



Annual Report 2017

EDUCATE, INNOVATE, MOTIVATE

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2017 ANNUAL REPORT
OF THE EUROPEAN UNION AGENCY
FOR LAW ENFORCEMENT TRAINING
(CEPOL)

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INTRODUCTION BY THE MALTESE PRESIDENCY



MALTA
EU 2017

As Malta took on the Presidency of the Council of the European Union for the first time in January 2017, the EU faced the toughest challenges in its 60-year history. Unprecedented waves of migration from Africa and the Middle East exerted ongoing pressures on Malta's Mediterranean neighbourhood, while the rise of terrorism as well as populism across the continent challenged the internal security of Member States and the political status quo.

An area of freedom, security and justice within the European Union requires truly common European action in these sectors, particularly in relation to the challenges posed by migration and terrorism threats. The Maltese Presidency was however committed to taking forward this European approach.

In its 6-month tenure as Chair of the EU Council, Malta inter alia took forward the fight against illegal immigration and the discussion on the fight against terrorism and serious and organised crime. It also addressed the external dimension of immigration and asylum and continued to work toward the implementation of the EU Drugs Strategy 2013-2020. The Maltese Presidency also strove towards the finalisation of the New Psychoactive Substances legislation and coordinated the process following UNGASS 2016 and the 2019 review of the 2009 Political Declaration.

With regard to CEPOL, the Maltese Presidency, in line with its ambition to challenge terrorism threats, held the Presidency conference on 'Preventing radicalisation to terrorism and violent extremism: strengthening the Member States' response'. The seminar was highly successful as participants were given a clear vision of how countries with different levels of threat are handling the prevention of radicalisation. It also provided food for thought for future action and improved existing cooperation between the attendees. Malta also held the 2nd CEPOL Management Board Meeting at St Julian's under the new legal mandate. The meeting, amongst other items discussed, included the establishment of a selection committee for the recruitment of an Executive Director and the election of the second Chair and Vice Chair of the CEPOL Management Board who were both unanimously elected.

Malta also chaired a number of CEPOL events including the 2nd CEPOL National Units Meeting and the CEPOL e-NET Managers' Meeting, both held in Budapest.

Cooperation by the Maltese Presidency Team and the CEPOL Agency was regular and productive. This ensured that all CEPOL activities were implemented throughout the 6-month period in the most efficient way possible.



Mario Spiteri
Maltese CEPOL Management Board Voting Member

INTRODUCTION BY THE ESTONIAN PRESIDENCY



During the second half of 2017, Estonia held the Presidency of the Council of the European Union for the first time, and due to Brexit, half a year earlier than expected.

EU2017.EE



The Estonian Academy of Security Sciences held the Presidency of the CEPOL Management Board together with Austria and Bulgaria. It was the first time the so-called common CEPOL Priorities of the incoming 'TRIO' Presidency concerning CEPOL business were created:

1. Support the election of the new Executive Director;
2. Strong support of the implementation of new business model (pilot of CKC);
3. Support of implementation of EU-STNA and OTNA;
4. Step-by-step implementation of e-governance as a supporting tool of everyday CEPOL activities.

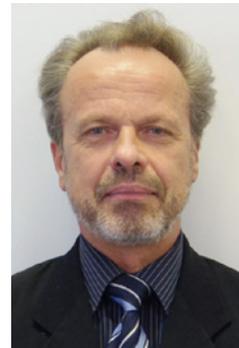
Estonia's own most important CEPOL priority was the exchange of experiences, skills and best practices for the prevention of terrorist attacks via the explosive or CBRN materials in the EU.

Bearing in mind that the priority of Estonia was to organise CEPOL 78/2017 activity on CBRN and Explosives, hosted in Tallinn, Estonia from 7-11 August 2017 in close cooperation with CEPOL and Europol, with the support of the Estonian Academy of Security Sciences and the Demining Centre of the Estonian Rescue Board, for the first time in history one of the practical parts of the EODN training was carried out on a ferry, and the whole activity received very good feedback from the total of 98 participants from 37 countries and six international organisations. As a result, our academy received an appreciation letter from Europol Executive Director Rob Wainwright concerning the outstanding contribution to the organisation of that particular activity.

The Estonian Presidency paid a lot of attention to the development of CEPOL e-governance and administration to reduce bureaucracy in everyday work. From that point of view, possibilities to sign CEPOL Management Board documents electronically by the CEPOL Management Board Chair or Deputy Chair — not in paper form any more as previously — were implemented in 2017. This is only the first step and a lot of work needs to be done in the future.

We are very glad that during the CEPOL Management Board meeting in Tallinn on 15-16 November 2017 we started a new tradition: the preparation of the hand-over process from the existing CEPOL Executive Director to the new CEPOL Executive Director in a more solid way than previously.

Elmar Nurmela
Deputy Chair of the CEPOL Management Board





FOREWORD BY THE CEPOL EXECUTIVE DIRECTOR

Since 16 February 2018, I have had the great privilege of serving as the Executive Director of CEPOL, the European Union Agency for Law Enforcement Training. After more than 8 years in the role of Deputy Director of the Agency, I was honoured that our Management Board appointed me for this important position in European law enforcement training.

Between 2014 and 2017, CEPOL went through a series of major milestones that profoundly changed the agency and shaped its future — from the relocation to Hungary to the implementation of its new mandate. CEPOL was able to successfully maintain business continuity whilst increasing the participation, quality and diversity of its activities. In 2014, we had 4 months to relocate the agency from the United Kingdom to Hungary whilst keeping it fully operational. I was in charge of this endeavour. Most people said it was impossible. However, with the support of CEPOL staff and the Hungarian authorities, we achieved a miracle: the agency was fully operational in October without any discontinuity in its work.

2017 was the first full year when the agency operated under its new, extended mandate. It is to date one of our important achievements which opened up new horizons, notably in terms of partnerships. The areas of training needs assessment, training coordination, and qualitative delivery attest to a successful new beginning for the agency. CEPOL has been extremely effective in the redeployment and use of its lean resources, and yet again was able to deliver more training to more law enforcement officials, outperforming itself in the number of officials trained when compared to previous years, as they exceeded 23 000 during the year.

In 2017 CEPOL reinforced its innovative streak and launched several key initiatives such as the first pilot EU-Strategic Training Needs Assessment (EU-STNA). The EU-STNA looks at capability gaps that can be addressed by training on the basis of identified threats and a sound process of analysis and prioritisation that sees the Member States and their experts front and centre of needs identification. Furthermore, two pilot CEPOL Knowledge Centres (CKCs) were established in the priority areas of counter-terrorism and common security and defence policy missions. The first CEPOL European Joint Master Programme was successfully completed and 26 students graduated and received their Master Diploma in October 2017. In parallel, 30 new students were enrolled in the second edition of the Master Programme. CEPOL also contributed to strengthening the collaboration between law enforcement officers through its trust-building Exchange Programme with over 500 exchangees in 2017.

