

The European Agenda on Security[23] embeds law enforcement training in the European Union security architecture, as a key supporting action, crucial to achieving high level strategic and operational results in protecting Union citizens. CEPOL will support all key priority areas deriving from the Agendas[24] on Security and Migration[25], in line with its mandate and the LETS principles. These priorities are:

- Serious and organised crime, particularly in the framework of the EU Policy Cycle on Serious and Organised International Crime 2018-2021:
    - Cybercrime, Cyber enabled crime and cybersecurity as part of Serious and organized crime
    - Facilitation of illegal Immigration as part of Serious and organized crime
    - Criminal finances, as part of Serious and organised crime;
    - Other Policy cycle priorities
- Counter Terrorism
- Information exchange instruments, Public Order and law enforcement cooperation mechanisms, particularly those established by the Union
- Fundamental rights, which is reflected in all CEPOL`s training activities as a cross cutting topic, but will also feature as a separate training topic

These will be achieved by CEPOL residential and e-learning activities as well as by the CEPOL Exchange Programme.

In recent years EU law enforcement services faced significant challenges related to serious and organised crime and an increase in terrorist attacks, particularly the 'lone actors' phenomenon. At the same time, the growth in migration flows, increased use of cryptocurrencies and alternative banking solutions, and an overall digitalisation of society in general poses new policing problems. These challenges shall be tackled effectively to ensure the security of Union citizens. According to the EU-STNA outcomes, training should form a part of the strategic response to address these challenges, contributing to a better operational performance. Therefore, it is the responsibility of CEPOL, in coordination with relevant Union bodies, to address the lack of knowledge or skills in these areas providing EU level training in full alignment with fundamental rights. It is of vital importance that the law enforcement community in its entirety is able to operate effectively in the international environment. In order for that to happen and as outlined by the findings of the EU-STNA, law enforcement officials must have a sound knowledge of existing tools and instrument and apply them in a consistent manner, while at the same time demonstrating awareness of the needs of vulnerable groups. CEPOL will address this area with training. Moreover, considering the fast developing law

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[23] 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

[24] 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.

[25] 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 environment, CEPOL will ensure that ability to implement additional activities to satisfy emerging training needs, identified by EU institutions, can be addressed.

The magnitude of this challenge is far from insignificant. The European law enforcement community accounts for more than two million officials. While it would be unrealistic to think CEPOL could provide training for all eligible officials, the tasks the agency has been given by virtue of its Regulation are still much greater than the resources available. Balancing the legitimate expectations of the law enforcement community and the policy makers with the agency's resources remains indeed the key challenge.

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

Based on the OTNA and putting particular emphasis on fundamental rights and freedoms, and where relevant crime prevention, CEPOL will deliver comprehensive training portfolios responding to the security threats of the Union, particularly in the following areas:

- EU Policy Cycle[26]:
    - o Facilitation of illegal immigration
    - o Trafficking in human beings[27]
    - o Environmental crime
    - o Excise, MTIC
    - o Firearms
    - o Drugs: Cannabis/Cocaine/Heroin and New psychoactive substances/Synthetic drugs
    - o Cybercrime and Cyber enabled crime : Attacks against information systems, Child sexual exploitation and Non-cash payment fraud
    - o Criminal finance, money laundering and assets recovery
    - o Organised property crime
    - o Document fraud
- Horizontal aspects of serious and organised crime such as
    - o Online trade in illicit goods and services
- Other serious and organised crime

Aligned with the needs identified through the EU Policy Cycle to ensure support to specialists and first responders in developing knowledge and skills to deal with problems arising from **cybercrime and cybersecurity** threats, including digital forensics, CEPOL's training shall be:

- Based on the training needs identified in the scope of the Cybercrime Training Competency Framework;
- Prioritised in the framework of Cyber Training Governance Model.

CEPOL will implement those activities, in close cooperation with EU CTF, Europol, Eurojust, ECTEG, the European Commission and the CEPOL framework partners.

CEPOL in close partnership with EU bodies will continue to address the challenges stemming from the migration flows reflecting on the fact that the growth in illegal migration puts

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[26] Based Council conclusions on setting the EU's priorities for the fight against organised and serious international crime between 2018 and 2021, adopted by the Council at its 3539th meeting held on 18 May 2017, c.f. doc. 9450/17

[27] Strengthening training activities, sharing good practices and capacity building is also a priority of the EU JHA Agencies (EU Agency Joint Statement of commitment to working together to address trafficking in human beings)

extraordinary pressure on EU law enforcement structures. The related training activities will be implemented through the EMPACT mechanism and will be designed based on the outcomes of the OTNA process ensuring that knowledge on effective and contemporary operational techniques will be exchanged addressing the most burning performance and training gaps of EU law enforcement agencies.

The Modern Cyber Training cabinet and a new CEPOL cyber training platform will be put in place in 2019 to reinforce trainings related to cyber-enabled crimes.

Expected results 2.A
Having attended CEPOL learning and training activities, law enforcement officials will:

- Enhance their specialist skills and competencies to deal with cross border investigations and operations in dealing with serious and organised international crime;
- Reinforce their ability to deal with crosscutting elements in order to broaden the spectrum of investigations, particularly with regard to the financial aspects thereof, as well as the use of online tools, while upholding fundamental rights.

Objective 2.B: Counterterrorism[28]
Based on the OTNA, CEPOL will provide support to Member States to deal with the challenges arising from terrorism and radicalisation in line with fundamental rights safeguards. It will do so by providing a platform for exchange of knowledge and skills across the Union, capturing and disseminating good practices, and strengthening professional networks. CEPOL will seek to enhance law enforcement capabilities to prevent, protect, pursue and respond to terrorism, in line with the relevant EU strategies.

For 2019, the (pilot) CEPOL Knowledge Centre (CKC) on counterterrorism will be in its second year of operation and experts will be engaged in the design and delivery of the training and learning activities. The training shall be customised to deal specifically with the types of terrorism and related *modi operandi*.

CEPOL shall address the training of (a) specialists and (b) generalist law enforcement officers that may need to identify terrorism aspects on community level, such as community officers and public order officials. The key areas to be covered are the following:

- Counter-terrorism
- Radicalisation
- Terrorism financing
- Foreign Terrorist Fighters
- Specialist network ATLAS
- Soft target protection
- Protection of critical infrastructure
- Crosscutting matters:
    o Social media impact
    o Open source intelligence
    o Financial investigations

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[28] This section may be updated based on the final proposal of the CKC

- o Use of SIS II, PNR and other travel intelligence tools[29]
- o Information exchange, including with Europol's Counterterrorism Centre
- o Fundamental rights, including cooperation with communities and the role of law enforcement in preventing violent extremism;
- o Crime prevention

Expected results 2.B

Having attended CEPOL learning and training activities, law enforcement personnel will:

- Increase the understanding of root causes and actual trends of terrorism and radicalisation, and exchange experience on prevention and exit rehabilitation and reintegration methods;
- Enhance specialist skills and competencies at strategic and tactical level to deal with cross border cooperation in counter-terrorism actions while balancing the actions with the fundamental rights principles;
- Utilise existing instruments available to support counter-terrorism actions, particularly those established at Europol.

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

CEPOL will strengthen the Member States' capacity to cooperate across borders and investigate crime effectively and efficiently, whist guaranteeing the respect of fundamental rights. Learning options will focus on the following areas:

- Information exchange and European cooperation mechanisms and tools, e.g.
  - o Joint Investigation Teams, European Information Exchange Model – EIXM, Prüm Decisions, SIENA, ECRIS, etc.
  - o Schengen Information System, including European Arrest Warrant, use of Interpol databases
  - o Schengen evaluation
  - o Europol, Eurojust and Frontex, particularly information exchange and cooperation mechanisms established by these Agencies
  - o Single Points of Contact
  - o European Forensic area
  - o Joint Investigation Teams
  - o Passenger Name Record
  - o Joint Customs Operations
  - o Police and Customs Cooperation Centres
- Policing mass events
- Special law enforcement areas with a significant cross-border impact such as:
  - o Undercover operations
  - o Informant handling
  - o Witness protection
  - o Social Network analysis
  - o Common forensic area
  - o Cargo profiling

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[29] In accordance with Draft Council Conclusion No 8974/18 on Strengthening the cooperation and the use of the Schengen Information System (SIS) to deal with persons involved in terrorism and terrorism-related activities, including foreign terrorist fighters

o Use of social and mass media for soliciting crime

CEPOL will also strengthen the Member States' capacity to ensure public order during the large scale mass events with international dimension, with full respect of fundamental rights. The key area to be covered is major events.

Expected results 2.C

Having attended CEPOL learning and training activities, law enforcement officials will:

- Develop and enhance international good practice by creating a platform for understanding the links between local practices, existing policy, evidence and theory;
- Gain an understanding of current crowd dynamics theory, and how it applies to active policing during mass events;
- Increase the knowledge and make the best use of existing agencies, organisations and networks of the EU and regional initiatives in the area of policing mass events
- 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.

Objective 2.D: Fundamental rights

Fundamental rights and freedoms are integrated in CEPOL training. In cooperation with FRA, and the Council of Europe CEPOL will increase the efforts in raising law enforcement awareness, particularly in the below areas:

- Hate crime
- Policing in diverse society
- Law enforcement ethics
- Gender equality

Expected results 2.D

Though 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.

Objective 2.E: Emerging training needs

Considering the fast developing societal and global changes as well as technological developments that affect law enforcement environment, bringing new security challenges; it is crucial that CEPOL can address urgent, emerging training needs in a flexible and prompt manner. Therefore CEPOL, if necessary will use primarily funds resulting from savings on implemented activities to cover the requests for urgent training from the Member States and the EU institutions. So far traditionally, 2 residential activities have been reserved for this category, where the concrete topic will be allocated by the corresponding Presidency based on their priorities.

Expected results 2.E

By addressing urgent training needs CEPOL will support closure of performance gaps on emerging security threats, thus contributing to a faster response to the security needs of Union citizens, in line with the priorities of the Presidencies.

Outputs for Activity 2

Areas	Outputs
Collective Outputs for the following areas **2.A: Serious and organised crime, including horizontal aspects** **2.B: Counterterrorism** **2.C: Information exchange, policing of mass events, cooperation mechanisms and tools** **2.D: Fundamental rights** **2.E: Emerging training needs**	• Residential activities • Webinars • Online modules • Online courses • Exchanges • Blended training curricula

Indicators for Activity 2

Areas	Indicator	Target for 2019
2.A – Serious and organised crime, including horizontal aspects **2.B – Counterterrorism** **2.C – Information exchange, policing of mass events, cooperation mechanisms and tools** **2.D – Fundamental rights**	Number of activities implemented vs planned[30], (%)	97%
	Number of participants trained on these areas[31]	23,376
	Participant satisfaction with CEPOL training, %	94%
2.E- Emerging training needs	Number of activities organised	2
	Number of participants trained on this area	52

[30] Actual number of activities planned are under Overview of CEPOL Regular activities 2019
[31] Planned number of participants in all form of training: Residential, Webinar, Online courses, Online modules, CEP and EJMP

Activity 3: External aspects of the EU security threats

Overview

This area of action represent a key element of support, by the agency, to the political priorities of the European Union with regard to the Union's external policies.

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

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

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

Objective 3.A: CSDP Missions[32]

The objectives of CSDP Missions are supported by CEPOL training by focusing specifically on the law enforcement and judicial cooperation aspects of those missions, thereby enhancing compatibility and uniformity of EU approaches to civilian crisis management areas. Based on identified training needs and consultations with the European Commission and the EEAS, CEPOL will continue to support building capabilities of EU CSDP missions, particularly in the following non- exhaustive list of areas:

- Pre-deployment training
- Mentoring, monitoring and advising
- EU CSDP Mission Command and Planning
- Support to Security Sector Reform[33]
- Fundamental rights
- Change management
- Mission management and leadership
- Nexus between CSDP and Freedom, Security and Justice (FSJ)

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[32] This Section may be updated based on the final proposal of the CKC

[33] In line with Joint Communication JOIN (2016) 31, "Elements for an EU wide strategic framework to support Security Sector Reform"

New developments, e.g. Crime Information Cells in CSDP missions and usage of battlefield intelligence will be analysed and incorporated.

In 2019 the (pilot) CEPOL Knowledge Centre (CKC) for CSDP missions will be in its second year of operation and experts will be engaged in the design and delivery of the training and learning activities. Training activities will be developed and delivered in the spirit of complementarity with high quality as the leading principle.

Expected results 3.A
Having attended CEPOL training and learning activities the participants will:

- 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.

Objective 3.B: Capacity building in Third Countries
CEPOL's role in Capacity building in Third Countries is to contribute to peace and stability, respect for fundamental rights and the harmonisation of law enforcement practices with those observed across the European Union by building, developing and utilizing training partnerships. Particular attention shall be paid to thematic assistance in the priority areas covered by the European Agendas on Security and Migration, the Global Strategy and the renewed Internal Security Strategy of the Union. In doing so, CEPOL shall rely on cooperation with European Union Delegations, international and regional partners, such as the PCC SEE, UNODC and DCAF, etc.

Complying with the relevant policies[34] of the European Union, CEPOL will seek opportunities to contribute 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 specialists 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 regions, CEPOL shall support sustainability of previous achievement and deepen partnerships, moving towards institutionalised cooperation where applicable. To achieve this, the Financing Investigation In-service Training, Western Balkans (hereinafter: CEPOL FI) and EU/MENA Counter-Terrorism Training Partnership 2 (CEPOL CT 2) multiannual programmes will be implemented in 2019. The CEPOL FI duration is two years, with a maximum budget of EUR 2.5 Million, building on CEPOL experience and existing partnerships in the region. The CEPOL CT 2 has a three years duration and with EUR 6.5 Million budget, it builds further on the achievements of the previous flagship CEPOL action in the EU South Neighbourhood.

CEPOL has been engaged in dialogues with respective Commission Services concerning potential involvement in projects in the European Southern and Eastern Neighbourhood Policy areas, and the Western Balkans. As a result of this, CEPOL will implement the project Counter-Terrorism Information Exchange and Criminal Justice Responses (CT INFLOW) with a budget of EUR 7.500.000 and a duration of 48 months, starting as of 1 April 2020. The specific objective is to support partner countries in Africa and the Middle East (and possibly other countries and international organisations, such as AFRIPOL, League of Arab States if funding allows) in line with the EU political dialogues to improve the best practices for the

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[34] Currently: European Agenda on Security, European Global Strategy.

exchange of information, cross-border investigations and prosecutions, in particular of foreign terrorist fighters and individuals suspected of planning or carrying out terrorist offences.

