



Annual Activity Report 2013

European Police College (CEPOL)

Table of Contents

PART 1 MAIN ACHIEVEMENTS	3
1. ACHIEVEMENTS BY AREAS OF ACTIVITIES	5
1.1 Training and Learning activities organised in 2013 presented by priorities	5
1.2 Training and Learning activities organised in 2013 presented by categories	9
1.2.1 Summary of the training activities organised in 2013	9
1.2.2 Residential training activities	10
1.2.3 E-learning: bringing lifelong opportunities to a wider audience	13
1.2.4 Research & Science	16
1.2.5 European Police Exchange Programme.....	18
1.2.6 Common curricula	20
1.3 External Relations.....	21
2. MANAGEMENT AND GOVERNANCE.....	23
PART 2 MANAGEMENT AND INTERNAL CONTROL SYSTEMS.....	25
2.1 INTRODUCTION TO CEPOL	25
A. Budgetary execution	26
B. Risk Management	30
C. Human Resource Management	32
C. Procurement	35
2.2 THE FUNCTIONING OF THE ENTIRE INTERNAL CONTROL SYSTEM	36
PART 3 BUILDING BLOCKS TOWARDS THE DECLARATION OF ASSURANCE (AND POSSIBLE RESERVATIONS TO IT).....	40
3.1 BUILDING BLOCKS TOWARDS REASONABLE ASSURANCE	40
3.1.1 – Building block 1: Assessment by management	40
3.1.2 – Building block 2: Results from audits during the reporting year	43
3.1.3 – Building block 3: Follow-up of previous years' reservations and action plans for audits from previous years	44
PART 4 DECLARATION OF ASSURANCE	45
ANNEX 1 - BUDGET 2013 EXECUTION STATUS AS OF 31 DECEMBER 2013	47
ANNEX 2 PAYMENT TIME LIMITS	48
ANNEX 3 HUMAN AND FINANCIAL RESOURCES USED IN 2013.....	50
ANNEX 4 CONTRACTS SIGNED IN 2013.....	51
ANNEX 5 PROVISIONAL FINANCIAL STATEMENTS.....	60
CEPOL BALANCE SHEET 2013 – ASSETS	61
CEPOL Balance Sheet 2013 – Liabilities.....	62
CEPOL Economic Outturn Account 2013.....	63

PART 1 MAIN ACHIEVEMENTS

The core business of the European Police College (CEPOL) is to provide training and learning to senior police officers on issues vital to the security of the European Union and its citizens.

The agency successfully delivered its work programme, implementing 103 training activities against a planned 98 activities. Importantly, the agency extended the reach of its training, achieving the highest level of participation to date (8,251 participants; up from 6,019 in 2012), seeing increased numbers taking part in residential courses, online seminars (webinars) and the European Police Exchange Programme (Exchange Programme or EPEP).

This growth in participation is testament both to the interest in and relevance of CEPOL's annual training catalogue and the agency's commitment to increasing access to training. Training activities were carefully chosen to build capacity in the fields of policing, leadership and human rights. Recognising the importance of the external dimension and in accordance with EU policy priorities, CEPOL gave focus to cooperation with Eastern Partnership and western Balkan countries, inviting law enforcement officers to take part in certain activities, notably the Exchange Programme.

Making training and learning more available to the agency's target audience is a priority. The decision, in 2013, to fully fund more spaces on residential courses gave more police officers the opportunity to benefit from a CEPOL activity and this practice will continue in 2014. The agency's use of technology has enhanced its ability to offer comprehensive online learning opportunities to complement residential courses, meaning more law enforcement officers can now choose how and when to learn.

Increased participation was not at the expense of quality. In 2013, the highest levels of satisfaction were recorded, with general participant satisfaction reaching 94%, up from 92% in 2012.

In delivering its work programme, CEPOL was guided by the following four pillars, to ensure that it worked effectively and efficiently to provide a relevant and responsive service to its stakeholders:

Improved governance

The result of continuous efforts to streamline governance, have resulted in governance costs remaining at under EUR 100,000. The Governing Board met twice per year, carrying out more routine business by written procedure.

In 2013, CEPOL reported to the General Secretariat of the Council of the European Union on the implementation status of the Governing Board's recommendations from the five year evaluation of the agency. In line with Council Decision 2005/681/JHA of 20 September 2005, the Governing Board commissioned an independent external evaluation of the activities carried out by CEPOL. The evaluation was carried out in 2010 and a final report was submitted to the Governing Board on 1 February 2011.

Following a review of the report, the Governing Board issued its own recommendations. In its 2013 report, CEPOL reported that it has implemented all recommendations that were within its remit. For other recommendations, CEPOL has sought input from the European Commission. Following the approval of the report by the Governing Board, it was submitted to the General Secretariat of the Council of the European Union, with the request that the Council take note of the report.

Enhanced efficiency

The agency's performance indicators demonstrate that CEPOL not only exceeded its activity implementation target, but also achieved its highest levels of satisfaction to date. The quality of CEPOL's output is dependent to the agency's ability to work effectively and the achievements of 2013 are built upon the agency's ongoing drive to operate responsibly and efficiently.

Further evidence of the agency's enhanced efficiency is the further reduction in the unit price of its training. In 2013, CEPOL delivered training to 37% more participants than in 2012 with an operating budget that was 15% smaller than its 2012 budget.

Improved accountability

CEPOL underwent five audits in 2013. There were no critical findings with respect to the legality or regularity of transactions.

The accountability of the Authorising Officer is checked by the Governing Board, which assesses the performance of the Authorising Officer against specific objectives on a yearly basis. The Governing Board most recent assessment found the Authorising Officer's performance to be outstanding.

Improved coherence

CEPOL is one of many players in the field of law enforcement training. Through a thorough consultation process, CEPOL created a catalogue of activities that closely served the priorities identified in the EU Policy Cycle for Serious and Organised Crime (Policy Cycle), and also satisfied operational needs of the Member States. CEPOL values the fruitful cooperation that it enjoys with its partners, notably the other EU agencies in the field of justice and home affairs (JHA). Close cooperation and coordination ensure that training is topical and that there is no duplication of effort.

In 2013, CEPOL conducted its first stakeholder satisfaction survey. The aim of the survey was to identify stakeholders' views on CEPOL's progress against its four strategic objectives and stakeholders' satisfaction with CEPOL's work. The findings of the survey will be used to identify opportunities to improve stakeholder relations and inform future strategy. The aggregate satisfaction score amongst stakeholders is 71%.

In 2013, CEPOL chaired the contact group of the Justice and Home Affairs (JHA) agencies, supporting stronger coordination on policy and training issues.

Following the publication of the European Commission's Communication to the Council and the European Parliament establishing a European Law Enforcement Training Scheme (LETS), CEPOL has analysed the tasks required for the implementation of the scheme and will consider these as it develops its short-term and longer-term future strategies.

1. Achievements by areas of activities

1.1 Training and Learning activities organised in 2013 presented by priorities

1.1.1 Counter-terrorism

Preventing terrorism is a primary objective of the EU's security strategy and, across the EU, Member States work together to counter terrorist threats at the strategic level. In 2013, CEPOL's portfolio of activities in the field of counter-terrorism included residential training, a webinar and an updated common curriculum.

In 2013, CEPOL offered, for the first time, two activities on *European explosive ordnance disposal*. Targeted to members of the European Explosive Ordnance Disposal Network (EEODN), these activities were organised in cooperation with Europol and the Irish and Lithuanian presidencies, with a view to enhancing EU cooperation and training in the field of explosives and chemical, biological, radiological and nuclear devices. Through activities such as these, experts from Member States are able to gather information on specific issues and emerging trends as well as exchange best practices.

1.1.2 Crime prevention

Effective crime prevention relies upon the use of all available resources, including technology. The CEPOL activity *Smart policing in smart cities* explored the impact of technology on policing in large cities and the possible link to neighbourhood policing, information-led policing and technology-led policing. The course, which took place in Ghent, brought together mayors and chiefs of police from large European cities.

1.1.3 Economic crime

CEPOL offered residential and online activities in 2013 in the field of economic crime. A specific focus was given to money laundering, asset recovery and prevention of corruption.

In addition, tasked by the Standing Committee on Operational Cooperation on Internal Security (COSI), CEPOL together with General Secretariat of the Council of the EU coordinated the work of a group of experts in development of a *Manual of Best Practices in the Fight against Financial Crime*. This manual includes examples of good practices of well-developed systems in the Member States to prevent and fight financial crime. It provides Member States with a description of the numerous innovative practices and instruments that national authorities have developed on this issue. The manual is intended to be both a practical reference tool and an easily accessible guide which focuses on legal and operational challenges and opportunities and supports the relevant training modules developed among the Member States. Following its completion the manual is used by CEPOL in design of its activities in the area of financial investigations.

1.1.4 EU cooperation

CEPOL's activities in the field of EU cooperation cover a range of topics from issues affecting the security of citizens to police and judicial cooperation and to law enforcement cooperation tools. The activities provide a deeper understanding of the structures, instruments and approaches available at the European level. In particular, CEPOL's seminars on Joint

Investigation Teams (JITs) continue to attract very high interest among police, prosecutors and the judiciary because of their focus on practical issues arising from real case studies.

Many of the activities in the field rely on the cooperation between EU agencies, in particular on the provision of expertise. The new *common curriculum on Eurojust*, which was launched in 2013, was the result of fruitful cooperation with that agency.

Further cooperation was evidenced through activities undertaken by CEPOL in cooperation with the European Commission and eu-LISA (the EU agency for large scale IT systems) to support the launch of the second generation *Schengen Information System (SIS II)*. Following a careful assessment of best learning options developed a multi-layered learning portfolio consisting of an online module, four residential courses and several webinars. This allowed to use residential training to train the trainers before and after SIS II launch, as well as provided learning possibilities for all Supplementary Information Request at the National Entry (SIRENE) staff members through online module and webinars.

1.1.5 EU Policy Cycle for organised and serious international crime

The EU Policy Cycle highlights the most severe threats to internal security faced by Member States. In 2013, CEPOL undertook tasks related to both the shortened 2011 – 2013 cycle and the forthcoming 2014 – 2017 cycle.

For the shortened 2011 – 2013 cycle, CEPOL offered training and learning activities for all eight priorities set by the Council, comprising 12 residential activities, 9 webinars and 337 exchanges in the European Police Exchange Programme. In addition, one common curriculum was updated.

Residential activities and webinars were developed in close cooperation with Drivers of the priorities and with input from the experts participating in Operational Action Plans 2013, thereby reflecting the training needs of the operational environment. In many areas, such the priority related to trafficking in container form – which included the participation of customs officers, CEPOL adopted a multi-agency approach. In all policy cycle activities, cooperation with external partners remains vital to ensure that the training remains focused and up-to-date. To achieve this, new partners are always sought and, in 2013, CEPOL established a fruitful cooperation with the United Nations Office on Drugs and Crime (UNODC) and their Container Control Programme.

CEPOL used the lessons learned from implementing training activities for the shortened cycle to further develop the training portfolio for the forthcoming 2014 – 2017 cycle. With a view to raising awareness in the Member States and preparing to leading and implement priorities CEPOL with the support of with key actors, European Commission, Council of the EU and Europol developed a comprehensive training portfolio focusing on the mechanism of the Policy Cycle. Products were developed in order to meet specific needs of various target groups, such as a new online module to raise awareness in Member States and a dedicated package of six residential activities to enhance the knowledge and skills of national EMPACT (European multidisciplinary platform against criminal threats) coordinators and potential drivers. Further, based on a request from the Lithuanian Presidency, CEPOL developed learning elements to create better cohesion between national EMPACT coordinators, justice and home affairs counsellors and priority drivers.

1.1.6 Human rights

CEPOL's activities in the field of human rights are designed to promote a common respect for and understanding of fundamental and human rights, which are critical elements in a common police culture. In 2013, CEPOL offered two courses covering police ethics, diversity and the rights of crime victims.

The *Presidency Conference on Diversity* was organised by the Irish Presidency and took place in Kilkenny, Ireland. Bringing together 37 experts from across the EU, the conference tackled issues related to policing in a diverse Europe and the development of victim-oriented diversity policies. In particular, the conference explored hate crime and the unconscious biases that lead to such crimes. Participants were encouraged to visit the World Café Forum to exchange best practices in a more informal setting.

1.1.7 Special law enforcement techniques

In 2013, CEPOL implemented a number of activities related the different types of investigative methods used by law enforcement agencies, from witness protection and informant handling to forensic analysis, with a view to increasing knowledge of different techniques available, including the sharing of new research findings. Three activities were dedicated to the use of social media in policing, including one webinar. In addition, experienced trainers in the field of operational analysis were supported through the provision of a train the trainer course.

1.1.8 Learning and training

CEPOL supports a number of activities to improve the capacity of its partners to deliver training. In 2013, CEPOL offered residential activities for webinar educators, experts responsible for setting up online learning modules and a two-step train-the-trainer activity for trainers wishing to improve their skills in training in a multi-cultural environment. An online seminar on CEPOL's learning management system (LMS) was also made available. In addition, recognising the importance of evaluating the quality of training, CEPOL offered a residential activity *Quality assurance in law enforcement training* targeted to police trainers or officers responsible for quality assurance or assessments in police training schools and academies.

In addition, CEPOL continued to offer language development courses.

1.1.9 Management

Creating a generation of leaders experienced in the European dimension of law enforcement will have far-reaching benefits for future European police cooperation. For that reason, CEPOL offers a number of residential leadership and management courses.

CEPOL's flagship course *Top Senior Police Officers: The Stockholm Programme Realisation (TOPSPOC)* is targeted to those senior police officers working at a strategic level towards an open and secure Europe. The four TOPSPOC modules took place over the course of 2013, covering the following issues: effective measure for crime prevention on a European level; the role of police leaders in promoting ethical standards; how training improves police leadership and common professional standards in the future; and challenges of legal and illegal migration in Europe. Equally as important as the course work is the opportunity to forge strong relations with a peer group of senior officers across Europe. The course organisers developed a booklet

on modules and assignments completed by the participants in 2013 and material from this booklet will be published in 2014.

Another vitally important leadership subject in 2013 was civilian crisis management. In addition to launching its first *common curriculum on civilian crisis management*, CEPOL also implemented four *Senior Police Officer Planning and Command Course (SPOPCOP)* activities, covering different training needs from strategy to mentoring to increase the capacity of senior police officers to lead multicultural and diverse teams in often demanding environments.

1.2 Training and Learning activities organised in 2013 presented by categories

1.2.1 Summary of the training activities organised in 2013

Goal 1: The CEPOL network functions as a European law enforcement education platform on the highest level of international excellence	
Strategic Objective 1.1	To deliver quality training courses on specific subjects
Performance in 2013	Implementation of training activities (residential training and webinars) Target 2013: 95% Performance 2013: 105% Performance 2012: 95% Overall customer satisfaction with activities (residential training, webinars and exchange programme) Target 2013: 91% Performance 2013: 94% Performance 2012: 93%

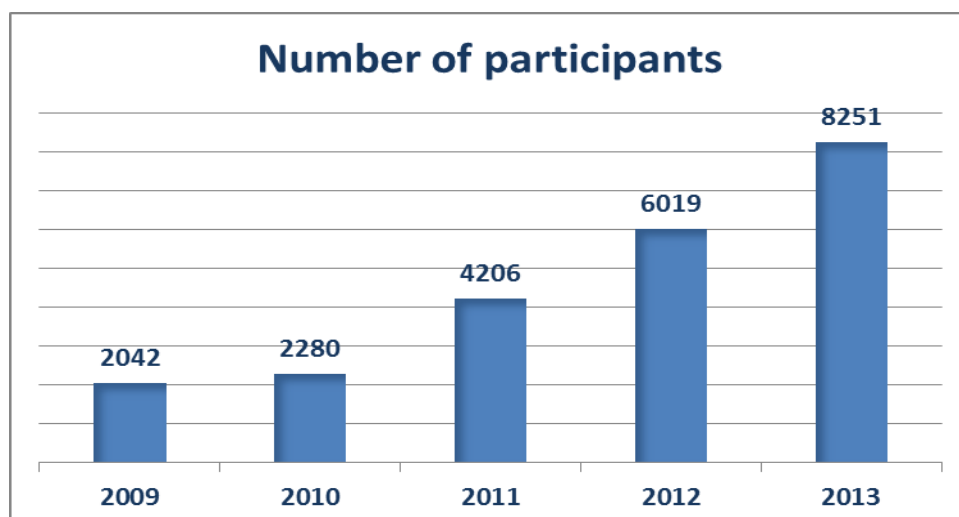
Providing training and learning to law enforcement officers is CEPOL's core business. In 2013, CEPOL organised 103 activities, made up of 72 residential activities and 31 online seminars. During the course of the year 8,251 people participated in a CEPOL activity (including seminars, courses, conferences, e-learning modules, webinars and the European Police Exchange Programme (EPEP)).