If I had been told a few years ago that in the future I would be in charge of implementing a project to work with Lebanon, Tunisia, Turkey and Jordan, I would not have believed it. In 2016 this challenging but also rewarding endeavour became one of my top priorities. In 2017 CEPOL successfully concluded the implementation of the EU/MENA Counter-Terrorism Training Partnership project and consolidated its position as a key player in addressing the internal/external security nexus. I am proud to mention that CEPOL was entrusted with the development and implementation of new projects for the years to come, such as the EU/MENA Counter-Terrorism Training Partnership 2.

Finally, in 2017, following an external audit, CEPOL was certified as meeting the ISO 9001:2015 Management System Standard by Lloyd's Register Quality Assurance in the areas of Law Enforcement Residential Activities and the CEPOL Exchange Programme. This proud achievement testifies to CEPOL's strong commitment to quality and stakeholder satisfaction.

I am fully committed to carrying CEPOL's brand of excellency, efficiency and law enforcement cooperation into the future and to ensure that it will continue to play a key role in providing high-quality services to our law enforcement communities in Europe. In recent years, we have experienced a dramatic change in the landscape for the internal security of Europe and in order to enable law enforcement communities to deal with these challenges we must provide dynamic, tailor-made and very efficient support through excellent models of education and training. This is my vision of CEPOL for the future.

Detlef Schröder
CEPOL Executive Director

WHO WE ARE

CEPOL is an agency of the European Union dedicated to developing, implementing and coordinating training for law enforcement officials.

CEPOL brings together a network of training institutes for law enforcement officials in EU Member States and supports them in providing frontline training on security priorities, law enforcement cooperation and information exchange. CEPOL also works with EU bodies, international organisations and third countries to ensure that the most serious security threats are tackled with a collective response.

On 1 July 2016, the date of its new legal mandate, CEPOL's official name changed from 'European Police College, to 'The European Union Agency for Law Enforcement Training'.



Mission

CEPOL's mission is to contribute 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.

Vision

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

Core values

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

Core competencies

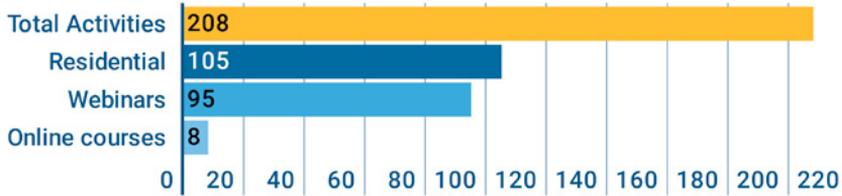
CEPOL brings together law enforcement professionals to:

- offer them opportunities to grow personally and professionally through training;
- contribute by learning to solve issues related to European security;
- establish networks of training institutes and professionals.

Core promise

With CEPOL, professionals can grow both their knowledge and networks.

2017 Snapshot



At the end of 2017, Mr Detlef Schröder was appointed as the new CEPOL Executive Director, succeeding Prof. h.c. Dr. Ferenc Bánfi, and took office on 16 February 2018.



CEPOL launched the first pilot EU-Strategic Training Needs Assessment (EU-STNA).
Two pilot CEPOL Knowledge Centres (CKCs) were established.
The first CEPOL European Joint Master Programme was successfully completed.



CEPOL concluded successfully the implementation of the EU/Middle East and North Africa Counter Terrorism Training Partnership project (CTTP).



CEPOL was certified as meeting the ISO (001:2015) Management System Standard by Lloyd's Register Quality Assurance in the areas of Law Enforcement Residential Activities and the CEPOL Exchange Programme.



2017 CEPOL TRAINING AND LEARNING ACTIVITIES

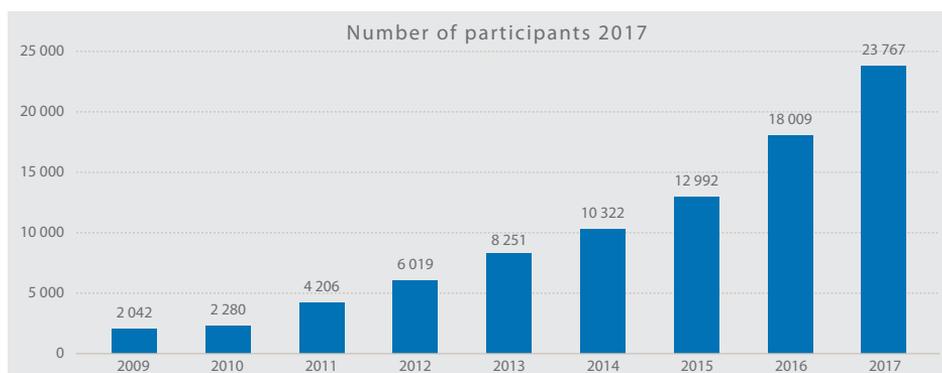
General overview

In 2017, in line with a thorough analysis of training needs and the agency's mandate, CEPOL offered thematic training portfolios in eight priority categories. The training offer comprised residential activities, online learning (i.e. webinars, online modules, online courses, etc.), exchange programmes, as well as research and science initiatives. The use of differentiated training tools ensures complementarity and the opportunity to respond in the best possible way to the needs of the Member States.

More than 89 % of the CEPOL training and learning activities aimed at closing performance gaps for law enforcement officials tasked with tackling critical security threats stemming from the European Agenda on Security, such as:

- serious and organised crime, including cybercrime and migration — 30 % of activities;
- counter-terrorism — 26 % of activities;
- horizontal aspects, such as law enforcement cooperation tools, professional networks information exchange, etc. — 33 %.

Last year, CEPOL was extremely effective in the redeployment and use of its resources. It delivered more training activities to more law enforcement officials, outperforming itself in the number of officials trained, when compared to previous years: the number of officials having taken part in CEPOL training activities in 2017 grew to 23 767 compared with 18 009 in 2016.



Participation includes seminars, courses, conferences, e-learning modules, online courses, webinars, the CEPOL Exchange Programme and CT-MENA Programme.

2017 training portfolio:

- **105 residential activities**
- **95 webinars**
- **598 CEPOL exchanges**
- **34 online modules**
- **8 online courses**

In 2017, CEPOL planned to implement 201 activities (103 residential, 10 online courses and 88 webinars), but catering to emerging needs, CEPOL delivered **208** activities (105 residential, 8 online courses and 95 webinars).

Beyond that, CEPOL also developed and implemented 598 exchanges, and maintained 34 online modules (27 CEPOL modules and 7 modules where content was developed by CEPOL partners).