As 2018 coincides with the initiation phase of the next programming cycle of EU external assistance interventions, CEPOL has provided inputs and recommendations for the further management of dedicated External Assistance Funds under the CEPOL Regulation, Article 4 (2) (d).

Common features of CEPOL-provided inputs are the following:
- Areas of interventions cover Policy Cycle priorities and Counter Terrorism,
- Conducting Strategic Training Needs Assessment in the regions concerned,
- Establishing permanent training cooperation and elements for sustainability,
- The projects approach shall be regional.

Besides the information concerning a follow-up in Western Balkans, CEPOL has been requested to provide inputs on a possible action to strengthen Law Enforcement cooperation by training means in the MENA region to share tasks with Euromed programme and in the Eastern Partnership region. The proposals do not indicate budget estimations as it requires further analyses and elaboration.

As per the practice followed thus far, CEPOL shall seek to External Assistant Funds fully covering the particular action, directly manage the dedicated funds eventually provided by the European Commission, and shall establish dedicated project management teams using those funds exclusively on the cost of the project fund.

The standard budget and resources of CEPOL are not affected. In contrary this may provide additional opportunities for officers from EU Member States to take part in training activities across these potential areas.

Beyond the signature of the CT INFLOW project as mentioned above, it is too early to predict whether and/or when CEPOL will receive any funding pursuant to this programming exercise. The amounts, duration, scope and other features of the various projects may significantly be changed as planning progresses across the different Commission services. A clearer picture shall emerge in the first half of 2020.

Besides the CEPOL implemented projects, CEPOL contribute to and cooperate with other EU capacity building projects in the field of law enforcement, for instance Euromed Police IV, Cyber South, IPA 2017, UNODC Financial Investigation project, and others.

Expected results 3.B
- Participants to residential activities familiarise with the use of relevant international legal instruments and law enforcement techniques and approaches;
- Staff Exchanges and study visits supported via projects help expose beneficiary countries' officials to good practices in law enforcement, and are conducive to building long lasting professional relations

- Officials from the candidate, potential candidate and ENP countries achieve good understanding of EU law enforcement cooperation instruments, thus facilitating the harmonisation of standards.

Outputs for Activity 3

Area	Outputs
Outputs 3.A: CSDP Missions	• Residential activities • Webinars
Outputs 3.B: Capacity building in Third Countries	• Specific, tailor made capacity building activities in the Middle East and North Africa region • Specific, tailor made capacity building activities in the Western Balkan region • Staff Exchanges are implemented via the EUROMED Police IV project • CEPOL training material is made available to the candidate, potential candidate and ENP policy area countries • Specific activities tailored towards officials from the candidate, potential candidate and ENP countries

Indicators for Activity 3

Area	Indicator	Target for 2019
3.A – CSDP Missions	Number of activities implemented vs planned[35],%	97%
	Number of participants trained	814
	Participant satisfaction with CEPOL training, %	94%
3.B – Capacity building in Third Countries	Number of participants trained in residential activities through capacity building projects	599
	Participant satisfaction with CEPOL residential training through capacity building projects, %	90%
	Number of participants for exchanges and study visits through capacity building projects [36]	285
	Participant satisfaction with CEPOL Exchanges through capacity building projects, %	90%

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[35] Actual number of activities planned are under Overview of CEPOL regular activities 2019

[36] In the duration of the whole actions, annual break down of the participant number is not predictable before inception phase of actions

Activity 4: Training development and research

The quality, impact and sustainability of CEPOL activities depends also on the ability of the Agency to capture and capitalise upon new training methodologies, techniques and instruments that can enhance the learning experience. Research and innovation shall become a building block for further development of CEPOL training products. CEPOL will continue to support experts and trainers through a number of initiatives focusing on innovative tools and applications. Online learning solutions shall be further developed and applied where relevant, particularly for wider audiences, emerging crime trends as well as specific, targeted competencies development.

To a similar extent, the Union's strategic development in the law enforcement area will significantly depend on future law enforcement leaders and their ability to incorporate European approaches that can enhance national effectiveness and facilitate international cooperation. CEPOL will therefore invest part of its resources to promote the strategic understanding of European security challenges among future law enforcement leaders, by implementing a comprehensive European Leadership Development Programme, aiming at fostering a genuine European law enforcement culture putting particular emphasis on fundamental rights. In 2019 CEPOL will pursue the following objectives:

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

In 2019 CEPOL will continue to develop the following areas:

- European leadership development comprising:
  - o European Joint Master Programme, where CEPOL will seek synergies with Frontex
  - o Future Leaders development programme
  - o Development of the necessary language capabilities to enable the law enforcement to operate across borders.

Expected results 4.A

- Graduates of the EJMP will acquire science-based competencies to operate effectively in the European law enforcement environment and address common management and cooperation challenges;
- 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;
- 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.

Objective 4.B: Training development including technology supported methodologies

CEPOL strives to maintain and to incorporate up-to-date training methodologies to be able to deliver quality training that is suitable for the multicultural law enforcement community the agency is serving. In 2019 CEPOL will continue to develop the following areas:

- Further maintenance and development of training and learning, particularly:
  - o Further integration of blended learning;
  - o E-learning, particularly strengthening the capability to deliver online courses, enhancing the use of virtual platforms and virtual realities, the serious gamification of learning options, and the use of videos and podcasts.

- The agency, with the support of an expert group, will complete the evaluation of two pilot CKCs;
- CEPOL will continue to support its training community and experts with the following services:
  - Training methodologies
  - Training on design and delivery of online courses and webinars
  - Maintenance and further development of the lecturers, trainers and researchers database
  - Educators' platform maintenance and development
  - E-Net development to support CEPOL's training, learning and education activities.

In 2019 a new digital learning platform will also become operational to become a backbone for the learning services of the Agency.

In addition, CEPOL should cooperate for the implementation of the initiative taken in the course of 2019 by the EU Counter-terrorism coordinator aiming to discuss the impact of technology on security and entailing a seminar on strategic leadership, and provide a financial support of EUR 5000.

Expected results 4.B
- The European, cross-border dimension of law enforcement is further acknowledged by the enhanced access to CEPOL's online learning component;
- The evaluation of pilot CKCs will provide the agency with the necessary evidence as to whether CKC objectives have been achieved and further roll out of the mechanism is advisable.

Objective 4.C: Research and prevention
In 2019 CEPOL Research activities will continue to provide empirical evidence and support to law enforcement education through continued and enhanced access to scientific e-journals, e- books and e-Library.

Crime prevention will be addressed as a horizontal element in the relevant activities as well as organising separate training sessions on the subject.

Expected results 4.C
- 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.
- Crime prevention element is addressed by CEPOL training activities

Outputs for Activity 4

Area	Outputs
Outputs 4.A: Soft skill building, leadership training and language skills	• Residential activities • Webinars • Online Courses • Exchanges
Outputs 4.B: Training development including technology supported methodologies	• Pilot CEPOL Knowledge Centres are evaluated • Services supporting online learning: ○ Update of the authoring tool ○ Administration of Learning Management System ○ Improvement of the support to courses (residential and online) ○ Webinar tool development ○ Creation of reference guides in thematic areas ○ E-Net maintenance ○ Development of the Virtual Training Centre for Intellectual Property Rights ○ Course online support • Residential activities • Exchanges
Outputs 4.C: Research and Prevention	• Services supporting research dissemination are provided: access to scientific journals and e-books and other knowledge material • Publication of at least two issues of the European Law Enforcement Research Bulletin • Residential activities, webinars, online modules and exchanges •

Indicators for Activity 4

Area	Indicator	Target for 2019
4.A – Soft skill building, leadership training and language skills	Rate of EJMP students submitting a dissertation in comparison with final graduates	90%
	Number of activities implemented versus planned (%)	97%
	Number of participants trained on these areas	2138
	Participant satisfaction rate with CEPOL training	94%
4.B – Training development including technology supported methodologies	Number of participants taking part in online learning[37]	25,099
4.C – Research and Prevention	Number of published issues of the European Law Enforcement Research Bulletin	2
	Numbers of activities implemented versus planned (%)	97%
	Number of participants trained on this area	694

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[37] Includes webinars, online courses and online modules

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

Overview

This area relates to cross-cutting activities carried out to support operational activities and staff that are essential to support processes for the delivery of CEPOL's mission. It includes the management of corporate services (HR, Legal, Logistics, Finance, Procurement, ICT etc.) as well as cross cutting elements such as Governance, External Relations, Communications, Quality Management and Internal Control Standards.

In 2017 the high-level ICT strategy has been developed by Deloitte in close cooperation with key CEPOL staff members. CEPOL aims for further development for an integrated comprehensive sub strategy on electronic learning services and ICT.

Objective 5.A – Governance

As far as Governance is concerned, in 2019 emphasis will be placed on the Management Board (MB) consolidating its practices and continues to function effectively as CEPOL's supreme decision making body. The Management Board shall be able to continue steering the Agency through emerging challenges. To enable this, the staff of the agency will ensure the timely, transparent and effective flow of information to the MB and in particular to its Chairperson.

In addition CEPOL Management has set up a channel of communication with the Hungarian authorities to investigate the possibilities for a new headquarters. This new headquarters shall have sufficient functional rooms in order to provide modern training for larger groups of students. This new building should provide as well additional office space to facilitate the staff increases needed as well as the staff recruited for the implementation of additionally funded projects. To be able to handle this extensive project CEPOL will aim to recruit an SNE with relevant experience in the year of 2019.

More information can be found in Annex V – Building Policy.

CEPOL will also start a pilot project to establish a Liaison Office in Brussels in the course of 2019. Objective of the Liaison office is to increase the visibility of the Agency and to enhance the cooperation with the Member States, European Commission, the Council and the Parliament as well as other EU Agencies on subject matters relevant to CEPOL's mandate and responsibilities.

Expected results 5.A

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.

Objective 5.B - Quality Management

Quality Management (QM) at CEPOL is aiming to ensure visibility and accountability in relation to the Agency's performance expectations. It ensures that Objectives (including Quality Objectives, i.e. objectives originating from the quality policy and having impact on customer satisfaction) and their associated Indicators are aligned with CEPOL's multiannual Objectives and Strategy.

CEPOL intends to demonstrate the ability to consistently provide products and services that meet stakeholder expectations and applicable regulatory requirements, to contribute to European law enforcement cooperation through learning to the benefit of European citizens.

The Agency aims at enhancing services through effective application of the CEPOL's Management System, by continually improving its processes, addressing risks and opportunities, and ensuring the Management System is fit for purpose. The Agency strives to ensure compliance with the applicable ISO 9001:2015 requirements for residential activities and the exchange programme in accordance with ISO 29993:2017 'Learning services outside formal education – Service requirements'.

Expected results 5.B

- Establish a robust report mechanism that gives a concise and up-to-date picture of CEPOL's performance and Strategy implementation
- Provide assurance to CEPOL's management and stakeholders that targets are aligned with strategic objectives and that performance is measured
- Provide leadership, engage and involve people, encourage improvement, use evidence based decision-making, and manage effective stakeholder relationships

Objective 5.C - Internal Control System

Ensure effectiveness and efficiency of operations and compliance with applicable laws and regulations within the Agency, by implementing an ex post control system for continuous review of operations in the Agency and within the CEPOL network, especially in the area of financial transactions.

Expected results 5.C

Improved processes and internal control system of the Agency, to better achieve the business objectives in the respective area

Objective 5.D - Stakeholder relations and communication

CEPOL communications supports the development of the image of CEPOL, and its network of training institutes, as a knowledge hub of excellence for European law enforcement training by enhancing the visibility and outreach of its activities.

For 2019 CEPOL communications activities shall continue along the following lines:

- Communicate the medium and long-term benefits of CEPOL learning and training to varied audiences;
- Facilitate information flows and strengthen communication with the EU institutions and the other JHA agencies;
- Promote the role of training to enhance cooperation amongst law enforcement officials;
- Promote CEPOL activities via the production and dissemination of publications and other communication materials.
- Engage in common communication projects with EU Institutions and other JHA agencies in order to enhance the visibility of law enforcement training;
- Make CEPOL's role in supporting EU security via training better known to its stakeholders, the general public, youth and media.
- Facilitate information flows within CEPOL by (a) making staff aware of the necessary changes in order to adapt to new political priorities of the European Union and inform staff of what is happening not only in their respective units but also in the whole organisation to promote staff engagement.
- Support CEPOL Projects (CT2 & WB FI) in all planned communications related activities.

Additionally, the Agency shall support the CEPOL National Units (CNU) established in the EU Member States and the National Contact Points (NCPs) in non-Member States, in their work for organising national coordination concerning CEPOL activities.

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

Expected results 5.D

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.

Officials from the Candidate, potential Candidate and ENP countries achieve good understanding of EU law enforcement cooperation instruments.

Objective 5.E - Managing Human and Financial Resources

CEPOL shall continue to be fully compliant with all its legal requirements stemming from staff regulations; it shall timely adopt its own implementing rules in line with Article 110 of the staff regulation and prepare in timely and legal matter executive director's decisions and administrative notices giving further guidance to implementing rules.

CEPOL shall fully use its internal training budget in 2019 by organising internal training opportunities and to enable staff to participate in individual training as agreed during the 2018 appraisal exercise in order to further enhance the skills and competences of CEPOL staff necessary to fulfil their tasks at CEPOL.

CEPOL shall move towards electronic workflows within the range of tools available for EU institutions for financial management and procurement, in order to improve efficiency and move towards a paperless organisation in these fields.

In order to improve efficiency, CEPOL shall explore new modalities of implementation for the administration of its core activities, and will continue to evaluate the CEPOL Knowledge Centres model.

Expected results 5.E

Efficiency gains as indicated above 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.

Objective 5.F – Information and Communications Technology

CEPOL's Information and Communications Technology (ICT) shall establish and maintain a solid ICT infrastructure within CEPOL and delivering support to CEPOL staff members and operational activities where relevant.

In 2017 a high-level ICT strategy has been developed. CEPOL aims for further development for an integrated comprehensive sub strategy on electronic learning services and ICT.

In 2019 Agency will work towards the development of a comprehensive sub strategy on the digitalisation needs of the Agency and its core business services including but not limited to already existing IT solutions

In parallel upgrade in the IT infrastructure will continue.

Expected results 5.F
- 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, WB)
- Maintenance of performance and availability of ICT environment
- Ensure that planned maintenance will not overrun its communicated timeslots; and
- Ensure that recovery time objectives are realistically set and kept.