While the agency implemented fewer activities than in previous years, it extended the reach of its activities. This was largely due to the increasing popularity of CEPOL's online offering and on the decision to fully fund more places on residential courses. The European Police Exchange Programme also saw its highest level of participation since its inception.

The annual training catalogue is built with input from its network and stakeholders, resulting in topical and focussed activities that meet the needs of national training institutions in the Member States and the overall requirements stemming from the EU internal security strategy. The portfolio of activities developed for 2013 was aligned with the 11 areas identified by the Council of the European Union as priorities in the field of internal security and cover issues ranging from leadership to law enforcement techniques and EU cooperation to economic crime. Activities are designed to facilitate the sharing of knowledge and best practice and to contribute to the development of a common European law enforcement culture. In this regard, CEPOL continued to implement courses related to fundamental and human rights as a core element such a culture.

CEPOL also continued to offer a number of dedicated resources to trainers. In particular, CEPOL developed two new common curricula (counter-terrorism and Eurojust) and also updated the common curriculum on drug trafficking.

Chart title: Participation in CEPOL activities 2009-2013



The evaluation of 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. Following the Kirkpatrick model, CEPOL conducts evaluations at level 1 (immediately after residential activities, webinars and European Police Exchange Programme) and at level 3 (post-course evaluations take place after residential activities only). CEPOL places an emphasis on the assessment of the organisational impact of its training and post course evaluations are carried out on both participants and their line managers approximately six months after a residential activity has finished.

In 2013, overall satisfaction with CEPOL activities remained exceptionally high, with 94% stating that they were very satisfied or satisfied with the activities that they had participated in.

1.2.2 Residential training activities

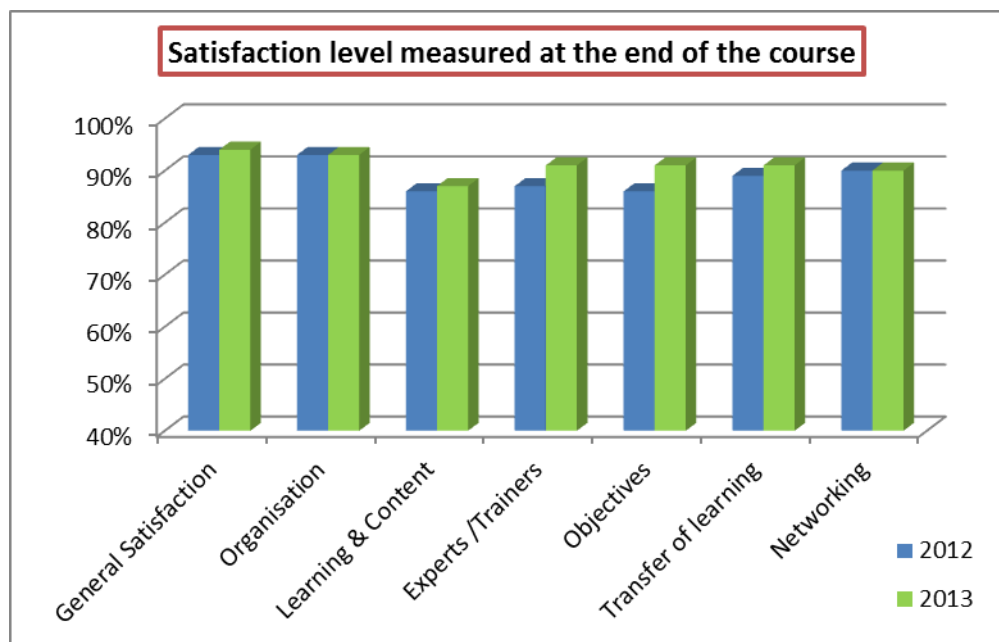
Strategic Objective 1.1 Strategic Objective 1.2 Strategic Objective 3.2 Strategic Objective 3.3	To deliver quality training courses on specific subjects To deliver training for senior leaders Associated States are considered as the closest partners Assisting Candidate and Accession Countries, Neighbourhood Policy and Eastern Partnerships
Performance in 2013	Implementation of residential activities (Annual Work Programme) Target 2013: 95% Performance 2013: 105% Performance 2012: 95% Activities implemented after awarding the Grant Agreement (by the Framework Partners) Target 2013: 95% Performance 2013: 100% Performance 2012: N/A Grant Agreements budget planned versus implemented (by the Framework Partners) Target 2013: 85% Performance 2013: 81% Performance 2012: N/A Customer satisfaction with activities (residential training) Target 2013: 91% Performance 2013: 94% Performance 2012: 93%

Performance in 2013	Number of senior leader participants in CEPOL activities
	Target 2013: 50%
	Performance 2013: 60%
	Performance 2012: 38%
	Number of participants from associated countries
	Target 2013: 1%
	Performance 2013: 2%
	Performance 2012: 3%
	Number of participants from candidate, accession and ENP countries
	Target 2013: 1%
	Performance 2013: 2%
	Performance 2012: 5%

In 2013, all planned **72 residential activities** (courses, seminars and conferences) were implemented bringing together **2,251 participants**. This is significantly higher than the originally forecast number of participants (1,903) and it is the highest level of participation ever achieved in CEPOL's history, building on constantly increasing numbers over the past three years (participation rate is 116% compared to 96% in 2012 and 80% in 2011). The average number of participants per course was 31. The average number of Member States participating in a course is 18, which again is the highest in history (15 in 2012, 14 in 2011). Of the total number of participants, 60% were senior police officers.

Quality of training provided by CEPOL is a key focus of the agency. In 2013 the **general participant satisfaction was 94%**. Courses are evaluated on different elements from the organisation to achievement of objectives and in five areas out of seven there is an increase in comparison with 2012.

Chart title: Satisfaction levels measured at the end of classroom-based courses



In 2013 the agency completed its **post course evaluation for 2012 residential activities**. Quantitative and qualitative post-course evaluation data was collected and analysed for 77 out of 82 residential activities. The data is collected six months after the conclusion of a residential activity and is designed to assess the longer-term benefits and application of learning.

In brief, the conclusions from this evaluation are as following:

- The post-course evaluation surveys underpin the strong relevance of CEPOL's training activities.
- The application of acquired knowledge is robust, with two-thirds of participants stating that they apply the knowledge from their training activity into their work.
- An overwhelming majority of participants demonstrate a strong commitment to post-course studies.
- Cascading knowledge from courses happens in all Member States.

More specifically, feedback from participants included the following:

- 85% of participants considered their training to be relevant
- 66% of participants have been able to practically apply the knowledge gained from their activity to their work
- 84% of participants continued to study their activity topic after the residential activity had finished. This includes re-reading course material, further researching the topic and discussing the topic with others.
- 93% of participants cascaded the knowledge that had been acquired
- 51% of participants stated that they maintain the professional contacts that were made during the CEPOL activity

Feedback from line managers included the following

- 96% of line managers felt that the training had provided some practical application
- 94% of line managers ensured that the officer participating in the course was able to cascade the knowledge gained

Grant agreements

Of the 72 activities planned for 2013, 67 were the subject of grant agreements and following a call for proposals, grants were awarded for 52 activities, with a total value of € 1,425,275. The agency organised the remaining 20 activities that were not awarded by grant.

In 2013, the call for proposals for grant agreements for the implementation of CEPOL activities in 2014 was launched and completed. In total, 57 activities will be implemented in 2014 through grant process. The total value of awarded grants is € 1,438,149.

1.2.3 E-learning: bringing lifelong opportunities to a wider audience

Strategic Objective 1.1 Strategic Objective 1.4	Delivering quality training courses on specific subjects Develop further and easier access to e-Learning systems
Performance in 2013	Overall customer satisfaction webinars: Target 2013: 91% Performance 2013: 91% (feedback from 31 webinars) Performance 2012: N/A Number of e-learning modules adopted and revised Target 2013: 3 Performance 2013: 5 Performance 2012: 4

CEPOL offers e-learning to complement its residential activities. Participants can choose from online modules, webinars and online communities as a means of increasing knowledge and sharing experiences.

The 2013 Work Programme was the first with an elaborated webinar calendar containing 27 online activities which enabled CEPOL to increase its reach to the target audience and to broaden the access to knowledge on key issues in law enforcement cooperation. Whether through online modules that allow for individual self-paced learning or through webinars where police officers can benefit from interactive learning with one or more presenters, the added value from e-learning comes from the fact that the learning is not limited to the boundaries set by conventional training. As a result, professional life-long learning is brought closer to police and law enforcement officers in the European Union. In addition, forums, communities of practice and online meetings enable cross-border peer groups to meet virtually, share experiences and seek support.

Overall e-learning participation

In 2013 a total of 7,619 users took part in e-learning activities (see table below).

2013 CEPOL e-learning users per activity	N users
Webinars	3,562
Online modules	1,994
Platforms for communities of practice	2,063
Total	7,619

CEPOL's e-learning complements CEPOL's residential learning and training activities. While participation in CEPOL's e-learning activities is also designed for self-paced learning by individual users, it is not intended to replace classroom-based training, study visits or exchanges. CEPOL will continue to embrace new technology to enhance the role e-learning plays in CEPOL's learning and training catalogue.

Webinars

In 2013 CEPOL implemented 31 webinars attracting a total of 3,562 participants. Of these online events, 26 were from the annual work programme and a further five were implemented based on ad-hoc needs. The overall participant satisfaction for the 2013 webinars was high at 91%.

Online learning modules

By 31 December 2013, CEPOL had 19 online learning modules available on its learning management system (LMS) of e-Net, visited by 1,994 users.

The overview below features the division of unique users per module in 2013.

Online learning module*	N users 2013
Official CEPOL modules	
Cybercrime**	212
EU Police Cycle for Organised and Serious International Crime (adopted Jan 14)***	62
Europol**	206
Gender Based Violence**	63
Joint Investigation Teams**	171
Money Laundering***	19
Lisbon Treaty	50
Pruem Decision***	35
Police English Language: Station, Equipment & Officers**	194
Police English Language: Policing Domains**	80
Schengen**	252
Trafficking Human Beings	67
SIRENE****	24
SIS II***	66
Other CEPOL modules	
CEPOL's Approach to Online Learning and Training**	83
LMS Use for Courses: Course Image 5.0***	73
Webinars for Educators***	33
How to write learning objectives***	2
Exchange Programme Knowledge Landscape**	219
Third Party online modules	
CoPPRa (Community Policing Preventing Radicalisation & Terrorism)**	83
Total	1,994

* Online modules have been accessible in the period when CEPOL e-Net has been offline (Jun-Aug); ** Updated online module; *** New online module; **** Module discontinued in 2013, replaced by SIS II.

Platforms for communities of practice

Through communities of practice, CEPOL supports educators and trainers and participants of the European Police Exchange Programme. The platform for Supplementary Information Request at the National Entry (SIRENE) operators provided essential support during the switchover to Schengen Information System (SIS) II.

1.2.4 Research & Science

Objective 1.6	Quality learning shall be the acknowledged ethos of CEPOL's reputation and prestige
Performance in 2013	Number of registrations in the European Trainers' and Lecturers' Database Target 2013: 100 Progress 2013: 116 nominations Performance 2012: N/A
Goal 2: The CEPOL network functions as a European law enforcement education platform on the highest level of international excellence	
Strategic Objective 2.1 Strategic Objective 2.2 Strategic Objective 2.3 Strategic Objective 2.4	Broadening the knowledge base by continued development of the e-library Orientation and facilitation of research, support to researchers and scientists Ensuring forums for debate, sharing of research findings and moderating interaction between senior practitioners and researchers Foundation and maintenance of European database of law enforcement researchers, scientists and research
Performance in 2013	Number of items published in the e-Library Target 2013: 1,700 Performance 2013: 1,553* Performance 2012: 1,473 Publication of R&S Bulletin Target 2013: 2 issues Performance 2013: 2 Performance 2012: 1 Number of participants at research conferences Target 2012: 100 Performance 2013: 126 Performance 2012: 120 Number of researchers in database Target 2013: 100 Performance 2013: 46* Performance 2012: N/A (database launched in 2013) <i>*targets not met potentially due to disruptions to the e-Net service offered by CEPOL following an unauthorised intrusion to the website and e-Net at the end of May. From June – September, e-Net was only available on request to specific IP addresses. In September, e-Net was reinstated to all registered users following system upgrades.</i>

CEPOL's activities in the field of research and science are designed to facilitate the sharing of knowledge and support the role of research in policing.

CEPOL launched its Lecturers, Trainers and Researchers (LTR) Database in July 2013. The database was established to ensure qualitative learning and facilitate easier access to qualified experts for those in charge of planning and organising of CEPOL activities. Its purpose is to contain data on lecturers, teachers, and scientific researchers prepared and considered eligible to contribute to CEPOL learning activities in their capacity as an expert in terms of subject knowledge, teaching skills or scientific research. All experts shall have relevant experience, specialisation, advanced practical knowledge, research experience or a combination of the above in the field of police education and training on the European level. By the end of December, over 100 experts had registered for inclusion in the database.

The Annual CEPOL European Police Research and Science Conference 2013 with the title "Policing civil societies in times of economic constraints" attracted 126 participants from EU Member States as well as from overseas. Renowned scientist presented research findings and

tackled police issues of European-wide relevance. The contributions to the conference were put on CEPOL's websites and a special conference volume is in preparation for publication.

With the support of the CEPOL network of national research and science correspondents and the knowledge transfer working group, two new issues of the 'European Science and Research Bulletin' were published. In addition, a webpage was made available collecting scientific police publications published in the area of the European Union.

The CEPOL e-Library continued to be offered as a knowledge repository for registered e-Net users. By end 2013, there were 1,553 publications in the e-library.

The network of national research and science correspondents completed the round of updating their national implementation plans for tightening the link between police research and science developed in the member states and the European level.

Proposals regarding the future development of the European Police Science and Research Bulletin, the Annual European Police Research and Science Conference and the establishment of the CEPOL Research Award were submitted by the knowledge transfer working group to the Governing Board.

1.2.5 European Police Exchange Programme

Strategic Objective 1.3	Exchange programmes, as an essential element of learning, promote, facilitate and develop cooperation
Performance in 2013	Overall participant satisfaction Target 2013: 91% Performance 2013: 98% (feedback from 135 exchangees and 54 study visit participants) Performance 2012: 92%

The European Police Exchange Programme was launched in 2011 as a four-year pilot programme designed to run from 2011 to 2014 and as a follow-up of the AGIS and ISEC Exchange Programmes run between 2007 and 2009. Now funded entirely from CEPOL's budget, in 2013 the programme reached the highest participation number in its history: 444 police officers, trainers and researchers from 25 Member States and European neighbourhood policy (ENP) countries, Western Balkans and Turkey, used the opportunity to benefit from this programme. The overall satisfaction rate with the programme increased to 98%. Budget was consumed at a 98% rate.

Participants spent one or two weeks with a counterpart in their hosting country, exchanging knowledge and good practices, initiating cooperation projects and fostering deep and long-lasting networking between partners. Above all, exchanges promote trust and cooperation between law enforcement staff from different police forces. The programme fulfils one of CEPOL's key objectives in developing a European police culture and exchanges increase appreciation of different cultures, remove biases and break down barriers.

Some of the basic requirements for participation is that the exchange should be bilateral and that the exchangee is one of the following: senior police officer, commanders, trainers and researchers. A further segment enabled interagency exchanges between police officers and other law enforcement agencies, e.g. customs.

Moreover, the cooperation initiated in 2012 with the ENP and western Balkans countries and Turkey as a response to the in response to the EU Policy Cycle and the need to strengthen EU law enforcement cooperation with these countries resulted in a specific ENP-WB segment. Delegates from these countries were invited to a preparatory meeting at Bramshill in order to build up a basis for this cooperation, and the segment was launched in May encountering a high level of interest also on the side of the Member States. The countries responding to the call for applications included Albania, Bosnia and Herzegovina, Georgia, Kosovo, Montenegro, Serbia and Turkey.

Under the auspices of the European Police Exchange Programme, Europol, Frontex, EMCDDA and OLAF hosted group study visits familiarising a total of 107 participants with their mandates and ways of working as EU JHA agencies and EU bodies.

The annual evaluation conference was organised in Fleet, United Kingdom, on 26-27 November. In total, 70 participants attended, including national exchange coordinators and exchangees from Member States and ENP-WB countries as well as delegates from EU agencies.

