



Annual Activity Report 2012

European Police College (CEPOL)

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PART 1 POLICY ACHIEVEMENTS

The European Police College (CEPOL) provides training and learning to law enforcement officers, experts and trainers and, in 2012, CEPOL delivered more activities, to a larger audience, than in any previous year. In total in 2012, including e-learning, CEPOL organised 112 activities. Overall, 6,019 people participated in a CEPOL activity (including seminars, courses, conferences, e-learning modules, online seminars (webinars) and the European Police Exchange Programme), an increase of 43% on 2011 (4,206 participants in 2011). Satisfaction remained at over 90%. This was achieved with a no significant increase to the agency's operating budget.

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 agency continued to implement the management programme initiated in 2010, reducing overall governance costs to EUR 169,000 in 2012 from EUR 518,500 in 2009. Governing Board meetings took place twice per year, with routine business conducted by written procedure. This enabled the Governing Board to focus on more strategic issues during its meetings.

Enhanced efficiency

Through a combination of reduced governance costs and the greater use of technology to facilitate training and coordination, the agency reasonably lowered the unit price of training activities. Within the agency, resources were redeployed in support of core business, to ensure that newly emerging demands – such as incorporating EU policy cycle activities into the training catalogue – could be better addressed.

At the start of 2012, the impact of the financial crisis on participation was a very real risk for CEPOL. Recognising the constraints that Member States might experience, both in terms of providing training and releasing personnel for training, CEPOL ensured that its training and learning resources were accessible to as wide an audience as ever before. The agency used savings in governance costs to finance the participation of law enforcement practitioners. The agency also used the latest technology to further develop its e-learning offering, to enable more law enforcement officials to benefit from training and learning in a very cost effective manner.

Improved accountability

In 2012, CEPOL underwent six audits, bringing to 14 the total number of audits that the agency has undergone since 2010. The programme of far-reaching change, instituted by CEPOL's management in 2010 to ensure compliance with internal control standards means that CEPOL is now legal, regular and operational.

The Governing Board pays special attention to the accountability of the Director/Authorising Officer. His annual activity plan contains specific objectives with adequate performance indicators and its implementation and achievements are the subject of a personal performance assessment on a yearly basis.

Improved coherence

CEPOL's training approach is fully integrated into the EU institutional landscape, and the agency cooperates with colleagues in the Commission and Council to ensure that its training catalogue is relevant and responds to the most serious threats outlined in the new Policy Cycle for Serious and Organised Crime, the Stockholm Programme and the Internal Security Strategy. CEPOL participated in the contact group of the Justice and Home Affairs (JHA) agencies, which supports stronger coordination on policy and training issues.

The agency is committed to strengthening the capacity of law enforcement and so, building on the European Law Enforcement Training Scheme (LETS) mapping exercise carried out in 2011, CEPOL undertook, in 2012, a strategic training needs assessment, with a view to strengthening the agency's ability to deliver training. The assessment was designed to help ensure that learning priorities are driven by EU internal security objectives and aligned with the security interests of Member States, both at a political and operational level.

It is clear that the demand for law enforcement training is growing. Through the LETS mapping exercise, the strategic training needs assessment and strong cooperation with its stakeholders, CEPOL is better prepared to address the growing challenges faced by Member States in securing the safety of its citizens. Providing training and learning to law enforcement will continue to be CEPOL's core business, as embodied in its work programmes.

1. Achievements by areas of activities

Goal 1: The CEPOL network functions as a European law enforcement education platform on the highest level of international excellence

1.1 Training Activities

Strategic Objective 1.1	To deliver quality training courses on specific subjects
Performance in 2012	Implementation of planned activities (training sessions) Target 2012: 95% Situation January – December 2012: 95% Performance 2011: 122% Customer satisfaction (with activities) Target 2012: 91% Situation January – December 2012: 93% Performance 2011: 93% Number of senior leader participants in CEPOL activities Target 2012: 20% Situation January – December 2012: 38% Performance 2011: not measured

1.1.1 Summary of the training activities organised by CEPOL in 2012

In total in 2012, including 30 online seminars, CEPOL organised 112 activities. Overall, 6,019 people participated in a CEPOL activity (including seminars, courses, conferences, e-learning modules, online seminars (webinars) and the European Police Exchange Programme) in 2012. This comprehensive catalogue contributed to the agency fulfilling its goal that the CEPOL network function as a European law enforcement education platform on the highest level of international excellence.

Compared with previous years, the number of categories was reduced, with a view to providing more depth and sustainability. For most categories, CEPOL was also able to offer a portfolio of activities, which included residential activities (courses, seminars and conferences), e-learning (online seminars and e-learning modules), common curricula and the European Police Exchange Programme.

The Work Programme 2012 was carefully developed by CEPOL with the input of its stakeholders. As a result, many new activities were implemented in 2012, mostly connected to the European Policy Cycle, so that in the past year almost one-third of all activities stemmed from the Policy Cycle. The balance of activities was identified according to the needs of Member States and other stakeholders, such as EU agencies. Courses related to fundamental and human rights are included as one core element of a common European law enforcement culture.

Certain areas of activity saw significant development during 2012. These included e-learning and the European Police Exchange Programme, where there was an increase in both participation and number of activities on offer. In addition, steps were taken to further develop the agency's cybercrime offering and, from August 2012, one full time officer was dedicated to elaborating CEPOL's future training portfolio in this area, in cooperation with the European Cybercrime Centre and ENISA.

As part of its efforts to provide Member States with learning tools, CEPOL coordinated updates to six of its Common Curricula. CEPOL also completed the development of the SIRENE training manual, which was used in train the trainer activities on this subject.

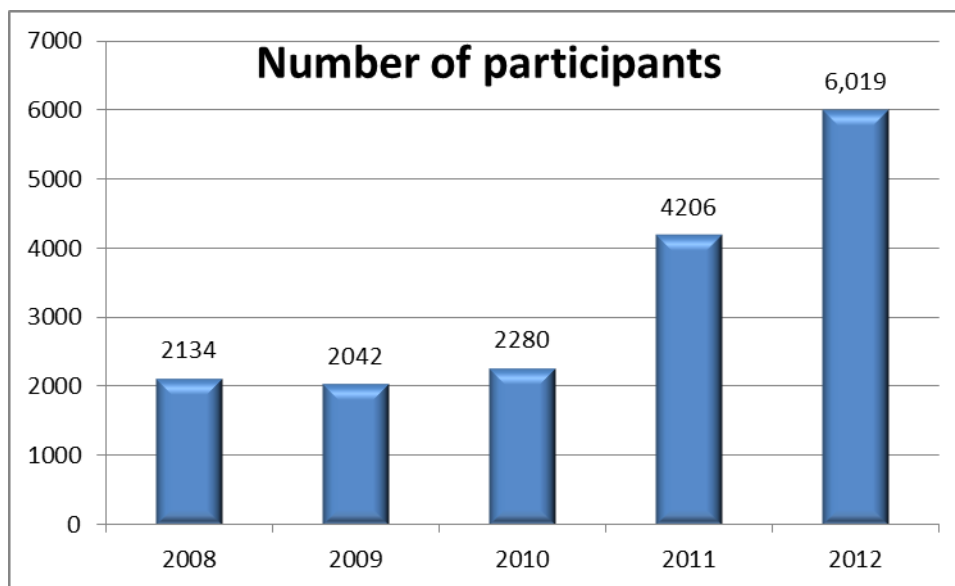


Chart title: Participation in CEPOL activities

Evaluation of CEPOL activities is an essential task in monitoring the quality of training and its impact. CEPOL's evaluation system is based on Kirkpatrick's model level 1 (evaluation immediately after the event) and 3 (post-course evaluation), in terms of elements and stages to be evaluated, adopting a methodology suited to CEPOL's structure and environment. CEPOL puts an emphasis on the assessment of the organisational impact of its training. This is achieved with a post-course evaluation of both participants and their line managers. This evaluation is completed approximately six months after the activity has ended.

Courses are evaluated (level 1) on different elements from organisation to achievement of objectives. Overall satisfaction with CEPOL activities remained high, with 93% stating that they were very satisfied or satisfied with the activities that they had participated in.

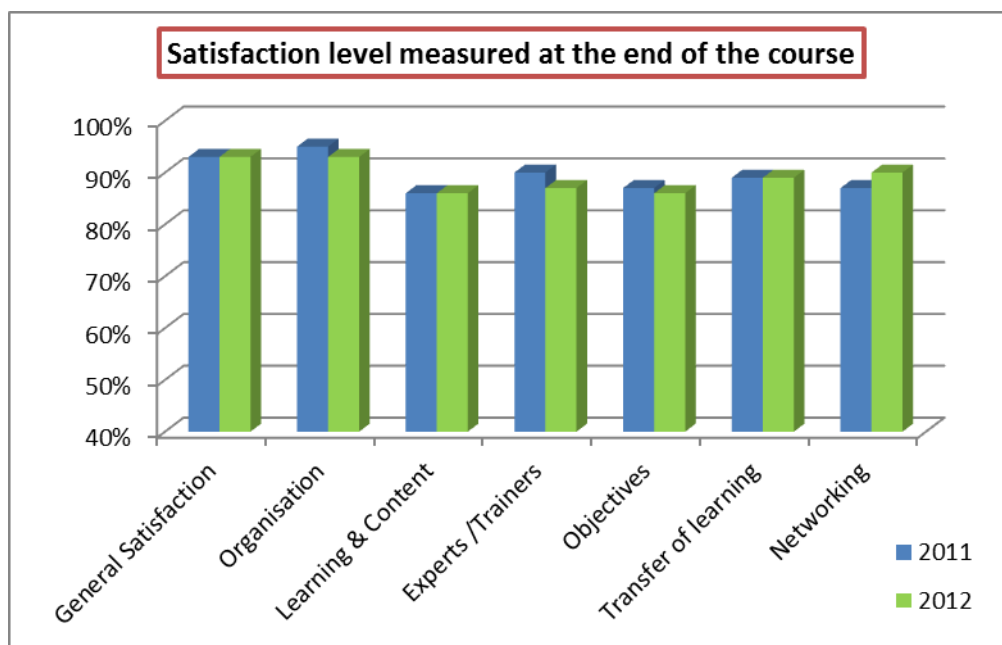


Chart title: Satisfaction levels measured at the end of classroom-based courses

CEPOL's electronic network (e-Net) continued as a platform to support an on-going learning experience. The number of e-Net users has grown significantly since its inception, from 207 in 2007 to more than 13,000 at the end of 2012.