Outputs for Activity 5

Area	Outputs
Outputs 5.A – Governance	• Management Board's decision making is enabled and supported
Outputs 5.B – Quality Management	• Complement to the production of the Agency's Progress Report with a comprehensive set of metrics • Maintain ISO 9001:2015 Certificate on Management System for CEPOL Residential Activities and Exchange Programme
Outputs 5.C – Internal Control System	• 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.
Outputs 5.D - Stakeholder relations and communication	• Outcomes summary of CNU meetings • 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. • Participation of other Third Country partners to CEPOL activities, based on Working Arrangements
Outputs 5.E - Managing Human and Financial Resources	• 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. • 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. • 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
Outputs 5.F – Information and Communications Technology	• The drivers, vision and scope of the Enterprise Architecture are defined • Business and user requirements are defined

Indicators for Activity 5

Area	Indicator	Target for 2019
5.A – Governance	Regular Management Board meetings are held, number	2
	ISO 9001:2015 1st surveillance audit report with positive opinion	No major non-conformities
5.C – Internal Control System	Implementation of the annual internal control plan	100%
	Attendance to Council Working Parties (%)	90%
	Agency Progress Reports delivered (timeliness, number)	2 weeks prior to Management Board meetings
	Agency (annual) Activity Report, timeliness	MB validation at first regular meeting
	Implementation of the Working Arrangements, in particular participation of certain Third Counties at CEPOL residential activities[38]	80%

[38] As per the provisions of the Decision of the Executive Director 32/2017/DIR on the participation of certain Third Countries at CEPOL residential activities

Area	Indicator	Target for 2019
5.E - Managing Human and Financial Resources	Ensuring full deployment of CEPOL's HR capacity	Per 31 December this figure is 96% for Temporary Agents
	Staff training plan adopted	The staff training plan for 2020 year is adopted by 31 October 2019
	Staff training plan implemented	Fully implemented staff training plan 2019
	Budget 200N commitment above 97%, budget 200(N-1) payments 95%	Commitment: above 97%, Payment above 95%
5.F – Information and Communications Technology	Review and update of ICT strategy	Development of ICT Strategy is continued with implementation of IT Information security policy
	Minimise unplanned interruptions of service, leading to uptimes for the different identified systems of at least 95%;	Unplanned downtime of core services is less than 4% on yearly basis

Overview of CEPOL regular activities 2019[39]

Obj.	Thematic area	Residential activities		Webinars		Online courses		Online modules[40]		CEP[41]	EJMP
		Number of residential training planned	Aggregated number of participants Planned	Number of webinars planned	Aggregated number of participants planned	Number of online courses planned	Aggregated number of participants planned	Number of online modules planned	Aggregated number of participants planned	Number of CEP planned	Number of students planned
2A	Serious and organized crime including horizontal aspects	44	1,296	35	8,812	10	316	9	3,697	135	-
2B	Counterterrorism	7	182	7	1,130	-	-	2	280	20	-
2C	Information exchange, Cooperation Mechanism and tools, Public order	26	697	19	2,900	-	-	15	2,640	123	28
2D	Fundamental rights	3	78	3	924	-	-	1	110	8	-
2E	Emerging training needs	2	52	-	-	-	-	-	-	-	-
3A	CSDP missions	9	252	3	462	1	100	-	-	-	-
3B	Capacity Building projects	-	-	2	320	-	-	-	-	-	-
4A	Soft skill building leadership training and language skills	4	104	2	320	1	100	9	1,574	40	-
4B	Training development	2	52	4	720	-	-	-	-	-	-

[39] With approximate numbers

[40] Contains all the available online modules including new ones launched in 2019 and modules launched in the previous years.

[41] Excluding joint CEPOL-Frontex Exchanges

	including technology supported methodologies									
4C	*Research and prevention*			4	424	-	-	1	270	4	-
	Total 2019 planned	97	2,713	79	16,012	12	516	37	8,571	330	28

Overview of CEPOL project activities 2019[42]

Projects		Residential activities (including courses, regional workshops, seminars, etc)		Webinars (if applicable)		Online courses (if applicable)		Online modules (if applicable)	Study visits		Exchange
		Number of residential training planned	Aggregated number or participants	Number of webinars planned	Aggregated number or participants	Number of online courses planned	Aggregated number or participants	Number of online modules planned	Number of study visits	Aggregated number of participants	Number of Exchange
CEPOL CT2	*2019*	24	431	-	-	-	-	-	25	135	60
	Full project lifecycle (2018-2020)	44	809	-	-	-	-	-	38	227	150
CEPOL FI	*2019*	5	168	5	168	-	-	-	-	-	90
	Full project lifecycle (2018-2019)	10	333	10	333	-	-	-	-	-	143
Total 2019 planned		**29**	**599**	**5**	**168**	**-**	**-**	**-**	**25**	**135**	**150**

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[42] This table only includes the already known projects with approximate numbers. CEPOL is currently in negotiations on possible other projects to be started in 2019.

Section IV.I – List of residential activities 2019

1-Serious crime and Counter-terrorism

EU Policy Cycle priorities 2018-2021:

- Facilitation of illegal immigration
- Trafficking in human beings
- Environmental crime
- Excise, MTIC fraud
- Firearms trafficking
- Drug trafficking: Cannabis/Cocaine/Heroin and New psychoactive substances/Synthetic drugs
- Cybercrime and Cyber enabled crime: Attacks against information systems, Child sexual exploitation and Non-cash payment fraud
- Criminal finance, money laundering and asset recovery
- Organised property crime
- Document fraud

Horizontal aspect of serious and organised crime:

- Online trade in illicit goods and services

Counter-Terrorism – implemented via CKC Counter-Terrorism

2 - Public order - policing of major events

3 - Planning and command of Union missions – implemented via CKC Missions

4 - Leadership, language, train the trainers

5 - Law enforcement cooperation and information exchange

6 - Specific areas and instruments

- Analysis
- Forensics
- Special law enforcement techniques
- Joint investigation teams
- Anti-corruption
- Other organised crime

7 - Fundamental rights

8 - Research and prevention

			List of CEPOL residential activities 2019		
Ref No 2019	**Category**	**Sub-category**	**Title**	**Remark**	**Implementation**
1/2019	1	EU Policy Cycle – FII	Financial investigation linked to facilitation of illegal immigration	EMPACT	Via grant
2/2019	1	EU Policy Cycle – FII	Combating facilitation of illegal immigration – EU External border	EMPACT Cooperation EJTN	Via grant
3/2019	1	EU Policy Cycle – FII	Organised crime facilitating illegal immigration - links to terrorism threat	EMPACT	Via grant
4/2019	1	EU Policy Cycle – FII	Policing the impact of migration – Public order, hate crime, integration	EMPACT	Via grant
5/2019	1	EU Policy Cycle – THB	Trafficking in Human Beings - multidisciplinary approach	EMPACT	Via grant

List of CEPOL residential activities 2019					
Ref No 2019	**Category**	**Sub-category**	**Title**	**Remark**	**Implementation**
6/2019	1	EU Policy Cycle – THB	Child trafficking	EMPACT	**Directly by CEPOL (Originally planned via grant – no application)**
7/2019	1	EU Policy Cycle – THB	Trafficking in Human Beings -labour exploitation	EMPACT	Via grant
8/2019	1	EU Policy Cycle – THB	Protection of THB victims	EMPACT	Via grant
9/2019	1	EU Policy Cycle – THB	Financial investigations related to Trafficking in Human Beings	EMPACT Cooperation EJTN	Via grant
10/2019	1	EU Policy Cycle – Enviro	Environmental crime	EMPACT	Via grant
11/2019	1	EU Policy Cycle – Excise	Excise fraud	EMPACT	Via grant
12/2019	1	EU Policy Cycle – MTIC	Missing Trader Intra Community fraud	EMPACT	Via grant
13/2019	1	EU Policy Cycle – Firearms	Investigation and prosecution of smuggling and illegal possession of firearms	EMPACT	**Directly by CEPOL (Originally planned via grant – no application)**

			List of CEPOL residential activities 2019		
Ref No 2019	**Category**		**Sub-category**	**Title**	**Remark**	**Implementation**
14/2019	1		EU Policy Cycle – Firearms	Firearms linked to organised crime and terrorism - implementation of the EU Firearms Directive	EMPACT	Via grant
15/2019	1		EU Policy Cycle – Drugs	Cocaine smuggling	EMPACT	**Directly by CEPOL (Originally planned via grant – no application)**
16/2019	1		EU Policy Cycle – Drugs	Heroin smuggling	EMPACT	**Directly by CEPOL (Originally planned via grant)**
17/2019	1		EU Policy Cycle – Drugs	Cannabis - production and smuggling	EMPACT	Via grant
18/2019	1		EU Policy Cycle – Drugs	Drug trafficking via mail system	EMPACT	Via grant
19/2019	1		EU Policy Cycle – Drugs	Drug crime and markets - strategic analysis	EMPACT Cooperation EMCDDA	Directly by CEPOL
20/2019	1		EU Policy Cycle – Drugs	Synthetic drugs and new psychoactive substances	EMPACT	**Directly by CEPOL (Originally planned via grant – no application)**
21/2019	Set	1	EU Policy Cycle – Drugs	Illicit Laboratory Dismantling – advanced	EMPACT Joint with Europol Mandatory testing	**Directly by CEPOL (Originally planned via grant – no application)**

			List of CEPOL residential activities 2019		
Ref No 2019	**Category**	**Sub-category**	**Title**	**Remark**	**Implementation**
22/2019	Set 1	EU Policy Cycle – Drugs	Illicit laboratory dismantling - follow up	EMPACT Joint with Europol	**Directly by CEPOL (Originally planned via grant – no application)**
23/2019	1	EU Policy Cycle – Cyber	Open source intelligence (OSINT) and IT solutions. (1st)	EMPACT	Directly by CEPOL
24/2019	1	EU Policy Cycle – Cyber	Open source intelligence (OSINT) and IT solutions. (2nd)	EMPACT	Directly by CEPOL
25/2019	1	EU Policy Cycle – Cyber	Darkweb and Cryptocurrencies	EMPACT	Directly by CEPOL
26/2019	1	EU Policy Cycle – Cyber	Cybercrime threats and trends	EMPACT	Directly by CEPOL
27/2019	1	EU Policy Cycle – Cyber	Conducting forensic searches in various IT devices	EMPACT	Directly by CEPOL
28/2019	1	EU Policy Cycle – Cyber	Cybercrime - advanced Windows file systems forensics	EMPACT Cooperation Europol/EC3, ECTEG	Directly by CEPOL
29/2019	1	EU Policy Cycle – Cyber	Electronic evidence	EMPACT Cooperation EJTN	Directly by CEPOL

	List of CEPOL residential activities 2019				
Ref No 2019	**Category**	**Sub-category**	**Title**	**Remark**	**Implementation**
30/2019	1	EU Policy Cycle – Cyber	Online service providers - internet-based investigations	EMPACT Cooperation Europol and Online Service Providers	Directly by CEPOL
31/2019	1	EU Policy Cycle – Cyber	Digital forensic investigators training	EMPACT Joint with Europol/EC3, ECTEG	Directly by CEPOL
32/2019	1	EU Policy Cycle – Cyber	First responders and cyber forensics	EMPACT	Directly by CEPOL
33/2019	1	EU Policy Cycle – Cyber	Child sexual exploitation on internet - undercover operations	EMPACT	Directly by CEPOL
34/2019	1	EU Policy Cycle – Cyber	Child sexual exploitation – victim identification	EMPACT Cooperation Europol, Interpol	Directly by CEPOL
35/2019	1	EU Policy Cycle – Cyber	Strategies in managing child sex offenders	EMPACT	Directly by CEPOL
36/2019	1	EU Policy Cycle – Cyber	Combating card fraud	EMPACT	Directly by CEPOL
37/2019	1	EU Policy Cycle –	Financial investigations	EMPACT Cooperation EJTN	Via grant

Ref No 2019	Category	Sub-category	Title	Remark	Implementation
		Crim Finance			
38/2019	1	EU Policy Cycle – Crim Finance	Asset recovery and confiscation	EMPACT	Via grant
39/2019	1	EU Policy Cycle – Crim Finance	Cash collectors in money laundering	EMPACT	Via grant
40/2019	1	EU Policy Cycle – Crim Finance	Money laundering	EMPACT	Via grant
41/2019	1	EU Policy Cycle - Crim Finance	Financial intelligence and analysis of financial data	EMPACT	**Directly by CEPOL (Originally planned via grant – no application)**
42/2019	1	EU Policy Cycle - OPC	Organised property crime	EMPACT	Via grant
43/2019	1	EU Policy Cycle – Doc. fraud	False identity documents – crime facilitator	EMPACT	**Directly by CEPOL (Originally planned via grant – no application)**

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List of CEPOL residential activities 2019					
Ref No 2019	**Category**	**Sub-category**	**Title**	**Remark**	**Implementation**
44/2019	1	EU Policy Cycle – Online trade	Online trade in illicit goods and services - TOR, Darknet	EMPACT	Directly by CEPOL
45/2019	Withdrawn				
46/2019	2	Policing major events	Public order - crowd management and security during major events		Via grant
47/2019	2	Policing major events	Violent attacks against public -amok shootings		Via grant
48/2019	Set 4	Leadership	EU Law enforcement leadership development - Future leaders - module 1	Curriculum to follow Mandatory assignment	Via grant
49/2019	Set 4	Leadership	EU Law enforcement leadership development - Future leaders - module 2	Curriculum to follow Mandatory assignment	Via grant
50/2019	4	Language	Language development - Professional law enforcement terminology in English (1st)	Mandatory testing	Via grant
51/2019	4	Language	Language development - Professional law enforcement terminology in English (2nd)	Mandatory testing	Via grant
52/2019	Set 4	Train the trainers	Train the trainers – Step 1	Mandatory testing	Via grant

List of CEPOL residential activities 2019

Ref No 2019	Category		Sub-category	Title	Remark	Implementation
53/2019	Set	4	Train the trainers	Train the trainers – Step 2	Mandatory testing	Via grant
54/2019	5		LE cooperation	International law enforcement cooperation and information exchange		**Directly by CEPOL (Originally planned via grant – no application)**
55/2019	5		LE cooperation	Policing in Europe – European Joint Master Programme (2nd)	Direct grant to EJMP Consortium	Directly by CEPOL
56/2019	5		Information exchange	Schengen evaluation - Police cooperation	Cooperation with DG HOME	**Directly by CEPOL (Originally planned via grant – no application)**
57/2019	5		Information exchange	Schengen evaluation – SIS II and SIRENE	Cooperation with DG HOME	**Directly by CEPOL (Originally planned via grant – no application)**
58/2019	Set	5	Information exchange	SIRENE Officers – level 1	Supported by eu-LISA	Via grant
59/2019	Set	5	Information exchange	SIRENE Officers – level 2	Supported by eu-LISA	Via grant
60/2019	5		Information exchange	SIS II for SIRENE staff with technical knowledge of SIS II	Joint with eu-LISA	Directly by CEPOL