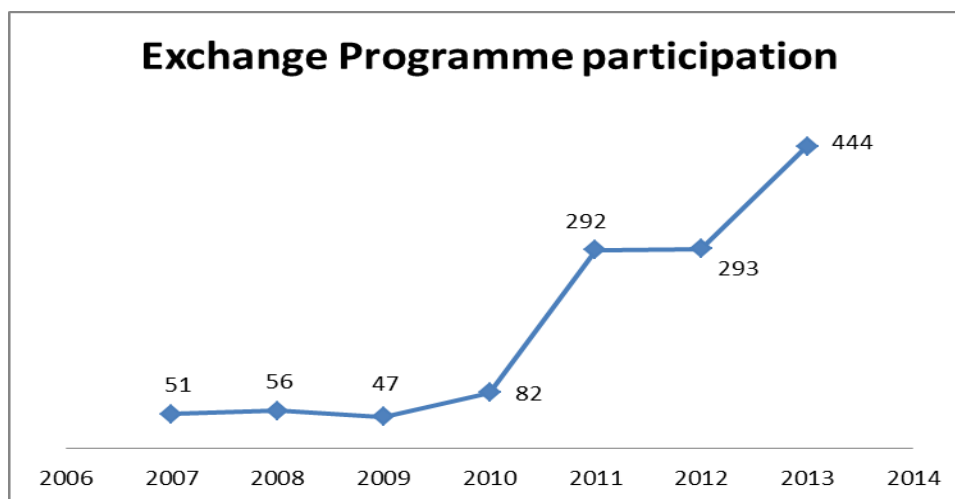


Chart title: Participation in the Exchange Programme

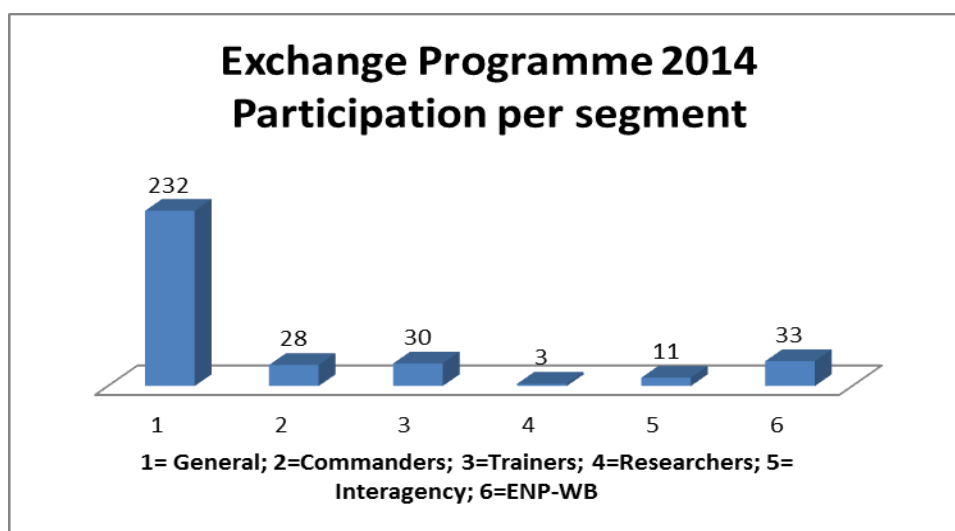
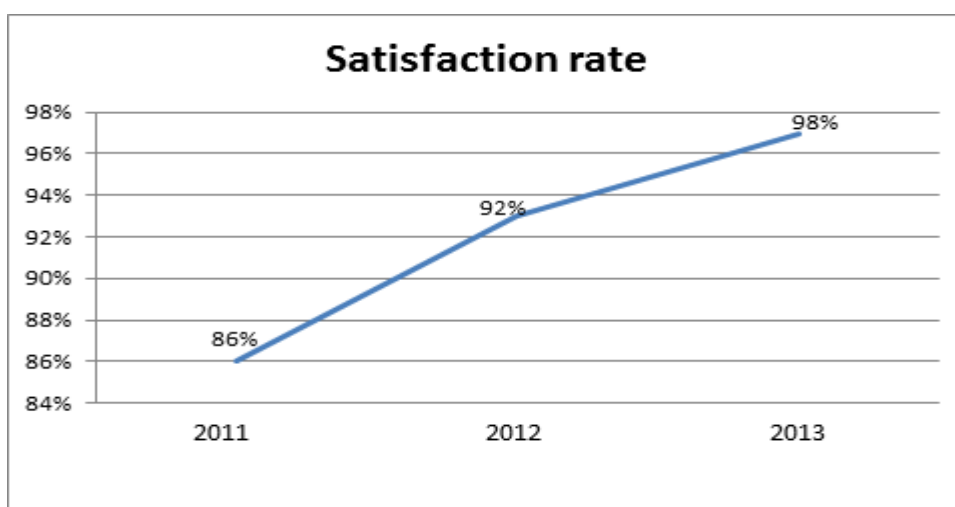


Chart title: Exchange Programme 2013: Participation by segment



1.2.6 Common curricula

Strategic Objective 1.4	Common curricula contribute to the preparation of harmonised training programmes in accordance with EU standards
Performance in 2013	Number of common curricula adopted by the GB Target 2013: 4 Performance 2013: 5 Performance 2012: 1

Common curricula provide Member States with specific information regarding EU and international police cooperation tools on that can be incorporated into national training curricula and their importance has been stressed in the Stockholm Programme and in the context of the European Training Scheme.

CEPOL also provides common curricula to Member States on topics concerning cross-border crime threats, which can be used by Member States to enhance their national police training and education programmes. Common curricula, which are compiled by expert groups, contribute to the harmonisation of law enforcement training across the EU, in particular with regard to cross-border issues. There are currently seven common curricula available adopted by the Governing Board decisions: *Europol* (25/2012/GB), *Drug Trafficking* (3/2010/GB), *Police Ethics and Integrity* (5/2013/GB), *Money Laundering* (6/2013/GB), *Trafficking in Human Beings* (7/2013/GB), *Domestic Violence* (10/2013/GB), *Civilian Crisis Management* (11/2013/GB).

In 2013 the common curriculum on drug trafficking was updated and two new common curricula were developed: counter-terrorism and Eurojust, the latter with the strong involvement of Eurojust experts.

Dedicated teams of experts allocated by the Member States ensured that the common curriculum on drug trafficking was brought in line as thoroughly as possible with the most recent and relevant developments – paying particular attention to the goals of the EU Policy Cycle – and completed the common curriculum on counter-terrorism. Europol also provided expertise in this context. A group of Eurojust experts developed a common curriculum outlining the ways their services can be useful for law enforcement areas.

The resulting curricula comprise three handbooks covering content as well as guidelines for trainers and a study guide for trainees.

The annual network meeting for national common curricula coordinators was dedicated to reviewing the common curricula policy.

1.3 External Relations

Goal 3: External relations will be considered and dealt with as the cornerstone of partnerships	
Strategic Objective 3.1 Strategic Objective 3.2 Strategic Objective 3.3 Strategic Objective 3.4 Strategic Objective 3.5	Cooperation with EU agencies and bodies remains the priority Associated states are considered as the closest partners Assisting candidate and accession countries, neighbourhood policy countries and Eastern Partnership Cooperation with globally significant partners The multiple roles and interests of the private sector are used for deepening cooperation with civil society
Performance in 2013	Implementation of JHA Scorecard Target 2013: 95% Progress 2013: 85% Performance 2012: 70% Number of participants from associated countries at CEPOL activities Target 2013: 1% Performance 2013: 2% Performance 2012: 2% Number of participants from candidate, accession and neighbourhood countries at CEPOL activities Target 2013: 1% Performance 2013: 2% Performance 2012: 3% Number of strategic partnership initiatives launched Target 2013: 4 Performance 2013: 4 Performance 2012: 4

CEPOL values cooperation with partners at the EU institutional level, international law enforcement bodies and national training institutions outside the EU.

In 2013, CEPOL chaired the contact group of EU agencies in the field of justice and home affairs. Under its chair, several initiatives were launched showing the growing cooperation between JHA agencies. A survey on human resources and mobility among the JHA agencies, with 570 respondents (approximately 1/3 of the entire active staff) was undertaken. A contact point list for external relations matters among the concerned agencies was established, enabling the drafting of a matrix of external cooperation initiatives covering both working arrangements or cooperation agreements and technical assistance projects. A first training coordination meeting was also organised in 2013, forecasting a priority for 2014.

A number of activities involved police officers from Eastern Partnership and western Balkan countries. These included the **European Police Exchange Programme**, in which 33 law enforcement officers took part, a **Joint investigation team seminar** organised in Bosnia and Herzegovina, and a **three-day conference on police cooperation with Russia**. This conference took place in Moscow, bringing together senior police officers and experts from Russian, EU Member States and EU agencies under the theme *Cooperation in the sphere of security during important international sporting events*.

A full overview of CEPOL's cooperation and working agreements is shown below.

Country/ entity	Type of cooperation	Status	Additional information
Turkey	Cooperation agreement	In force	Takes part in EPEP
Iceland	Cooperation agreement	In force	
Norway	Cooperation agreement	In force	
Switzerland	Cooperation agreement	In force	
Albania	Working arrangement	In force	Takes part in EPEP
Montenegro	Cooperation agreement	In force	Takes part in EPEP
Georgia	Cooperation agreement	In force	Takes part in EPEP
Moldova	Working arrangement	In force	Invited to EPEP
The Former Yugoslav Republic of Macedonia	Working arrangement	Under negotiation	Texts exchanged
Serbia (Republic of)	Working arrangement	Preparatory phase	Fact finding mission planned; takes part in EPEP
Kosovo*	Working arrangement	Preparatory phase	Fact finding mission completed; takes part in EPEP
* This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence			
Bosnia and Herzegovina	Working arrangement	Preparatory phase	Fact finding mission completed
Ukraine	Working arrangement	Under negotiation with Odessa State University	Invited to EPEP
Russian Federation	Working arrangement	In force	
Armenia	Working arrangement	Preparatory phase	Fact finding done
Mexico	Informal cooperation	Preparatory phase	Study visit offered at own costs
South Africa	Informal cooperation	Preparatory phase	Study visit offered at own costs
PCC-SEE	Informal cooperation	In force	Attendance at all governance levels; support to an EU funded project
AEPC	Memorandum of understanding	In force	
Europol	Cooperation agreement	In force	Hosts study visits; provides expertise to activities
Eurojust	Memorandum of understanding	In force	Hosts study visits; provides expertise to activities
Interpol	Cooperation agreement	In force	Joint activities
eu-LISA	Working arrangement	In force	SIS II
ENFSI	Memorandum of understanding	In force	Joint activities

2. Management and governance

Goal 4: CEPOL will be led and managed as a top-ranking innovative EU Agency	
Strategic Objective 4.1 Strategic Objective 4.2	Application of corporate leadership and management by the Governing Board Application of devolved leadership and management between Director and CEPOL staff
Performance in 2013	Draft GB Decisions resulting in adopted GB Decisions Target 2013: 90% Performance 2013: 100% Performance 2012: 100% Implementation of plans (e.g. procurement, management, risk registry) Target 2013: 90% Performance 2013: 94% Performance 2012: 87%

Streamlining governance and building capacity

Due to the uncertainties surrounding CEPOL future, 2013 was a demanding year for CEPOL governance and management, but despite the challenges and limited resources CEPOL managed to ensure streamlined and effective governance.

In 2013, the Governing Board met once per six-month presidency, with more business conducted by written procedure. In this way, the Governing Board was able to use its time together to focus on more strategic issues.

During the two meetings the Governing Board adopted 14 decisions; written procedures were used to adopt another 19 decisions. In addition the Governing Board's opinion was sought by written procedure on several other matters that did not result in formal decisions at this stage (working arrangements, list of activities for 2014, audit plan etc.). To reflect the high number of written procedures, the Governing Board reviewed its Rules of Procedure.

Over the last four years the costs of Governing Board meetings has continuously decreased, levelling at maximum EUR 40,000 per meeting (total cost in 2013: EUR 72,778.85). In addition some governance funds are allocated to the Audit Panel, which conducted two audit missions in 2013.

Following the disbanding of old working groups in 2012, six new working groups started work under the Governing Board in 2013. All of these working groups had a clear action plan and expected deliverables. Four of the groups finished their work by the end of the year, while two groups will continue working in 2014. The Governing Board also created a new working group for developing a short-term strategy for the transition of CEPOL, in view of the expected changes in the agency's operating environment.

In 2013, the Director took 26 administrative decisions ensuring the efficient functioning of the agency; these included decisions on grants procedures, working groups, meeting calendar, budget implementation, planning of internal procedures and revising the agency's organisational structure.

To ensure efficient management and coordination, regular **coordination meetings** were held throughout 2013. The Deputy Director chaired regular management, financial and general coordination meetings. In addition, the agency held quarterly coordination meetings for all staff chaired by the Director. The Chair of the Governing Board participated at the 3rd quarterly coordination meeting and provided update on recent policy developments. Further, management holds regular dialogues with the Staff Committee.

The agency started to implement actions identified in the Roadmap on the follow-up to the Common Approach on EU decentralised agencies. These actions included the agreement by the Governing Board to outsource the agency's accounting function to the Commission, the adoption of a policy on conflicts of interest and the development of performance indicators to be used to assess the results achieved by the agency and as well as by the Director.

Quality management

The agency continues to implement a balanced scorecard, reporting on indicators agreed by the Governing Board. During 2013 most targets were successfully reached, demonstrating the agency's continued positive progress.

Summary of Key performance indicators for 2013, 2012 and 2011

Key performance indicators 2013	Target 2013	Performance 2013	Performance 2012	Performance 2011
Overall customer satisfaction (with activities)	91%	94%	93%	93%
External stakeholder satisfaction	80%	71%	-	-
Implementation of planned activities (Annual Work Programme) Aggregated data: <ul style="list-style-type: none"> • Common Curricula adopted • e-Learning modules adopted • Strategic initiatives launched • JHA Scorecard implemented 	95%	104%	99%	N/A
Implementation of Establishment Plan	95%	92%	84%	91%
Consumption of annual budget (Titles 1, 2 and 3)*	T1: 95% T2: 95% T3: 80%	T1: 96% T2: 92% T3: 94%	T1: 100% T2: 99% T3: 91%	T1: 97% T2: 96% T3: 79%

* The 2013 percentage is based the actual payment in 2013 plus the amounts carried over for payment in 2014; therefore the figures may be subject to change.

PART 2 MANAGEMENT AND INTERNAL CONTROL SYSTEMS

2.1 Introduction to CEPOL

CEPOL, as a community financed European Union Agency, was established by Council Decision 2005/681/JHA of 20 September 2005, which took effect on 1 January 2006. The current premises of the agency are in Bramshill UK.

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

The aim of the agency is to help train senior police officers in the Member States by optimising cooperation between the agency's various components. It shall support and develop a European approach to the main problems facing Member States in the fight against crime, crime prevention and the maintenance of law and order and public security, in particular the cross-border dimensions of those problems.

New tasks are envisaged for CEPOL in the Commission Communication of 27 March 2013 entitled '*Establishing a European Law Enforcement Training Scheme*'. At the moment the possible developments in CEPOL's legal framework and mandate are under discussion within the decision making forums together with the decision on relocation of the agency following the expected closure of Bramshill site by the UK Home Office.

Changes introduced in 2013

In December 2012, the European Parliament, Commission and Council issued a joint statement and common approach on EU agencies, outlining a set of principles for agencies to adopt to enhance their efficiency and accountability. In this context, the European Commission (EC) is offering accounting officer services to all EU agencies to reduce administrative expenses.

The offer presented to CEPOL requires that the post of accounting officer to be outsourced to the DG Budget. The current post of accounting officer should be officially terminated and replaced with the post of accounting contact person. The post of assistant accountant will be eliminated.