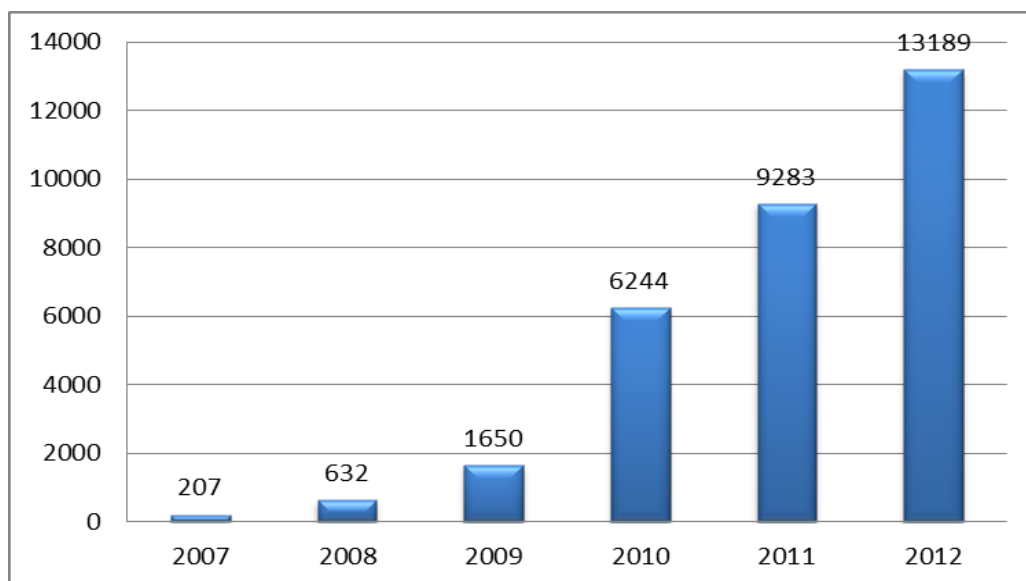


Chart title: Number of registered e-Net users

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

Strategic Objective 1.4	Develop further and easier access to e-Learning systems
Performance in 2012	Number of e-Modules adopted and revised Target 2012: 2 Situation January – December 2012: 4 Performance 2011: 3

CEPOL's e-learning offering is made up of e-learning modules, online seminars (webinars) and online communities of practice, as well as online support to residential courses and the European Police Exchange Programme, including study visits. Following its successful launch in 2011, a key objective of the 2012 Work Programme was to further develop and enhance CEPOL's e-learning supply, in line with CEPOL's strategic objective to develop further and easier access to e-learning systems.

Through e-learning, CEPOL has been able to broaden 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. Added value comes from the fact that learning does not stop when the webinar is over, but through discussion forums and communities of practice, CEPOL's e-Net enables cross-border peer groups to meet virtually to share experiences and seek support.

In 2012, more participants took part in e-learning activities than did in classroom activities (3,628 e-learning participants versus 2,098 classroom-based learning participants). Whilst e-learning will never replace classroom based activities, CEPOL will continue to embrace new technology to grow the role the e-learning plays in CEPOL's training catalogue, with the aim that eventually CEPOL will provide as many e-learning courses as residential courses.

The below overview features the number of unique users per module in period of 1 Jan 2012 – 6 Jan 2013 (data retrieved 7 Jan 2013).

Online Learning Module	N users
Official CEPOL online Modules	
Cybercrime	245
Europol	345
Gender Based Violence	123
Joint Investigation Teams	279
Lisbon Treaty	77
Police English Language: Police Station	196
Police English Language: Ethics & Prevention of Corruption	90
Schengen	298

SIRENE	68
Other CEPOL modules	
Exchange Programme Knowledge Landscape	75
CEPOL's Approach to Online Learning and Training	29
Third Party online modules	
CoPPRa (Community Policing and Prevention of Radicalisation and Terrorism)	136
Total	1,961

The open Police Knowledge Bases, offering an array of police knowledge, webinar reports and Europol resources in different areas have been used by 1,599 unique users in the period of 1 Jan 2012 – 6 Feb 2013.

The open Platform for Educators, with forums, guides, FAQs, and video tutorials in support of the use of the LMS, Course Managers Tool and webinars in CEPOL and national police education and training contexts has been visited by 493 unique users in the period of 1 Jan 2012 – 6 Feb 2013.

By 31 December 2012, 30 official CEPOL webinars (online seminars) have been implemented on both policing topics as well as police education and training, attracting 1,310 participants. Another 9 webinars have been implemented based on ad-hoc needs of CEPOL and the Member States, leading to an additional 357 attendees, bringing the total attendees for CEPOL Webinars in 2012 to 1,667.

Taking the EU Strategy towards the Eradication of Trafficking in Human Beings to a wider audience - Webinar with the EU Anti-Trafficking Coordinator

In 2010, the heads of EU Justice and Home Affairs agencies made public their commitment to address trafficking in human beings in a coordinated, coherent and comprehensive manner. As part of this effort, CEPOL offered to host an online seminar on the recently-adopted EU trafficking in human beings strategy. Using the latest online learning technology, over 250 people, including law enforcement officers, policy makers and non-governmental organisations, listened to the EU Anti-Trafficking Coordinator present the steps that are being taken to eradicate this crime. Joined by representatives from other EU agencies, the panel shared strategies and took questions from listeners in a moderated discussion. The recorded version of the webinar has also been made available on YouTube.

1.1.3 Training and Learning activities organised by CEPOL in 2012 presented by priorities

1.1.3.1 EU Policy Cycle for serious and organised crime

The EU Policy Cycle for serious and organised crimes highlights the most severe threats to internal security faced by Member States. Within the 2011 – 2013 policy cycle, eight topics have been identified as priorities by the Council. All have a European dimension and in 2012, CEPOL offered training and learning activities covering all these policy cycle priorities.

In addition to activities on specific topics, for the first time, in 2012, CEPOL also provided training to law enforcement officers tasked with implementing the EU Policy Cycle in the Member States. For this activity, CEPOL was able to bring together key actors from the Council, Commission and Europol to give law enforcement officers a real opportunity to ask the experts. The course provided an insight into policy making, explained the role of EU bodies and agencies and generally brought to life important areas of policy, such as the Stockholm Programme and Internal Security Strategy, by explaining how the EU policy cycle translates to national level.

The common curriculum on Trafficking in Human Beings was updated during 2012, with the assistance of representatives from Lithuania, Bulgaria and the United Kingdom.

A hands-on approach to implementing Policy Cycle activities

In November 2012, CEPOL prepared a seminar aiming at better cooperation between customs and other law enforcement agencies.

While customs has its primary role regarding pre-arrival and pre-departure risk assessment; the valuable intelligence that they gather can be further used by other law enforcement colleagues, for example for controlled deliveries related to trafficking in drugs or other illegal products, to dismantle the organised crime networks behind the scene.

The seminar – which travelled to two major European sea container ports – attracted 25 participants representing customs, police and border agencies from 20 EU MS, in addition to officers from Europol and the European Commission.

1.1.3.2 Other organised crime

Organised crime continues to be a threat to the EU internal security. As criminals to operate across borders, so responses need to be developed at the European level.

The impact of organised crime goes beyond the economic. For example, counterfeiting pharmaceutical products not only affects those businesses involved in their production, but

also affects the health of EU citizens who come into contact with these products and medicines.

In 2012, CEPOL's classroom activities in this area, focused on three specific types of organised crime, which have a particular economic impact: theft of cultural heritage/artworks, counterfeit medicines, illegal trafficking of waste and organised crime.

Combating counterfeit medicine and pharmaceutical crime

Trafficking in counterfeit medicine is a growing phenomenon, affecting thousands of people around the world, often resulting in serious illness; sometimes resulting in death. In the EU, the impact is more economic than social, with pharmaceutical companies as victims of forgery.

In March 2012, 14 senior police officers and experts from 11 Member States gathered in France to take part in a course on the identification and fight against counterfeit medicine and pharmaceutical crime. The activity was organised by the French central office for coordinating the fight against environmental and health crime and brought together experts from member States, the European Commission, Europol and the private sector. The breadth of expertise meant that participants could investigate the different public health and intellectual perspectives of this crime and, as well as learning how different Member States currently deal with issues related to counterfeit medicine, participants could also gain insight into the opportunities for cooperating with different EU agencies and bodies.

1.1.3.3 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. Through its courses, CEPOL brings together experts in the field to share both the theory and the practice of threat prevention. Course content ranges from different national perspectives and approaches to the EU policies and services available and from broad trends to the very specific, such as European aviation security legislation. In 2012, classroom based learning was complemented by a number of webinars.

Many participants from these activities go on to use their knowledge in operational roles at a national level.

1.1.3.4 Economic crime

Financial and economic crime is a very real threat to legal economies. The activities offered by 2012 were targeted to senior police officers with experience in investigating economic crime and aimed to strengthen investigative capacities and enhance international cooperation. A specific focus was given to asset recovery.

Updating the common curriculum on money laundering

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.

Following the introduction of various regulations regarding money laundering, in September 2012, a dedicated team met in Rome to update the CEPOL common curricula on money laundering. To ensure that the updated content was as thorough and relevant as possible, experts were gathered from across the Member States and also included a representative from Europol.

The resulting curriculum, which has been adopted by the Governing Board, comprises three handbooks covering content, a guide from trainers and a guide for trainees.

1.1.3.5 Special law enforcement techniques

In 2012, special law enforcement techniques have been clearly identified as a training category in their own right. Activities within this category related to 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.

Police interviews: Bringing together scientists and practitioners

In total, 28 participants from 14 Member States joined the course on police interviews, hosted by the Swedish National Police Academy in Stockholm, Sweden. The course brought together scientists and police practitioners with the aim of disseminating recent research developments.

1.1.3.6 EU cooperation

Enhanced understanding of the structures, instruments and approaches available at the European level can lead to a more effective response to cross-border crime. CEPOL offers a number of activities that deal with European police cooperation, providing both knowledge of available tools and practical insight into how these tools work.