List of CEPOL residential activities 2019					
Ref No 2019	**Category**	**Sub-category**	**Title**	**Remark**	**Implementation**
61/2019	5	Information exchange	Train the technical trainers – SIS II, VIS, EURODAC – IT operators	Not in the Call Joint with eu-LISA	Directly by CEPOL
62/2019	6	Special LE techniques	Witness Protection	Joint with Europol	Directly by CEPOL
63/2019	6	Special LE techniques	Informant handling – advanced	Joint with Europol	Directly by CEPOL
64/2019	6	Special LE techniques	Crisis hostage negotiation and crisis communication		Via grant
65/2019	6	Analysis	Operational intelligence analysis	Joint with Europol Mandatory testing	Directly by CEPOL
66/2019	6	Analysis	Strategic Intelligence Analysis	Cooperation with Europol (tbc)	Via grant
67/2019	6	Analysis	Passenger Name Record information analysis - train the trainers	Joint with Europol	Directly by CEPOL
68/2019	6	Analysis	Intelligence-led policing		Via grant
69/2019	6	Analysis	Social network analysis	Mandatory testing	Via grant
70/2019	6	Forensics	European Explosive Ordnance Disposal Network	Joint with Europol	Directly by CEPOL

Ref No 2019	Category		Sub-category	Title	Remark	Implementation
List of CEPOL residential activities 2019						
71/2019	6		Forensics	Forensic investigation in CBRN contaminated environment	Cooperation ENFSI	Via grant
72/2019	Set	6	JIT	Joint Investigation Team – Implementation	Cooperation EJTN, Eurojust	Via grant
73/2019	Set	6	JIT	Joint Investigation Team – Leadership	Cooperation EJTN, Eurojust	Via grant
74/2019	Set	6	JIT	Joint Investigation Team - Western Balkans and Moldova	Cooperation EJTN, Eurojust	Via grant
75/2019	6		Anti-corruption	Investigating and preventing corruption	Cooperation EJTN	Via grant
76/2019	6		Other organised crime	Intellectual Property Rights and Counterfeiting	Joint with EUIPO	Directly by CEPOL
77/2019	7		Fundamental rights	Online hate speech		Via grant
79/2019	Withdrawn					

List of CEPOL residential activities 2019
Ref No 2019	**Category**	**Sub-category**	**Title**	**Remark**	**Implementation**
80/2019	TBD	TBD	Presidency activity 1	Direct grant to Presidency	Direct grant to Presidency
81/2019	TBD	TBD	Presidency activity 2	Direct grant to Presidency	Direct grant to Presidency
82/2019	3	Union missions	Simone Veil – 14th CSDP High Level Course - 4th module	Joint with ESDC, EUISS and NUPS-HUN Under CKC Missions	Directly by CEPOL
83/2019	1	CT	Foreign terrorist fighters/terrorist travellers		CKC Activity
84/2019	1	CT	Radicalisation		CKC Activity
85/2019	1	CT	Countering financing of terrorism		CKC Activity
86/2019	1	CT	Terrorism and organised crime nexus		CKC Activity
87/2019	1	CT	Protection of public spaces		CKC Activity

List of CEPOL residential activities 2019					
Ref No 2019	**Category**	**Sub-category**	**Title**	**Remark**	**Implementation**
88/2019	1	CT	Open source intelligence, E-evidence, Encryption technologies		CKC Activity
89/2019	1	CT	Aftermath of attack		CKC Activity
90/2019	3	Union Missions	Pre-deployment training for EU CSDP Missions		CKC Activity
91/2019	3	Union Missions	Hostile environment awareness training		CKC Activity
92/2019	3	Union Missions	EU CSDP police command and planning		CKC Activity
93/2019	3	Union Missions	Human rights mainstreamed in EU CSDP Missions		CKC Activity
94/2019	3	Union Missions	Train the trainers for EU CSDP Missions		CKC Activity
95/2019	3	Union Missions	Change management in EU CSDP Missions		CKC Activity
96/2019	3	Union Missions	Strategic advice in EU CSDP Missions		CKC Activity

List of CEPOL residential activities 2019					
Ref No 2019	**Category**	**Sub-category**	**Title**	**Remark**	**Implementation**
97/2019	3	Union Missions	Tacking organised crime in the host country		CKC Activity
98/2019	5	LE cooperation	EU cooperation and information exchange linked to organized crime		Via grant
99/2019	Set 7	Fundamental rights	Fundamental Rights - Police Ethics - Step 1		Via grant
100/2019	Set 7	Fundamental rights	Fundamental Rights - Management of Diversity Step 2		Via grant

Section IV.II - List of online learning activities for 2019

Webinars

No	Title	Category	Justification
1	Cybercrime: Attacks against information systems I	Cybercrime	EMPACT priority - following OAP 2019
2	Cybercrime: Attacks against information systems II	Cybercrime	EMPACT priority - following OAP 2019

3	Cybercrime: Attacks against information systems III	Cybercrime	EMPACT priority - following OAP 2019
4	Cybercrime: Attacks against information systems IV	Cybercrime	EMPACT priority - following OAP 2019
5	Cybercrime: Attacks against information systems V	Cybercrime	EMPACT priority - following OAP 2019
6	Cybercrime: Encryption	Cybercrime	EMPACT priority - following OAP 2019
7	Cybercrime: CSA/CSE I	Cybercrime	EMPACT priority - following OAP 2019
8	Cybercrime: CSA/CSE II	Cybercrime	EMPACT priority - following OAP 2019
9	Cybercrime: Fraud & counterfeiting of non-cash means of payment I	Cybercrime	EMPACT priority - following OAP 2019
10	Cybercrime: Fraud & counterfeiting of non-cash means of payment II	Cybercrime	EMPACT priority - following OAP 2019
11	Drug trafficking: Heroin/Cocaine/Cannabis I	Drugs	EMPACT priority - following OAP 2019
12	Drug trafficking: Heroin/Cocaine/Cannabis Cocaine II	Drugs	EMPACT priority - following OAP 2019

13	Drug trafficking: Synthetic drugs & new psychoactive substances I	Drugs	EMPACT priority - following OAP 2019
14	Drug trafficking: Synthetic drugs & new psychoactive substances II	Drugs	EMPACT priority - following OAP 2019
15	Facilitated illegal immigration I	Facilitate illegal immigration	EMPACT priority - following OAP 2019
16	Facilitated illegal immigration II	Facilitate illegal immigration	EMPACT priority - following OAP 2019
17	Organised property crime I	Organised property crime	EMPACT priority - following OAP 2019
18	Organised property crime II	Organised property crime	EMPACT priority - following OAP 2019
19	Organised property crime III	Organised property crime	EMPACT priority - following OAP 2019
20	Trafficking in human beings I	Trafficking human beings	EMPACT priority - following OAP 2019
21	Trafficking in human beings III	Trafficking human beings	EMPACT priority - following OAP 2019
22	Excise fraud I	Excise and MTIC fraud	EMPACT priority - following OAP 2019
23	Excise fraud II	Excise and MTIC fraud	EMPACT priority - following OAP 2019
24	MTIC fraud I	Excise and MTIC fraud	EMPACT priority - following OAP 2019

25	MTIC fraud II	Excise and MTIC fraud	EMPACT priority - following OAP 2019
26	Illicit firearms trafficking I	Firearms	EMPACT priority - following OAP 2019
27	Illicit firearms trafficking II	Firearms	EMPACT priority - following OAP 2019
28	Illicit firearms trafficking III	Firearms	EMPACT priority - following OAP 2019
29	Environmental crime I	Environmental crimes	EMPACT priority - following OAP 2019
30	Environmental crime II	Environmental crimes	EMPACT priority - following OAP 2019
31	Criminal finances and money laundering I	Criminal finance, money laundering and asset recovery	EMPACT priority - following OAP 2019
32	Criminal finances and money laundering II	Criminal finance, money laundering and asset recovery	EMPACT priority - following OAP 2019
33	Document fraud I	Document fraud	EMPACT priority - following OAP 2019
34	Document fraud II	Document fraud	EMPACT priority - following OAP 2019
35	Crime prevention I	Crime prevention	Outcomes OTNA 2018
36	Crime prevention II	Crime prevention	Outcomes OTNA 2018
37	Hate crime	Crime prevention	Outcomes OTNA 2018

38	Hate crime in the context of migration	Crime prevention	Outcomes OTNA 2018
39	Access to the asylum procedure	Fundamental rights	Outcomes OTNA 2018
40	Severe forms of labour exploitation	Fundamental rights	Activity from FRA
41	PNR for LE officers	Law enforcement cooperation and information exchange	Outcomes OTNA 2018
42	The roles and responsibilities of PIUs	Law enforcement cooperation and information exchange	Outcomes OTNA 2018
43	PNR for PIU staff	Law enforcement cooperation and information exchange	Outcomes OTNA 2018
44	Cross Border Surveillance and Controlled Delivery	Specific areas and instruments	Outcomes OTNA 2018
45	ENFAST I (European Network of Fugitive Active Search Teams)	Specific areas and instruments	Outcomes OTNA 2018
46	ENFAST II (European Network of Fugitive Active Search Teams)	Specific areas and instruments	Outcomes OTNA 2018
47	Presentation of DNA evidence in court	Specific areas and instruments	Outcomes OTNA 2018
48	Forensic evidence I	Specific areas and instruments	Outcomes OTNA 2018
49	Forensic evidence II	Specific areas and instruments	Outcomes OTNA 2018

50	Prosecuting corruption related crimes	Specific areas and instruments	Outcomes OTNA 2018
51	Joint investigation teams Network Secretariat	Law enforcement cooperation and information exchange	Activity from partner: Eurojust
52	Network for investigation and prosecution of genocide, crimes against humanity and war crime	Law enforcement cooperation and information exchange	Activity from partner: Eurojust
53	SIS update I (via the Commission)	Law enforcement cooperation and information exchange	Activity from EU Commission
54	SIS update II (via the Commission)	Law enforcement cooperation and information exchange	Activity from EU Commission
55	The use of SIS for return of illegally staying third country nationals	Law enforcement cooperation and information exchange	Activity from EU Commission
56	Joint Operational Office	Law enforcement cooperation and information exchange	Activity from Austria
57	Entry-exit system (with Eu-LISA, Frontex, Commission)	Law enforcement cooperation and information exchange	Activity with EU-Lisa and Frontex
58	Joint cross-border operations	Law enforcement cooperation and information exchange	Activity with Europol
59	Intellectual property rights	Other Organised Crime	Activity from EUIPO
60	Communication with the supporters during major sports events	Public Order	Activity from Spain
61	LMS use for the support of CEPOL residential activities: Course Image XI	Train the trainers	CEPOL Train the Trainers activity
62	Using online tools for CEPOL style online courses	Train the trainers	CEPOL Train the Trainers activity

63	Webinars for educators	Train the trainers	CEPOL Train the Trainers activity
64	CEPOL project: CT		Project support
65	CEPOL project: WB FI		Project support
66	CEPOL Exchange Programme 2019		Activity support
67	National Webinar for CEPOL and its e-Net (in Greek)	Train the trainer	
68	National Webinar for CEPOL EXCHANGE PROGRAMME (in Greek)		
69	Human rights and fundamental freedoms of law Enforcement Officers in the Court of Justice of the EU	Fundamental rights	
70	Foreign terrorist fighters/terrorist travellers[43]	Counterterrorism	CKC activity
71	Radicalisation	Counterterrorism	CKC activity
72	Countering financing of terrorism	Counterterrorism	CKC activity
73	Terrorism and organised crime nexus	Counterterrorism	CKC activity
74	Protection of public spaces	Counterterrorism	CKC activity
75	Open source intelligence, E-evidence, Encryption technologies	Counterterrorism	CKC activity
76	Aftermath of attack	Counterterrorism	CKC activity

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[43] Webinars number 70-76 are organised through the CKCs. Whether the courses will be held as webinar or as online module is yet to be defined by the training providers.

77	International Law Enforcement Cooperation and Information Exchange	Union Missions	CKC activity
78	EU CSDP FSJ Nexus/Structures and Instruments	Union Missions	CKC activity
79	Project Management in the Context of EU CSDP Missions	Union Missions	CKC activity

Online modules

Number	Title	Category	Justification
1	Cybercrime (update)[44]	Cybercrime	Review of module content and update due in 2019
2	Illegal immigration (update)[45]	Facilitated illegal immigration	Review of module content and update due in 2019
3	Money Laundering (update)	Criminal finances and money laundering	Review of module content and update due in 2019
4	Entry-exit system (new)[46]	Law enforcement cooperation and information exchange	New module - Joint module development with Frontex and eu-LISA
5	Darknet (update)	Cybercrime	Review of module content and update due in 2019 with Europol

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[44] Postponed to 2020
[45] Postponed to 2020
[46] postponed to 2020

6	How to organise and implement CEPOL online courses	CEPOL internal module	To educate stakeholders on the quality standards of CEPOL online courses

Online courses

Online course no	Title	Category	Justification
1	Cybercrime (OSINT)	Cybercrime	EMPACT priority - following OAP 2019
2	Drug trafficking[47]	Drugs	EMPACT priority - following OAP 2019
3	Facilitation of illegal immigration	Facilitate illegal immigration	EMPACT priority - following OAP 2019
4	Organised property crime	Organised property crime	EMPACT priority - following OAP 2019
5	Trafficking in human beings	Trafficking human beings	EMPACT priority - following OAP 2019
6	MTIC fraud	Excise and MTIC fraud	EMPACT priority - following OAP 2019
7	Illicit firearms trafficking[48]	Firearms	EMPACT priority - following OAP 2019

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[47] postponed to 2020
[48] Postponed to Q1 2020

8	Environmental crime	Environmental crimes	EMPACT priority - following OAP 2019
9	Criminal finances and money laundering	Criminal finance, money laundering and asset recovery	EMPACT priority - following OAP 2019
10	Document fraud	Document fraud	EMPACT priority - following OAP 2019
11	English for law enforcement officials	Language development	Annual English language online learning activity
12	French Language Development for Law Enforcement Officers	Language development	CKC activity

Section IV.III - Grant Agreements

a) Grants for implementation of CEPOL activities in 2019.