In 2017, the content of CEPOL's training successfully met the operational expectations of its key target group among the law enforcement community in Europe and beyond. In fact, the overall satisfaction rate of CEPOL activities remained very high — 93 % of participants stating that they were very satisfied or satisfied with the activities. It is worth noting that a high satisfaction rate among participants, above 92 %, has been maintained since 2009.



CEPOL training and learning tools

In 2017, CEPOL continued selecting its learning and training themes from the relevant EU policy instruments, taking into account the Member States' opinion on topic prioritisation. All CEPOL activities are designed to facilitate the sharing of knowledge and best practices, and to help develop a common European law enforcement culture.

Thematic portfolios apply varied training and learning tools, often in a blended manner:

- residential activities
- online activities
- CEPOL Exchange Programme

Below is a short overview of the use of these tools:

Education and training activities (residential)

In 2017, CEPOL planned to implement 103 residential activities and delivered 105 (87 in 2016).

Residential activities were represented in the following categories:

1. Serious crime and counter-terrorism:
 - (a) EU Policy Cycle — Council's priorities in the fight against serious and organised crime 2014-2017 (36 residential activities);
 - (b) Counter-terrorism (9 residential activities);
2. Public order — policing of major events (5 residential activities);
3. Planning and command of Union missions (6 residential activities);
4. Leadership, language development, train the trainers (7 residential activities);

5. Law enforcement cooperation and information exchange (12 residential activities);
6. Specific areas and instruments (25 residential activities);
7. Fundamental rights (3 activities);
8. Research and prevention (2 activities).

The overall satisfaction with CEPOL activities remains high, for 2017 it was 95 % for residential courses (in 2016 it was also 95 %); there were 3 383 residential participants in 2017 (2 946 in 2016).

Grants

Residential activities continued to be implemented via a grants mechanism; however, the trend of a shared responsibility for implementation between CEPOL and the Framework Partners continued. CEPOL implemented 43 activities (9 activities in cooperation with Framework Partners through joint procurement and 34 activities by CEPOL). As planned, there was one Call for Applications for 2017 activities, and this resulted in the signature of 51 grant agreements for the implementation of 62 activities.

Online training

Online training and learning solutions are ideal to cater for larger audiences and they account for over 80 % of CEPOL training outreach: Online training offers webinars, online modules, allowing self-paced learning, and online courses. The latter are a relatively new tool, which is used to reinforce training availability on specialist topics. 2017 was the first year when online courses were fully integrated into the training portfolios; these courses were built on the content of residential activities, thus making the content more accessible.

2017 CEPOL e-learning overview	Number of users
95 webinars	13 748
34 online modules	5 301
8 online courses	230
Total	19 279

CEPOL Exchange Programme

The CEPOL Exchange Programme (CEP) is an Erasmus-style exchange programme that allows law enforcement officers to spend 1 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. 2017 was the first full year of the new legal mandate when the whole law enforcement community was addressed.

The CEP reflects the requirements of the Union's internal security strategy and the EU Policy Cycle on serious and organised crime. The thematic areas of study are synchronised with EU priorities and CEPOL's overall training portfolio. This alignment enables the Exchange Programme to complement CEPOL's other training options contributing to the agency's multi-layered approach to learning.

CEP allows participants to exchange knowledge and good practices, initiating cooperation projects and fostering deep and long-lasting learning and networking. Notably, the exchanges successfully promote trust and cooperation between law enforcement staff from different law enforcement services. The programme fulfils one of CEPOL's key objectives in developing a European law enforcement culture; exchanges increase appreciation of different cultures, remove biases and break down barriers.

The number of nominations increased significantly from 2016 (676) and in 2017 all partners (EU Member States, EU candidate countries, Western Balkan and European Eastern Partnership countries) submitted a record high number of nominations (863). Within the available budget, it was possible to implement 598 exchanges.

598 exchanges implemented:

- **535 exchanges for law enforcement officers**
- **24 participants from the Future Leaders course**
- **39 participants took part in the study visit to Frontex**

A new approach to law enforcement training: multiannual strategic training needs analyses and multiannual learning programmes

EU Strategic Training Needs Assessment (EU-STNA)

The EU Strategic Training Needs Assessment (EU-STNA) is a detailed examination and identification among EU priorities in the area of internal security, of those priorities with a training dimension, and that should be tackled by training activities at the EU level.



Main questions the EU-STNA is aiming to answer are:

- What are the capability challenges to be addressed by training at the EU level?
- What training needs should be given priority?

In July 2017, with the financial support of the European Commission, and in close cooperation with the Member States, Europol and Frontex, a 'Methodological Study to Develop Strategic Training Needs Analyses in the

Framework of the LETS Implementation' conducted by an external contractor was delivered to CEPOL. The first EU-STNA constitutes a pilot exercise based on this methodology.

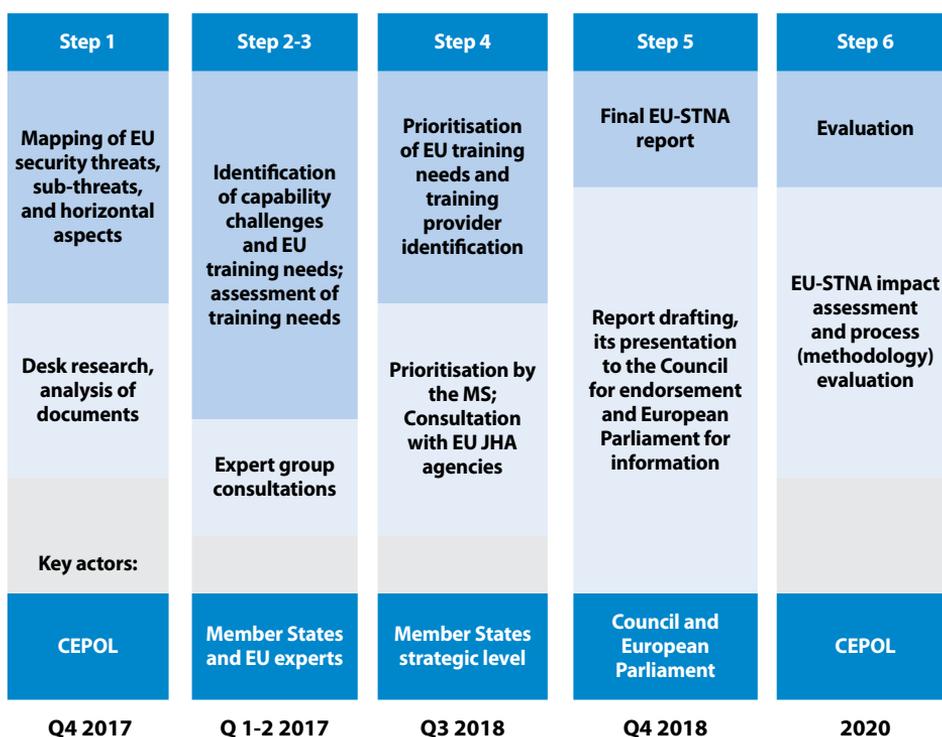
The CEPOL Acting Executive Director, supported by a brief introduction by the Director of the Directorate D 'Security' of DG HOME, presented the approach to EU-STNA to the Standing Committee on Operational Cooperation on Internal Security (COSI) on 25 September 2017, which marks the official launch of the pilot EU-STNA, covering the period of 2018-2021.