From field operation to training: reliving a Joint Investigation in the classroom

CEPOL's seminar on Joint Investigation Teams, hosted by the École Nationale Supérieure de la Police in Lyon, France brought together 45 participants and 11 trainers from 18 different countries to explore the legal and operational aspects of successfully setting up and running a Joint Investigation Team (JIT).

Focusing on one specific joint investigation from 2010, which resulted in the seizure of 1.4 tonnes of drugs in the Caribbean and the arrest of 30 members of a highly organised drug trafficking network, CEPOL brought together key actors from the JIT and subsequent judicial operation to share their practical knowledge on what had made this JIT a success. Representatives from Europol, Interpol and Eurojust, as well as magistrates from France and Spain all contributed their expertise to enable a seamless and constructive transition from field operation to training, making the outcome of the seminar all the more beneficial for participants.

Policing in Europe

This three-step course has been developed for senior police officers in general management or specialist positions who wish to improve their expertise in international police cooperation. Module one provides the context for European police cooperation, through study of the differences and similarities in investigation and prosecution in EU countries, as well as reviewing past and future developments in the field of police and judicial cooperation. Module two deals specifically with the instruments and approaches to policing in Europe, studying EU and international agencies and courts, policies and priorities. Module three focuses on cooperation and communication, reviewing legislative issues, opportunities for information exchange and police missions. Participants are invited to complete one assignment for each of the three modules.

The course was developed by the Academia de Oficiales (Guardia Civil) – Aranjuez (Madrid), Spain; the Deutsche Hochschule der Polizei – Hilstrup (Münster), Germany; and the Ecole Nationale Supérieure de la Police – Saint-Cyr-au-Mont d’Or (Lyon), France. The Politieacademie (Apeldoorn), the Netherlands and CEPOL supported the development.

1.1.3.7 Management

Shaping tomorrow’s leaders means creating a community, at the European level, of law enforcement expertise. CEPOL’s strategic management and leadership use action learning, in which participants work with real issues in classroom and practical sessions. In addition to training and learning activities, CEPOL completed the first common curriculum on civilian crisis management which will be launched in 2013.

Shaping future leaders: Top Senior Police Officers: The Stockholm Programme Realisation (TOPSPOC)

A flagship course, TOPSPOC is targeted to top senior police officers, who work at a strategic level towards an open and secure Europe. There are four TOPSPOC modules, spread over the year and which, in 2012, covered 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. Through action learning

participants are able to transpose the course content and learning to practical application in their own country. In addition, participants can share how the course subject has impacted daily work processes and learn from best practice approaches. Equally as important as the course work is the opportunity to forge strong relations with a peer group of senior officers across Europe.

In 2012, 26 participants from 21 EU countries attended this activity, which was hosted in Austria, Ireland, Finland and Portugal.

A common approach to crisis management: Senior Police Officer Planning and Command Course (SPOPCOP)

Training for peacekeeping contingents has been identified by the European Commission as one of the key elements of EU foreign policy, in particular as, to respond to global crises, the European External Action Service draws on law enforcement support from across the Member States. For a successful mission, senior police officers must be able to lead in a multicultural and diverse environment, often operating in unfamiliar and sometimes difficult situations. CEPOL's 'Senior Police Officer Planning and Command Course' combines classroom and practical experience to introduce the EU crisis management framework.

Two SPOPCOP courses took place in 2012. Each was divided into six modules, covering a general introduction to EU crisis management, cooperation/coordination between different actors in crisis management, strategic and operational planning of EU missions, leadership, communication and project management. Each course lasts just under three weeks, with the final two days dedicated to a practical command post exercise.

In October, 2012 17 senior police officers from 14 Member States and Turkey took part in a SPOPCOP course in Vicenza, Italy and in December 2012, 17 senior police officers from 11 Member States took part in a SPOPCOP course in Queluz, Portugal.

Presidency conference: Overcoming attrition in domestic violence through policing

Within the framework of the Cyprus Presidency, the Presidency Conference on 'Overcoming attrition in domestic violence through policing' took place in Limassol in July. Organised by the Cyprus Police Academy, experts from Germany, Ireland, the United Kingdom and the Fundamental Rights Agency (FRA) also contributed to the event. The conference was attended by 37 experts from 19 Member States.

A tangible deliverable from the conference was the 'EU Handbook on Good Practices on Overcoming Attrition through Policing', stemming from one of the Justice and Home Affairs priorities of the Cyprus Presidency. Following the conference the handbook was presented to and approved by the Law Enforcement Working Party (LEWP) of the Council of the European Union and circulated to all Member States. It is planned that the handbook

also be used to supplement CEPOL's training activities in this area, notably common curricula and online learning modules.

1.1.3.8 Human rights

A common respect for and understanding of fundamental and human rights is a core element of a common law enforcement culture. CEPOL therefore ensures that training on issues related to human rights is included in its catalogue of training. In 2012, CEPOL offered three courses covering police ethics, diversity and the rights of crime victims. The common curriculum on police ethics, which was updated in 2012, also included a section on human rights.

Dealing with crime victims

Throughout the years, crime victims have not been the focused upon in the judicial process, but this has recently changed, following a new law that provides for minimum standards on rights, support and protection of victims of crime. This was one of the stepping stones on the first day of the CEPOL course dealing with crime victims which was held in Stockholm from 25 – 28 September, 2012. The course covered a variety of topics which all emphasized the importance of victims' perspectives within police practice, focusing in particular on risk assessments in domestic violence.

1.1.3.9 Crime prevention

An effective way to prevent crime is to take steps to prevent crimes from ever occurring. In 2012, the course Crime prevention through environmental design (CPTED) aimed at raising awareness of CPTED through the experiences of those Member States with experience of the issue. The course, held in June at the premises of the State Police of Latvia in Riga, attracted 20 participants from 15 Member States, as well as Turkey and the Former Yugoslav Republic of Macedonia.

Community policing: 10 years on

Within the EU, community policing has emerged as a major strategic and practical model of local policing and given the increased austerity and decreasing resources across the EU, new approaches to community policing are needed. Community policing through the Internet, using social media for crime prevention are just two examples of recent innovations. The community policing course, hosted by the Police College of Finland in November 2012, aimed at continuing the development of an innovative and sustainable community policing model across the EU, by introducing and discussing new approaches and methods, by looking at the future strategic and technological developments of policing and ways to translate them into effective and high quality community policing practices. In total, 27 participants from 16 Member States attended the course.

1.1.3.10 Research & Science

Goal 2: The CEPOL network functions as a European law enforcement education platform on the highest level of international excellence	
Strategic Objective 2.1	Broadening the knowledge base by continued development of the e-library
Strategic Objective 2.2	Orientation and facilitation of research, support to researchers and scientists
Strategic Objective 2.3	Ensuring forums for debate, sharing of research findings and moderating interaction between senior practitioners and researchers
Strategic Objective 2.4	Foundation and maintenance of European database of law enforcement researchers, scientists and research
Performance in 2012	<p>Number of items published in the e-library Target 2012: 1,500 Situation January – December 2012: 1,473 Performance 2011: 1,332</p> <p>Publication of R&S Bulletin Target 2012: 3 issues Situation January – December 2012: 1 Performance 2011: 2</p> <p>Number of participants at research conferences Target 2012: 200 Situation January – December 2012: 167 Performance 2011: 80</p> <p>Number of researchers in database Target 2012: 200 Situation January – December 2012: 0 (database will be launched in 2013) Performance 2011: not measured</p>

CEPOL is committed to raising the profile of police science in Europe and bridging the gap between operational policing and academic study and analysis. In recognition of the increasing role that science and research has to play in training, education and policing – including law enforcement cooperation – the agency has embraced the strategic goal that CEPOL be developed into a law enforcement knowledge base, where cutting-edge scientific research findings have an impact on policing strategies and researchers are informed about demands of police practitioners across Europe.

Two issues of the European Police Science and Research Bulletin were published in 2012. The bulletin disseminates the scientific information about on-going and completed police research in Europe. In addition, CEPOL continued to enhance cooperation with representatives from the European Network of Forensic Science Institutes (ENFSI), the European Society of Criminology (ESC), the European Police Research Institutes Consortium (EPIC), and worked together with a variety of European police research projects. The network of National Research and Science Correspondent met under the auspices of the Danish and Cyprus presidency for a review of the supportive structures of knowledge exchange between the network of police colleges, academies and universities and the expertise available in national university and research institutions.

The key event in CEPOL's research and science programme of activities is the annual European Police Research and Science Conference. In 2012, the conference took place in Lyon, France, hosted by the École Nationale Supérieure de la Police with the support of the Spanish ministry of interior, the German and Austrian police academies and Interpol. The theme of this tenth annual conference – "Police Science in Europe – Projects, Progress, Projections" – revisited key questions that were raised in 2007, when the CEPOL report *Police Science Perspectives: Towards a European Approach* had been published and discussed in the first instance at the conference in Münster, Germany.

The three-day conference brought together 120 police researchers, scientists, practitioners and educators to ponder questions from the past and questions for the future, notably how the police can evolve in such a period of financial and social insecurity and how can research and science best support the police today. Panel discussions and workshops were complemented by interactive open market sessions, in which participants were invited to seek the input of their peers with presentations of their own projects.

The conference underscored the common challenges facing Member States in terms of policing and internal security and the potential that research and science can play in helping police forces meet those challenges. In supporting the dissemination of research and science knowledge, CEPOL too has a role to play in seeing that innovation and practice derived from science and research makes its way into European policing.

A very practical implementation of the approach was the "Researchers Project Workshop" on Crime Analysis and Crime Intelligence, where practitioners and researchers had the opportunity to inform mutually about recent findings and methodological issues.