1. Timeline

One Call for Proposals for the implementation of CEPOL residential training activities in 2019 (The Call) will be implemented with the following indicative timeline:

- Publication of the Call on **29 June 2018.**
- Questions in relation to the grant application, request for clarifications are to be received in writing no later than **28 September 2018**. Any questions received after the deadline will not be accepted. Responses to the questions will be communicated to all Framework Partners.
- Grant applications are to be dispatched or delivered in hand by the **19 October 2018**.
- Evaluation will be conducted by **5 December 2018**.
- Grants will be awarded by **21 December 2018**.

Delays in budgetary procedures at European level may impact the planned timeline.

2. OBJECTIVES

The Call aims to contribute to the European law enforcement cooperation through learning that meets the highest level of international excellence. This will be achieved via the implementation of a series of training activities (courses, seminars, conferences). The topics were approved by the CEPOL Management Board on the 4th CEPOL Management Board Meeting 15-16 May 2018 in Sofia, Bulgaria..

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

3. EVALUATION OF APPLICATIONS

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

Opening Committee:

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

Evaluation Committee:

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

4. BUDGET AVAILABLE AND FORM OF FINANCING

The **total maximum budget** earmarked for the financing of projects financed under the present Call is **EUR 1,537,560.** CEPOL will finance no more than 95% of the total eligible costs of an activity.

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

In addition to the 53 activities 8 residential activities are also offered for grant applications as reserve activities with the total value of EUR 187,200. These reserve activities will be implemented via grants only if financial resources are available in 2019.

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

5.1

- Applications must be **dispatched or delivered in hand by 19 October 2018** to the correct address

- Applications must be submitted in writing, using the following documents: application form, financial proposal form, declaration on honour forms, and if applicable, the originals or copies of partnership form.

- Applications must be submitted using the double envelope system in order to guarantee the confidentiality and integrity of data.

- Applications must be submitted in English

5.2

Participation in the Call is restricted to the Framework Partners of CEPOL[49] for the period 2017-2020. Framework Partners may apply either individually or in a consortium of Framework Partners. It is noted that consortia are encouraged to apply for implementing the sets of activities.

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[49] See list of Partners on the website of CEPOL on the basis of the Decision of the Director of CEPOL on the "Call for Framework Partners to implement CEPOL training activities and learning products in 2017-2020" (02/2016/DIR) adopted on 22 January 2016.

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

In the event that an application is submitted by a consortium dully filled and signed Partnership Forms are required[50]. The leader of the consortium shall be responsible for the submission of the application and all the other required documents. Partners cannot withdraw their participation from a consortium from the moment the grant is awarded to the consortium and the grant agreement has been signed. Withdrawal is possible at any other stage prior to the signature of the grant agreement.

5.3
The type of activities eligible under this Call refers to the activities as described in the Training Catalogue 2019.

5.4
Applicants must sign a declaration on honour certifying that they are not in one of the situations referred to in articles 106 and 107 of the EU Financial Regulation.

6. SELECTION CRITERIA

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

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

1. Activity concept   – maximum points   20
2. Content details   – maximum points   40
3. European dimension   – maximum points   10

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[50] At the time of application scanned copies are acceptable, but original Partnership Forms must be received by the Agency before a grant agreement is signed.

4. Learning environment   – maximum points   20
5. Cost effectiveness   – maximum points 10

Total   – **maximum points 100**

Only applications that reach the threshold of 70 points (out of 90) for the content part will be then evaluated for cost effectiveness. In the context of assessing the cost effectiveness, applications below the threshold of at least 5 (out of 10) points shall be rejected. The points for the financial bid are awarded as follows:

- 5 points: 0%-5% less than the maximum budget available;
- 7 points: 5%-15% less than the maximum budget available;
- 10 points: more than 15% less than the maximum budget available.

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

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

b) Grants for CEPOL Knowledge Centres

Two pilot CEPOL Knowledge Centres (CKCs) were established for a two year period in 2017 for the implementation of CEPOL activities in 2018-2019 in the priority areas of Counterterrorism and CSDP Mission training. The objective of the operation of CKCs is the strengthening of internal security including its external aspects by building capabilities of law enforcement officials in the thematic priorities of Counterterrorism and EU Common Security and Defence Policy Missions (hereinafter CSDP Missions) through learning that meets the highest level of international excellence. Each CKC shall be responsible for the implementation of all CEPOL training and learning activities, such as residential activities, webinars, online modules, etc., in the given thematic priority with the following specific objectives:

- CEPOL Knowledge Centres in cooperation with relevant JHA agencies shall become leading CEPOL training provider for law enforcement in the relevant thematic priority.
- Thematic priority training shall be developed and delivered in a spirit of complementarity, with high quality as the leading principle.
- CKCs shall ensure business continuity for portfolio implementation during the term of the Framework Partnership agreement.

According to Recital 17 of 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[51], CEPOL should be able to award grants. Such grants should contribute to fostering cooperation between Member State training institutes within the network and to promoting the mutual recognition of law enforcement. A grant by exception on the basis of *de jure* monopoly will be granted to the pilot CKCs.

In 2019 for the implementation of CEPOL activities by CKCs the following funds have been earmarked:

- CKC on Counterterrorism:; EUR 193,523.40
- CKC on CSDP Mission training: EUR 246,045.

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[51] OJ L319, 4.12.2015, p.1.

Annexes

Annex I – Resource allocation per activity

Annex I.a Planning of the job screening exercise

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 2019.

Job Type Category	Year 2019 (%)[52]
Administrative support and Coordination	**22%**
Administrative Support	11%
Coordination	11%
Operational	**66%**
Top Level Operational Coordination	3%
Programme Management & Implementation	35%
Evaluation & Impact Assessment	3%
General Operational	25%
Neutral	**12%**
Finance/Control	12%
Linguistics	0%
Total	**100%**

[52] Including interims

Annex I.b ABB Table

Resources 2019 per Activities and Objectives	FTE 2019[53]	Interims	FTE 2019 without interims	FTE (%) without interims	Budget Title 1 and 2	Budget Title 3	Total Budget 2019	% Total Budget
Activity 1	**5.01**	**0.00**	**5.01**	**9%**	**418,511**	**72,500**	**491,011**	**5%**
1.1 EU-STNA and OTNA	2.54	0.00	**2.54**	**5%**	212,179	47,500	259,679	**3%**
1.2 Training Coordination	1.22	0.00	**1.22**	**2%**	101,913	12,500	114,413	**1%**
1.3 Training quality assurance measures	1.25	0.00	**1.25**	**2%**	104,419	12,500	116,919	**1%**
Activity 2	**21.33**	**4.16**	**17.17**	**31%**	**1,434,298**	**3,484,292**	**4,918,590**	**53%**
2.1 Serious and Organized Crime including horizontal aspects	9.97	1.90	**8.07**	**15%**	674,129	1,856,750	2,530,879	**27%**
2.2 Counterterrorism	2.57	0.59	**1.98**	**4%**	165,400	283,766	449,166	**5%**
2.3 Information exchange, cooperation mechanisms and tools, Public order	5.79	1.35	**4.44**	**8%**	370,896	1,134,166	1,505,062	**16%**
2.4 Fundamental rights	2.34	0.27	**2.07**	**4%**	172,918	135,474	308,392	**3%**
2.5 Emerging training needs	0.66	0.05	**0.61**	**1%**	50,956	74,136	125,092	**1%**

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[53] 0.5 FTE (CA IV) and 0.5 FTE (SNE) not included which are to replace AD staff members on maternity/parental leave

Resources 2019 per Activities and Objectives	FTE 2019	Interims	FTE 2019 without interims	FTE (%) without interims	Budget Title 1 and 2	Budget Title 3	Total Budget 2019	% Total Budget
Activity 3	**3.73**	**0.11**	**3.62**	**7%**	**302,397**	**336,862**	**639,259**	**7%**
3.1 CSDP missions	1.53	0.11	**1.42**	**3%**	118,620	336,862	455,482	**5%**
3.2 Capacity Building Projects (only resources from CEPOL budget)	*2.20*	*0.00*	**2.20**	**4%**	*183,777*		*183,777*	**2%**
Activity 4	**7.34**	**0.24**	**7.10**	**13%**	**593,099**	**553,146**	**1,146,245**	**12%**
4.1 Soft skill building, leadership training and language skills	1.85	0.20	**1.65**	**3%**	137,833	210,852	348,685	**4%**
4.2 Training development including technology supported methodologies	3.31	0.02	**3.29**	**6%**	274,831	194,636	469,467	**5%**
4.3 Research	2.18	0.02	**2.16**	**4%**	180,436	147,658	328,094	**4%**
Activity 5	**23.60**	**1.00**	**22.60**	**41%**	**1,887,894**	**225,000**	**2,112,894**	**23%**
5.1 Governance	7.40	0.00	**7.40**	**13%**	618,160	190,000	808,160	**9%**
5.2 Quality Management	0.50	0.00	**0.50**	**1%**	41,768	-	41,768	**0%**
5.3 Internal Control System	0.90	0.00	**0.90**	**2%**	75,182	-	75,182	**1%**
5.4 Stakeholder relations and communications	3.00	0.00	**3.00**	**5%**	250,605	35,000	285,605	**3%**

Resources 2019 per Activities and Objectives	FTE 2019	Interims	FTE 2019 without interims	FTE (%) without interims	Budget Title 1 and 2	Budget Title 3	Total Budget 2019	% Total Budget
5.5 Managing human and financial resources	7.60	0.00	**7.60**	14%	634,867	-	634,867	7%
5.6 Information and Communications Technology	4.20	1.00	**3.20**	6%	267,312	-	267,312	3%
TOTAL	**61.00**	**5.50**	**55.50**	**100%**	**4,636,200**	**4,671,800**	**9,308,000**	**100%**

	FTE 2019	Overall budget projects` lifecycle
3.2 Capacity Building Projects (based on delegation agreement)	*17.00*	*16,444,698*

Methodology for the Resource Allocations

- FTEs includes Temporary Agents, Contract Agents, Seconded National Experts and Interims
- For each activity / objective a number of FTE(s) is attached bringing the total number of FTEs to 55.0 without interims and without 0.5 CA position to replace an AD on maternity and parental leave
- For the Operational activities, the cost of each activity has been calculated with respect to Title 3 funds.
- Title 1 and Title 2 has been prorated based on the number of staff allocated to each activity.

Annex: II – Human and Financial Resources

Table 1.a: Revenue overview

Revenues	2018	2019
	Budget	**Budget Forecast**
EU Contribution	10,416,720	9,308,000
Additional EU funding: ad hoc grants and delegation agreements	2,555,446	7,583,177.
Other revenues	-	-
Total revenues	**12,972,166** [54]	**16,891,177**

Table 1.b: Expenditure overview

Expenditure	2018		2019	
	CA	**PA**	**CA**	**PA**
Title 1	3,881,997	3,923,000	4,233,200	4,233,200
Title 2	571,970	382,500	403,000	403,000
Title 3	5,751,654	4,911,220	4,671,800	4,671,800
Subtotal regular activities	**10,205,621**	**9,216,720**	**9,308,000**	**9,308,000**
Title 3	55,446	55,446	83,177	83,177
Title 4	-	14,348	p.m.	p.m.
Title 5	3,065,467	1,499,550	p.m.	p.m.
Total expenditure	**13,326,534**	**12,454,156**	**9,391,177**	**9,391,177**

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[54] There is a difference between total revenue and total expenditure. For multiannual project related externally assigned revenues (additional EU funding) the revenue table shows the total value of the delegation agreements/grant agreements only for the year of signature. Meanwhile the expenditure table shows the available appropriations (sum of the instalments cashed during the year and appropriations carried forward from previous years)

Annex: II.a – Human and Financial Resources (Tables) for CEPOL regular activities 2019-2021

Table 2.a: Revenue

Revenues	2017 Revenues	2018 Revenues	2019 As requested by the agency	Revenues	VAR 2019/ 2018 (Budget forecast)
1 REVENUE FROM FEES AND CHARGES					
2. EU CONTRIBUTION	9,280,000	10,416,720	12,004,500	9,308,000	1,0%
of which assigned revenues deriving from previous years' surpluses	567,666	445,812[55]			
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)	-	-	-		
Of which EFTA					
Of which Candidate Countries					
4 OTHER CONTRIBUTIONS [56]	-	-	-		
5 ADMINISTRATIVE OPERATIONS					
Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)					
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT					
7 CORRECTION OF BUDGETARY IMBALANCES					
TOTAL REVENUES	9,280,000	10,416,720	12,004,500	9,308,000	1,0%

[55] The published 2016 budget outturn amounted to EUR 567 666. After the publication of the 2016 budget outturn, an updated outturn amount has been established using a revised methodology for the outturn calculation. The new amount was EUR 552 560 instead of the published EUR 567 666. CEPOL has compensated the difference with the 2017 outturn (EUR 460 918) which became 445 812 with the 2016 compensation.
[56] See Annex II.

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

EXPENDITURE	Commitment appropriations						
	Executed Budget 2017	Budget 2018	DB 2019 Agency request	DB 2019	VAR 2019 / 2018	Envisaged in 2020	Envisaged in 2021[57]
Title 1 Staff Expenditure	**3,584,498**	**3,881,997**	**4,851,500**	**4,233,200**	**7.9%**	**5,173,660**	**p.m.**
11 Salaries & allowances	2,616,476	3,028,945	3,960,000	3,491,400	**15.8%**	4,241,609	p.m.
- of which establishment plan posts	1,922,508	2,137,362	2,855,000	2,421,230	**2.5%**	4,013,054	p.m.
- of which external personnel	693,967	891,583	1,105,000	1,070,170	**64.1%**	228,555	p.m.
12 Expenditure relating to Staff recruitment	63,780	59,763	142,500	18,000	**-74.3%**	50,000	p.m.
13 Mission expenses	40,000	32,500	35,000	35,000	**16.7%**	40,000	p.m.
14 Socio-medical infrastructure	349,429	423,119	462,000	476,200	**0.8%**	571,051	p.m.
15 Training	42,998	19,728	60,000	40,000	**42.9%**	46,400	p.m.
16 External Services	460,335	311,271	182,000	165,600	**-44.8%**	219,600	p.m.
17 Receptions and events	4,000	1,800	5,000	3,000	**-25.0%**	5,000	p.m.
18 Social welfare	7,480	4,871	5,000	4,000	**0.0%**	0	p.m.
19 Other staff related expenditure	-	-	-	-	**-**	-	-
Title 2 Infrastructure and operating expenditure	**481,761**	**571,970**	**553,000**	403,000	5.4%	**522,570**	**p.m.**
20 Rental of buildings / parking and associated costs	24,571	21,821	49,000	47,000	67.9%	35,000	p.m.