In October, following the methodology, CEPOL initiated Step 1 of the pilot project (Desk research) which was supported by seven JHA agencies, the European Commission, the Council of the European Union, LIBE Secretariat at the European Parliament, the EEAS, and the ESDC providing policy and strategic documents for analysis. The desk research was concluded by the end of December 2017,

extracting information on security threats, subthreats, horizontal aspects and law enforcement capability challenges, which will serve as a basis for further and more detailed discussions in the expert groups.

In parallel, CEPOL started preparations for Steps 2-3 (Expert consultations). At the end of 2017, with the support of Europol, 14 meetings had been scheduled for the beginning of 2018 when the existing EMPACT groups would be consulted. The aim of the consultations would be to identify the EU training needs through the discussion with operational representatives from the Member States and EU experts. This information would then be consolidated and presented to the strategic level of the Member States for training needs' prioritisation in the summer of 2018.

The first EU-STNA cycle is expected to be finalised in September/October 2018, when the EU-STNA report will be presented to the Council and the European Parliament.



Operational training needs analysis (OTNA)

While it is envisaged that the EU-STNA, having assessed security threats and challenges, will give strategic guidance as to where the Union shall dedicate its resources in law enforcement training, it is necessary for CEPOL to:

- identify the detailed training needs at operational level for specific target groups, required competencies and mastery levels in the EU-STNA priority areas, including the volume of law enforcement officials that require such training;
- design comprehensive tailored thematic training portfolios.

For that reason CEPOL began the development of a scientifically sound and reliable Operational Training Needs Analysis (OTNA) methodology. The work, supported by experts from the Member States and EU agencies, was completed and the new OTNA methodology was adopted by the CEPOL Management Board in November 2017. The new methodology, which foresees strong involvement of the CEPOL knowledge centres, will be piloted for counter-terrorism and CSDP missions' topics.

Annual TNA

Similarly to the previous years, CEPOL concluded annual Training Needs Analysis (TNA) exercises for 2018 to enable finalisation of planning for the upcoming year:

- 175 residential activities that were prioritised by Member States; as a result 74 activities (42 %) had to be de-prioritised due to shortage of resources;
- 102 webinars;
- 6 online courses;
- 5 new online modules.

Multiannual European Leadership Development Programme:

- The **Future Leaders** (two modules) — 27 'future' EU executive leadership participants attended the CEPOL training with the view to develop the competencies necessary to manage law enforcement structures in the global environment. The methodology adopted was a blended learning and development mix consisting of event workshops, residential training modules and coaching support.
- The **EU CSDP Police Command and Planning Course** attended by 25 participants aimed to develop necessary competencies for deployment to high-level positions within the CSDP civilian crisis management missions or to relevant EU bodies dealing with crisis management.
- One module of the **European Joint Master Programme (EJMP)** was dedicated to leadership (see below for more information on the programme).



European Joint Master Programme

CEPOL implements a fully accredited European Joint Master Programme (EJMP) designed to further qualify law enforcement officers in the implementation and operationalisation of EU instruments, especially on police cooperation in concrete cross-border settings.

It is the first EU academic programme aimed at addressing common challenges of police cooperation in the frame of internal security with one module dedicated to leadership. The first EJMP was launched in October 2015 and in October 2017 CEPOL finalised the first cohort of its 2-year programme with 26 students successfully graduating and receiving a Master Diploma. Also in October 2017 CEPOL launched its second cohort in Hungary with 30 students enrolled.

Supporting, developing, implementing and coordinating training in the areas of terrorism, serious crime and public order

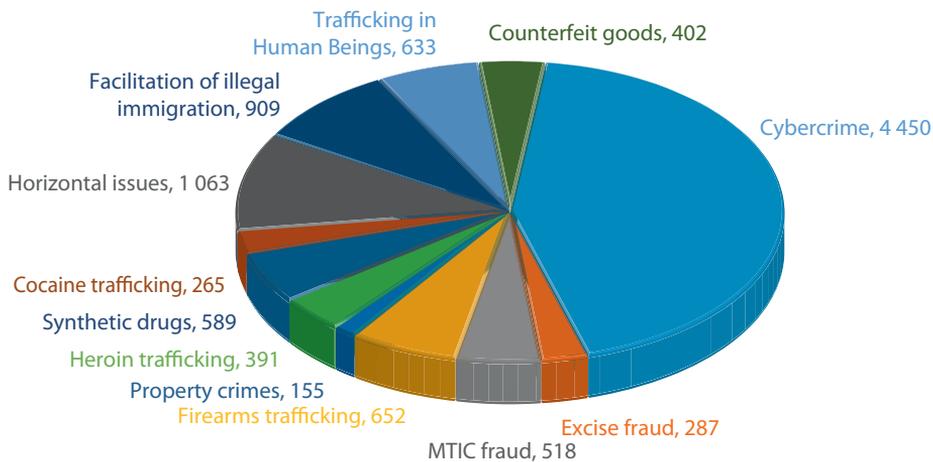
EU Policy Cycle 2014-2017

In 2017, 30 % of the entire CEPOL training offer was dedicated to Policy Cycle priorities and horizontal matters in the field of security. Concretely, CEPOL delivered 79 training activities and provided eight online modules with a total number of 10 314 participants.

- **36 residential activities attended by 1 148 participants**
- **43 online activities and 8 online modules with a total of 8 975 participants**
- **191 exchanges**

Training was part of all 13 EMPACT operational action plans. Division of trained officials per Policy Cycle priority is shown in the chart below:

EU Policy Cycle implementation



Migration (as one of the EU Policy Cycle areas)

- **8 residential activities attended by 290 participants**
- **3 webinars and 1 online module with 600 participants**
- **19 exchanges**

The growth in illegal migration puts extraordinary pressure on EU law enforcement structures. CEPOL training remained closely aligned with the requirements voiced by the EU Policy Cycle EMPACT group on illegal immigration, with focus on increasing the knowledge and competences on combating organised crime groups (OCGs) facilitating illegal immigration and effective management of transnational

investigations including the application of financial investigative and asset recovery techniques.

In total, 11 training activities and 1 online module attended by 909 participants were dedicated to the thematic priority of migration.