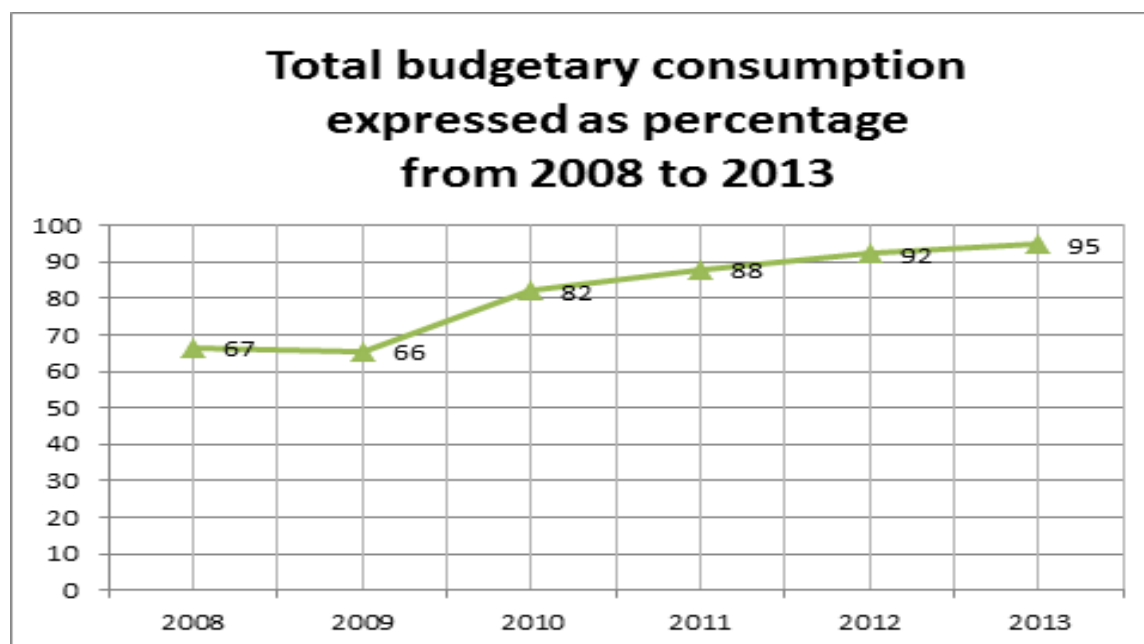
The proposal allows for a reduction in the administrative headcount (1 AST3 post) in line with the 2014 establishment plan, with no reduction in capability. Furthermore, significant administrative cost savings will be realised.

The proposal to outsource part of the accountancy to the Accounting Services of the European Commission has been decided by the CEPOL Governing Board and the appointment of Commission Accounting Officer as CEPOL Accounting Officer to be taken in March 2014.

A. Budgetary execution

Strategic Objective 4.5	Budget management ensures implementation of Annual Work Program and contributes to CEPOL's future innovation
Performance in 2013	<p>Timely payment of invoices Target 2013: 85% Performance 2013: 87% Performance 2012: 85%</p> <p>Consumption of Annual Budget Target 2013: Title 1: 95%, Title 2: 95%, Title 3: 80% Performance 2013*: Title 1: 96%, Title 2: 92%, Title 3: 94 % (Total: 95%) Performance 2012: Title 1: 99%, Title 2: 98%, Title 3: 86 % (Total: 92%) <i>* subject to change</i></p>

Budget execution has been continuously improving since 2010. As the graphic below shows:



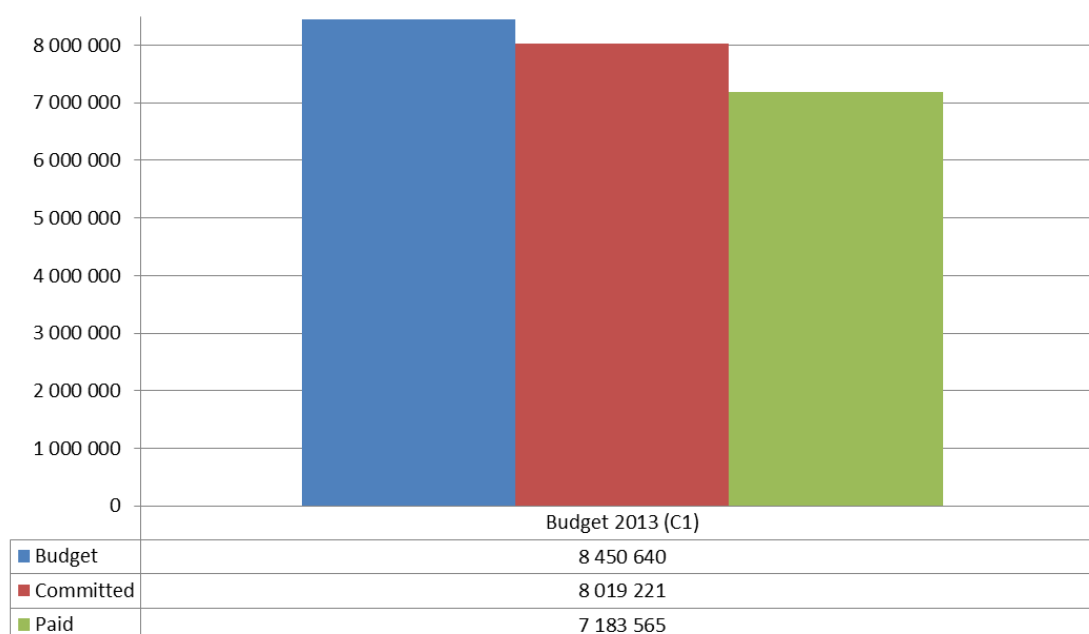
The 2013 percentage is based on actual payments in 2013 plus the amounts carried over for payment in 2014. This means that the 95% is the maximum possible execution.

In 2013 CEPOL made legal commitments for a value of € 8,019,221, which corresponds to 95% of the available appropriations. Payments were made to the amount of € 7,183,565 or 85% of the total budget. This represents a significant improvement compared to the previous year, where 76% of the budget was paid at the end of the year. It is foreseen that by the end of 2014 the budget consumption will have further increased.

After the closing of the financial year 2013, CEPOL can report on the overall use of the budget made available in 2012. In 2012, CEPOL's total budget was € 8,451,000 out of which € 6,425,774 was paid in 2012. In accordance with Financial Regulation article 10 an amount of € 1,669,928 was carried forward for payment in 2013. Out of this amount € 1,366,192 (82%) was actually paid, leading to total consumption of the 2012 budget of 92% or € 7,791,966. CEPOL intends to further improve implementation of the budget by improving the planning cycle, for which it

has established working groups, and by the appointment of a planning officer.

The chart below gives an overview on the 2013 budget execution



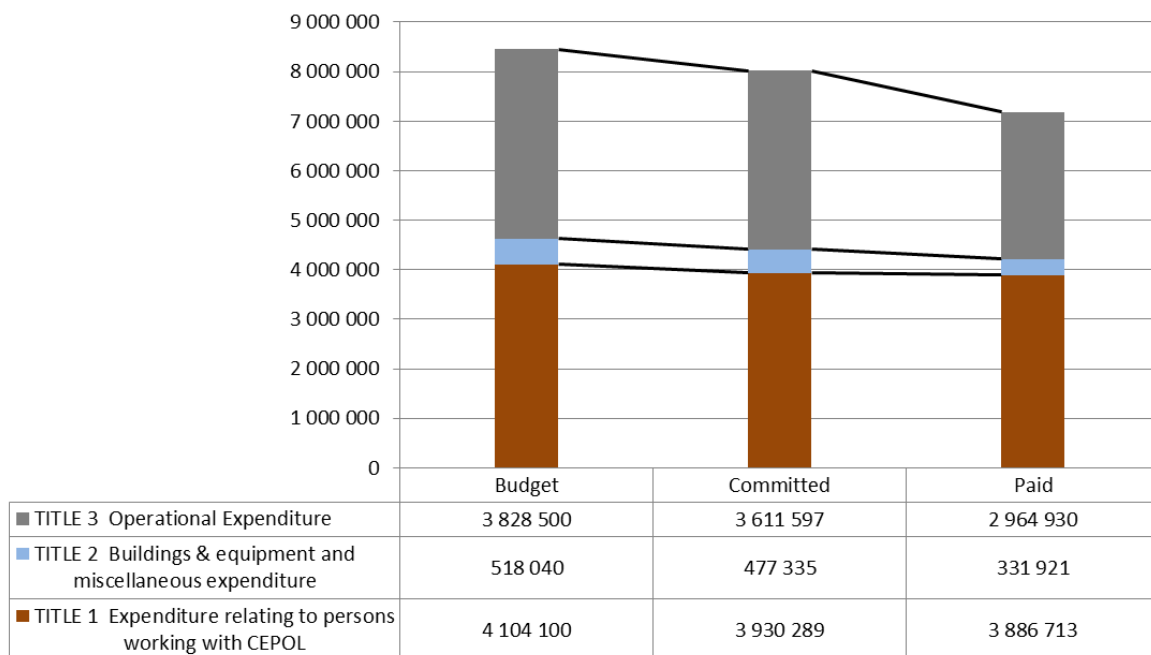
The final use of the 2013 payment appropriations will only be known at the end of 2014. In line with the Financial Regulation¹, CEPOL has carried over to 2014 those amounts (€ 891,405) that have been committed but have not yet been paid. Before the carry over process took place, all commitments were analysed and only the amounts that are actually expected to be paid have been carried over.

The analysis of the amount of funds carried over shows a significant improvement compared to previous years, as the table below demonstrates:

Carry over from to	Total budget of the year	Amount carried over	%	Amount (of carry over) cancelled	%
2010 to 2011	7,800,000.00	2,469,984.20	32%	679,000.92	27%
2011 to 2012	8,341,000.00	1,772,529.94	21%	705,441.52	40%
2012 to 2013	8,451,000.00	1,669,927.86	20%	303,735.60	18%
2013 to 2014	8,450,640.00	891,405.38	11%	N/A	

¹ at the moment the adoption of the new CEPOL Financial Regulation (based on the revised Framework Financial Regulation) and repealing of decision 28/2011/GB of the Governing Board is on-going via written procedure

The chart below gives an overview on the 2013 budget execution by title.



Details regarding the budget 2013 execution status by chapters are presented in *Annex 1*.

Title 1 – Staff expenditure

The budget in Title 1 was almost fully used for both commitment appropriations and payment appropriations. The accurate and regular monitoring of the 2013 budget resulted in a reduced under spending. An amount of € 173,811 was not used due to staff turnover and the decision of the Court of Justice stating that the Council of the European Union was entitled to reject the Commission's proposal to increase the salaries of European officials by 1.7% for 2011. Therefore the unused amount in Title 1 was returned to the Commission.

Only 1% of the budget in Title 1 has been carried over for payment in 2014. These carry overs cover outstanding mission claims, recruitment expenditures, socio-medical infrastructure and other services costs.

Title 2 – Other administrative expenditure

Commitment appropriations have been executed to the level of 92% out of the budget of € 518,040 and the payment appropriations have been consumed up to 64%.

The carried forward funds on Title 2 constituted 30% of the total committed amount of € 477,335 to cover contracts entered into force during 2013 that have not lead to payments before the end of the year. As the carry over relates to contracts for goods/services to be delivered, CEPOL is confident that the amount carried over will be fully used.

Title 3 – Operational expenditure

Commitment appropriations have been executed to the level of 94% out of the budget of € 3,828,500. Compared to previous year the consumption of commitment appropriations has increased by 4%. The payment appropriation consumption reached 77% at the end of 2013.

The total amount carried over from Title 3 credits is 10% corresponding to € 646,667.

In 2013 CEPOL has recovered an amount of € 166,607 of which 90% has been committed and 56% paid. The funds committed but not yet paid correspond to € 55,749 and are carried over to 2014.

Transfers

In 2013, CEPOL processed nine budget transfers which is a considerable progress compared to the previous year (37). All the transfers executed were transfers within titles. These transfers were necessary to maximise the utilisation of the financial resources made available to the agency.

All transfers were processed in conformity with the applicable articles in the Financial Regulation and the implementing rules.

Statistics on the 2013 financial transactions

During 2013, CEPOL processed a total of 1,162 payments (1,215 transactions in 2012). Out of the 1,162 payments requests processed, 1,138 payments can be used to provide statistics on the time it took to process them, up to the moment when the payment has left CEPOL's bank account. In total, 151 payments did not meet the payment deadline (of 30 or 45 days, depending on the type of payment) which is a lower number than in 2012 (177).

The ratio expressed statistically is as follows (for more details see *Annex 2 Payment Time Limits*):

- 13% late payments (15% in 2012)
- 87% on time (85% in 2012).

An additional analysis shows that 92 of the late payments were made with a minimal delay of less than 10 days. However, 8 payments were made with a delay of more than 30 days which might indicate that supporting documents have not been received in full or weaknesses in the follow-up process. Payment delays will be closely monitored in 2014.

In order to follow the payment discipline, CEPOL's management implemented regular reporting on the invoices and their priority status.

In total, 47 recovery orders were issued in 2013 including the EU Subsidy and VAT claims. Out of these, 2 had not yet been received at 31 December 2013 for a total amount of € 602; for one the due date is in 2014, the other one for a value of € 186 was due on August 2013. CEPOL expects to receive the related amounts in 2014.

B. Risk Management

An annual risk assessment exercise now recurs on an annual basis. Critical risks were evaluated and reflected in the Risk Map 2013. Inherent and residual process related risks were mitigated with consensus-based actions identified during annual management planning workshop involving both management and staff in key functions. The agency's annual risk assessment exercise for 2013 covered its operational, legal and administrative activities.

The following five main risks were considered both likely and with a potential significant impact on the agency activities:

1. The uncertain future of the agency may lead to a decreased internal and external commitment resulting in loss of competence and capacity in the law enforcement training
2. Imbalance between limited resources (human and financial) and growing demand from stakeholders for CEPOL products and services (demand exceeds capacity)
3. Low number of course participants due to insufficient human resources and deficits in the travel arrangement workflow
4. Disruption of IT services (including e-Net), loss of data and discontinuity of the business processes
5. Non-compliance with the budgetary principle of annuality caused by underspending in Title 3, high level of carry-overs, cancellations.

All the above risks were successfully managed with mitigation actions and periodical monitoring and update of the Risk Register.

The most significant risk jeopardising the business continuity was the high staff turn-over due to relocation/uncertain future of the agency. In order to mitigate this, the management decided on the immediate reinforcement of the human resources function by interim staff in order to enable recruitment of new staff in a short period of time.

Following the announcement in December 2012 that the Bramshill site will close, the agency has identified all factors that need to be taken into consideration to ensure that a move to a new location is completed with minimal disruption to CEPOL's core business. As immediate measures with respect to relocation challenges, CEPOL management established an internal project group for the comprehensive preparation of CEPOL removal to deal with the relocation plan.

Risks related to the imbalance between limited resources and growing demand (point 2 above) was mitigated by conducting in close cooperation with the stakeholders a comprehensive training needs assessment, upon which a strict prioritisation of plan was made.

Due to the extension of the flight scheme (to the effect that CEPOL booked all travel arrangements for the participants) there was a significant increase in the workload that could not be addressed by internally re-assigning staff. This situation raised the potential risk described under point 3 (low participant numbers resulting from insufficient resources to cope with flight arrangements).

In order to prevent this risk, the Appointing Officer prioritised the recruitment of two travel coordinator posts, re-launched the procurement for interim staff and approved a business continuity plan for travel arrangements.

Risk under point 4 relates to the CEPOL public website which provides the point of entry for e-Net, the CEPOL online learning product. e-Net is remotely hosted and maintained by a contracted consortium in Spain. At the end of May an unauthorised intrusion to the website and e-Net caused disruptions to the e-Net service offered by CEPOL. From June – September, e-Net was only available on request to specific IP addresses. In September, e-Net was reinstated to all registered users following system upgrades.

In order to mitigate the risk and ensure continual functioning of IT, including e-Net, regular meetings of the IT Steering Committee are organised to provide considered opinion and recommendations on the management of the information system.

Additionally, CEPOL has defined in its business continuity plan in case of major disruptions, the response and recovery measures to be implemented in cooperation with the contractor/other involved parties in the event of an unauthorised intrusion to its website and e-Net service.

In order to mitigate the risk under point 5 (non-compliance with the budgetary principle of annuality), CEPOL has increased supervision on the budgetary principles of annuality and specification, via regular budget implementation monitoring and reporting. In the last quarter of 2012 CEPOL set up a finance unit, which started to provide weekly and monthly reports on budget implementation to the management and staff. Regular in-house trainings have been organised on general finance related matters and specific topics, e.g. de-commitments, carry forward, etc.

The above-mentioned weekly and monthly reports pay special attention to carried over funds. As the major part of the carry over and cancelled funds concerns operational funds, in particular grants to Member States implementing the courses, CEPOL organised a training session with framework partners for the CEPOL grants concerning the needs and methods for improved budget planning. Before the year end CEPOL regularly draws the attention of the framework partners to the importance of the accurate planning and budget implementation.

Finally, the recruitment of a planning officer is expected to improve information exchange with CEPOL's partners on the implementation of activities. This in turn should lead to earlier information about the actual costs of training activities.