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

EXPENDITURE	Commitment appropriations						
	Executed Budget 2017	Budget 2018	DB 2019 Agency request	DB 2019	VAR 2019 / 2018	Envisaged in 2020	Envisaged in 2021
21 Information and communication technology	391,048	512,424	390,000	309,800	8.7%	406,270	p.m.
22 Movable property and associated costs	32,847	5,118	15,000	10,700	-28.8%	19,700	p.m.
23 Current administrative expenditure	29,246	28,607	84,000	30,500	-34.4%	56,600	p.m.
24 Postage / Telecommunications	4,050	4,000	15,000	5,000	-37.5%	5,000	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	**4,943,648**	**5,751,654**	**6,600,000**	4,671,800	-4.9%	**6,308,270**	**p.m.**
30 Bodies and organs	164,915	128,363	240,000	180,000	20.0%	180,000	p.m.
31 Courses and seminars	3,539,508	4,036,629	5,064,000	3,590,200	-5.4%	4,644,470	p.m.
32 Other programme activities	901,024	1,097,195	1,011,000	519,000	-25.0%	1,025,000	p.m.
33 Evaluation	-	0	p.m.	p.m.		p.m.	p.m.
35 Missions	208,200	238,000	165,000	150,000	-25.9%	160,000	p.m.
37 Other operational activities	130,000	251,467	120,000	232,600	218.6%	298,800	p.m.
TOTAL EXPENDITURE	**9,009,906**	**10,205,621**	**12,004,500**	**9,308,000**	**1.0%**	**12,004,500**	**p.m.**

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

	Payment appropriations						
	Executed Budget 2017	Budget 2018	DB 2019 Agency request	DB 2019	VAR 2019/2018	Envisaged in 2020	Envisaged in 2021
EXPENDITURE							
Title 1 Staff Expenditure	**3,352,147**	**3,870,403**	**4,851,500**	**4,233,200**	**7.9%**	**5,173,660**	**p.m.**
11 Salaries & allowances	2,616,476	3,028,945	3,960,000	3,491,400	**15.8%**	4,241,609	p.m.
- of which establishment plan posts	1,922,508	2,137,362	2,855,000	2,421,230	**2.5%**	4,013,054	p.m.
- of which external personnel	693,967	891,583	1,105,000	1,070170	**64.1%**	228,555	p.m.
12 Expenditure relating to Staff recruitment	46,800	54,917	142,500	18,000	**-74.3%**	50,000	p.m.
13 Mission expenses	36,136	31,412	35,000	35,000	**16.7%**	40,000	p.m.
14 Socio-medical infrastructure	347,429	422,998	462,000	476,200	**0.8%**	571,051	p.m.
15 Training	41,699	19,703	60,000	40,000	**42.9%**	46,400	p.m.
16 External Services	252,859	305,944	182,000	165,600	**-44.8%**	219,600	p.m.
17 Receptions and events	3,267	1,614	5,000	3,000	**-25.0%**	5,000	p.m.
18 Social welfare	7,480	4,871	5,000	4,000	**0.0%**	p.m.	p.m.
19 Other staff related expenditure	-	-	-	-	**-**	-	-
Title 2 Infrastructure and operating expenditure	**355,499**	**564,028**	**553,000**	403,000	5.4%	**522,570**	**p.m.**
20 Rental of buildings / parking and associated costs	24,170	21,408	49,000	47,000	67.9%	35,000	p.m.
21 Information and communication technology	284,189	505,698	390,000	309,800	8.7%	406,270	p.m.
22 Movable property and associated costs	19,293	4,963	15,000	10,700	-28.8%	19,700	p.m.
	Payment appropriations						

EXPENDITURE	Executed Budget 2017	Budget 2018	DB 2019 Agency request	DB 2019	VAR 2019/2018	Envisaged in 2020	Envisaged in 2021
23 Current administrative expenditure	24,316	28,511	84,000	30,500	-34.4%	56,600	p.m.
24 Postage / Telecommunications	3,530	3,449	15,000	5,000	-37.5%	5,000	p.m.
25 Meeting expenses	-	-	-	-	-	-	-
26 Running costs in connection with operational activities	-	-	-	-	-	-	-
27 Information and publishing	-	-	-	-	-	-	-
28 Studies	-	-	-	-	-	-	-
Other infrastructure and operating expenditure	-	-	-	-	-	-	-
Title 3 Operating expenditure	4,089,004	5,045,921	6,600,000	4,671,800	-4.9%	6,308,270	p.m.
30 Bodies and organs	158,253	128,308	240,000	180,000	20.0%	180,000	p.m.
31 Courses and seminars	2,921,384	3,727,130	5,064,000	3,590,200	-5.4%	4,644,470	p.m.
32 Other programme activities	728,540	782,670	1,011,000	519,000	-25.0%	1,025,000	p.m.
33 Evaluation		0	0	p.m.		p.m.	p.m.
35 Missions	206,402	235,539	165,000	150,000	-25.9%	160,000	p.m.
37 Other operational activities	74,426	172,274	120,000	232,600	218.6%	298,800	p.m.
TOTAL EXPENDITURE	7,796,649	9,480,352	12,004,500	9,308,000	1.0%	12,004,500	p.m.

Table 3: Budget outturn and cancellation of appropriations

Calculation budget outturn

Budget outturn	2016	2017	2018
Revenue actually received (+)	9,632,265	10,263,093	13,678,075
Payments made (-)	-7,431,927	-9,019,997	- 9,615,810
Carry-over of appropriations (-)	-2,128,197	-1,213,257	-2,235,418
Cancellation of appropriations carried over (+)	200,437	189,305	116,569
Adjustment for carry-over arising from assigned revenue	281,061	246,970	-1,597,435
Exchange rate differences (+/-)	-1,079	-5,197	8,604
Adjustment for negative balance from previous year (-)			
Correction year 2016 balance calculation error		-15,107	-15,106
Total (Balance of the outturn account)	**552,559**	**445,811**	**339,479**

Result of year 2017 (+/-)		445,811
Surplus from 2017 reimbursed to the EU budget (-)		-445,811
Surplus to be reimbursed to the EU budget for 2018		**339,479**

Descriptive information and justification on:

Budget outturn

The budget outturn for 2018 will be compensated with the 2020 subsidy payment.

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

This information will be available only at the beginning of 2019. The sections will be updated accordingly in due course.

Annex: II.b – Human and Financial Resources (Tables) 2019-2021 for CEPOL externally financed project activities

The European Border and Coast Guard Agency (Frontex) and CEPOL have signed an agreement, by which Frontex supports a Pilot Joint Exchange Programme under the auspices of CEPOL for participants exercising border and coast guard duties from European Union Member States, candidate countries, as well as ENP partner countries on a pilot basis in 2018. The total value of action is € 83,177 and it is foreseen that a maximum of 85 participants exercising border and coast guard duties will benefit from this cooperation.

Based on European Commission financing decisions, CEPOL Acting Executive Director signed a Delegation Agreement on the EU/MENA Counter Terrorism 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. 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 Foreign Policy Instruments (FPI). The Financial Investigation In-Service Training Programme in Western Balkans project has a budget of € 2,500,000 and a duration of 24 months and is financed under the Instrument of Pre-accession Assistance (IPA 2).

CEPOL has successfully concluded the implementation of the 'EU/MENA Counter Terrorism Training Partnership project' financed by the European Commission – Instrument Contributing to Stability and Peace (IcSP) in November 2017. Certain administrative expenses related to the closure of the project has been still incurred early 2018.

CEPOL will implement the project Counter-Terrorism Information Exchange and Criminal Justice Responses (CT INFLOW) with a budget of EUR 7.500.000 and a duration of 48 months, starting as of 1 April 2020. The specific objective is to support partner countries in Africa and the Middle East (and possibly other countries and international organisations, such as AFRIPOL, League of Arab States if funding allows) in line with the EU political dialogues to improve the best practices for the exchange of information, cross-border investigations and prosecutions, in particular of foreign terrorist fighters and individuals suspected of planning or carrying out terrorist offences. The signature of the contribution agreement is expected by the end of December 2019.

Table 4.a: Revenues

	2017	2018	2019		VAR 2019/ 2018 (Budget forecast)
REVENUES	**Revenues**	**Revenues**	**As requested by the agency**	**Budget**	
1 REVENUE FROM FEES AND CHARGES					
2. EU CONTRIBUTION					
of which assigned revenues deriving from previous years' surpluses					
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)					
Of which EFTA					
Of which Candidate Countries					
4 OTHER CONTRIBUTIONS	**6,444,698**	**2,555,446**	**p.m.**	**7,583,177**	**197 %**
Of which additional EU funding stemming from ad hoc grants (FFR Art. 7)	6,444,698	p.m.	p.m.	p.m.	-
Of which additional EU funding stemming from delegation/contribution agreements (FFR Art.8)	-	2,555,446	p.m.	7,583,177	197 %
5 ADMINISTRATIVE OPERATIONS					
Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)					
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT					
7 CORRECTION OF BUDGETARY IMBALANCES					
TOTAL REVENUES	**6,444,698**	**2,555,446**	**p.m.**	**7,583,177**	**197 %**

Table 4.b: Expenditure - Commitment appropriations

EXPENDITURE	Commitment appropriations						
	Executed Budget 2017	Budget 2018	DB 2019 Agency request	DB 2019 Budget forecast	VAR 2019 / 2018	Envisaged in 2020	Envisaged in 2021
Title 3 CEPOL operational activities	**-**	**55,446**	**p.m.**	**83,177**	**50.01%**	**p.m.**	**p.m.**
32 Other program activities	-	55,446	p.m.	83,177	50.01%	p.m.	p.m.
Title 4. EU/MENA Counter Terrorism Training Partnership project	**1,239,857**	**-**	**-**	**-**	**-**	**-**	**-**
41 Human Resources	733,593	-	-	-	-	-	-
42 Travel	311,108	-	-	-	-	-	-
43 Equipment and supplies	3,566	-	-	-	-	-	-
44 Local office	6,600	-	-	-	-	-	-
45 Other costs, services	184,990	-	-	-	-	-	-
Title 5 Projects	**-**	**3,065,467**	**p.m.**	**5,209,683**	**69.95%**	**p.m.**	**p.m.**
51 EU/MENA Counter Terrorism Training Partnership project 2	-	1,880,439	p.m.	3,427,356	**82.26%**	p.m.	p.m.

	Commitment appropriations						
EXPENDITURE	**Executed Budget 2017**	**Budget 2018**	**DB 2019 Agency request**	**DB 2019 Budget forecast**	**VAR 2019 / 2018**	**Envisaged in 2020**	**Envisaged in 2021**
52 Financial investigation in-service training programme Western Balkan	-	1,185,028	p.m.	1,782,327	**50.40%**	p.m.	p.m.
53 Enhancing Information Exchange and Criminal Justice Responses to Terrorism in MENA project (CT INFLOW)	-	-	-.	-		-.	-
TOTAL EXPENDITURE	**1,239,857**	**3,120,913**	**p.m.**	**5,292,860**	**69.59%**	**p.m.**	**p.m.**

Table 4.c: Expenditure - Payment appropriations

	Payment appropriations						
EXPENDITURE	**Executed Budget 2017**	**Budget 2018**	**DB 2019 Agency request**	**DB 2019 Budget forecast**	**VAR 2019 / 2018**	**Envisaged in 2020**	**Envisaged in 2021**
Title 3 CEPOL operational activities	-	**55,446**	**p.m.**	**83,177**	**50.01%**	**p.m.**	**p.m.**
32 Other programme activities	-	55,446	p.m.	83,177	50.01%	p.m.	p.m.

	Payment appropriations						
EXPENDITURE	**Executed Budget 2017**	**Budget 2018**	**DB 2019 Agency request**	**DB 2019 Budget forecast**	**VAR 2019 / 2018**	**Envisaged in 2020**	**Envisaged in 2021**
Title 4. EU/MENA training partnership 1	**1,206,794**	**14,348**	**-**	**-**	**-**	**-**	**-**
41 Human Resources	702,678	13,539	-	-	-	-	-
42 Travel	311,108	-	-	-	-	-	-
43 Equipment and supplies	3,034	532	-	-	-	-	-
44 Local office	5,457	277	-	-	-	-	-
45 Other costs, services	184,517	-	-	-	-	-	-
Title 5 Projects	**-**	**1,499,550**	**p.m.**	**5,209,683**	**247.42%**	**p.m.**	**p.m.**
51 EU/MENA Counter Terrorism Training Partnership project 2	-	900,070	p.m.	3,427,356	280.79%	p.m.	p.m.
52 Financial investigation in-service training programme Western Balkan	-	599,480	p.m.	1,782,327	197.31%	p.m.	p.m.
53 Enhancing Information Exchange and Criminal Justice Responses to Terrorism in MENA project (CT INFLOW)	-	-.	-.	-	-	-	-

	Payment appropriations						
EXPENDITURE	**Executed Budget 2017**	**Budget 2018**	**DB 2019 Agency request**	**DB 2019 Budget forecast**	**VAR 2019 / 2018**	**Envisaged in 2020**	**Envisaged in 2021**
TOTAL EXPENDITURE	1,206,794	1,569,344	p.m.	5,292,860	237.27%	p.m.	p.m.