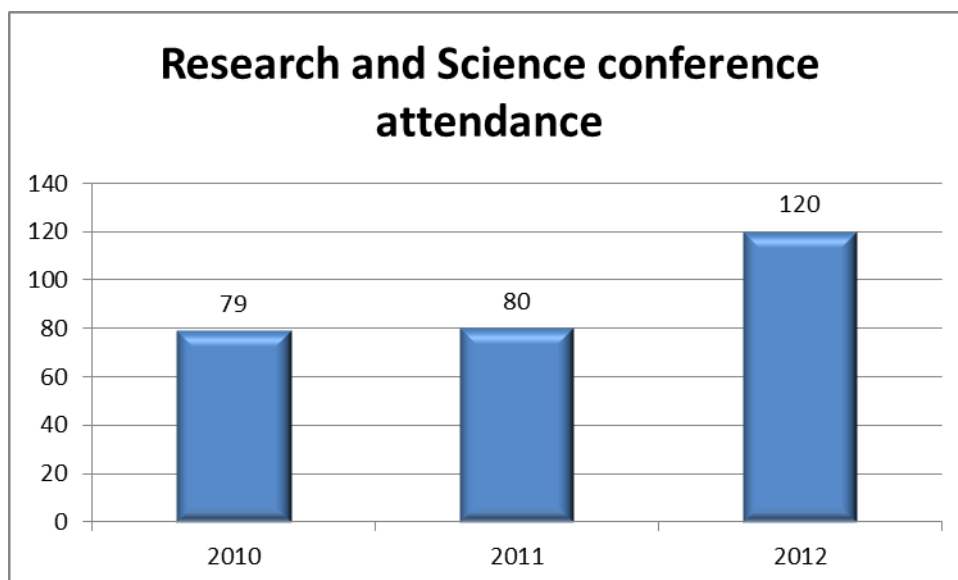


Chart title: Research and science conference attendance

1.1.3.11 Learning and training

Enabling lifelong learning and broadening access to learning are important goals for CEPOL and a significant portion of its activities are dedicated to enhancing the capabilities of training experts in Member States.

CEPOL also provides common curricula to Member States on topics 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 six common curricula available. In addition, in 2012, CEPOL completed the compilation of a training manual for SIRENE operators. The manual, which was distributed to the General Secretariat of the Council of the European Union, is now used in SIRENE training.

Sharing knowledge to enhance training skills: Train the trainers

To ensure that its network of expert trainers is kept well-informed of new developments and to facilitate the exchange of best practice, CEPOL offers a 'Train the Trainer' course. In 2012 the course was hosted in two separate week-long stages by Greece and Germany.

Participants are shown the full scope of CEPOL's training options, including its Learning Management System – an online educational system that provides tools to manage and promote learning. Using the LMS and other, trainers explore how to best to deliver CEPOL courses and seminars, covering topics from organising learning, to facilitating and moderating through to evaluation. The differences between training national and internal audiences are also explored.

Through this activity, CEPOL ensures that its training partners are fully aware of the tools and resources on offer, in turn ensuring that all participants in CEPOL courses have access to CEPOL's learning resources.

1.1.4 European Police Exchange Programme

Strategic Objective 1.3	Exchange programmes, as an essential element of learning, promote, facilitate and develop cooperation
Performance in 2012	Overall participant satisfaction Target 2012: 80% Situation January – December 2012: 92% Performance 2011: 86%

The European police exchange programme was launched in 2011 as a four-year pilot programme designed to run from 2011 to 2014. Funded entirely from CEPOL's budget, in 2012 a total of 293 police officers and experts from 25 Member States and 7 from Eastern European Neighbouring countries and Western Balkans, were able to participate in the programme. Overall satisfaction with the programme was 92%.

As with traditional exchanges, participants spend up to two weeks with a counterpart in another country, fostering – in addition to transfers of knowledge – deep and long-lasting networking between partners. Above all, exchanges promote trust and cooperation between law enforcement officials 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.

As in 2011, the programme was made up of bilateral exchanges between senior police officers, experts, trainers and commanders, as well as group study visits primarily to EU agencies operating in the field of justice and home affairs.

For the first time, in response to the EU Policy Cycle and the need to strengthen EU law enforcement cooperation with European Neighbourhood Policy (ENP) countries and Western Balkan countries, the exchange programme was open to police officers from these countries. In the first instance, a group visit to CEPOL was organised for representatives from ENP and Western Balkans countries, as well as from the Police Cooperation Convention from Southeast Europe (PCC-SEE), to introduce the exchange programme. Following this, in November 2012, a group study visit was organised to the headquarters of Europol and Eurojust. The visit attracted participants from Albania, Armenia, Former Yugoslavian Republic of Macedonia, Montenegro, Moldova, Serbia and Turkey, which provided an introduction to the policy and instruments available at a European level. In 2013, it is planned to introduce some bilateral exchanges for law enforcement officers from ENP and Western Balkan countries.

Under the auspices of the European Police Exchange Programme, CEPOL hosted a study visit for commanders from Lithuania in preparation for Lithuania's Presidency of the European Council during the second half of 2013. Such study visits enable a smooth transition between Governing Board teams, in turn ensuring business continuity.

An annual evaluation meeting took place in Lisbon, Portugal, on 3-5 December 2012 featuring the participation of 63 officers from EU MS and EU Agencies.

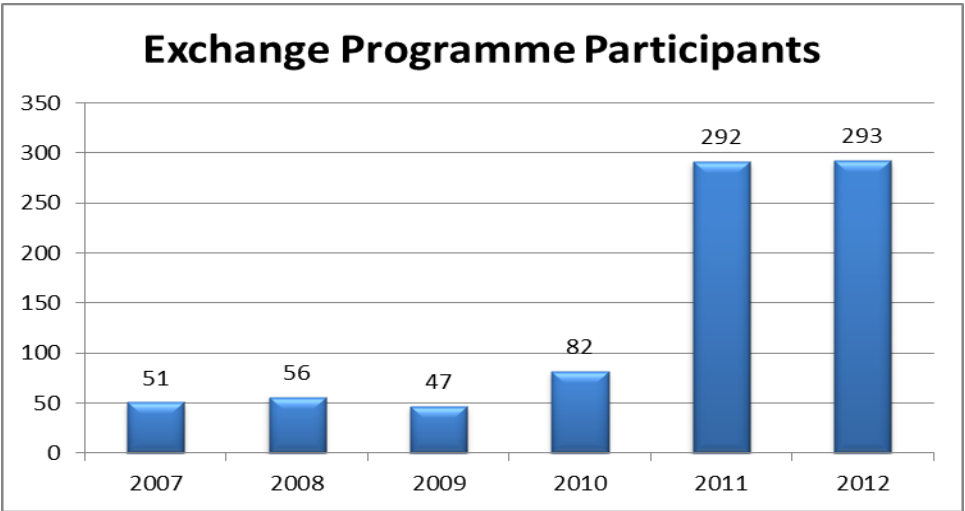


Chart title: Participation in the Exchange Programme

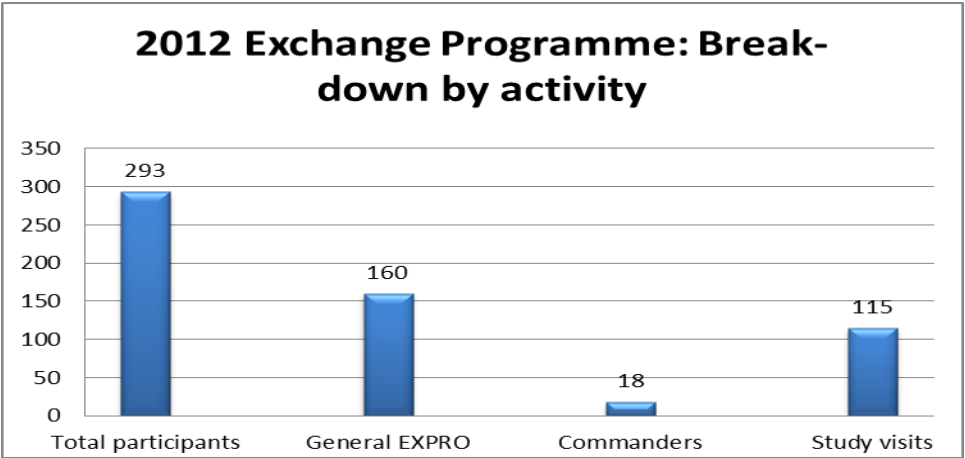


Chart title: 2012 Exchange Programme: Breakdown by activity

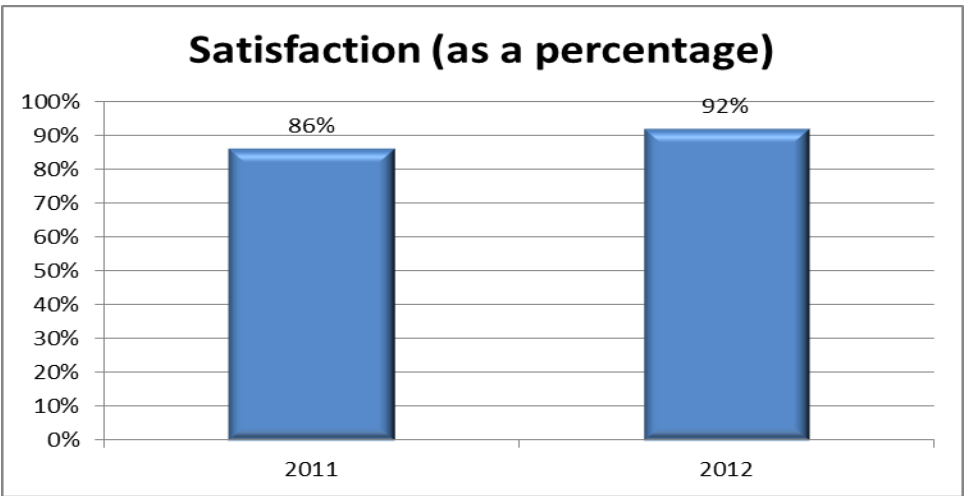


Chart title: Satisfaction with European Police Exchange Programme

1.2 External Relations

Goal 3: External relations will be considered and dealt with as the cornerstone of partnerships	
Strategic Objective 3.1	Cooperation with EU Agencies and Bodies remains the priority
Strategic Objective 3.2	Associated States are considered as the closest partners
Strategic Objective 3.3	Assisting Candidate and Accession Countries, Neighbourhood Policy and Eastern Partnerships
Strategic Objective 3.4	Cooperation with globally significant partners
Strategic Objective 3.5	The multiple roles and interests of the private sector are used for deepening cooperation with civil society
Performance in 2012	<p>Implementation of JHA Scorecard</p> <p>Target 2012: 95% Situation January – December 2012: 70% Performance 2011: 89%</p> <p>Number of participants from associated countries at CEPOL activities</p> <p>Target 2012: 5% Situation January – December 2012: 2% Performance 2011: 2%</p> <p>Number of participants from candidate, accession and neighbourhood countries at CEPOL activities</p> <p>Target 2012: 5% Situation January – December 2012: 3% Performance 2011: 3%</p> <p>Number of strategic partnership initiatives launched</p> <p>Target 2012: 4 Situation January – December 2012: 4 Performance 2011: not measured</p>

Whether through a regular dialogue or through formal cooperation agreements with countries outside of the European Union, strong partnerships enable CEPOL to deliver on its mission more effectively and more efficiently. Therefore a strategic goal for CEPOL is to place external relations as the cornerstone of its partnerships.