A close monitoring of all outstanding commitments during the year, combined with a further improved analysis of the carry over process in 2013 has led to a further decreased level of carry overs.

As long as no clear decision on the future role and location of the agency has been taken by the decision making forums, the risks triggered by the uncertain future of the agency remains as a continuous challenge for the CEPOL management to cope with.

C. Human Resource Management

Strategic Objective 4.4	Managing human resources as CEPOL's greatest asset
Performance in 2013	<p>Implementation of the Establishment Plan Target 2013: 95% Performance 2013: 92% Performance 2012: 84%</p> <p>Number of staff evaluated (annual appraisal) Target 2013: 100% Performance 2013: 100% Performance 2012: 89%</p> <p>Staff satisfaction (annual survey) Target 2013: 80% Performance 2013: survey rescheduled to 2014 Performance 2012: N/A</p>

In total, CEPOL conducted eight recruitment campaigns in 2013, attracting 659 applications. By the end of 2013, the agency had 26 (of 28) temporary agents and 8 (of 10) contract agents in post. These are supported by 5 seconded national experts (SNE).

Of the **eight recruitment campaigns** launched in 2013, seven were completed: Head of Corporate Services Department, Head of Training Unit, ICT Officer, Planning Officer, Travel and Missions Assistant (two posts), Project Management Support Officer, Web and Communications Assistant.

The recruitment for an ICT Assistant failed and will be re-launched in 2014.

The **training plan** for agency staff was approved in March 2013; due to the very limited budget available, the short-term training was primarily provided in-house by the more experienced staff. Internal information and training courses were provided to all staff on issues related to the implementation of business (e.g. on mission expenses and financial processes).

The **Director's Decision on Internships** (07/2013/DIR) was adopted in April 2013 allowing CEPOL to engage interns. Two interns have so far been engaged by CEPOL in the human resources team and the Exchange Programme team respectively.

A **staff satisfaction survey** had been planned for 2013 and a framework contract has been concluded. However, due to the current uncertainty regarding the future seat of CEPOL, the Director has taken the decision to postpone the survey until the second half of 2014.

To improve its planning capacity, the agency recruited a planning officer who started work in December 2013.

CEPOL seeks to offset the deficit of staff posts through the use of SNEs and is grateful for the on-going support offered by Member States in this respect. The main consumption of SNEs is associated with the European Police Exchange Programme, ensuring the provision of experienced professionals to ensure the successful execution of the programme in accordance with the legitimate expectations of all stakeholders. In addition, SNE support is required to provide expert aid for the development of e-learning products and services.

In addition, SNE contribution has proved invaluable for the provision an expert on external relations.

CEPOL staff is deeply impacted by the uncertain future of the agency therefore the management team pays special attention to the provision of transparency based on available information.

It should be noted that, due to the on-going uncertainty about the new location, it is not possible for CEPOL to include any specifics with regards to human and financial resources necessary for the relocation as well as for expected new tasks in the coming period.

In November 2013, the management team completed a joint exercise to conduct a self-assessment on the enhanced management structure (since the activation of units in 2012) and its achievements with a view to improving the management team's effectiveness and vertical and horizontal cooperation and the allocation of staff.

Information on the use of human resources per 2013 Work Programme objective is provided in *Annex 3*.

Goal 1 is referring to delivering of training activities which is the main core business of CEPOL. In 2013 the agency organised itself 20 training activities, while 52 courses, seminars and conferences were implemented via Grant Agreements, awarded to the national training institutes in the Member States. Taking into account that a significant portion of the training is delivered by the Member States, their effort has been also considered in total use of human resources per 2013 Work Programme objectives.

The HR use rate for Goal 1 in 2013 indicates a rate of 35% with respect to the CEPOL staff members alone, increasing to 47% while considering also the HR use by the Members States for implementing CEPOL courses.

In total, 56% of human resources were dedicated to the achievement of strategic goals 1 – 3, directly related to training and learning activities.

The remaining 44% of human resources were dedicated to the achievement of strategic goal 4 – by providing administrative functions, as well as activities related to supporting framework partners (national training institutes) to implement courses, such as booking travel for course participants and the operational verification of course claims.

In line with the Internal Audit Service recommendations CEPOL is strengthening and formalising the methodology it uses to estimate the number of person-days required to complete work programme objectives/activities and the final allocation of human resources (full-time equivalents) need to carry out each of the planned activities. This will result in a more transparent management of human resources and a more balanced allocation of resources.

Information on interim staff employed by CEPOL in 2013

Position	Start date	End date	Duration in 2013, calendar days
1. Administrative Assistant (travel booking)	01/01/2013	03/02/2013	33
2. Administrative Assistant (travel booking)	05/02/2013	04/08/2013	180
3. Web refresh project manager	29/04/2013	20/10/2013	174
4. Mission Assistant	01/01/2013	31/05/2013	150
5. HR Assistant	01/08/2013	23/12/2013	144
6. Travel and mission assistant	05/08/2013	23/12/2013	140
7. Logistics Assistant	17/12/2013	23/12/2013	6
TOTAL			827

The number and duration of employment of interims varies depending on business requirements.

In 2013 three interims were employed on a structural, long-term basis as part of the team responsible for travel bookings for CEPOL staff, experts, visitors and participants in training activities.

One interim dealing with the website and e-Net matters was employed to cover the vacancy period until a new web and communications assistant was recruited.

One interim has employed to cover temporary lack of staff in the HR sector. This contract will last approximately nine months, as due to non-acceptance of job offers, there has been a significant delay in the replacement of the HR officer.

At the end of 2013, for a two week period, an interim was employed to assist the communications office with packing and sending materials and supplies to our partnership academies. An additional interim started at the end of 2013 to ensure compliance with filing requirements stemming from the European Police Exchange Programme activities. This contract is foreseen to last 3 months.

Information on number of days of leave authorised to each grade under the flexitime and compensatory leave schemes

Grade	Contract type	Compensatory leave days	Flexitime days
AD13	TA		18
AD10	TA		3
AD9	TA		3
AD7	TA		4
AD5	TA		29,5
AST5	TA		20,5
AST4	TA		28
AST3	TA	4	18,5
FGII	CA	4	36
FGIII	CA		2
Total		8	162,5

Data protection

Progress has been made in improving compliance with personal data protection regulations. An inventory of personal data processing operations was conducted twice by the data protection officer (DPO). The inventory identified processing operations, purpose of processing, data controllers, and whether notifications shall/have been done to the DPO/European Data Protection Supervisor (EDPS). The results from the inventory were shared with data controllers and data processors.

Several areas have been addressed for compliance, including the European Police Exchange Programme, human resources, procurement, grant agreements, finance, the lecturers, trainers and researchers database. The exercise is on-going in the area of organising CEPOL courses and seminars.

It was found that, when managing documents, data processors were, in some instances, unaware of the data controllers' specified procedure to process personal data, especially the limitations to disclosing personal data to third parties (data transfer), the retention periods set, or the security measures defined.

Specific personal data processing risks have only been addressed on a minimum compliance level by data controllers. In areas where documents with low privacy impact are managed, affected data subjects have not been provided privacy statements, and notifications detailing the processing have not been submitted to the DPO.

Personal data protection related aspects were reflected in the course of internal control verifications where the DPO participates in an official capacity. The DPO has provided ad hoc feedback and opinions on request by the Director and Deputy Director. DPO participation in inter-agency DPO network has been active and communication with the EDPS has been frequent.

C. Procurement

In 2013 the procurement function continued providing the necessary support for purchasing the goods and services required for achievement of CEPOL's objectives. Overall 108 contracts were signed in 2013 as a result of the conclusion of procurement procedures and of the execution of existing framework contracts. The most important contracts signed in 2013 include:

- the framework contracts for provision of temporary employment agency services (supply of interim staff) with a total maximum value of €400,000 (over a total possible duration of 2 years)
- the service contract for provision of electronic subscription to content of police science journals with a total value of € 82,527.33 (over a total possible duration of 3 years)
- the specific service contract for development of CEPOL event participants and flight management application with a total value of €122,000 (over a duration of 6 months)

A detailed overview of the contracts signed in 2013 is attached as *Annex 4 Contracts signed in 2013*.

2.2 The functioning of the entire internal control system

2.2.1 – Compliance with the requirements of the control standards

The European Police College relies on an internal audit capability provided by the Internal Audit Service (IAS) of the European Commission. The IAS provides independent, objective assurance and consulting services designed to add value and improve the operations of CEPOL. As stated in the Financial Regulation of CEPOL, the internal auditor of CEPOL is mandated to assess the suitability and effectiveness of the management and control systems in accordance with the applicable regulations.

By Decision 24/2010 of the CEPOL Governing Board (GB), an Internal Audit Panel has been established in order to deal with matters related to audit process, the system of internal control and the financial reporting process, being a GB advisory organ for decisions regarding the financial management of CEPOL. The Internal Audit Panel started to be functional in 2011 and based on its work programme has so far undertaken six audit visits in CEPOL.

In order to streamline internal control in CEPOL, and in accordance with the Internal Audit Service recommendation, CEPOL adopted a new set of 16 Internal Control Standards (ICS) (Governing Board Decision 08/GB/2011). Based on these standards, the agency developed and implemented an internal control system. Its objective is to maintain an appropriate balance between risks to be addressed and the controls required to minimise these risks in view of securing the achievement of CEPOL's objectives.

In order to ensure functional discipline, creation and maintenance of an effective internal control system, CEPOL management adopts on an annual basis an Internal Control Plan based on which the ex post verifications are conducted within the agency as well as at the level of the grant beneficiaries.

At the end of 2011 CEPOL initiated a compliance assessment review regarding the degree of implementation of the 16 internal control standards (ICS). The results showed that overall CEPOL complies with the requirements of the internal control standards. The identified areas of improvement were subject to an action plan "CEPOL Action Plan for an increased level of compliance with the internal control standards" based on which CEPOL further matures the implementation of the 16 internal control standards.

There is regular follow-up of the action plan which is constantly updated with the progress made, in order to assist the timely and proper implementation of the specific actions.

In 2013 the action plan has been completed with further measures established for developing, maintaining and strengthening the internal control, in line with the principle of continuous improvement. Some of the additional measures for improvement have been based on the Internal Audit Service (IAS) document '*Lessons learnt from IAS audit engagements in EU Decentralised agencies 2007-2011*' presenting the best practices and deficiencies identified by the IAS auditors among the EU agencies.

During 2013 the Agency continued its progress in further completing its internal control system by progressive development and centralisation of the administrative, budgetary and financial procedures in accordance with its quality document management system.

Although much progress has been achieved globally, further efforts are needed as regards the implementation of some baseline requirements which impact on the full implementation of the following internal control standards: staff allocation and mobility (ICS 3); staff evaluation and development (ICS 4); risk management (ICS6); operational structure (ICS7); processes and procedures (ICS 8); management supervision (ICS9); business continuity (ICS10); document management (ICS11); information and communication (ICS12); accounting and financial reporting (ICS13); evaluation of activities (ICS14).

In case of two standards ICS 7 '*Operational structure*' requesting that the standard IT governance policy shall be in place and standard ICS 11 '*Document management*' providing for a document management system, further developments towards reaching full compliance is pending on the future of the Agency. CEPOL drafted an ICT Strategy and Information Management Strategy and submitted them for discussion to the Governing Board in 2012. Since then, the further elaboration of the strategies has been put on hold pending on the finalization of the new CEPOL mandate and subsequent financial framework post 2014.

The updated overall situation following the assessment of the level of compliance of the CEPOL management and control systems with the 16 ICS is presented in the table below:

Internal Control Standard (ICS)	Fully Compliant	Partially Compliant	Not Compliant
ICS 1 Mission	X		
ICS 2 Ethical and Organisational values	X		
ICS 3 Staff allocation and mobility		X	
ICS 4 Staff evaluation and development		X	
ICS 5 Objective and performance indicators	X		
ICS 6 Risk management process		X	
ICS 7 Operational structure		X	
ICS 8 Processes and procedures		X	
ICS 9 Management supervision		X	
ICS 10 Business continuity		X	
ICS 11 Document management		X	
ICS 12 Information and communication		X	
ICS 13 Accounting and financial reporting		X	
ICS 14 Evaluation activities		X	
ICS 15 Assessment of internal control systems	X		
ICS 16 Internal Audit Capability ²	X		

2.2.2 – Effectiveness of implementation of the prioritised control standards

In 2013 CEPOL continued to focus on compliance with the standards that were relevant areas of concern identified during the risk assessment exercise, together with the recommendations raised by the auditing bodies (ECA and IAS).

An in-house training session was organised in 2013 to increase staff awareness about the level of implementation of the Internal Control Standards within CEPOL and the further measures to be taken for increasing the level of compliance with the standards.

² CEPOL relies on the internal audit capability provided by the Internal Audit Service

Processes and procedures (ICS 8)

CEPOL continued to strengthen the documentation of its processes through procedures related to the main operational, financial and administrative processes.

Human Resources (recruitment)

In order to further increase compliance with the rules and principle of transparency, CEPOL continued to improve and strengthen the documentation of the human resources processes through procedures and templates adopted in accordance with the established quality document management system. New templates were adopted to be systematically used for each of the recruitment process for assessing the submission, eligibility and selection criteria from the vacancy notice.

At the moment CEPOL is developing guidelines for recruitment panel members in order to assist them during the process and reach consistency in the recruitment procedure.

Additionally a checklist containing all key controls to be completed throughout the recruitment procedure has been introduced to assist the HR function during the recruitment process and also to review that the documents produced following each step of the recruitment procedure have been included in the recruitment file.

It is expected that these developments, once implemented, will contribute to a better administration and increased transparency of the recruitment process.

Validation of the new financial workflow

In 2013 CEPOL implemented a review of roles in the financial workflow resulting in a new *Decision of the Director 17/2013/DIR on the financial workflow in CEPOL* and revised checklists used for the operational and financial verification

The checklists used for the operational and financial verification have been revised in accordance with the new financial workflow. Several in-house trainings have been organised for the actors involved in the financial circuit in order to facilitate smooth transition in the implementation of the new checklists.

The changes introduced were subject to validation by the Accounting Officer which concluded that the changes to the systems and controls are established in a controlled manner and the responsibilities are clearly identified for each actor in the workflow. The check lists were streamlined into a single format that accommodates all types of financial transactions and incorporates the routing slips. They have been simplified and are more user-friendly while the guidelines describing the controls in sufficient detail are available for support.

Procurement

The procurement manual and related templates have been reviewed in line with the new Financial Regulation and auditors' recommendations and changes were adopted in line with the quality document management system.

Document management (ICS 11)

An ex post verification has been internally conducted in order to assess the level of implementation of the Internal Control Standard (ICS) 11 'Document Management' within CEPOL. The assignment resulted in an action plan for improving the administration of documents in the agency and ultimately achieving full compliance with the adopted standards.

The actions were scheduled to be implemented in 2014 and will be considered also for the removal purposes taking into account that at the moment the agency is subject to relocation to a different country.

Increased compliance with the relevant internal control standards is expected in 2014 with the analysis, review and formalisation of the following documents:

- Antifraud Strategy for CEPOL based on the guidelines issued by OLAF;
- review the arrangements in place and define CEPOL Policy regarding prevention and management of conflict of interest
- formalisation of sensitive functions in accordance with the Guidance on Sensitive Functions issued by the Commission.

2.2.3 Conclusion

In the last few years CEPOL has further consolidated the implementation of the internal control standards introducing additional elements of compliance to its systems and internal processes.

In 2013 the agency succeeded in complementing and further strengthening 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.

Further, based on all available information and progress achieved, it can be concluded that CEPOL has reasonable assurance that: appropriate controls are in place and are working as intended; risks are mitigated and monitored; improvements and reinforcements are being implemented.

PART 3 BUILDING BLOCKS TOWARDS THE DECLARATION OF ASSURANCE (AND POSSIBLE RESERVATIONS TO IT)

3.1 Building blocks towards reasonable assurance

3.1.1 – Building block 1: Assessment by management

Strategic Objective 4.3	In order to ensure functional discipline , creation and maintenance of an effective Internal Control System including an Audit Panel
Performance in 2013	Implementation of Internal Control Plan Target 2013: 100% Performance 2013: 92%* Performance 2012: 88% <i>*less than target as a number of ad hoc ex post verifications became a priority and were implemented at the request of the Authorising Officer, leaving less time available within the year for the originally planned assignments</i>

Ex-ante verifications

The financial workflow implemented in CEPOL is a partially decentralised model and follows the four eyes principle. Each financial transaction needs to be verified after initiation before it is authorised.