Annex: III – Human Resources quantitative

Table 5.a: Staff population for CEPOL regulatory activities and its evolution. Overview of all categories of staff

Staff population		Staff population actually filled in 31.12.2016	Staff population in EU Budget 2017	Staff population actually filled at 31.12.2017	Staff population in voted EU Budget 2018	Staff population in Draft EU Budget 2019	Staff population envisaged in 2020	Staff population envisaged in 2021
Officials	AD							
	AST							
	AST/SC							
TA	AD	17	20	19	21	22	29	39
	AST	8	11	11	11	10	11	16
	AST/SC							
Total		*25*	*31*	*30*	*32*	*32*	*40*	*55*
CA GF IV		2	3	3	3	4[58]	5[59]	3.5
CA GF III		2	3	1	15	14.5	14	14.5
CA GF II		11	11	9	0	0	0	0
CA GF I		1	1	0	0	0	0	0
Total CA		**16**	**18**	**13**	**18**	**18,5**	**19**	**18**
SNE		*5*	*3*	*5*	*3*	*6*[60]	*4*[61]	*3*
Structural service providers								

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[58] 0.5 FTE included to replace AD staff member on maternity leave and parental leave

[59] 1 FTE included to replace AD staff member on parental leave

[60] Additional 2 SNEs are required to ensure the implementation of the additional residential activities where CEPOL did not receive a valid application for Grants, 0.5 FTE included to replace AD staff member on maternity and parental leave and 0.5 FTE included for building projects position

[61] 0.5 FTE included to replace AD staff member on parental leave and 0.5 FTE included for building projects position

Staff population	Staff population actually filled in 31.12.2016	Staff population in EU Budget 2017	Staff population actually filled at 31.12.2017	Staff population in voted EU Budget 2018	Staff population in Draft EU Budget 2019	Staff population envisaged in 2020	Staff population envisaged in 2021
TOTAL	**46**	**52**	**48**	**53**	**56,5**	**63**	**76**
External staff for occasional replacement	9		13				

Table 5.b: Staff for CEPOL externally financed project activities

Project	Total			CEPOL CT 2			CEPOL FI			CT INFLOW
Expected project lifecycle										
Year	2018	2019	2020	2018	2019	2020	2018	2019	2020	2020
CA FG IV	6	6	11	3	3	3	3	3	3	5
CA FG III	9	9	15	6	6	6	3	3	3	6
CA FG II										
CA FG I										
Subtotal Contract Agents	15	15	26	9	9	9	6	6	6	11
SNE	2	2	3	1	1	1	1	1	1	1
Structural Service Providers										
External staff for occasional replacement										
TOTAL	17	17	29	10	10	10	7	7	7	12

Table 6: Multi-annual staff policy plan Year 2019 -Year 2021

Category and grade	Establishment plan in EU Budget 2017		Filled as of 31 December 2017		Modifications in 2017 in application of flexibility rule[62]		Establishment plan in voted EU Budget 2018		Modifications in 2018 in application of flexibility rule[63]		Establishment plan in Draft EU Budget 2019		Establishment plan 2020		Establishment plan 2021	
	O[64]	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA
AD 16																
AD 15																
AD 14								1				1		1		1
AD 13		1		1												
AD 12										+1		2		2		2
AD 11		2						2		-1		1		1		1
AD 10		2		4				2				1		1		1
AD 9		1		1				1				1		1		1
AD 8				1												4
AD 7		2		2				2				2		8		11
AD 6		6		6				7				7		10		14
AD 5		6		4				6				7		5		4
Total AD		**20**		**19**				**21**				**22**		**29**		**39**
AST 11																
AST 10																
AST 9																
AST 8																

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[62] 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.

[63] Ibid.

[64] O = Officials

Category and grade	Establishment plan in EU Budget 2017		Filled as of 31 December 2017		Modifications in 2017 in application of flexibility rule[62]		Establishment plan in voted EU Budget 2018		Modifications in 2018 in application of flexibility rule[63]		Establishment plan in Draft EU Budget 2019		Establishment plan 2020		Establishment plan 2021	
	O[64]	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA
AST 7																
AST 6		1						1				1		1		1
AST 5		3		3				3		2		2		3		6
AST 4		6		2				6		6		6		5		6
AST 3		1		6				1		1		1		2		3
AST 2																
AST 1																
Total AST		**11**		**11**				**11**				**10**		**11**		**16**
AST/SC6																
AST/SC5																
AST/SC4																
AST/SC3																
AST/SC2																
AST/SC1																
Total AST/SC																
TOTAL		**31**		**30**				**32**				**32**		**40**		**55**

Annex: IV – Human Resources qualitative

Recruitment Policy

Recruitment Policy

CEPOL has updated its Recruitment Guide (in force since February 2017[65]) and is expecting communication of the Commission on a model decision on the engagement of Contract Agents under article 3(a) of the Staff Regulations (CA3a).

The Decision on engagement of TA2f lays in an annex a framework for the recruitment of TA2f staff. It is expected that the awaited decision on CA3a will have quite similar conditions.

CEPOL plans to have the recruitment policy fully reviewed by the moment when the model decision on engagement of CA3f will be brought to the Management Board for adoption.

Officials

CEPOL does not employ any officials.

Temporary agents

Type of key functions

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

The following table describes the allocation and designation of key Temporary Agents within CEPOL, including the entry grade for these positions. This table is based on the organisation chart adopted by the Management Board in May 2018. Where the entry grade is provided in a bracket of grades, this relates to the option of horizontal (interagency) recruitment as provided for in the implementing rule on selection and engagement of Temporary Agents under Article 29(f) of the Conditions of Employment of Other Servants of the European Union as adopted by the CEPOL GB[66]. It is the expectation that opening a position in a bracket of posts will increase the attractiveness of the vacancy to staff currently employed in other EU Agencies.

Key functions	Type of contract (TA or CA)	Function group, grade of recruitment
Core functions		
Executive Director	TA	AD 14

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[65] Decision 09/2017/DIR of 12 February 2017
[66] Decision 26/2015/GB of 16 October 2015

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 10 - 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 4
HR Officer	TA	AST 5
IT Officer	TA	AST 5

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 aims at applying Commission decision C(2013) 8979 of 16 December 2013 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. 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		Head of Department	
		13			
		12			
11		11	Administrator		
10		10		Head of Unit	
9		9	(Team leader,		
8		8	Officer,		
7	Assistant	7	functional /		
6		6	operational)		
5	(Assistant,	5			
4	Support				
3	Officer etc.)				
2					
1					

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 AD10 and Heads of Unit at AD9. The Heads of Department should be – in line with the above mentioned Commission decision – be graded at AD13 or AD14; however this doesn't seem to be realistic as at present the (2) heads of department are graded at AD10 – AD12.

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 posts would be filled by Temporary Agents with an entry grade AD6 – AD8. However, at CEPOL due to historical reasons officers having high level specialisation in various fields have an entry 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.

Contract agents

Whilst there is at this moment (1 October 2017) no specific model decision for the Agencies on engagement of Contract Agents 3(a), CEPOL applies the external recruitment policy as outlined in the model decision on engagement of Temporary Agents 2(f) by analogy for Contract Agents. CEPOL also proposes – in advance on the expected model decision on engagement of Contract Agents 3(a), to align the grading of its CAs with the Commission Implementing Rules[67]. This means *inter alia* that contract staff can perform a number of tasks under the supervision of temporary staff. The function group of a CA position should be defined by the nature of these tasks:

Function Group	Tasks
IV	Administrative, advisory, linguistic and equivalent technical tasks
III	Executive tasks, drafting, accountancy and other equivalent technical tasks
II	Clerical and secretarial, office management and other equivalent tasks
I	Manual and administrative support tasks

Table 1 - Contract staff function groups and nature of tasks for the function groups

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[67] Commission decision C(2011) 1264 of March 2011 as amended by the Commission decision C(2013) 2528 of 3 may 2013 and the Commission decision C(2013) 8967 of 16 December 2013

Depending on operational needs and budget availability, CEPOL might decide to increase the number of Contract Agents in order to be able to deliver the activities included in the Programme of Work. Obviously, any increase in the number of contract agent positions will be first proposed to the Management Board. It is especially likely that new projects that CEPOL expects to materialise in the upcoming years will lead to a – necessary – growth in the number of Contract Agents; as mentioned elsewhere, CEPOL receives additional funds for the implementing of such projects.

Appraisal of performance and reclassification/promotions

Table 1 - Reclassification of temporary staff/promotion of officials

Category & Grade	Staff in active employment at 1 January 2018		How many staff members were reclassified in 2018		Average number of years in grade of reclassified staff members
	Officials	TA	Officials	TA	
AD 16					
AD 15					
AD 14					
AD 13		1		0	
AD 12					
AD 11					
AD 10		4		0	
AD 9		1		0	
AD 8		1			
AD 7		2		0	
AD 6		3		1	2
AD 5		7		1	2
Total AD		**19**		**2**	**2**
AST 11					
AST 10					
AST 9					
AST 8					
AST 7					
AST 6					
AST 5		4		0	
AST 4		1		0	

Category & Grade	Staff in active employment at 1 January 2018		How many staff members were reclassified in 2018		Average number of years in grade of reclassified staff members
	Officials	TA	Officials	TA	
AST 3		6		1	2
AST 2					
AST 1					
Total AST		**11**		**1**	**2**
AST/SC 1					
AST/SC 2					
AST/SC 3					
AST/SC 4					
AST/SC 5					
AST/SC 6					
Total AST/SC		**0**			
TOTAL		**30**		**3**	**2**

The model decision on the implementing rule for reclassification of Temporary Agents 2(f) has been adopted by the CEPOL Governing Board on 25 May 2016[68]. 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.

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[68] 14/2016/GB (25 May 2016)

Table 2 - Reclassification of contract staff

Function Group	Grade	Staff in activity at 1 January 2018	How many staff members were reclassified in 2018	Average number of years in grade of reclassified staff members
FG IV	18			
	17			
	16			
	15			
	14	4	2	2
	13			
FG III	12			
	11			
	10	1		
	9	1		
	8	1		
FG II	7			
	6	5		
	5	2	0	
	4	2	0	
	3			
	2			
	1			
TOTAL		16	2	2

The model decision on the implementing rule for reclassification of Contract Agents 3(a) has been adopted by the CEPOL Governing Board on 25 May 2016[69]. In 2016 only a limited number of staff members were eligible for reclassification. A large majority of staff members didn't have

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[69] 15/2016/GB (25 May 2016)

sufficient years of seniority in the grade. CEPOL's GB has approved in October 2015 the model decision on the Implementing Rules for appraisal of Temporary Agents and Contract Agents under articles 43 and 44 of the Staff Regulations.

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

Mobility policy

Internal mobility

On 16 October 2015 the CEPOL Governing Board adopted the general implementing provisions on the procedure governing the engagement and use of temporary staff[70]. 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 2016 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) have found employment with other institutions or Agencies.

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[70] 26/2015/GB of 16 October 2015

Gender and geographical balance

On 16 October 2018 there is a reasonable gender balance in CEPOL. The ratio between man and women employed by CEPOL is 34 / 39.

As there is at present not a significant gender imbalance in CEPOL there are no direct measures foreseen.
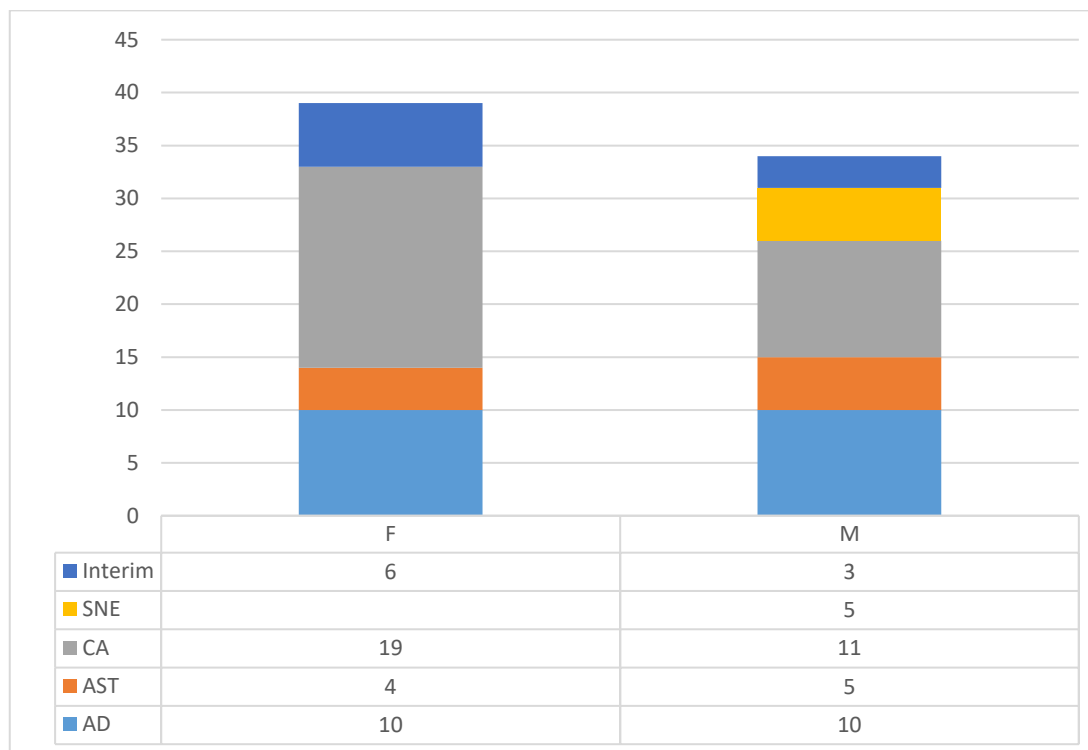
	F	M
■ Interim	6	3
■ SNE		5
■ CA	19	11
■ AST	4	5
■ AD	10	10

Figure 1 - Gender balance (16/10/2018)

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.