Cybercrime (as one of the EU Policy Cycle areas)

Cybercrime is one of the fastest evolving and expanding criminal areas in serious organised and transnational crime. Understanding the ever-growing training needs in the area, CEPOL made a further step to reinforce its cyber training portfolio in order to ensure that the knowledge-related cyber capability challenges are met in European law enforcement.

- **11 residential activities attended by 317 participants**
- **14 webinars and 2 online modules attended by 4 091 participants**
- **42 exchanges**

Some of the areas that CEPOL training activities concentrated on are the following: combating child sexual exploitation with particular focus on victims' needs, the various aspects of cybersecurity, cyber forensics and digital evidence, investigation in TOR and the darknet. It is important to underline that digital crime has not been addressed only in special cybercrime courses. Since crime has an increasingly digital nature, courses on serious organised crime and law enforcement techniques (such as criminal analysis) include, more and more frequently, sessions on online intelligence and investigations techniques and tools.

CEPOL support to the EMPACT priorities payment card fraud, child sexual exploitation and cyber-attacks had been recognised; cooperation with key EU stakeholders: the European Cybercrime Centre at Europol (EC3), INTERPOL, Council of Europe and the ECTEG remained a priority.

In total, 25 training activities, and two online modules attended by 4 450 participants were dedicated to cybercrime.

Counter-terrorism

CEPOL responded to the challenges related to terrorism by implementing a portfolio of training activities focusing on improving operational cooperation and increasing the capabilities for countering the terrorist threats.

CEPOL delivered 13 activities and provided access to two online modules developed by partners hosted on the CEPOL Learning Management System. Training activities were attended by 1 098 participants.

To further increase the impact of training in this key area, the CEPOL Knowledge Centre on Counter-terrorism was established in late 2017, with the direct engagement of 10 national training institutes from the Member States.

- **9 residential activities were attended by 328 participants**
- **4 webinars and 2 modules attended by 733 participants**
- **37 exchanges**
- **CEPOL Knowledge Centre.**

Strengthening the capacity to cooperate across borders and investigate crime effectively and efficiently, whilst guaranteeing the respect of fundamental rights

- **44 residential activities attended by 1 309 participants**
- **44 online activities and 15 online modules with 7 018 participants**
- **294 exchanges**

Cross-border cooperation and investigation is a crucial element in order to achieve a more secure EU and a more effective law enforcement. In this field CEPOL implemented 88 training activities and provided access to 15 online modules with a total number of 8 621 participants.

Information exchange and law enforcement cooperation

In 2017, CEPOL delivered the following training activities in the area of information exchange and law enforcement cooperation:

- 12 residential activities attended by 333 participants;
- 14 webinars and 12 modules attended by 3 054 participants;
- 109 exchanges.

Investigation techniques

Concerning investigation techniques CEPOL implemented:

- 25 residential activities attended by 765 participants;
- 14 webinars, 1 online course and 3 modules attended by 2 683 participants;
- 135 exchanges.

Public order: policing major events

With regard to the area of public order CEPOL delivered:

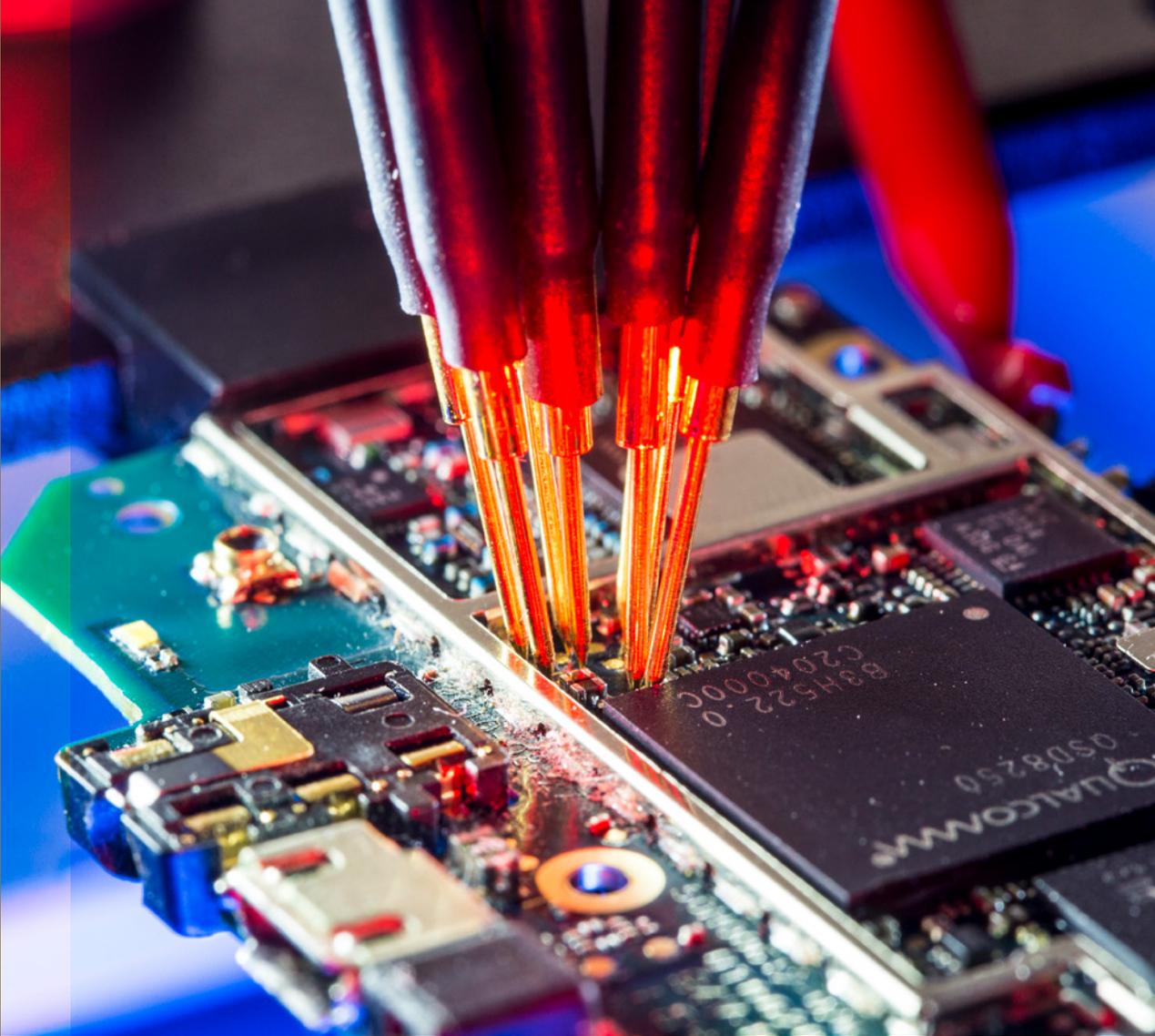
- 5 residential activities attended by 154 participants;
- 2 webinars attended by 189 participants;
- 40 exchanges.