Inside the EU: Inter-Institutional Coordination and Cooperation

Collaboration with EU bodies and, in particular, JHA agencies continues to be a key pillar of CEPOL's external relations strategy and CEPOL is an active contributor to the inter-agency scorecard, established in 2010. Close contacts take place with key partners of Europol, Frontex and Eurojust, to which the European Asylum Support Office (EASO), the European Agency for the operational management of large-scale IT systems in the area of freedom, security and justice (EU-LISA), the Fundamental Rights Agency (FRA), the European Anti-Fraud Office (OLAF) and the European Monitoring Centre for Drugs and Drug Addiction (EMCDDA) have been added.

CEPOL also calls upon its partner JHA agencies to provide training expertise to CEPOL courses and in 2012, a total of 65 JHA agency experts contributed to CEPOL's training portfolio.

Outside the EU: Cooperation and working arrangements

As part of its external relations strategy, CEPOL seeks to complete working arrangements with national training institutes in associate, EEA, candidate and potential candidate

countries. In 2012, CEPOL formally concluded a cooperation agreement with Moldova and Albania and made significant progress towards concluding working arrangements with the Russian Federation.

By the end of 2012, CEPOL had concluded formal cooperation agreements with the following 8 countries: Iceland, Norway, Switzerland, Georgia, Montenegro, Turkey, Moldova, Croatia.

During 2012, CEPOL also participated – as an associate – in two capacity building projects (EU Police Services Training (EUPST) and EU-China Police Training Project).

CEPOL has participates in and is represented at different fora at international level, including Interpol and the Police Cooperation Convention of South East Europe (PCC-SEE), amongst others.

Putting cooperation into practice

In 2012, CEPOL organised a number of activities aimed at increasing cooperation with associate, candidate, potential candidate and third countries. Under the auspices of the European Police Exchange Programme, CEPOL organised study visits for ENP and Western Balkans countries, and participation in the Exchange Programme will be expanded in 2013.

The conference on police cooperation with Russia, which took place in Estonia in October is another example of such cooperation. The three-day conference drew together senior police officers and experts from Russia, EU Member States and EU agencies under the theme *Cooperation is the Best and Very Efficient Way to Solve Most of the Problems* .

2. Management and Governance

Goal 4: CEPOL will be led and managed as a top-ranking innovative EU Agency

Streamlining governance and building capacity

CEPOL continued its change management programme to ensure streamlined and effective governance, the most important results of which are lower governance costs and more resources dedicated to delivering the agency's core business.

In 2012, 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 their meetings the Governing Board adopted 19 decisions; written procedures were used to adopt another 26 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 (cooperation agreements, working group selection panel, proposals for working groups etc.).

Following the disbanding of committees in 2011, existing working groups were officially disbanded in 2012, and a new results-oriented approach initiated, whereby each working group must have a clear action plan and lifespan accompanied by specific deliverables.

Over the course of three years, efforts to streamline governance have resulted in an approximate two-thirds reduction of the governance budget (from EUR 518,500 in 2009 to EUR 169,000 in 2012).

Within the agency, efforts were taken to optimise resources through a realignment of staff, which resulted in a reduction to the Director's staff. Three members of staff were redeployed to the Learning, Science, Research and Development Department (LSRDD) to provide better support the agency's core business of learning and training.

In a clear acknowledgement of CEPOL's improved performance in recent years, the agency was granted additional posts in 2012. These posts resulted in the strengthening of the agency's organisational capacity and the activation of units. By the end of 2012, the Training Unit and Project and Programme Management Unit were established in the Learning, Science, Research and Development Department and the Finance Unit became operational in the Corporate Services Department. These units will have a positive impact on the services delivered by the agency.

In 2012, the Director took 34 administrative decisions ensuring the efficient functioning of the agency; these included decisions on grants procedures, meeting calendar, budget

implementation, planning and clarifications of internal procedures and revising the agency's organisational structure.

Working with the network

CEPOL values and welcomes cooperation with its partners.

Decisions of the Governing Board and following steps have resulted in enhanced cooperation, ensuring that CEPOL could fulfil its mission to strengthen police cooperation through learning. The accomplishments in delivering core business – from the content and quality of training activities to high levels of satisfaction – could not have been achieved without the agency's network partners.

Under the leadership of the respective Presidency Chairs, the Governing Board focused on the strategic direction of the agency, in particular with regard to work programme development. The agency provided significant administrative support to the Governing Board and the Presidency teams to facilitate decision making. In addition, to ensure business continuity between Presidencies, the agency facilitated handover meetings between Presidency teams as well as hosted study visits for forthcoming Presidency teams.

Two meetings with national contact points (NCPs) took place in 2012. These events happened in advance of Governing Board meetings, so that NCPs could give their input to key business policies and proposals before they were submitted to the Governing Board.

Throughout 2012, consultations occurred with other network components that fundamentally contributed to CEPOL's achievements. These included meetings of the national common curricula coordinators, national exchange coordinators, national research and science correspondents and national e-Net managers.

CEPOL also initiated consultations with stakeholders regarding the implementation of work programme for 2013 through grant agreements and the development of the 2014 work programme.

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.

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.

CEPOL has been implementing a transformation programme of leadership and management, marked by the appointment of new leadership in early 2010. The European Police College became an organisation dedicated to excellence in all areas of activity.

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.

The assessment of the internal control system is based on management knowledge gained from daily operations, annual self-assessments, management reviews, audit reports and results from tests of key controls.

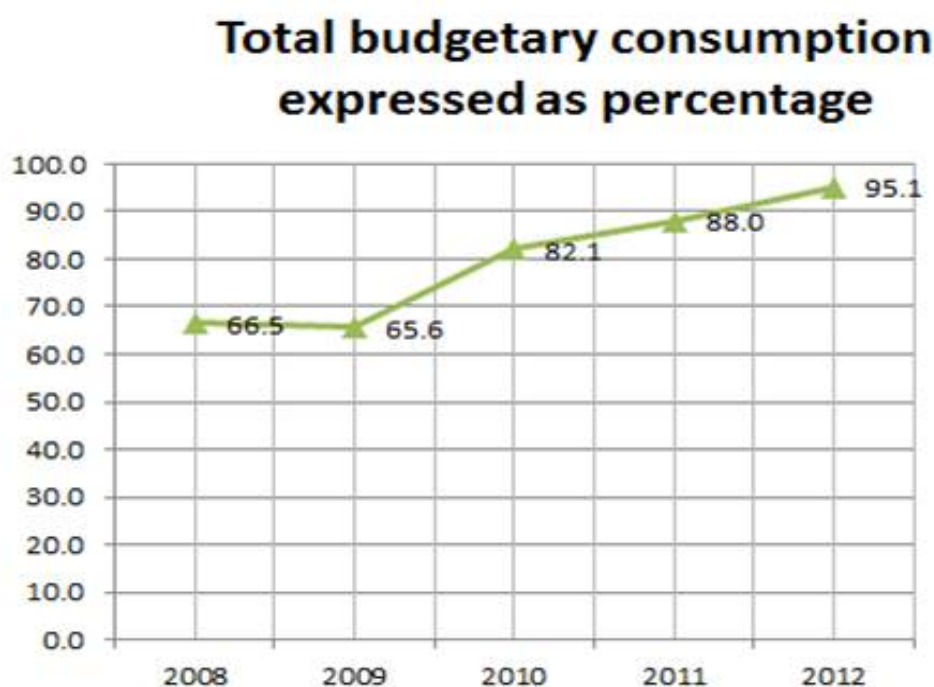
In order to ensure functional discipline, creation and maintenance of an effective internal control system, CEPOL management adopts on annual basis an Internal Control Plan based on which the ex post verifications are conducted within the Agency as well as at the level of the grant beneficiaries.

Additionally, 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 four audit missions in CEPOL.

A. Budgetary execution

Strategic Objective 4.5	Budget management ensures implementation of Annual Work Programme and contributes to CEPOL's future innovation
Performance in 2012	Timely payment of invoices Target 2012: 85% Situation January – December 2012: 85.43% Performance 2011: 85%

Budget execution has been continually improving since 2009; and at the same time the budget has increased by 8.35% from 2010 to 2012 whilst the successful implementation of the annual work programme has been ensured.



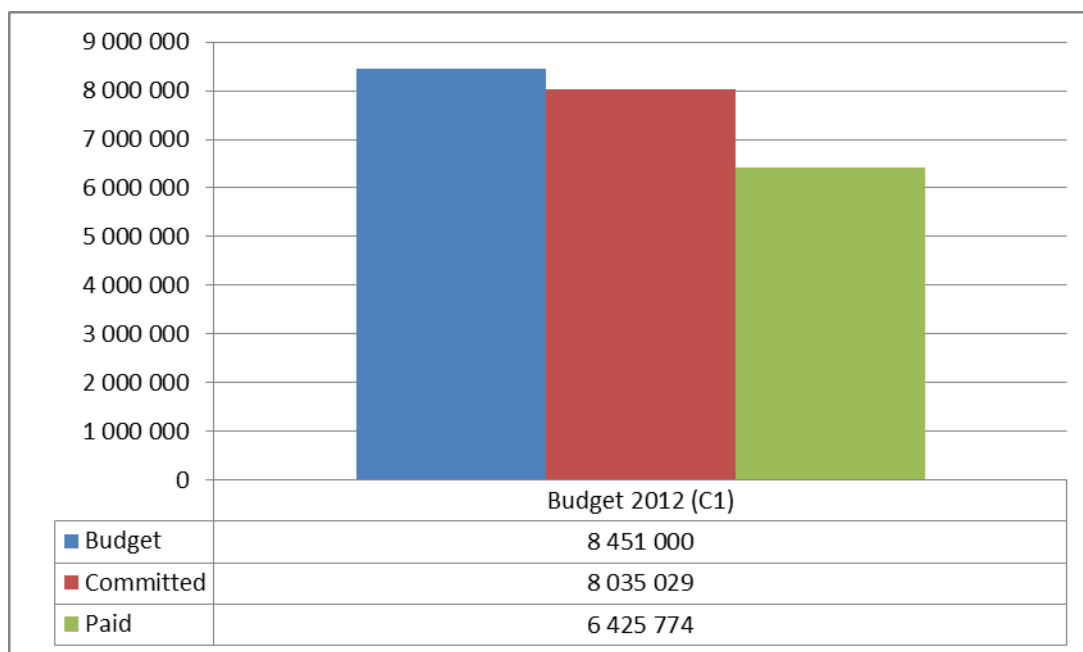
The graphic above shows the total budgetary consumption improvement during 2008-2012. The 2012 percentage is based on the actual payment in 2012 plus the amounts carried over for payment in 2013. This means that the 95.1% is the maximum possible execution; it will probably be corrected downwards in 2013. However, due to the analysis of the commitments carried over, it is expected to stay at a high level.