On 16 October 2018 CEPOL doesn't employ staff from Bulgaria, Cyprus, Czech Republic, Estonia, 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.
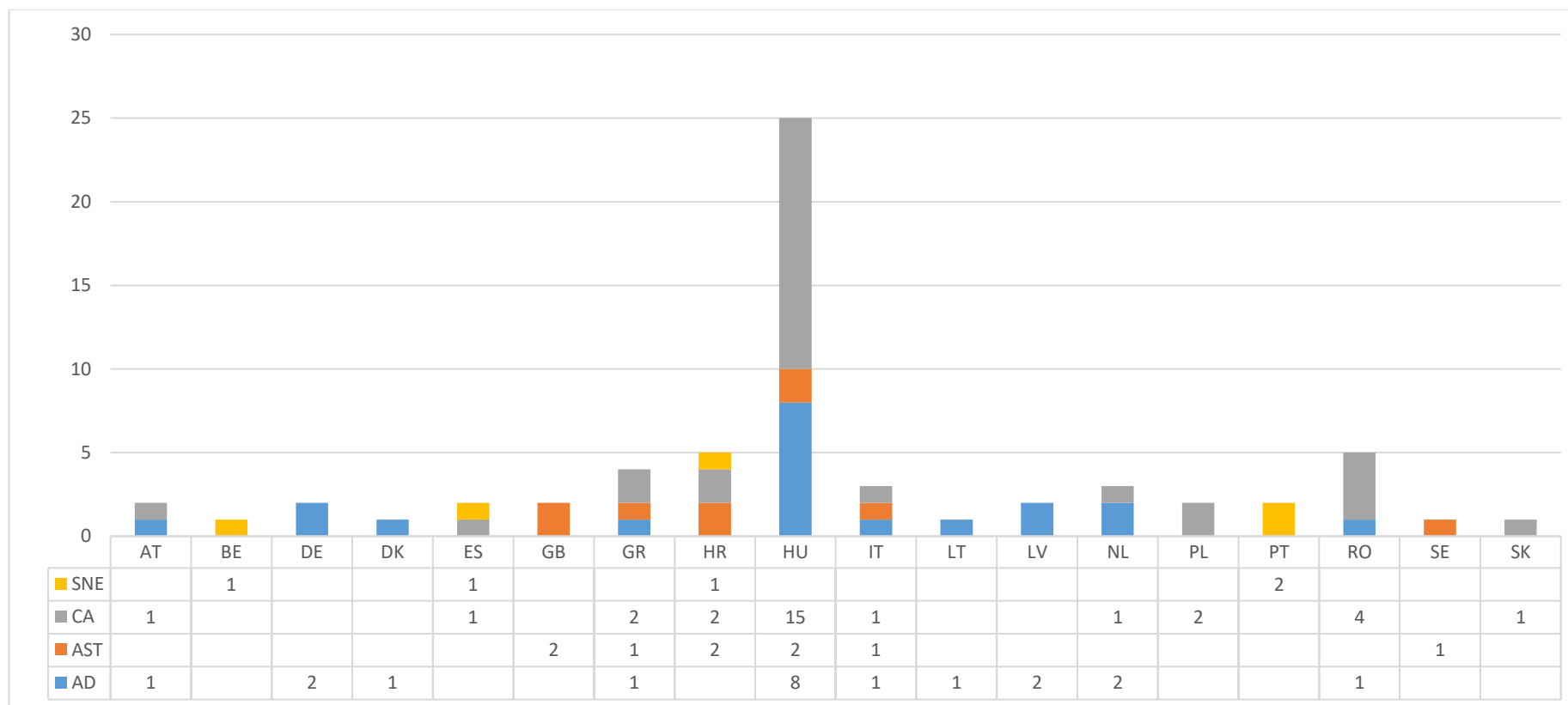
	AT	BE	DE	DK	ES	GB	GR	HR	HU	IT	LT	LV	NL	PL	PT	RO	SE	SK
■ SNE		1			1			1							2			
■ CA	1				1		2	2	15	1			1	2		4		1
■ AST						2	1	2	2	1							1	
■ AD	1		2	1			1		8	1	1	2	2			1		

Figure 2 - geographical balance (16/10/2018)

Schooling

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

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

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

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

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

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

Annex: V – Building Policy

Current building(s)

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

Building projects in planning phase

The current CEPOL building cannot offer sufficient functional rooms for the requirements / demand of CEPOL training activities. The number and size of the available training rooms is by far not sufficient for the growing demands of operational activities and meetings in CEPOL HQ.

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 reached 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 2015.

In the coming years, especially under the perspective of project activities related to the external dimension of the new mandate of CEPOL, a solution for the limited space in the Headquarters is required. The additional posts planned for CEPOL staff need to be factored in as well.

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

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.

In addition CEPOL is looking to rent office space in Brussels to ensure better communication with all EU actors.

Building projects submitted to the European Parliament and the Council
N/A

Annex: VI – Privileges and immunities

Agency privileges

Privileges granted to staff

Protocol of privileges and immunities / diplomatic status

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

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

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.

personal effect, including motor vehicles, which shall be
registered under diplomatic plates.

Annex: VII – Evaluations

Internal Evaluation

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

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

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.

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

At the end of 2016, the Agency's Management System has been assessed by an independent accredited body Lloyd's Register (LRQA), and found in full compliance with the ISO 9001:2015 requirements. The certificate was issued on 2nd February 2017, and is valid for 3 years. It covers

the following scope: 'Management of the Law Enforcement Residential Activities and the Exchange Programme: 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 which expires in 2 nd February 2020.

Annex: VIII – Risks

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

For its risk assessment CEPOL uses the principles referred to in the Implementation Guide of the "Risk Management in the Commission".

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

Critical Risks 2019	Countermeasure/Mitigating actions	Activity/area affected
Discrepancy between enhanced mandate and available financial and human resources	• Management of stakeholders expectations • Aiming for annual action plans with relevant stakeholders • Adjustment of management plan of the year in question • Critical evaluation of the business model used within the Agency	Horizontal
Underspending exceeding 5% of the annual budget, resulting in budget cuts in the following budgetary appropriation (N+1)	• Strict budget planning and monitoring • Comprehensive procedure in place for budget planning, monitoring and forecasting	5E. Managing Human and Financial Resources
Deficit in budget planning, implementation and monitoring mechanism which result in	• Comprehensive procedure in place for budget planning, monitoring and forecasting • Identification of savings • Budget transfers	5E. Managing Human and Financial Resources

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weaknesses in the forecast of budget and cash flow	• Improved horizontal cooperation and coordination within the Agency	
Limited trainer capacity resources of CEPOL partners	• Use external experts instead • Improve outreach to populate the list of experts • Rethinking the training model	2. Delivery of thematic training portfolios for law enforcement officials of the EU and where relevant to Third Countries
CEPOL Knowledge Centre fail to achieve their objectives which also holds a reputational risk for CEPOL	• Close support and monitoring of the CEPOL Knowledge Centre by the Agency	2. Delivery of thematic training portfolios for law enforcement officials of the EU and where relevant to Third Countries
Lack of experts resident in the UK may negatively affect the quality of CEPOL training activities after Brexit	• Finding alternative experts not resident in the UK	2. Delivery of thematic training portfolios for law enforcement officials of the EU and where relevant to Third Countries
Possible budget reduction in CEPOL due to lower EU funds available	• Adjust business planning if required (as of 2020)	5E. Managing Human and Financial Resources

Annex IX - Procurement plan for the year 2019 - Financing Decision

Legal basis:

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

The financing decision, 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 2019 (Title 3);
- Their link to specific activities of the Work Programme 2019;
- 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 2019 (budgetary decision)

- Subject of the contracts for operational expenditure foreseen in 2019 (Title 3);
- Their link to specific activities of the Work Programme 2019;
- Estimated value of contracts having an effect on the budget 2019;
- Indicative number and type of contracts

In 2019 CEPOL estimates that total budget for operational procurement will be indicatively **EUR 3,349,600.**

Furthermore, as of 1 January 2018, CEPOL was entrusted with the implementation of two projects:

- EU/MENA Counter-Terrorism Training Partnership 2 (CEPOL CT 2), for an overall duration of 36 months
- Financial Investigation In-Service Training Programme, Western Balkan (CEPOL FI), for an overall duration of 24 months

The strategic and budgetary decision for the whole duration of the two projects is provided in Part 3 below.

Part 1a – Multiannual framework contracts (strategic decision)

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2019	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	**Provision of event organisation and related services for CEPOL activities**	Activities 1-5	200,000	Q1-Q4 2019	Single framework contract for services
2	**Supply and distribution of CEPOL branded merchandise**	Activities 1-5	350,000	Q4 2018- Q1 2019	Single framework contract for supplies
3	**Support services for communication activities and multimedia services**	Activities 1-5	400,000	Q1-Q4 2019	Single framework contract for services (or multiple framework contract with cascade/reopening of competition)
4	**Hosting and maintenance of CEPOL website**	Activities 1-5	240,000	Q4 2018-Q1 2019	Single framework contract for services
5	**Development, administration and implementation of e-learning services**	Activity 4	200,000	Q1 2019	Multiple framework contract with cascade/reopening of competition
6	**Implementation of Police English Language (PEL) online course**	Activity 4	60,000	Q2 2019	Single framework contract for services

| 7 | **Provision of catering services at CEPOL premises in Budapest** | Activities 1-5 | 140,000 | Q3 2019 | Multiple framework contract for services in cascade |

Part 1b – Direct contracts (multi-annual perspective)

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2019	Estimated total value of the contract over their maximum duration	Indicative time frame for launching the procurement (per quarter)	Type of contract
1	**EU-STNA evaluation**	**Activity 1**	**50,000**	**Q3-Q4 2019**	**Direct service contract**

Part 2 – Direct and specific contracts foreseen in 2019 (budgetary decision)

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2019	Indicative value of the contract for 2019 (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**	Stakeholders relation and communication (Objective 4.D)	50,000	Q4 2018	Multiple specific contracts in execution of a framework supply contract to be awarded in 2019, preparations will start in 2018.

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2019	Indicative value of the contract for 2019 (EUR)	Indicative time frame for launching the procurement (per quarter)	Indicative number of contracts and their type
2	**Services related to communication activities:** • Website related services • Event management	Development of education and training products (Activity area 2) External relations (Objective 5.D) Stakeholders relation and communication (Objective 5.D)	80,000	Q1 – Q4 2019	Multiple specific contracts in execution of a framework contract for communication services (awarded in 2016) and other framework contracts
3	**Multimedia services** (photos + videos + graphic design)	Stakeholders relation and communication (Objective 5.D)	60,000	Q1 – Q4 2019	Multiple specific contracts in execution of a framework contract for communication services (to be awarded in 2019, see Part 1 item 1)
4	**Translations and proofreading**	Stakeholders relation and communication (Objective 5.D)	5,000	Q1 – Q4 2019	Multiple service requests under the Service Level Agreement with CdT
5	**Editorial services:** • 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)	Activities 1-5	131,000	Q1 – Q4 2019	Multiple service requests under the Service Level Agreement with the Publications Office, multiple order forms under framework

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2019	Indicative value of the contract for 2019 (EUR)	Indicative time frame for launching the procurement (per quarter)	Indicative number of contracts and their type
	• Editorial services and publications for the European Law Enforcement Research Bulletin				contract AO_10573 or direct service contracts
6	**Provision of access to scientific journals and e-books**	Activity 4 Objective 4.C	50,000	Q1 2019	Multiple specific contracts in execution of framework contract for services CEPOL/FWC/2018/295
7	**EJMP graduation ceremony**	Activity 2	5,000	Q4 2019	Direct Service contract or Specific contract(s) in execution of FWC
8	**Purchase of software licenses licences**	Activity 1	20,000	Q3 2019	Specific contract in execution of DIGIT Framework contract (SIDE II)
9	**Electronic Network**	Activity 1	85,000	Q2 2019	Multiple Specific contracts in execution of Framework contracts
10	**Course online support**	Activity 1	35,000	Q1 2019	Direct Service contract or Specific contract(s) in execution of FWC
11	**External experts for assisting CEPOL in the planning and implementing of its core business**	Activity 1	55,000	Q1 – Q4 2019	Multiple expert contracts under Call for expression of interest CEPOL/PR/EE/2017/001

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2019	Indicative value of the contract for 2019 (EUR)	Indicative time frame for launching the procurement (per quarter)	Indicative number of contracts and their type
					and Direct Contracts for Services
12	**Provision of interim services**	Activity 2	141,600	Q1 2019	Multiple specific contracts in execution of framework contract for services CEPOL/CT/2017/024
13	**Travel and accommodation**	Activities 2 - 5	2,500,000*	Q1-Q4 2019	Multiple service requests in execution of Framework contracts CEPOL/FWC/2018/042, CEPOL/FWC/2018/101-4
14	**Catering**	Activities 2 - 5	75,000*	Q1-Q4 2019	Specific contract(s) in execution of Framework contract CEPOL/CT/2017/104 and other FWCs for events outside Budapest
15	**Taxi service**	Activities 2 - 5	57,000*	Q1-Q4 2019	Specific contract(s) in execution of Framework contract CEPOL/FWC/2018/129

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2019	Indicative value of the contract for 2019 (EUR)	Indicative time frame for launching the procurement (per quarter)	Indicative number of contracts and their type
					and other FWCs for events outside Budapest
TOTAL			3,349,600		

* These values include also expenses related to Titles 1 and 2.

Part 3 – Multiannual framework contracts in the context of CEPOL projects EU/MENA Counter-Terrorism Training Partnership 2 (CEPOL CT 2) and Financial Investigation In-Service Training Programme, Western Balkan (CEPOL FI)

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2018-2020	Estimated total value of the framework contract over their maximum duration of 24 months (CEPOL FI) and 36 months (CEPOL CT 2) (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	**Provision of translation services in the regions of the project**	Activity 3	CEPOL CT 2: 414,000 CEPOL FI: 133,500	Q1-Q2 2018	Multiple framework contracts
2	**Provision of translation services in the EU member states**	Activity 3	CEPOL CT 2: 126,000	Q1-Q2 2018	Multiple framework contract
3	**Provision of event organisation in the regions of the project**	Activity 3	CEPOL CT 2: 831,065 CEPOL FI: 307,694	Q1-Q2 2018	Multiple framework contracts
4	**Provision of event organisation in the EU member states**	Activity 3	CEPOL CT 2: 78,200	Q1-Q2 2018	Multiple framework contracts

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2018-2020	Estimated total value of the framework contract over their maximum duration of 24 months (CEPOL FI) and 36 months (CEPOL CT 2) (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)
5	Short term experts for the project	Activity 3	CEPOL CT 2: 907,200 CEPOL FI: 215,600	Q1-Q2 2018	Multiple expert contracts under Call for expression of interest CEPOL/PR/EE/2018/001/CT2 and CEPOL/PR/EE/2018/001/FI
6	Rental of office space	Activity 3	335,000	Q1-Q2 2018	Rental Agreement
7	Supply and distribution of branded merchandise	Activity 3	35,000	Q4 2018 – Q1 2019	Multiple order forms in execution of framework supply contract CEPOL/CT/2015/035, single direct contract and multiple order forms in execution of a framework supply contract to be awarded in 2019
8	Mid-Term Evaluation services for the EU MENA CT 2 project.	Activity 3	15,000	Q4 2018 – Q1 2019	Single Direct Contract
9	Provision of interim services	Activity 3	14,086	Q1 2018-Q2 2018	Multiple specific contracts in execution of the existing framework contract CEPOL/CT/2017/024

10	**Provision of training services for the EU MENA CT 2 project**	Activity 3	30,000	Q3-Q4 2019	Negotiated Procedure with 3 invited candidates

Annex X – Organisational chart

CEPOL STRUCTURE

16 May 2018

Executive Director

Director's office

Director's office will combine the following functions:
- External Relations (RELEX)
- Planning
- Communication
- Internal Control (ICO)
- Governance & Management Support
- Quality Management (QM)
- Innovation Management (IM)

Operations

Corporate Services

Training Unit

Project Management Unit

Finance, Procurement & Travel

HR team

Training Policy

Project Coordination Office

Finance team

ICT team

Training Implementation

CEPOL FI

Procurement team

Legal team

CEPOL CT 2

Travel & Logistics team