Fundamental rights

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

In addition to that, CEPOL organised dedicated activities:

- 2 residential activities attended by 57 participants;
- 13 webinars attended by 1 092 participants;
- 10 exchanges.



SUPPORTING AND CONTRIBUTING
TO LAW ENFORCEMENT RESEARCH,
DEVELOPING EDUCATION AND
LEARNING APPROACHES AND
TECHNIQUES

Contributing to modern law enforcement education, CEPOL disseminated knowledge on the use of contemporary training and learning methods and developed language skills in the context of law enforcement in 15 training activities that involved the participation of 2 679 officers:

- 5 residential activities attended by 305 participants;
- 10 webinars and 7 modules attended by 2 341 participants;
- 33 exchanges.

The Agency continued to satisfy the needs of the law enforcement training community by enhancing the knowledge on the use of interactive delivery methods and blended learning techniques in diverse, multicultural training environments.

Research and knowledge management

The annual **CEPOL Research and Science Conference 2017: Innovations in Law Enforcement — Implications for practice, education, and civil society** — was organised again in cooperation with the Hungarian National University of Public Service on 28-30 November.

Aiming at bringing together leading practitioners, scholars and educators from law enforcement and academia, the event attracted around 220 participants. Keynotes were presented by representatives of the European Commission, Europol, Frontex, the Los Angeles Police Department and the Universities of Toronto and Ghent. The programme offered 77 papers, 13 poster presentations and two sessions demonstrating innovative hardware and software for law enforcement training. Contributions covered the major law enforcement areas, including police, border-guards' and prosecutors' perspectives.

In 2017, the Agency continued to work towards becoming a trusted repository for law enforcement knowledge and best practices, by offering online access to a wide variety of products and services:

- 17 European and international titles of e-journals covering multiple access of police science, law enforcement and criminal justice for users holding an e-Net account. In addition, summaries of articles from more than 300 international journals are accessible through a criminal justice abstracts service;
- a collection of 150 000 academic e-book titles, accessible for research and study;
- the CEPOL e-Library where users can find more than 2000 different items regarding research outcomes and studies from the institutions of the Member States, as well as a broad collection of articles;
- scientific and research articles regularly published in the peer-reviewed European Police Science and Research Bulletin, which has gained increased acknowledgement in the scholarly community. In 2017, 3 issues of the Bulletin* were published, offering 76 articles overall.

Furthermore:

- The CEPOL Lecturers, Trainers and Researchers Database (LTRdb) featured 201 expert profiles, which were regularly consulted by organisers of learning activities in the CEPOL environment.
- On the basis of the agency's proposal, the CEPOL Management Board approved CEPOL's research agenda for the upcoming years with the following research areas:
 - from police to law enforcement: best path for an extended training outreach;
 - identifying the evidence-base for an optimal blended-learning approach in law enforcement training and education;
 - preparing for civilian crisis missions: what training support is needed on the ground?

* For more information please visit the Bulletin webpage: <https://bulletin.cepol.europa.eu/index.php/bulletin>

Further development of e-learning systems

Online courses were further developed

Eight online courses (one in 2016) were implemented in 2017, four of which by Framework partners. A total of 230 participants were trained using this method. The overall satisfaction rate for online courses in 2017 was 87 %.

Webinars were further developed encompassing new methodologies

Ninety-five webinars have been implemented, of which nine were ad hoc, one carried over from 2016 and 85 from the annual programme. 13 748 participants took part in these online events with an overall satisfaction level of 94 %.

E-Net platform for delivery of training, creation of a knowledge repository of training curricula, good practices

CEPOL's e-Net was further developed in order to improve its delivery of the different online learning and training services. With the harmonisation of its look and feel and CEPOL's new identity, navigation based on CEPOL products and services, as well as the embedded support for mobile devices, steps were taken to meet the needs of contemporary users.

Major investments took place regarding online modules. These included the development of four new modules, as well as the update of eight others. On the other hand, more features were made available to module users, allowing them more control over their learning. These features included time-on task and content completion indicators, navigation through tags and downloadable (shareable) certificates.

Opportunities for blending of learning and training were enhanced for the European Joint Master Programme, CEPOL Exchange Programme and the residential courses, seminars and conferences. These were based on good practices, both from CEPOL and the learning and development domain in general, and became available for organisers of activities, trainers, moderators and learners themselves.

At the end of 2017, the e-Net held 15 platforms for communities of practice. These communities of like-minded professionals, sharing a common goal, had a total of 5 597 members.

In cooperation with the European Union Intellectual Property Office (EUIPO), CEPOL established a new knowledge base on the CEPOL electronic platform on intellectual property rights enforcement after the successful completion of the related project in September 2017. This new knowledge hub, called the 'Virtual Training Centre on Intellectual Property Rights', gives access to a set of comprehensive training resources covering IP rights, their infringement and enforcement. The e-learning platform with resources ranging from basic training to advanced courses, contains over 50 modules, webinars and other reading material on intellectual property enforcement.



STRENGTHENING THE CEPOL NETWORK AND ENHANCING EXTERNAL RELATIONS

CSDP mission training

CEPOL, in close cooperation with Member States, EEAS and ESDC provides specialist training for law enforcement staff to prepare them for deployment in CSDP missions. In 2017 CEPOL delivered 7 training activities (six residential and one webinar) and CEPOL Exchange Programme that were altogether attended by 245 participants.

- 6 residential activities
- 1 webinar
- CEPOL exchanges
- CEPOL Knowledge Centre

In 2017 based on the training needs identified by EEAS, four new course curricula were developed by experts from MS, EEAS and ESDC:

- Tackling organised crime and corruption in the host country of CSDP missions;
- Change management in CSDP missions;
- Management and leadership in diverse environments (CSDP missions);
- Strengthening human rights in the host country of CSDP missions.

Recognising the need to retain and further develop the available knowledge in this specialist area, a pilot CEPOL Knowledge Centre (CKC) was established for CSDP mission training. The CKC will begin its operation in 2018.

External relations

External relations have always been an important part of CEPOL's activities, nevertheless, they have gained further relevance under the new legal mandate. CEPOL aims at entering the 'global market' of law enforcement training, while ensuring the continuous high-level implementation of its statutory tasks, and giving priority to the immediate partners of the EU among third countries. This approach is facilitated by the provisions of the new regulation enabling CEPOL to manage dedicated Union External Assistance funds (Art. 4 paragraph 4(d)).