CEPOL used € 8,035,029 of its 2012 budget for commitments (95.1%). Corresponding payments were made to the amount of € 6,425,774 or 76.0% of the total budget. It is foreseen that by the end of 2013 the high level of budget consumption will be maintained.

After the closing of the financial year 2012, CEPOL can report the overall use of the budget made available in 2011. In 2011, CEPOL's total budget was € 8,341,000 out of which € 6,273,389 was paid in 2011. In accordance with Financial Regulation article 10 an amount of € 1,772,529 was carried forward for payment in 2012. Out of this amount € 1,067,088 (60.2%) was actually paid, leading to total consumption of the 2011 budget of 88.0% or

€ 7,340,478. 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 2012 budget execution



It should be noted that the final use of the payment appropriations will only be known at the end of 2013. In line with the Financial Regulation, CEPOL has carried over to 2013 those amounts 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 needed to cover payment requests have been carried over.

Title I – Staff expenditure

The budget in title 1 has been almost fully used for both commitment appropriations and payment appropriations. The accurate and regular monitoring of the 2012 budget resulted in a reduced under spending despite the occurrence of vacant posts in 2012 due to staff turnover.

Only 1.4% of the budget in title 1 has been carried over for payment in 2013. These carry overs cover outstanding mission claims, recruitment expenditures and other services costs.

Title II – Other administrative expenditure

Commitment appropriations have been executed to the level of 99.2 % out of the budget of € 485,373.41 and the payment appropriations have been consumed up to 79.2%.

CEPOL executed the administrative expenditure budget in a cost effective way resulting in high level of consumption despite the restricted funds allocated in 2012 on this Title.

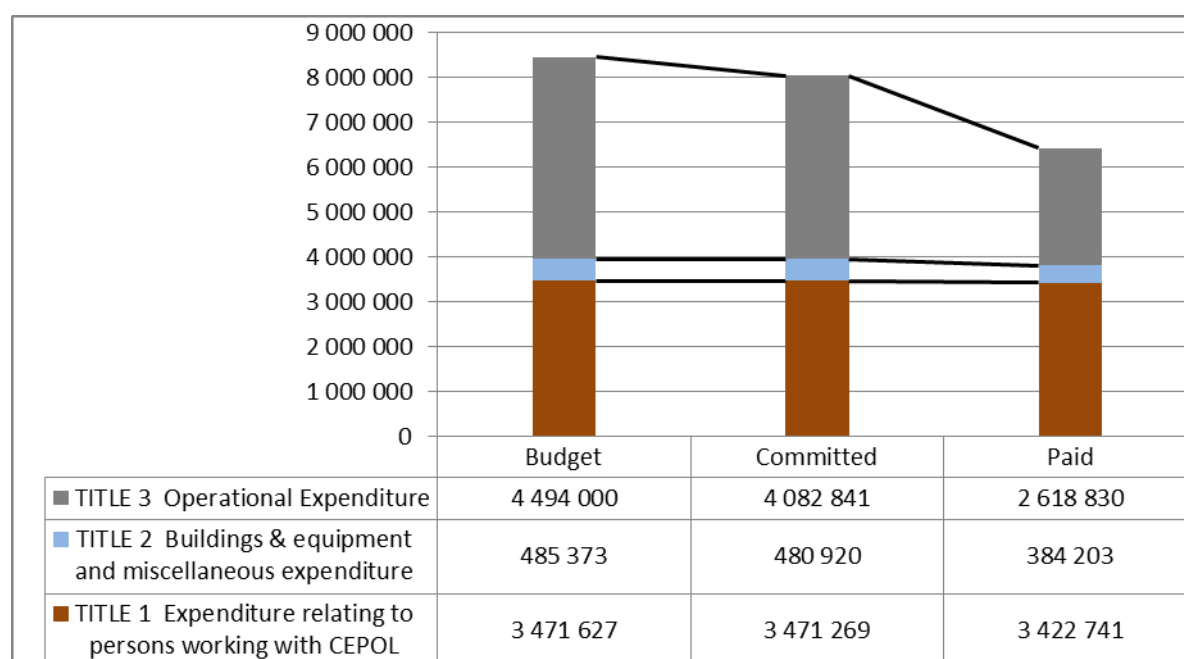
The carried forward funds on Title 2 constituted 20% of the total committed amount of € 480,919.63 to cover contracts entered into force during 2012 that have not lead to payments before the end of the year. As the carry over relates to contracts for

goods/services to be delivered, CEPOL is confident that the amount carried over will be fully used.

Title III – Operational expenditure

Commitment appropriations have been executed to the level of 90.9% out of the budget of € 4,494.000. Compared to previous year's consumption of 78.7%, the commitment appropriations execution has increased by 12.1%. The payment appropriation consumption reached 58.3% at the end of 2012 and an amount of € 1,464,011 has been carried over for payment in 2013. Following an in-depth review and continued monitoring of all activities, it is expected that the use of these carried over appropriations will be significantly higher than in earlier years. Of the 2011 funds carried forward to 2012, 60.2% have been consumed corresponding to an amount of € 1,067,088.42.

The chart below gives an overview on the 2012 budget execution by Title.



Details regarding the budget 2012 execution status by chapters are presented in Annex 1.

Transfers

In 2012, CEPOL processed 37 budget transfers. 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.

Included in the 37 transfers is one transfer from title 2 to title 1 for an amount of € 14,626.59; this transfer was approved by the Governing Board in written procedure on 15 October 2012. Additionally, 13 transfers were made from one chapter to another within the same title and 23 transfers within a chapter.

Statistics on the 2012 activities

During 2012, CEPOL processed a total of 1,215 payments (1,771 transactions in 2011). Out

of the 1,215 payments requests processed, 177 payments did not meet the payment deadline (of 30 or 45 days, depending on the type of payment) which is better than in 2011 (260).

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

- 14.6% late payments (14.7% in 2011)
- 85.4% on time (85.3% in 2011).

An additional analysis shows that 96 of the late payments were made with a minimal delay of less than 10 days. However, 27 payments were made with a delay of more than 30 days which might indicate that supporting documents have not been received in full. This will be further closely followed up in 2013.

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

Concerning recovery orders, 45 recovery orders were issued in 2012. Out of these, 3 had not yet been received at 31 December 2012; however, as the due dates are in 2013, CEPOL expects to receive the related amounts in 2013.

Grant Agreements

Of the 118 activities planned for 2012, 85 were the subject of grant agreements and following two calls for proposals 66 were awarded, with a total value of € 1,813,539. Out of the remaining 19 activities, 9 were cancelled and 10 activities were organised by the agency.

Five Grant Agreements for a total value of € 59,528 were awarded by the agency to the Member States in 2012, to revise five of CEPOL's existing Common Curricula.

B. Human Resource Management

Strategic Objective 4.4	Managing human resources as CEPOL's greatest asset
Performance in 2012	Implementation of the Establishment Plan Target 2012: 95% Situation January – December 2012: 84% Performance 2011: 91% Number of staff evaluated (annual appraisal) Target 2012: 100% Situation January – December 2012: 89% Performance 2011: not measured Staff satisfaction (annual survey) Target 2012: 80% Situation January – December 2012: survey not yet launched Performance 2011: not measured

The five-year evaluation noted that CEPOL has been delivering its core services while experiencing staff shortages. In 2012, CEPOL conducted an intensive recruitment drive, aimed at filling open positions in the staffing plan.

In total, CEPOL conducted 13 recruitment campaigns in 2012, attracting over 600 applications. By the end of 2012, the agency had 26 (of 28) Temporary Agents and 6 (of 10) Contract Agents in post. These are supported by 5 Seconded National Experts.

CEPOL has succeeded in building a well-balanced and experienced team of international professionals dedicated to strengthening police cooperation through learning.

Five implementing rules relating to the terms and conditions for the employment of Contract Agents and Temporary Agents were adopted by the Governing Board in August 2012. These related to procedures governing the engagement of staff, middle management staff, the temporary occupation of management posts and a policy related to the prevention of psychological harassment and sexual harassment.

Data protection

Progress has been made in improving compliance with the personal data protection regulations. DPO function has been reviewed for the European Data Protection Supervisor (EDPS). Tasks duties and powers of the Data Protection Officer (DPO) have been updated.

A DPO Register has been set up and relevant templates have been made available. Data Controllers have started issuing notifications. Privacy Statements are being drafted. Priority *ex post* prior checking areas have been addressed.

The DPO has provided an opinion on General Provisions for Implementing Article 43 of the Staff Regulations and on Policy on Protecting the Dignity of the Person and Preventing Psychological Harassment and Sexual harassment. Video-surveillance compliance review has been carried out. Processing of telephone traffic and billing data has been regulated in

consultation with the European Data Protection Supervisor. Input to the IT Risk Assessment Plan has been provided.

Personal data protection related aspects were reflected in the course of internal control verifications where DPO participates in an official capacity. The DPO has provided *ad hoc* feedback and opinion 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 2012, the efforts towards improvement of CEPOL procurement continued and in particular there was a general improvement in the area of procurement planning. Overall 80 contracts were signed in 2012 as a result of the successful conclusion of 22 procurements and of the execution of existing framework contracts. The two most important contracts for CEPOL core business which were signed in 2012 are the framework contract for the provision of travel arrangement services with a maximum value of € 6,000,000 (over a total duration of 4 years) and the framework contract for hosting, maintenance and support services for CEPOL's open source web platform (e-Net) with a maximum value of € 400,000 (over a total duration of 4 years).