In 2013 CEPOL implemented a review of roles in the financial workflow resulting in a new *Decision of the Director 17/2013/DIR on the financial workflow in CEPOL* and revised checklists used for the operational and financial verification. The following workflow has to be followed for all financial transactions:

- Operational initiation function to be performed by a staff of the respective sector/unit initiating the transaction.
- Operational verification function to be performed by Heads of Unit, other staff nominated as Operational Verifier or Authorising Officer.
- Financial initiation function to be performed by a staff in Finance Unit.
- Financial verification function to be performed by the Head of Finance Unit or other staff in Finance Unit nominated as Financial Verifier.
- The Authorising Officer by Delegation performs his/her duties for the respective budget line in accordance with the Decision of Director on delegation of authority.

Ex-post verifications

In accordance with the Internal Control Plan 2013, CEPOL implemented a number of ex post verifications to check that transactions are in compliance with the rules and regulations as well as the respect of the principle of sound financial management.

The first implemented ex post control was related to a follow-up of the compliance assessment exercise implemented in 2012. The follow-up was implemented in accordance with ICS 15 requirements, stating that on an annual basis, and in particular, during the preparation of the Annual Activity Report, the management assess compliance with the requirements of the internal control systems and their effectiveness.

In accordance with the concept of continual improvement, the related action plan was updated with measures established for developing, maintaining and strengthening the internal control system.

The second implemented ex post control was related to a *follow-up of the ex-post verifications implemented in 2012*, in order to assess the progress made by CEPOL and course organisers in addressing the resulted recommendations. The assessment was based on a desk review of the information and supporting documents proving the measures introduced by the verified entities. The outcome was positive indicating that the majority of the recommendations were addressed with corrective measures.

The third implemented ex post control was related to assessing the level of implementation of Internal Control Standard (ICS) 9 '*Management Supervision*' within CEPOL. Following the verifications made and considering the agency's specific activities and risks, the report concluded that the current control arrangements are in general sufficient and they work in practice as intended. Some observations have been made for strengthening the compliance with the standard requirements in the following areas: staff promotion, further documentation of the operational and financial procedures, management of meetings, monitoring of monthly activity reports, ensuring continuous awareness of staff on ethics and integrity.

The fourth ex post control was related to assessing the level of implementation (ICS) 8 '*Processes and Procedures*' and other relevant standards in the areas of human resources. Although much overall progress has been achieved with respect to compliance with the rules and principle of transparency in the recruitment area, further improvement is expected in 2014 with the analysis, review and formalisation of the HR processes and related templates. Additional improvements are needed in the following areas: document management, staff evaluation and development, personal data protection.

The fifth ex post control was related to performing an ex post verification (desk review) of the financial transactions made by CEPOL in relation with the *grant agreements* to check the legality and regularity of payments, as well as the respect of the principle of sound financial management. Following the verifications made, it was concluded that the payments executed by CEPOL for the implementation of courses and seminars are legal and regular, being overall in line with the established internal procedures. Some remarks and recommendations have been made for an improved administration of the related transactions in the area: quality of the supporting documents provided by the course organizers for reimbursement, further documentation of the related operational procedures.

The sixth ex post control was related to performing an ex post verification for assessing the level of implementation of Internal Control Standard (ICS) 11 '*Document Management*' within CEPOL. The ex post verification involved a review of the practices, rules and internal procedures used by CEPOL staff in relation to registration, filing and storage of documents, resulting in a set of recommendations for improving the administration of documents in the Agency and ultimately increasing compliance with the adopted standards.

CEPOL finances its courses, seminars and conferences through *grant agreements*, in line with EU Financial Regulations. Therefore two on the spot verifications were made at the premises of the course organisers from Italy (Scuola di Perfezionamento per le Forze di Polizia) and France

(International Cooperation Department within the Ministry of Interior of France). The results indicate that the course organisers are compliant in all material respects with the reimbursement rules as provided in the Governing Board Decision 30/2006/GB of 27/09/2006 laying down guidelines for courses and seminars. Improvements have been suggested in the area of budget planning and monitoring in order to reduce the underspending and enable CEPOL to better comply with the budgetary principle of annuality provided in the Financial Regulation. Recommendations were also made with respect to the documents provided for reimbursement, in order to increase the transparency about how the funds were spent and also to facilitate the ex-ante verifications of the Financial Report (Reimbursement Claim) by CEPOL staff members.

A number of ad hoc ex post verifications were performed at the request of the Authorising Officer. Three of them concerned recruitments completed in 2013. The conclusion was that overall the recruitment process has been made in compliance with CEPOL Guide to Recruitment and principle of transparency. Some remarks and recommendations have been made in view of improving the administration of the recruitment process.

A complaint has been received from one of the course organisers with regard to a delayed payment, therefore at the request of the Authorizing Officer, an ex post verification has been implemented in order to establish the causes of the delay occurred and to identify the measures to be put in practice in order to eliminate the risk of reoccurrence.

Internal Audit Panel

In accordance with the Audit Plan 2013, first audit visit of the Internal Audit Panel (IAP or Audit Panel) to CEPOL took place during 13-14 May 2013.

The Audit Panel provided the Governing Board with a draft opinion on the annual accounts 2012, as well as a draft analysis and assessment of the Authorising Officer's Annual Activity Report.

The IAP gave its positive opinion to the Governing Board that the accounts for the financial year 2012:

- comply with the rules
- are accurate and comprehensive
- present a true and fair view of the financial statements, of the assets and liabilities, charges and income, entitlements and obligations not shown as assets or liabilities and cash flow
- reports on budgetary implementation, of revenue and expenditure operations
- show the charges and income for the financial year, regardless of the date of payment or collection in accordance with the principle of accrual-based accounting
- the amount of cancelled budgetary means of € 705,044.50, equivalent to 39.8% of the appropriations carried over from 2011 (C8) is a point of concern. Comparing to the result of the previous year (€679,000.92 cancelled) the use of carried forward amounts has not improved. At the end of 2012 CEPOL organised a systematic carry-forward exercise to maximise the budget consuming. Positive results will be expected in 2013.

Regarding the Authorising Officer's Annual Activity Report, the Audit Panel made a few remarks and recommendations for improvement (such as including more details on risks management, HR figures) which have been taken on board for the current reporting exercise.

The second visit of the IAP to CEPOL took place on 25-26 November and the scope of the visit was related to: internal procedures for drafting the annual budget, costs/issues related to the relocation of the Agency, administration of the European Police Exchange Programme, recruitment procedure. The outcome was positive indicating some recommendations for improvement in the area of recruitment and budget planning procedures and providing an overview on the status of affairs and challenges of the Agency's relocation.

3.1.2 – Building block 2: Results from audits during the reporting year

Strategic Objective 4.2	Application of devolved leadership and management between Director and CEPOL staff
Performance in 2013	Timely closure of audit recommendations Target 2013: 100% Performance 2013: 83% Performance 2012: 92%

CEPOL is systematically monitoring European Court of Auditors' and Internal Audit Service audit recommendations in order to ensure prompt implementation of the action plans. The rate of implementation of the recommendations by the end of 2013 was 83%.

European Court of Auditors

The European Court of Auditors (ECA) completed their annual audit on the preliminary accounts of CEPOL at the beginning of March 2013.

In the Court's opinion, the transactions underlying the annual accounts of the agency for the financial year ended 31 December 2012 are legal and regular in all material respects.

The Court has formulated some comments with respect to the identified shortcomings in budget planning and/or implementation and the need to improve the transparency of recruitment procedures as following:

- two recommendations on budget planning and implementation regarding decreasing the level of carry-overs, cancellations and budget transfers.

The recommendations have been addressed with improvement measures which are implemented on on-going basis: regular budget implementation monitoring reports, regular training sessions to staff members. The recruitment of a planning officer is expected to improve information exchange with the framework partners on the implementation of activities; this should lead to earlier information about the actual costs of training activities.

- one recommendation regarding further improving the transparency of the recruitment procedures - in this respect CEPOL continued to improve and strengthen the documentation of the human resources processes through procedures and templates adopted in accordance with the established quality document management system.

- one recommendation regarding CEPOL future – discussions about the agency's future that have been on-going for several years have created a situation on uncertainty which continues to hamper business planning and implementation.

Internal Audit Service

The Internal Audit Service of the European Commission (IAS) visited CEPOL 21-25 October 2013 and the topic was HR Management, more specifically the auditors focused on staff planning and allocation, HR monitoring and reporting, recruitment and selection, training.

No critical findings have been identified. The auditors' opinion was that the internal control system in place provides reasonable assurance regarding the achievement of the business objectives for CEPOL staff planning and allocation, HR monitoring and reporting, recruitment and selection as well as staff training.

The audit report refers to four important recommendations regarding HR allocation, up to date job descriptions, identifying sensitive functions, improve recruitment and selection procedure and one desirable recommendation regarding training maps.

The remedial measures to address the auditors' recommendations are under implementation following to be completed by the end of 2014.

3.1.3 – Building block 3: Follow-up of previous years' reservations and action plans for audits from previous years

CEPOL received the IAS Annual Internal Audit Report for 2012 on 2 September 2013. The report provides an overview of the two audit assignments conducted in 2012 in CEPOL. Based on the improvements implemented by CEPOL all the previous recommendations (2011 or earlier) have been recommended closed by the auditors.

Regarding the IAS Audit Report on Procurement in 2012, to date all the seven recommendations have been addressed and recommended closed by the auditors via the GRC Issue Track Database.

No reservations are to be made in the current Annual Activity Report.

PART 4 DECLARATION OF ASSURANCE

I, the undersigned, Director of the European Police College (CEPOL),

In my capacity as authorising officer,

Declare that the information contained in this report gives a true and fair view.

State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment, ex-post controls, the observations of the Internal Audit Service and the lessons learnt from the reports of the Court of Auditors for years prior to the year of this declaration.

Confirm that I am not aware of anything not reported here which could harm the interests of CEPOL.

Bramshill, 04 March 2014

A handwritten signature in dark ink, appearing to read 'F. Bánfi', is written over a horizontal dotted line. The signature is stylized with a large, sweeping flourish at the end.

Dr Ferenc Bánfi

STATEMENT OF THE INTERNAL CONTROL OFFICER AND THE QUALITY MANAGEMENT OFFICER

I, the undersigned,

In my capacity as
Internal Control Officer

I, the undersigned,

In my capacity as
Quality Management Officer

Acting in line with the Internal Control Standard no. 15 '*Assessment of internal control systems*', we have reported our advice and recommendations to the Director on the overall state of internal control system of CEPOL and that the best of our knowledge the information on management and internal control systems provided in the Annual Activity Report is accurate and exhaustive.

Bramshill, 04 March 2014

Luminita Moldovan, Internal Control Officer 

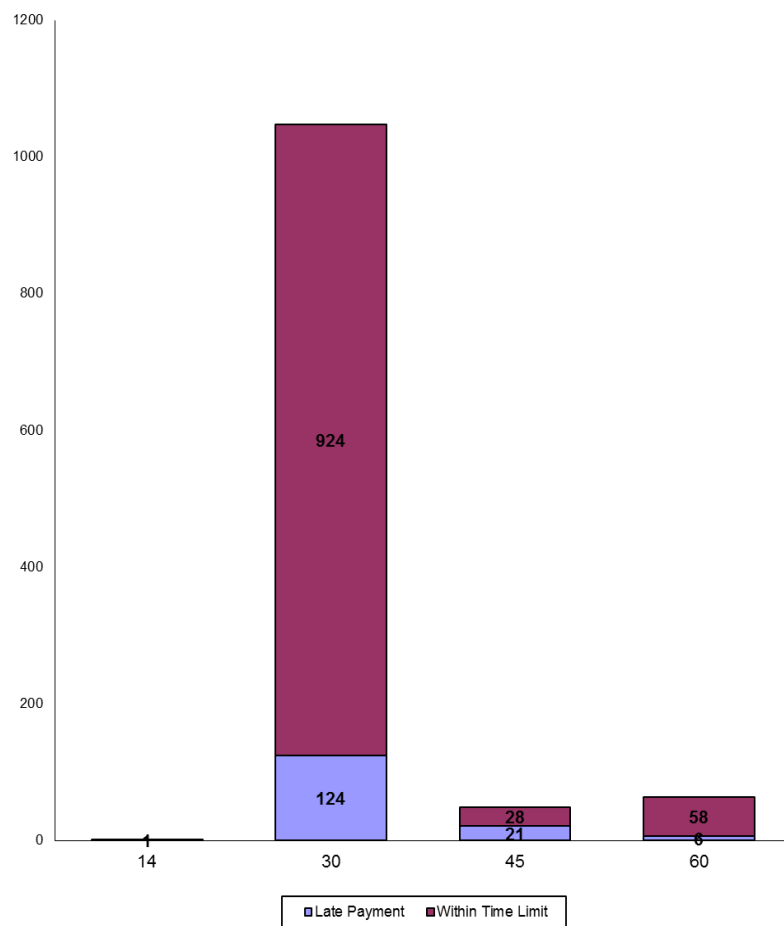
Leelo Kilg-Thornley, Quality Management Officer 

ANNEX 1 - Budget 2013 execution status as of 31 December 2013

Budget Implementation Regular budget 2013 (C1)		Initial Budget	Budget Transfers	Actual Budget	Committed	%	Paid	% (Compared to budget)
		A	B	C	D	D/C	E	E/C
11	Staff in active employment	4 075 600	- 15 650	4 059 950	3 888 742	96%	3 849 803	95%
13	Missions and duty travel	20 000	15 000	35 000	35 000	100%	30 362	87%
14	Socio-Medical Infrastructure	4 000	- 2 000	2 000	0	0%	0	0%
16	Social welfare	2 000	2 400	4 400	4 089	93%	4 089	93%
17	Entertainment and representation expenses	2 500	250	2 750	2 459	89%	2 459	89%
1	TITLE 1 Expenditure relating to persons working with CEPOL	4 104 100		4 104 100	3 930 289	96%	3 886 713	95%
20	Investments in immovable property & rental of buildings	173 500		173 500	170 023	98%	133 169	77%
21	Information and communication technology expenditure	266 040		266 040	256 698	96%	178 731	67%
22	Movable property and associated costs	16 000	- 5 000	11 000	2 155	20%	1 155	11%
23	Current administrative expenditure	52 500		52 500	33 458	64%	8 764	17%
24	Postal charges	10 000	5 000	15 000	15 000	100%	10 100	67%
2	TITLE 2 Buildings & equipment and miscellaneous expenditure	518 040		518 040	477 335	92%	331 921	64%
30	Bodies and organs	310 000	- 44 500	265 500	225 948	85%	213 660	80%
31	Courses and eLearning	2 915 000	- 151 000	2 764 000	2 613 185	95%	2 175 968	79%
32	Other programme activities	414 200	90 000	504 200	484 459	96%	351 759	70%
35	Missions	140 000	53 000	193 000	192 559	100%	180 028	93%
37	Other operational activities	49 300	52 500	101 800	95 446	94%	43 515	43%
3	TITLE 3 Operational Expenditure	3 828 500		3 828 500	3 611 597	94%	2 964 930	77%
GRAND TOTAL		8 450 640		0 8 450 640	8 019 221	94.89%	7 183 565	85%

ANNEX 2 Payment Time Limits

Month	Year	01/2013	02/2013	03/2013	04/2013	05/2013	06/2013	07/2013	08/2013	09/2013	10/2013	11/2013	12/2013
Days Authorising Officer	18.767642	22.87234	20.474359	25.2857	21.6527778	15.655556	11.904762	14.945455	16.268817	19.135593	20.492537	20.846154	15.94152
Days Authorising Officer (w. Susp)	17.105852	22.404255	18.692308	19.7857	19.9305556	15.433333	11.904762	14.518182	15.784946	17.237288	17.850746	19.788462	13.935673
Days Horizontal Services	2.5740103	2.3510638	3.1153846	3.12857	2.80555556	3.1444444	2.4761905	2.2181818	2.172043	2.7966102	2.1791045	2.9326923	1.9532164
Days Total (without Susp.)	21.341652	25.223404	23.589744	28.4143	24.4583333	18.8	14.380952	17.163636	18.44086	21.932203	22.671642	23.778846	17.894737
Days Total (with Susp.)	19.679862	24.755319	21.807692	22.9143	22.7361111	18.577778	14.380952	16.736364	17.956989	20.033898	20.029851	22.721154	15.888889
Number of PR	1162	94	78	140	72	90	84	110	93	59	67	104	171
Late Payments (FR)	151	22	20	28	12	4	5	7	9	8	5	26	5
Overdue Days (FR)	-13	-10	-11	-11	-10	-12	-16	-15	-14	-11	-13	-9	-17
Late Payments (Target)	64	42	14	5	2	0	1	0	0	0	0	0	0
Overdue Days (Target)	-10	1	-4	-8	-13	-20	-17	-24	-19	-18	-25	-25	-26