In 2017, CEPOL continued to expand its network of external partners with a new impetus. A total of nine working arrangements have been signed (EJTN, Kosovo ⁽¹⁾, Armenia, OSCE, ESDC, former Yugoslav Republic of Macedonia, Serbia, INTERPOL (renewal), EUIPO). Negotiations are ongoing with UNODC, ENFSI (renewal), Frontex (renewal) and Ukraine.

As for the working arrangements to be concluded with Denmark and the United Kingdom, having become third countries upon the applicability of the CEPOL Regulation, the Agency has repeatedly contacted these countries in order to start the negotiations. So far, this issue has remained pending.

Relations with the Middle East and North Africa have also intensified, especially in the context of the CT MENA project. There had been preliminary contacts with the Israeli, Lebanese and Tunisian authorities towards the possibility of stipulating a working arrangement, however further responses are awaited from their side.

⁽¹⁾ This designation is without prejudice to positions on status, and is in line with **UN Security Council Resolution 1244/99** and the **International Court of Justice Opinion** on the Kosovo declaration of independence.

Overview of CEPOL's cooperation and working arrangements		
Country/entity	Type of cooperation	Status
Albania	Working arrangement	In force
Armenia	Working arrangement	In force
Bosnia and Herzegovina	Working arrangement	In force
The former Yugoslav Republic of Macedonia	Working arrangement	In force
Georgia	Cooperation agreement	In force
Iceland	Cooperation agreement	In force
Kosovo *	Working arrangement	In force
Lebanon	Working arrangement	Preparatory phase
Moldova	Working arrangement	In force
Montenegro	Cooperation agreement	In force
Norway	Cooperation agreement	In force
Russia	Working arrangement	In force
Serbia	Working arrangement	In force
Switzerland	Cooperation agreement	In force
Turkey	Cooperation agreement	In force
Ukraine	Working arrangement	Under negotiation
AEPC	Memorandum of understanding	In force
EJTN	Working arrangement	In force
ENFSI	Memorandum of understanding	In force, amendment under negotiation
ESDC	Working arrangement	In force
eu-LISA	Working arrangement	In force

* Please refer to previous footnote on page 26.

Overview of CEPOL's cooperation and working arrangements		
Country/entity	Type of cooperation	Status
EUIPO	Memorandum of understanding	In force
Eurojust	Cooperation agreement	In force
Europol	Cooperation agreement	In force
Frontex	Cooperation agreement	In force, renewal under negotiation
INTERPOL	Cooperation agreement	In force
OSCE	Working arrangement	In force
PCC-SEE	Informal cooperation	In force
UNODC	Working arrangement	Under negotiation

The EU/MENA Counter-Terrorism Training Partnership project

2017 was the final year of implementation of the EU/MENA Counter-Terrorism Training Partnership project which started on 19 November 2015 and finished on 19 November 2017, targeting four partner countries benefiting from the action, notably Jordan, Lebanon, Tunisia and Turkey. CEPOL paid special attention to ensure project activities were in line with country-specific needs (hence guaranteeing buy-in and ownership on the side of the beneficiaries), and that any duplication with other ongoing donor-funded programmes and projects was avoided. Special attention was paid to relations with EU delegations on the ground as well as the European Commission and the EEAS.



In the context of the project, and in close cooperation with law enforcement services in the beneficiary countries, seven residential activities and eight thematic courses were carried out in 2017 for 273 participants, achieving a 96 % satisfaction rate. The 'centre of gravity' of those training activities was the cyber arena seen through the lenses of counter-terrorism. Besides that, topics such as international cooperation, critical infrastructure protection, counter-terrorism financing, counter radicalisation, law enforcement training development, planning methods of counter-terrorism operations and first response were also addressed by CEPOL.

The vast majority of the study visits and exchanges (34 activities for 234 participants with 99 % satisfaction rate) were organised in 2017, in close cooperation with 15 European Union Member States' law enforcement services and training institutions. Participants had the opportunity to see first-hand and familiarise themselves with CEPOL, other EU agencies (Europol, Eurojust) and/or other international organisations and relevant EU national services.

A total of 507 participants were trained in 2017, while during the full project implementation period, 788 participants were involved in 66 programme activities or exchanges. 95 % overall satisfaction was reached, attesting to a very highly positive feedback from participants.



The Euromed Police IV

CEPOL, being an associate partner of the Euromed Police IV project, provides support by hosting the Euromed Knowledge Base (EKB) and facilitating exchanges within the Euromed mobility scheme.

With regard to the mobility scheme component, it is organised by a Euromed IV project team member embedded into the CEP team in order to use CEPOL tried-and-tested methodology. Recruitment was completed by Euromed IV, however deployment was not completed in 2017 and is foreseen in 2018. Despite this delay, Euromed IV has already organised activities under this component.

CEPOL was present at the high-level meeting of Euromed Police IV on 6 September 2017 in the Hague, where the Euromed strategy was presented.

Operating effectively in the wider European Union landscape

Relations with the EU institutions

CEPOL continues to work in close collaboration with the European Commission and, in particular, with its partner Directorate-General, the DG for Migration and Home Affairs (DG HOME), on all aspects of the agency's activities, be they administrative, financial or operation/policy oriented.

This relation is regulated by the working arrangement for cooperation on external action activities between DG HOME and CEPOL, signed on 14 November 2016 (not covered by the scope of Article 34 of the new regulation).

JHA agencies coordination and cooperation with other EU bodies

Under the EMCDDA chairmanship, CEPOL took part in JHA agencies meetings, where representatives of the nine participating agencies, the Commission (DG HOME and DG JUST) and EEAS shared information about the recent activities in their areas of responsibility.

The network keeps various analytical tools up to date, such as Scorecard, Index of Analytical Reports, Foreign Terrorist Fighters toolbox, etc. CEPOL continued to implement better coordination of training activities for law enforcement officials carried out by EU agencies, by providing the online Justice and Home Affairs Agencies' Training Matrix to all JHA agencies plus ESDC and EJTN.

The Training Matrix is a joint JHA agencies' tool hosted on CEPOL's e-Net. It can be accessed by registered users.



MANAGEMENT AND GOVERNANCE

Management of human resources

On 31 December 2017, there were 30 Temporary Agents (TA), 16 Contract agents (CA, including 2 for projects) and 6 Seconded National Experts (2 SNEs were temporary replacement and 1 SNE was for project).

In 2017 CEPOL run 19 recruitment campaigns which attracted 476 applications. Staff fluctuation continued to be significant, due to the low country coefficient factor combined with relatively low grades of staff; the same factors do not assist CEPOL in attracting the best talent from the broadest possible geographical basis from among nations of Member States. In fact, Host Member State nationals continue to be overrepresented in the total number of staff. At the end of 2017, there were 19 Hungarian citizens (34%) working for the agency, from a total of 55 staff (TA, CA & SNE).