A detailed overview of the contracts signed in 2012 is attached as **Annex 3 Contracts signed in 2012**.

2.2 The functioning of the entire internal control system

2.2.1 – Compliance with the requirements of the control standards

In March 2011, new Internal Control Standards were adopted by the Governing Board. In the last few years CEPOL has further consolidated the implementation of these standards introducing additional elements of compliance to its systems and internal processes.

An Internal Control Policy was adopted in 2012 in order to facilitate communication on the internal control, aimed at raising awareness of staff at all levels, developing ownership and management commitment to internal control. This document provides the staff with an explanation on how the internal control is organised and managed within CEPOL taking into account CEPOL's Financial Regulation (FR) requirements and 16 Internal Control Standards.

An in-house training session was organised in 2012 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.

CEPOL made significant progress in the last three years to improve its control environment and procedures, to support the achievement of its objectives. CEPOL partially complies with the following standards for which further measures are needed in order to secure full implementation of the baseline requirements: 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).

Standards with which CEPOL fully complies

Mission (ICS1)

Mission, vision and values of CEPOL are part of CEPOL's Strategy 2010-2014 that was adopted by GB Decision 43/2010/GB, amended by Decision 30/2012/GB. The Strategy covers the strategic goals and objectives for the period 2010-2014. The mission statement has been communicated to staff via coordination meetings, dissemination of booklet "Qualitative thinking, Qualitative education" and is readily accessible and displayed in all CEPOL offices.

Ethical and organisation values (ICS 2)

By Director's Decision 003/2010/ adopting the Code of Conduct, CEPOL staff has been made aware of the relevant ethical and organisational values, in particular ethical conduct, avoidance of conflicts of interest, fraud prevention and reporting of irregularities.

Also by Director Decision 019/2011 on reporting suspected improprieties and the subsequent training session organised and delivered in house by the Corporate Service Department, the staff has been made aware about the duty to report possible illegal activity, including fraud or corruption. Continuous awareness of staff will be ensured by periodic training on ethics and integrity.

Objective and performance indicators (ICS 5)

The agency is following for the third year its Balanced Scorecard system, which links performance results with the achievement of Strategic Objectives and implementing Multi-Annual Strategy Plan 2010-2014.

Key Performance Indicators (to evaluate overall success of CEPOL) and Performance Indicators (to evaluate the success of a particular activity in which CEPOL is engaged) are reviewed annually together with annual targets. Regular internal reporting (to the management) and external reporting (to the Governing Board) is in place.

The majority of targets have been successfully reached, demonstrating sustainably positive progress in comparison to 2011 results.

Assessment of internal control system (ICS 15)

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. CEPOL conducted a compliance assessment review regarding the degree of implementation of the 16 internal control standards. The results which were made available early in 2012 showed that overall CEPOL complies with the requirements of the internal control standards. The identified areas of improvement are subject to an action plan based on which CEPOL will further mature the implementation of the 16 internal control standards.

There is regular follow-up of the action plan in order to ensure the established measures for developing, maintaining and strengthening the internal control are implemented.

Internal audit capability (ICS 16)

CEPOL fully complies with this Internal Control Standard and is subject to annual audits by the Internal Audit Service. 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.

2.2.2 – Effectiveness of implementation of the prioritised control standards

In 2012 CEPOL focused 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).

Processes and procedures (ICS 8)

In order to increase compliance with ICS 8 “Processes and procedures”, a quality document management system was introduced envisaging the progressive centralisation of the administrative, budgetary and financial procedures to enable CEPOL to fulfil its complex tasks and responsibilities.

The centralised system of drafting, validating, and approving process related quality documents is effectively in place for policies, procedures, work instructions, user guides, forms, lists, templates, and checklists. The Quality Management Officer (QMO) ensures all quality documents follow the same format, are named and numbered uniquely, communicated to all staff when adopted, stored electronically on the common drive in a single location, and kept as a hard copy in the archive.

CEPOL continued to strengthen the documentation of its processes through the following procedures:

- work programme management procedure was drafted and supported with the work programme template
- ex post verification, including follow-up measures to be addressed by CEPOL/grant holders
- European Police Exchange Programme Management and Grant Agreements Management procedures were revised and accompanied with a complete set of forms and templates
- templates were drafted for the establishment of the CEPOL Working Groups.

Further improvement is expected in 2013 with the analysis, review and formalisation of the processes, such as:

- human resources (recruitment)
- finance (review of roles in the financial workflow and updated validation of the accounting system)
- procurement
- records management and archiving.

Risk management process (ICS 6)

An annual risk assessment exercise now recurs on an annual basis. Critical risks were evaluated and reflected in the Risk Map 2012. Inherent and residual process related risks were mitigated with consensus-based actions identified during annual management planning workshop. Monthly monitoring of mitigation actions and quarterly update of Risk Register has been performed by Quality Management Officer.

ICS 9 - Management supervision

The management and supervision capacity within CEPOL has been strengthened by the end of 2012 through the recruitment of a Finance Head of Unit and a Project and Programme Management Head of Unit, following introducing these two new posts in the 2012 Establishment Plan.

CEPOL is systematically monitoring ECA and IAS audit recommendations in order to ensure prompt implementation of the action plans. The rate of implementation of IAS recommendations by the end of 2012 was 92%.

Business Continuity (ICS 10)

CEPOL developed a business continuity plan to ensure continuation of key processes in different scenarios of disruption taking into account the impact analysis and the available resources.

The measures are aimed at assuring a minimum basic capacity for key processes and are mainly based on the continuity of key IT infrastructure or, in case of building unavailability, in alternative premises for key staff.

Information and communication (ICS 12)

The agency's first communications strategy was adopted by the Governing Board in November 2012 (Decision 43/2012/GB). Within the strategy, two communications priorities are highlighted: (i) to raise the profile of CEPOL amongst its most important influencers and (ii) to raise users' and potential users' awareness of and interest in CEPOL's products. To meet these goals, the agency focused on producing clear and accessible communications tools and materials.

2.2.3 Conclusion

Given all the measures implemented in the last three years and improvements to existing measures, it can be concluded that CEPOL is better positioned than in previous years to manage its risks and complex tasks and responsibilities. Further, based on all available information and the above analysis, 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 2012	Implementation of Internal Control Plan Target 2012: 100% Situation January – December 2012: 88% Performance 2011: 100%

During 2011, the Accounting Officer validated the accounting system and the checklist which are currently applied for ex-ante operational and financial verifications of all financial transactions. Following the recruitment of a Head of Finance Unit at the end of 2012, CEPOL has increased its supervision capacity in the finance area. A revision of the roles in the financial workflow and an updated validation of the accounting system have been scheduled for 2013.

In accordance with the Internal Control Plan, CEPOL implemented ex post verifications to check that transactions were in compliance with the rules and regulations as well as the respect of the principle of sound financial management. Three concerned course organisers/ grant holders in three different Member States, and two concerned management and control systems within CEPOL related to the European Police Exchange Programme and travel/mission claims.

First, an on the spot verification was made at the premises of the Academy of the Police Force in Bratislava during 26 - 27 July 2012. Following the verifications made, it was concluded that the course organiser is overall compliant with the reimbursement rules as provided in Governing Board Decision 30/2006/GB laying down guidelines for courses and seminars. Several recommendations for improvement were made regarding budget management, recording of CEPOL related transactions and procurement, in view of reducing the under spending, securing an increased compliance with the reimbursement rules and providing for a more clear and transparent record of the expenditure financed by CEPOL.

Second, an on the spot verification was made at the premises of the German Police University during 26 - 28 September 2012. Following the verifications made it was concluded that course organiser is overall compliant with the reimbursement rules as provided in Governing Board Decision 30/2006/GB. Some improvements have been suggested in the area of budget planning, verification of eligibility of expenditures and supporting documents included in the payment claim, in view of an increased compliance with the reimbursement rules and with the principle of sound financial management.

Third, an on the spot verification was made at the premises of the Gabinete de Coordinación y Estudios within the Ministry of Interior from Spain, during 19-21 November 2012. Following the verifications made it was concluded that the course organiser is overall compliant with the reimbursement rules as provided in the Governing Board Decision 30/2006/GB. Some improvements have been suggested in the area of budget planning and 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.

The first ex post verification implemented within CEPOL based on a desk review, concerned the management and control systems applied by CEPOL in relation to the European Police Exchange Programme (ExPro). Following the verifications made, it was concluded that the adopted procedure regarding the ExPro management is overall in line with the baseline requirements of the internal control standard no. 8 "Processes and procedures" and that the ExPro has been generally managed according to the adopted procedure; some suggestions were formulated for improvement in the area of process description, filing, data protection aimed at an improved administration of the ExPro, as well as ensuring business continuity and keeping a more clear and transparent record of the expenditure financed by CEPOL.

The scope of the second desk review mainly regarded the management and control systems applied by CEPOL in case of financial transactions made with the external service provider of the travel arrangements as well as the management of CEPOL staff missions. Following the verifications made, it was concluded that the transactions were legal and regular and overall were in line with the contract provisions and the established internal procedures. There were some suggestions for improvement in the area of process description and transparency of the contractor in implementing the contract provisions aimed at an improved administration of the related transactions and ensuring business continuity.

Additionally, the Authorising Officer opened an administrative inquiry pursuant to Article 86 of the Staff Regulations, following the discrepancies between received and financially processed invoices from one vendor, that were identified in the context of the audit by the Court of Auditors on 28 May - 1 June 2012. There was no financial impact, therefore the administrative inquiry established the causes of the irregular event occurred and identified the measures to be put in practice in order to eliminate the risk of reoccurrence.

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

During 2012, CEPOL underwent four main audits: one external audit carried out by the European Court of Auditors regarding annual accounts, one external audit carried out by Moore Stephens on behalf of DG Home regarding Audit of the grant agreement JLS/2008/ISEC/FPA/C2/030 and two internal audits carried out by the Internal Audit Services (IAS) of the European Commission regarding implementation of previous recommendations regarding internal control system and grant agreements as well as auditing procurements within CEPOL.