	14	30	45	60	Total
Within Time Limit	1	924	28	58	1011
Late Payment		124	21	6	151
Sum:	1	1048	49	64	1162

ANNEX 3 Human and Financial resources used in 2013

Goals/Objectives	Human resources forecasted (WP2013) in numbers and %				Human resources actually used in numbers and %*				Financial resources forecasted 2013**				Financial resources consumption 2013**			
	TA	CA	SNE	Total	TA	CA	SNE	Total	Title 1	Title 2	Title 3	Total	Title 1	Title 2	Title 3	Total
	28	10	5.5	43.5	27	8	6	40.5								
GOAL 1: The CEPOL network functions as a European law enforcement education platform on the highest level of international excellence	51%				47%											
1.1 - Delivering quality training courses on specific subjects. Training Senior Police Officers and middle-ranking police officers, Senior Police Officers and middle-ranking police officers in the field and police officers in the field, with regard to cross-border cooperation between police forces in Europe. To assist in setting up appropriate advanced training programs. Promoting the effective implementation of the Stockholm Program via training.	23%				25%											
1.2 – Delivering training for senior leaders in order to enhance their European competence; assist them in strategy planning and realisation of strategic decisions at EU level																
1.3 – Exchange programmes as an essential element of learning promotes, facilitates and develops cooperation	12%				13%											
1.4.- Common Curricula contribute to the preparation of harmonised training programmes in accordance with EU standards	6%				1%											
1.5. – Developing further and easier access to e-Learning systems	9%				7%											
1.6. - Quality learning shall be the acknowledged ethos of CEPOL's reputation and prestige	0.70%				1%											
GOAL 2: CEPOL will be developed into a European law enforcement knowledge base	7%				5%											
2.1 - Broadening the knowledge base by continued development of the e-Library																
2.2 – Orientation and facilitation of research, support to researchers and scientists																
2.3 – Ensuring forums for debate, sharing of research findings and moderating interaction between senior practitioners and researchers																
2.4 - Foundation and maintenance of European database of law enforcement researchers, scientists and research	7%				5%											
2.5 - Communities and individuals with outstanding performance, excellent work in assisting or promoting European police education and science under CEPOL's umbrella, will be honoured and acknowledged																
GOAL 3: External relations will be considered and dealt with as the corner stone of partnerships	9%				4%											
3.1 - Cooperation with EU Agencies and Bodies remains the priority	5%				1%											
3.2 – Associated States are Considered as the Closest Partners	1%				1%											
3.3 – Assisting Candidate and Accession Countries, Neighbourhood Policy and Eastern Partnership	2%				1%											
3.4. - Cooperation with globally significant partners	1%				1%											
GOAL 4: CEPOL will be lead and managed as a top ranking innovative EU agency	34%				44%											
4.1 - Application of corporate leadership and management by the Governing Board	7%				5%											
4.3 – In order to ensure functional discipline; creation and maintenance of an effective Internal Control System including an Audit Panel	5%				2%											
4.4. - Managing human resources as CEPOL's greatest asset	5%				2%											
4.5. - Budget management ensures implementation of Annual Work Program and contributes to CEPOL's future innovation	7%				16%											
4.6 - Agency provides appropriate administrative support for the proper function of all CEPOL components	5%				15%											
4.7 - Stakeholder Relations and Internal Communication	5%				4%											
TOTAL	100%				100%				4,104,100	518,040	3,828,500	8,450,640	3,886,713	331,921	2,964,930	7,183,564

* the HR use % for objective 1.1 takes into consideration the number of working hours spent both by CEPOL staff members and the Member States in implementing CEPOL training activities

**the budget planned and consumption figures are not available per objectives/activities only per budget lines as indicated in annex 1 budget execution

ANNEX 4 Contracts signed in 2013

Nr.	Contract reference	Type of procurement procedure	Contractor	Type of contract	Subject	Currency of the contract	Contract amount (over the entire duration)	Date of signature
1	CEP0661	Negotiated procedure with 1 candidate (Article 137 (2) of the Rules of Application)	OVH Ltd	Purchase Order	Lease of external server	GBP	839.88	16 January 2013
2	CEP0662	Specific contract in execution of framework contract CEPOL/CT/2012/011	Penchell Ltd	Order form	Restaurant services (2nd PRUM dinner)	GBP	238.10	16 January 2013
3	CEP0663	Specific contract in execution of framework contract CEPOL/CT/2011/002	Yes2 Limited	Order form	Supply of ring binders	GBP	924.00	17 January 2013
4	CEP0664	Specific contract in execution of Framework Contract CEPOL/CT/2011/012	Infinity Incorporated	Order form	Supply of business cards	GBP	228.00	23 January 2013
5	CEP0665	Specific contract in execution of framework contract CEPOL/CT/2011/002	Yes2 Limited	Order form	Office supplies	GBP	79.65	25 January 2013
6	CEP0666	Specific contract in execution of framework contract CEPOL/CT/2012/011	Penchell Ltd	Order form	Restaurant services	GBP	53.55	29 January 2013
7	CEPOL/CT/2013/001	Specific contract in execution of framework contract CEPOL/CT/2011/004	Project People Ltd	Specific contract	Supply of Interim staff - Administrative Assistant (flight booking)	GBP	10,769.55	04 February 2013
8	CEP0668	Specific contract in execution of framework contract DI/06820	Comparex Nederland BV	Order form	Purchase of software license: Ninitre Pro Windows	EUR	409.00	12 February 2013
9	CEP0669	Specific contract in execution of framework contract CEPOL/CT/2011/002	Yes2 Limited	Order form	Office supplies	GBP	212.54	15 February 2013
10	CEP0670	Specific contract in execution of framework contract DI/06820	Comparex Nederland BV	Order form	Renewal of SSL certificates	EUR	658.58	15 February 2013

11	EU-LISA	Specific contract in execution of framework contract CEPOL/CT/2012/011	Penchell Ltd	Order form	Restaurant services (EU - LISA dinner)	GBP	114.00	15 February 2013
12	CEP0667	Negotiated procedure with 1 candidate (Article 137 (2) of the Rules of Application)	Glyn Morgan	Purchase Order	EU Policy Cycle: e-learning module content and related training services	EUR	14,950.00	21 February 2013
13	CEP0671	Specific contract in execution of framework contract CEPOL/CT/2011/002	Yes2 Limited	Order form	Office supplies	GBP	623.35	26 February 2013
14	CEP0672	Negotiated procedure with 1 candidate (Article 137 (2) of the Rules of Application)	Michael Flynn	Purchase Order	Training services for SIS II residential activities	EUR	11,500.00	27 February 2013
15	CEP0674	Specific contract in execution of framework contract CEPOL/CT/2011/002	Yes2 Limited	Order form	Office supplies	GBP	99.80	27 February 2013
16	CEP0673	Specific contract in execution of framework contract DI/07030	Dimension Data SA	Order form	Renewal of authentication services (Cryptocard)	EUR	2,570.40	28 February 2013
17	CEP0676	Specific contract in execution of framework contract CEPOL/CT/2011/002	Yes2 Limited	Order form	Office supplies	GBP	60.78	13 March 2013
18	CEP0677	Specific contract in execution of framework contract CEPOL/CT/2012/011	Penchell Ltd	Order form	Restaurant services (Dinner ENP-WB meeting)	GBP	179.40	13 March 2013
19	CEP0678	Specific contract in execution of framework contract CEPOL/CT/2011/002	Yes2 Limited	Order form	Stamps "Certified copy"	GBP	35.00	13 March 2013
20	CEP0679	Specific contract in execution of framework contract CEPOL/CT/2011/002	Yes2 Limited	Order form	Office supplies (Thermal binding machine)	GBP	249.99	13 March 2013
21	CEP0675	Specific contract in execution of framework contract DI/07030	Dimension Data SA	Order form	Maintenance of CISCO equipment	EUR	1,772.70	21 March 2013
22	CEP0680	Specific contract in execution of Framework Contract CEPOL/CT/2011/012	Infinity Incorporated	Order form	Supply of CEPOL branded course materials	GBP	10,601.77	27 March 2013
23	CEP0681	Specific contract in execution of framework contract CEPOL/CT/2011/002	Yes2 Limited	Order form	Office supplies	GBP	360.37	15 April 2013

24	CEP0682	Specific contract in execution of framework contract CEPOL/CT/2012/011	Penchell Ltd	Order form	Restaurant services (Dinner for participants of Cybercrime meeting)	GBP	195.00	16 April 2013
25	CEP0683	Specific contract in execution of framework contract CEPOL/CT/2012/011	Penchell Ltd	Order form	Restaurant services (Dinner - Study visit 22/04/2013)	GBP	52.40	22 April 2013
26	CEP0684	Specific contract in execution of framework contract CEPOL/CT/2012/011	Penchell Ltd	Order form	Restaurant services (Dinner Money Laundering meeting - 25/04/2013)	GBP	104.75	24 April 2013
27	CEPOL/CT/2013/003	Specific contract in execution of framework contract CEPOL/CT/2011/004	Project People Ltd	Specific contract	Supply of Interim staff - Website Refresh Project Manager	GBP	21,735.00	24 April 2013
28	CEP0685	Specific contract in execution of framework contract CEPOL/CT/2011/002	Yes2 Limited	Order form	Office supplies	GBP	153.97	29 April 2013
29	CEP0686	Specific contract in execution of framework contract CEPOL/CT/2011/002	Yes2 Limited	Order form	Supply of accessories for webinars	GBP	249.67	29 April 2013
30	CEP0687	Negotiated procedure on the basis of Article 134 (1) (b) of the RAP	British Telecommunications plc	Purchase Order	Rental of 10MB Internet Leased Line	GBP	13,896.00	29 April 2013
31	CEP0688	Specific contract in execution of framework contract DI/07020	Hewlett Packard Belgium	Order form	Microsoft License subscriptions - from 01/06/2013 to 31/05/2014	EUR	6,522.12	22 May 2013
32	CEP0689	Specific contract in execution of framework contract CEPOL/CT/2012/011	Penchell Ltd	Order form	Restaurant services (Dinner 29/05/2013 CEPOL National Contact Points)	GBP	849.58	23 May 2013
33	CEP0690	Specific contract in execution of framework contract CEPOL/CT/2011/002	Yes2 Limited	Order form	Office supplies	GBP	153.03	23 May 2013
34	CEP0691	Specific contract in execution of framework contract DI/06650	Systemat Luxembourg PSF	Order form	Purchase of a Storage Area Network (HP StorageWorks)	EUR	15,309.72	23 May 2013
35	CEP0693	Specific contract in execution of framework contract DI/06940	GetSys Luxembourg	Order form	Supply of toner for office printers	EUR	876.80	29 May 2013
36	CEP0694	Specific contract in execution of framework contract CEPOL/CT/2012/011	Penchell Ltd	Order form	Restaurant services (Dinner Recruitment) Panel members (30/05/2013)	GBP	77.95	29 May 2013
37	CEP0695	Specific contract in execution of framework contract DI/06820	Comparex Nederland BV	Order form	Thomson Reuters EndNote licences	EUR	950.63	31 May 2013

38	CEP0696	Specific contract in execution of framework contract DI/06820	Comparex Nederland BV	Order form	Vmware vSphere subscriptions	EUR	7,211.41	31 May 2013
39	CEP0697	Specific contract in execution of framework contract CEPOL/CT/2012/011	Penchell Ltd	Order form	Restaurant services (Dinner for Research & Science Committee 06/06/2013)	GBP	462.41	05 June 2013
40	CEP0698	Specific contract in execution of framework contract CEPOL/CT/2011/002	Yes2 Limited	Order form	Office supplies	GBP	138.55	05 June 2013
41	CEP0692	Negotiated procedure with 1 candidate (Article 137 (2) of the Rules of Application)	Jelf Insurance Limited	Purchase Order	Office Contents Insurance	GBP	1,611.60	06 June 2013
42	CEP0700	Specific contract in execution of Framework Contract CEPOL/CT/2011/012	Infinity Incorporated	Order form	Supply of CEPOL branded lanyards	GBP	210.00	17 June 2013
43	CEP0699	Specific contract in execution of framework contract CEPOL/CT/2012/011	Penchell Ltd	Order form	Restaurant services (Dinner 5th NCCC meeting 24/06/2013)	GBP	610.92	20 June 2013
44	CEP0701	Specific contract in execution of framework contract CEPOL/CT/2012/011	Penchell Ltd	Order form	Restaurant services (Dinner KTWG II 11 July 2013)	GBP	169.94	24 June 2013
45	CEP0702	Negotiated procedure with 1 candidate (Article 137 (2) of the Rules of Application)	Chillisauc Ltd	Purchase Order	Teambuilding event for CEPOL staff	GBP	1,600.00	27 June 2013
46	CEPOL/CT/2013/007	Inter-institutional, open	Roodlane medical Limited (1st priority contractor)	Framework Service Contract	Provision of medical services	GBP	100,000.00	28 June 2013
47	CEPOL/CT/2013/012	Inter-institutional, open	Nuffield Health (2nd priority contractor)	Framework Service Contract	Provision of medical Services	GBP	100,000.00	28 June 2013
48	CEP0705	Specific contract in execution of framework contract CEPOL/CT/2011/002	Yes2 Limited	Order form	Office supplies	GBP	295.45	08 July 2013
49	CEP0703	Specific contract in execution of framework contract CEPOL/CT/2012/011	Penchell Ltd	Order form	Restaurant services (Dinner Croatian Delegation 8-11 July)	GBP	102.23	09 July 2013
50	CEPOL/CT/2013/005	Open	Castlerock Recruitment Group Ltd	Framework Service Contract	Provision of Temporary Employment Agency services (Lot 1)	EUR	280,000.00	09 July 2013

51	CEP0704	Specific contract in execution of Framework Contract CEPOL/CT/2011/007	The Phoenix Luxury Co. Ltd	Order form	Supply of commemorative coins (Lithuanian presidency)	GBP	1,975.00	11 July 2013
52	CEP0706	Specific contract in execution of framework contract DI/06820	Comparex Nederland BV	Order form	Renewal of maintenance of TechSmith Camtasia Studio software	EUR	196.00	12 July 2013
53	CEPOL/CT/2013/006	Open	4Social Work Ltd	Framework Service Contract	Provision of Temporary Employment Agency services (Lot 2)	EUR	120,000.00	12 July 2013
54	CEPOL/CT/2013/008	Specific contract in execution of framework contract CEPOL/CT/2012/014	Managing Innovation Strategies SLL (leader) Sarenet SA	Specific contract	Upgrade of CEPOL e-net platform	EUR	35,785.00	17 July 2013
55	CEP0708	Specific contract in execution of framework contract CEPOL/CT/2011/002	Yes2 Limited	Order form	Office supplies	GBP	163.41	18 July 2013
56	CEP0707	Specific contract in execution of framework contract DI/06820	Comparex Nederland BV	Order form	Lectora Online authoring tool	EUR	8,594.97	22 July 2013
57	CEPOL/CT/2013/010	Specific contract in execution of framework contract CEPOL/CT/2013/005	Castlerock Recruitment Group Ltd	Specific contract	Supply of interim staff (HR Assistant)	GBP	16,170.30	31 July 2013
58	CEP0709	Specific contract in execution of framework contract CEPOL/CT/2011/002	Yes2 Limited	Order form	Office supplies	GBP	338.84	02 August 2013
59	CEP0710	Specific contract in execution of framework contract CEPOL/CT/2011/002	Yes2 Limited	Order form	Office supplies	GBP	78.52	02 August 2013
60	CEPOL/CT/2013/011	Specific contract in execution of framework contract CEPOL/CT/2013/005	Castlerock Recruitment Group Ltd	Specific contract	Supply of interim staff (Travel & Mission Assistant)	GBP	9,815.85	02 August 2013
61	CEP0711	Specific contract in execution of framework contract DI/06820	Comparex Nederland BV	Order form	BlueLance software support renewal	EUR	1,090.73	05 August 2013
62	CEP0712	Specific contract in execution of framework contract CEPOL/CT/2012/011	Penchell Ltd	Order form	Restaurant services (Dinner Master Prog. WG)	GBP	266.29	09 August 2013
63	CEP0713	Specific contract in execution of framework contract DI/06820	Comparex Nederland BV	Order form	CITRIX GoToWebinar licenses renewal	EUR	7,068.48	16 August 2013