Management of financial resources

At the end of December 2017, the total 2016 budget execution, including carried forward funds from 2016-2017, had reached 93.76 %.

CEPOL's regular budget for 2017 was EUR 9 280 000. The regular budget is consumed over three budget headings (Titles). Title 1 covers staffing; Title 2 covers expenditure related to infrastructure and running costs; and Title 3 covers operational costs.

By the end of December 2017, 97.09 % of the budget had been committed, out of which 86.57 % had been paid (84.02 % of the total budget).

A total of EUR 1 213 257 had been carried over to 2018, amounting to 13.07 % of the overall 2017 budget. These credits covered mainly grants signed during the fourth quarter of 2017, travel expenditure by default invoiced 2 months later and other contracts signed or renewed at the end of 2017.

In 2015, a budget of EUR 2.49 million had been granted to CEPOL via a grant agreement signed with the European Commission on EU/MENA Counter-terrorism Training Partnership. The budget implementation of the project compared to the total granted budget reached 77 % (EUR 1 835 094) at the end of 2017. Payment execution reached 76 % of the available credits by the end of 2017.

Internal control effectiveness

No audit recommendations having a critical nature or impacting on the legality and regularity of transactions were formulated by the internal/external auditors in the past 5 years. Moreover, no major non-conformities were identified by the quality external auditor during the first surveillance audit with regards to implementation of ISO 9001:2015 Management System Standard.

ISO 9001:2015 quality audit

In February 2017, the Agency's Management System was assessed by an independent accredited body Lloyd's Register (LRQA), and found to be in full compliance with the ISO 9001:2015 requirements.



Communications

Communications was active throughout 2017, promoting CEPOL activities and building its reputation as a platform of excellence for learning. In order to raise the profile of the agency, CEPOL Communications drafted and implemented a communications action plan, derived from the communications sub-strategy that was approved by the Management Board in July 2016.

CEPOL built upon its established communications products (e.g. annual report, fact sheets, etc.) to provide information to key decision-makers. CEPOL Communications produced 22 publications and disseminated over 15 000 copies. In addition, CEPOL continued to provide its network partners with promotional materials, targeted to course participants: in 2017, CEPOL Communications supported 83 in-house activities and 102 events in EU Member States and distributed over 7 000 course packs, 2 100 promotional gifts for experts/trainers and 850 promotional gifts for guests.

The web continued to be the main communications channel and CEPOL focused on developing communications materials that are web-friendly (for use of the public website and e-Net), such as e-books and materials that can be disseminated through handheld devices. CEPOL's website had over 113 169 visitors, amounting to an average of 9 500 visitors monthly. Social media were used to a greater extent to advertise and promote the work of the agency and its network.

Reaching a wider audience and engaging with the new target audience was part of CEPOL's Communications priorities for 2017. The outsourcing of non-core services was pursued as a matter of priority, to ensure CEPOL's dedicated resources can focus on articulating and communicating the agency's key messages.

Conclusion

2017 was the first full year of implementation of the CEPOL new regulation. Thanks to its change management plan, CEPOL was able to successfully implement its new mandate, whilst exceeding its targets. The agency further complemented and strengthened its existing tools and procedures to better manage, control and monitor the achievement of strategic objectives, planned activities and key performance indicators, as well as the efficient use of human and financial resources.

CEPOL was prepared to react to the evolving political priorities and to swiftly adapt its training portfolio ^(?) to new developments by providing topical and focused activities designed to meet the needs of Member States in the priority areas of the EU internal security strategy. The agency continued to build strong partnerships and to create bridges between law enforcement training authorities and institutions from all over Europe. It also further expanded its network of external partners and promoted the EU message by building strong ties with candidates, potential candidates and strategic partners.

Through its training portfolio, CEPOL will continue to support common efforts in finding appropriate solutions to meet the needs of Member States in the priority areas of the EU internal security strategy. The path ahead is now set and we are ready to follow it. While CEPOL is committed to fulfil its mission with vision and integrity, we must not forget that law enforcement training is a long-term investment that contributes to a more secure Union. We shall build on our achievements and further develop our organisation with the aim of making Europe a safer place through law enforcement training and learning.

^(?) More information regarding CEPOL training activities is available in the Training Catalogue 2017 on our website (<http://www.cepola.europa.eu>).



ANNEX

Acronyms and abbreviations

AEPC	Association of European Police Colleges
CEPOL	European Union Agency for Law Enforcement Training
CEP	CEPOL Exchange Programme
CA	contract agent
CKCs	CEPOL Knowledge Centres
CNUs	CEPOL National Units
COSI	Standing Committee on Operational Cooperation on Internal Security
CT	counter-terrorism
CSDP	common security and defence policy
DG HOME	Directorate-General for Migration and Home Affairs
DG JUST	Directorate-General for Justice and Consumers
EC	European Commission
EC3	European Cybercrime Centre at Europol
ECTEG	European Cybercrime Training and Education Group
ECTC	European Counter-Terrorism Centre
EEAS	European External Action Service
EEODN	European Explosive Ordnance Disposal Network
EJMP	CEPOL European Joint Master Programme
EJTN	European Judicial Training Network
EMCDDA	European Monitoring Centre for Drugs and Drug Addiction
EMPACT	European Multidisciplinary Platform against Criminal Threats
e-Net	electronic network
ENFAST	European Network on Fugitive Active Search Teams

ENFSI	European Network of Forensic Science Institutes
EP	European Parliament
ESDC	European Security and Defence College
EU	European Union
EUIPO	European Union Intellectual Property Office
eu-LISA	European Agency for the Operational Management of large-scale IT Systems in the Area of Freedom, Security and Justice
EU-STNA	EU-Strategic Training Needs Assessment
Europol	European Union Agency for Law Enforcement Cooperation
Eurojust	The European Union's Judicial Cooperation Unit
Frontex	European Border and Coast Guard Agency
IP	internet protocol address
ISO	International Organization for Standardization
INTERPOL	International Criminal Police Organization
JHA	Justice and Home Affairs
LETS	European Law Enforcement Training Scheme
LEWP	Law Enforcement Working Party
LIBE	European Parliament's Committee on Civil Liberties, Justice and Home Affairs
LTRdb	CEPOL Lecturers, Trainers and Researchers Database
MENA	Middle East and North Africa
MB	Management Board
MS	Member State
OSCE	Organization for Security and Co-operation in Europe
OTNA	Operational Training Needs Analysis
PCC SEE	Police Cooperation Convention for Southeast Europe Secretariat

SIS	Schengen Information System
SNE	seconded national expert
TA	temporary agent
TNA	Training Needs Analysis
UNGASS	United Nations General Assembly Special Session on Drugs
UNODC	United Nations Office on Drugs and Crime

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