64	CEPOL/CT/2013/013	Negotiated procedure with 1 candidate (Article 137 (2) of the Rules of Application)	HowToMoodle Ltd	Service Contract	Provision of Moodle themes for CEPOL LMS	GBP	7,060.00	20 August 2013
65	CEP0714	Specific contract in execution of framework contract DI/07030	Dimension Data SA	Order form	CheckPoint and 4200 appliance - maintenance renewals	EUR	1,922.57	21 August 2013
66	CEP0715	Specific contract in execution of framework contract DI/07030	Dimension Data SA	Order form	Firewall package for 4200 appliance - 1 year subscription	EUR	3,238.70	21 August 2013
67	CEP0716	Specific contract in execution of framework contract CEPOL/CT/2011/002	Yes2 Limited	Order form	Office supplies	GBP	121.32	28 August 2013
68	CEP0717	Specific contract in execution of framework contract CEPOL/CT/2012/011	Penchell Ltd	Order form	Restaurant services (Dinner (Counter Terrorism))	GBP	133.45	09 September 2013
69	CEP0718	Specific contract in execution of framework contract CEPOL/CT/2012/011	Penchell Ltd	Order form	Restaurant services (Dinner Common Curricula experts meeting)	GBP	88.55	09 September 2013
70	CEPOL/CT/2013/014	Negotiated procedure with 1 candidate (Article 137 (2) of the Rules of Application)	Square Production Ltd	Service Contract	Production of films on CEPOL	GBP	10,730.00	11 September 2013
71	CEP0719	Specific contract in execution of framework contract CEPOL/CT/2011/002	Yes2 Limited	Order form	Office supplies	GBP	341.61	18 September 2013
72	CEP0720	Specific contract in execution of Framework Contract CEPOL/CT/2011/012	Infinity Incorporated	Order form	Supply of CEPOL branded course materials (Corporate gifts)	GBP	2,345.00	19 September 2013
73	CEPOL/CT/2013/015	Open	Swets Information Services Ltd	Service Contract	Electronic subscription to content of police science journals	EUR	82,527.33	27 September 2013
74	CEP0721	Specific contract in execution of framework contract CEPOL/CT/2012/011	Penchell Ltd	Order form	Restaurant services (Dinner 2nd expert mtg counter terrorism group)	GBP	169.10	02 October 2013
75	CEP0722	Specific contract in execution of framework contract DI/07030	Dimension Data SA	Order form	Purchase of a Cisco wireless system solution	EUR	6,659.82	04 October 2013
76	CEP0723	Specific contract in execution of framework contract CEPOL/CT/2011/002	Yes2 Limited	Order form	Office supplies	GBP	222.05	09 October 2013

77	CEPOL/CT/2013/016	Negotiated procedure with 1 candidate (Article 137 (2) of the Rules of Application)	Mixed Media	Service Contract	Production of Recorded Webinars	EUR	14,521.50	11 October 2013
78	CEP0724	Specific contract in execution of framework contract DI/06820	Comparex Nederland BV	Order form	Veeam Backup software maintenance	EUR	3,240.92	14 October 2013
79	CEPOL/CT/2013/017	Specific contract in execution of framework contract DI/07160	Synaps SA	Specific contract	Excel training for CEPOL staff	EUR	3,240.00	15 October 2013
80	CEP0726	Specific contract in execution of framework contract CEPOL/CT/2011/002	Yes2 Limited	Order form	Office supplies (backup tapes, keyboards, headsets)	GBP	1,714.30	23 October 2013
81	CEP0727	Specific contract in execution of framework contract CEPOL/CT/2011/002	Yes2 Limited	Order form	Office supplies	GBP	428.02	08 November 2013
82	CEP0728	Specific contract in execution of framework contract CEPOL/CT/2012/011	Penchell Ltd	Order form	Restaurant services (Dinner for 5th NEM Meeting 28 November 2013)	GBP	613.58	15 November 2013
83	CEP0729	Specific contract in execution of framework contract CEPOL/CT/2011/002	Yes2 Limited	Order form	Office supplies	GBP	374.45	18 November 2013
84	CEP0730	Negotiated procedure with 1 candidate (Article 137 (2) of the Rules of Application)	The Elvetham Hotel Limited	Purchase Order	Organisation of CEPOL Social Event (Christmas 2013)	GBP	2,249.17	19 November 2013
85	CEPOL/CT/2013/018	Specific contract in execution of framework contract CEPOL/CT/2012/014	Managing Innovation Strategies SLL (leader) Sarennet SA	Specific Service Contract	Setup of the connection between e-Net and Open Athens	EUR	3,505.00	21 November 2013
86	CEP0731	Specific contract in execution of framework contract CEPOL/CT/2011/002	Yes2 Limited	Order form	Office supplies	GBP	526.80	29 November 2013
87	CEP0732	Negotiated procedure with 1 candidate (Article 137 (2) of the Rules of Application)	John Baijens (ITSforYou)	Purchase Order	Maintenance of CEPOL authoring tool	EUR	15,000.00	02 December 2013
88	CEPOL/CT/2013/019	Specific contract in execution of framework contract CEPOL/CT/2012/014	Managing Innovation Strategies SLL (leader) Sarennet SA	Specific Service Contract	Hosting, maintenance and support services for CEPOL's open source web platform (police education and learning)	EUR	15,600.00	05 December 2013

89	CEPOL/CT/2013/020	Specific contract in execution of framework contract CEPOL/CT/2012/014	Managing Innovation Strategies SLL (leader) Sarenet SA	Specific Service Contract	Provision of the Web Application Firewall service to increase the security of the e-NET platform	EUR	11,340.00	05 December 2013
90	CEP0733	Negotiated procedure with 1 candidate (Article 137 (2) of the Rules of Application)	Eworx S.A.	Purchase Order	Installation, training and evaluation of needs of MATRIX Enterprise Project and Portfolio Management Suite	EUR	14,500.00	05 December 2013
91	CEP0734	Specific contract in execution of framework contract CEPOL/CT/2012/011	Penchell Ltd	Order form	Restaurant services (Dinner for CEPOL Director and Europol Deputy Director on 10/12/2013)	GBP	70.00	05 December 2013
92	CEPOL/CT/2013/022	Specific contract in execution of framework contract CEPOL/CT/2013/006	4 Social Work Ltd	Specific Service Contract	Interim Staff (Administrative Assistant)	GBP	5,166.60	09 December 2013
93	CEP0735	Specific contract in execution of framework contract CEPOL/CT/2011/002	Yes2 Limited	Order form	Office supplies	GBP	217.62	11 December 2013
94	CEP0736	Specific contract in execution of framework contract CEPOL/CT/2011/002	Yes2 Limited	Order form	Office supplies	GBP	445.30	12 December 2013
95	CEPOL/CT/2013/021	Specific contract in execution of framework contract CEPOL/CT/2012/014	Managing Innovation Strategies SLL (leader) Sarenet SA	Specific Service Contract	Implementation of the e-NET CAS LMS changes	EUR	1,368.75	13 December 2013
96	CEP0737	Specific contract in execution of framework contract CEPOL/CT/2011/002	Yes2 Limited	Order form	Office supplies	GBP	114.79	13 December 2013
97	CEPOL/CT/2013/025	Specific contract in execution of framework contract CEPOL/CT/2013/006	4 Social Work Ltd	Specific Service Contract	Interim Staff (Logistics Assistant)	GBP	341.25	16 December 2013
98	CEP0738	Specific contract in execution of framework contract CEPOL/CT/2011/002	Yes2 Limited	Order form	Office supplies	GBP	78.84	16 December 2013
99	CEPOL/CT/2013/023	Specific contract in execution of framework contract CEPOL/CT/2012/014	Managing Innovation Strategies SLL (leader) Sarenet SA	Specific Service Contract	CEPOL website migration to Drupal	EUR	14,982.50	18 December 2013
100	CEP0739	Specific contract in execution of framework contract DI/07190	Bechtle AG	Order form	Purchase of laptops and projectors (OF0472)	EUR	13,509.56	18 December 2013

101	CEP0740	Specific contract in execution of framework contract DI/07030	Dimension Data SA	Order form	Purchase of the Bluecoat Proxy Solution	EUR	7,527.86	18 December 2013
102	CEP0741	Specific contract in execution of framework contract DI/06820	Comparex Nederland BV	Order form	Purchase of Symantec Cloud software subscription	EUR	6,164.80	18 December 2013
103	CEP0742	Specific contract in execution of Framework Contract CEPOL/CT/2011/012	Infinity Incorporated	Order form	Supply of CEPOL branded course materials	GBP	15,005.60	18 December 2013
104	CEP0743	Specific contract in execution of framework contract CEPOL/CT/2011/002	Yes2 Limited	Order form	Office supplies	GBP	2,112.00	19 December 2013
105	CEPOL/CT/2013/026	Specific contract in execution of framework contract DI/06900	Microsoft NV/SA	Specific Service Contract	Development of CEPOL event participants and flight management application	EUR	122,000.00	20 December 2013
106	CEPOL/CT/2013/027	Specific contract in execution of framework contract CEPOL/CT/2013/005	Castlerock Recruitment Group Ltd	Specific Service Contract	Supply of interim staff (ICT Assistant)	GBP	6,105.60	20 December 2013
107	CEPOL/CT/2013/028	Specific contract in execution of framework contract CEPOL/CT/2013/005	Castlerock Recruitment Group Ltd	Specific Service Contract	Supply of interim staff (Procurement Assistant)	GBP	6,105.60	20 December 2013
108	CEPOL/CT/2014/001	Specific contract in execution of framework contract CEPOL/CT/2013/005	Castlerock Recruitment Group Ltd	Specific Service Contract	Supply of interim staff (Travel and Mission Assistant)	GBP	6,451.36	20 December 2013

ANNEX 5 PROVISIONAL FINANCIAL STATEMENTS

CEPOL BALANCE SHEET 2013 – ASSETS

ASSETS		31.12.2013	31.12.2012	Variation
A. NON CURRENT ASSETS				
Intangible assets		63,897.00	95,205.00	-31,308.00
Property, plant and equipment		137,808.96	182,315.96	-44,507.00
	Land and buildings	0.00	0.00	0.00
	Plant and equipment	0.00	0.00	0.00
	Computer hardware	125,341.00	167,978.00	-42,637.00
	Furniture and vehicles	12,293.96	13,958.96	-1,665.00
	Other fixtures and fittings	174.00	379.00	-205.00
	assets under Finance lease	0.00	0.00	0.00
	Property, plant and equipment under construction	0.00	0.00	0.00
Investments		0.00	0.00	0.00
Loans		0.00	0.00	0.00
Long-term pre-financing		0.00	0.00	0.00
Long-term receivables		0.00	0.00	0.00
TOTAL NON CURRENT ASSETS		201,705.96	277,520.96	-75,815.00
B. CURRENT ASSETS				
Inventories		0.00	0.00	0.00
Short-term pre-financing		207,557.29	437,007.29	-229,450.00
	Short-term pre-financing	207,557.29	437,007.29	-229,450.00
	<i>ST pre-financing with consolidated EU entities</i>	0.00	0.00	0.00
Short-term receivables		141,959.62	202,466.47	-60,506.85
	Current receivables	25,618.99	111,654.54	-86,035.55
	Term Deposits between 3 months & 1 year	0.00	0.00	0.00
	LT receivables falling due within a year	0.00	0.00	0.00
	Sundry receivables	94,573.31	58,670.21	35,903.10
	Other	21,767.32	32,141.72	-10,374.40
	Accrued income	4,881.26	0.00	4,881.26
	Deferred charges	16,886.06	32,141.72	-15,255.66
	<i>Accrued income with consolidated EU entities</i>	0.00	0.00	0.00
	<i>Deferred charges with consolidated EU entities</i>	0.00	0.00	0.00
	<i>Short-term receivables with consolidated EU entities</i>	0.00	0.00	0.00
Short-term Investments (AFS...)				
Cash and cash equivalents		2,080,616.92	2,882,388.57	-801,771.65
TOTAL CURRENT ASSETS		2,430,133.83	3,521,862.33	-1,091,728.50
TOTAL		2,631,839.79	3,799,383.29	-1,167,543.50

CEPOL Balance Sheet 2013 – Liabilities

LIABILITIES		31.12.2013	31.12.2012	Variation
A. Net Assets		543,941.27	1,308,766.62	-764,825.35
Reserves		0.00	0.00	0.00
Accumulated surplus/deficit		1,308,766.62	1,556,382.20	-247,615.58
Economic outturn for the year - profit+/loss-		-764,825.35	-247,615.58	-517,209.77
B. Minority interest		0.00	0.00	0.00
C. NON CURRENT LIABILITIES		0.00	0.00	0.00
Employee benefits		0.00	0.00	0.00
Provisions for risks and charges		0.00	0.00	0.00
Financial liabilities		0.00	0.00	0.00
Other long-term liabilities		0.00	0.00	0.00
	Other long-term liabilities	0.00	0.00	0.00
	Other LT liabilities with consolidated EU entities	0.00	0.00	0.00
	Pre-financing received from consolidated EU entities	0.00	0.00	0.00
	Other LT liabilities from consolidated EU entities	0.00	0.00	0.00
TOTAL A+B+C		543,941.27	1,308,766.62	-764,825.35
D. CURRENT LIABILITIES		2,087,898.52	2,490,616.67	-402,718.15
Provisions for risks and charges		534,767.80	117,799.00	416,968.80
Financial liabilities		0.00	0.00	0.00
Accounts payable		1,553,130.72	2,372,817.67	-819,686.95
	Current payables	1,812.08	15,472.92	-13,660.84
	Long-term liabilities falling due within the year	0.00	0.00	0.00
	Sundry payables	38,460.50	44,598.83	-6,138.33
	Other	710,883.00	1,446,214.89	-735,331.89
	Accrued charges	710,883.00	1,446,214.89	-735,331.89
	Deferred income	0.00	0.00	0.00
	Accrued charges with consolidated EU entities	0.00	0.00	0.00
	Deferred income with consolidated EU entities	0.00	0.00	0.00
	Accounts payable with consolidated EU entities	801,975.14	866,531.03	-64,555.89
	Pre-financing received from consolidated EU entities	793,308.53	854,807.46	-61,498.93
	Other accounts payable against consolidated EU entities	8,666.61	11,723.57	-3,056.96
TOTAL D		2,087,898.52	2,490,616.67	-402,718.15
TOTAL		2,631,839.79	3,799,383.29	-1,167,543.50

CEPOL Economic Outturn Account 2013

Economic Outturn Account	2013	2012	Variation
Funds transferred from the Commission to other Institutions	0.00	0.00	0.00
Contributions of EFTA countries belonging to the EEA	0.00	0.00	0.00
Recovery of expenses	0.00	0.00	0.00
Revenues from administrative operations	8,040.26	55,156.15	-47,115.89
Other operating revenue	8,019,198.69	7,470,766.31	548,432.38
TOTAL OPERATING REVENUE	8,027,238.95	7,525,922.46	501,316.49
Administrative expenses	-4,825,854.45	-4,347,802.88	-478,051.57
All Staff expenses	-3,886,647.43	-3,342,723.94	-543,923.49
Fixed asset related expenses	-103,119.59	-96,601.14	-6,518.45
Other administrative expenses	-836,087.43	-908,477.80	72,390.37
Operational expenses	-3,954,062.81	-3,422,577.88	-531,484.93
Other operational expenses	-3,954,062.81	-3,422,577.88	-531,484.93
TOTAL OPERATING EXPENSES	-8,779,917.26	-7,770,380.76	-1,009,536.50
SURPLUS/(DEFICIT) FROM OPERATING ACTIVITIES	-752,678.31	-244,458.30	-508,220.01
Financial revenues	0.00	0.00	0.00
Financial expenses	-12,147.04	-3,157.28	-8,989.76
Movement in pensions (- expense, + revenue)	0.00	0.00	0.00
Share of net surpluses or deficits of associates and joint ventures accounted for using the equity method	0.00	0.00	0.00
SURPLUS/ (DEFICIT) FROM NON OPERATING ACTIVITIES	-12,147.04	-3,157.28	-8,989.76
SURPLUS/(DEFICIT) FROM ORDINARY ACTIVITIES	-764,825.35	-247,615.58	-517,209.77
Minority interest	0.00	0.00	0.00
Extraordinary gains (+)	0.00	0.00	0.00
Extraordinary losses (-)	0.00	0.00	0.00
SURPLUS/(DEFICIT) FROM EXTRAORDINARY ITEMS	0.00	0.00	0.00
ECONOMIC OUTTURN FOR THE YEAR	-764,825.35	-247,615.58	-517,209.77