Additionally CEPOL was visited twice by the Internal Audit Panel in relation with Annual Statement of Accounts 2011 and the internal control system in CEPOL.

The European Court of Auditors audited the accounts and concluded that in the Court's opinion, the transactions underlying the annual accounts of the College for the financial year ended 31 December 2011 are, in all material respects, legal and regular. Some recommendations for improvement have been made with respect to budget planning and implementation, and recruitment. CEPOL has put in place immediate measures in order to address the weakness identified by the auditors.

Moore Stephens implemented on behalf of DG Home ISEC – 25 to 28 June 2012 – an Audit of the grant agreement JLS/2008/ISEC/FPA/C2/030 signed between the European Community and the European Police College for the action entitled "CEPOL Exchange Programme for Senior Law Enforcement Officers". This project was implemented by CEPOL during June 2009 – November 2010. The overall opinion of the auditors was that the procedures and internal controls set up by CEPOL provided for adequate financial management of the project and operated satisfactorily, as required under the Grant Agreement.

The Internal Audit Service of the European Commission visited CEPOL from 15 – 24 October to undertake an audit on procurement and to follow-up on the implementation of recommendations from previous IAS missions. Based on the improvements implemented by the agency all the previous recommendations have been recommended closed by the auditors.

In the case of procurement, the auditors' opinion was that the internal control system in place provides reasonable assurance regarding the achievement of the objectives set up for the procurement process except two very important issues for which the following recommendations have been made: the Agency should adopt a financing decision for operational procurement procedures and an integrated procurement planning for the procurement process.

Additionally, five important recommendations have been with respect to compliance of the procurement procedures with the provisions of the Financial Regulation and its Implementing Rules and allocation of roles and responsibilities in the procurement process.

An action plan was prepared for the implementation of the accepted recommendations and the corrective measures addressing six findings out of seven have been already put in place and further actions are on track in order to secure full implementation of the audit recommendations.

A first Internal Audit Panel mission took place between 23 – 25 April 2012. The mission was related to providing an opinion on the Annual Statement of Accounts 2011 and on the Authorising Officer Activity Report – the report provided for a positive outcome of the mission.

The second Internal Audit Panel mission took place between 03 – 04 December 2012; some recommendations for improvement have been made in the budget area.

The findings of the Audit Panel are subject to specific action plans that are regularly monitored with regards to their implementation.

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

During 15 – 24 October 2012, the Internal Audit Service carried out a follow up audit concerning the status of the open recommendations originated from previous IAS audits on the European Police College.

The objective of the follow-up engagement was to assess progress made by CEPOL in implementing the accepted 13 recommendations that resulted from the following IAS audit(s):

- *Audits on "Missions and Implementation of the Internal Control Standards" (year 2008 - one recommendation);*
- *Audit on "Framework Partnership Agreements and Grants Agreements" (year 2011 - twelve recommendations).*

Based on the results of their follow up audit, the auditors assessed that all remaining recommendations for the two audits referred above have now been adequately implemented except N° 11 "Revise and timely implement Key Performance Indicators" which was still in progress. Following the desk review made by the IAS auditors in January 2013, this last recommendation has been also recommended as closed, therefore at present all the recommendations from previous IAS reports (2011 or earlier) have been closed.

PART 4 DECLARATION OF ASSURANCE

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

In my capacity as authorising officer,

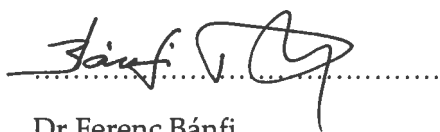
Declare that the information contained in this report gives a true and fair view.

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, 01 March 2013

A handwritten signature in black ink, appearing to read 'Bánfi', followed by a large, stylized flourish or initial. The signature is written over a horizontal dotted line.

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, 28 February 2013

Luminita Moldovan, Internal Control Officer 

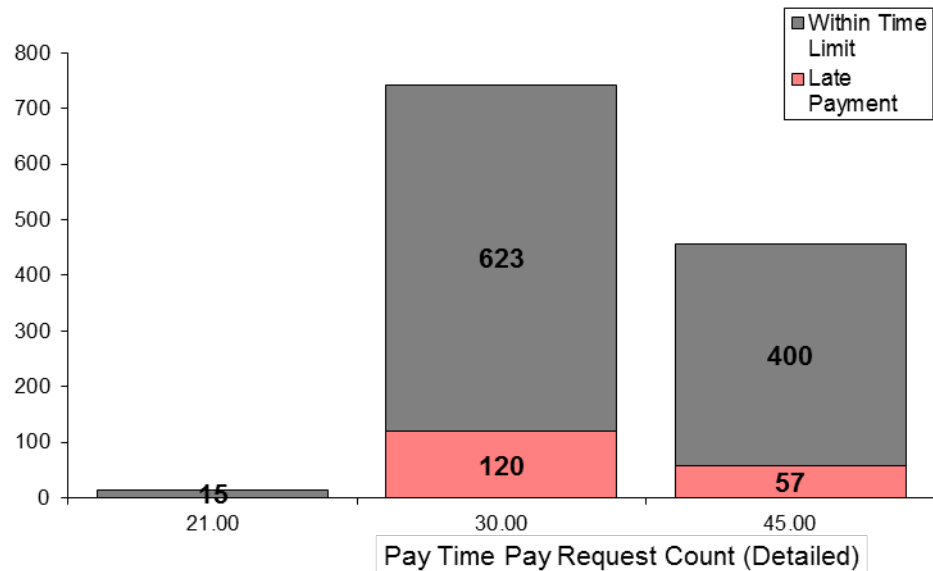
Leelo Kilg-Thornley, Quality Management Officer 

ANNEX 1 - Budget 2012 execution status as of 31 December 2012

Chap	Heading	Budget	Commitments	%	Payments	%
11	STAFF IN ACTIVE EMPLOYMENT	3,430,878.97	3,430,525.23	100%	3,393,020.43	99%
13	MISSIONS AND DUTY TRAVEL	35,047.62	35,047.62	100%	27,143.47	77%
16	SOCIAL WELFARE	1,800.00	1,800.00	100%	0.00	0%
17	ENTERTAINMENT AND REPRESENTATION EXPENSES	3,900.00	3,895.69	100%	2,577.53	66%
	Total Title 1	3,471,626.59	3,471,268.54	100%	3,422,741.43	99%
20	INVESTMENTS IN IMMOVABLE PROPERTY, RENTAL OF BUILDINGS AND ASSOCIATED COSTS	139,407.33	139,314.73	100%	127,009.46	91%
21	INFORMATION AND COMMUNICATION TECHNOLOGY EXPENDITURE	284,926.44	283,665.04	100%	212,452.93	75%
22	MOVABLE PROPERTY AND ASSOCIATED COSTS	6,500.00	6,484.26	100%	911.32	14%
23	CURRENT ADMINISTRATIVE EXPENDITURE	32,104.64	29,020.60	90%	24,836.88	77%
24	POSTAL CHARGES	22,435.00	22,435.00	100%	18,992.42	85%
	Total Title 2	485,373.41	480,919.63	99%	384,203.01	79%
30	BODIES AND ORGANS	139,000.00	134,473.27	97%	127,151.79	91%
31	COURSES, SEMINARS	2,583,835.14	2,395,442.18	93%	1,616,267.42	63%
32	OTHER PROGRAMME ACTIVITIES	1,448,164.86	1,243,172.65	86%	644,538.72	45%
33	EVALUATION	40,000.00	38,023.60	95%	423.60	1%
35	MISSIONS	180,000.00	179,790.71	100%	154,916.38	86%
37	OTHER OPERATIONAL ACTIVITIES	103,000.00	91,938.31	89%	75,531.87	73%
	Total Title 3	4,494,000.00	4,082,840.72	91%	2,618,829.78	58%
	Total Budget	8,451,000.00	8,035,028.89	95%	6,425,774.22	76%

ANNEX 2 Payment Time Limits

Month	Year	01/2012	02/2012	03/2012	04/2012	05/2012	06/2012	07/2012	08/2012	09/2012	10/2012	11/2012	12/2012
Days Authorising Officer	48.00	17.87	16.44	17.63	25.93	21.98	20.90	88.88	114.48	81.12	23.77	96.39	20.55
Days Authorising Officer (w. Susp)	18.43	15.31	15.23	16.83	19.06	14.56	20.60	17.65	17.44	13.64	23.72	25.04	17.47
Days Horizontal Services	2.84	2.96	4.08	3.01	2.94	4.72	2.51	2.47	2.86	1.92	1.73	3.06	2.74
Days Total (without Susp.)	50.84	20.83	20.52	20.64	28.86	26.70	23.41	91.35	117.35	83.05	25.50	99.45	23.30
Days Total (with Susp.)	21.27	18.28	19.31	19.84	22.00	19.28	23.11	20.12	20.30	15.56	25.45	28.10	20.22
Number of PR	1215	54	108	81	94	54	96	132	133	66	120	101	176
Late Payments (FR)	177	4	17	9	17	3	20	11	11	4	36	29	16
Overdue Days (FR)	-14	-18	-19	-19	-16	-17	-13	-14	-13	-20	-8	-6	-15
Late Payments (Target)	225	5	21	15	21	3	31	15	14	7	39	34	20
Overdue Days (Target)	-8	-12	-9	-9	-8	-11	-7	-9	-9	-14	-4	-2	-10



	21	30	45	Total
Within Time Limit	15	623	400	1038
Late Payment		120	57	177
Sum:	15	743	457	1215

ANNEX 3 Contracts signed in 2012

Nr.	Type of procurement procedure	Contractor	Type of contract	Subject of contract	Currency of the contract	Contract amount (over the entire duration)	Date of signature
1	Specific contract in execution of framework contract	GB-Office Group Limited	Specific contract (Order Form)	Stationery supplies and consumables	GBP	2,017.66	02 January 2012
2	Negotiated (Art. 129 (3) of the IR)	OVH Ltd	Direct Contract (Purchase Order)	Lease of external server	GBP	839.88	10 January 2012
3	Specific contract in execution of framework contract	GB-Office Group Limited	Specific contract (Order Form)	Stationery supplies and consumables	GBP	137.73	25 January 2012
4	Specific contract in execution of framework contract	GB-Office Group Limited	Specific contract (Order Form)	Stationery supplies and consumables	GBP	333.86	01 February 2012
5	Specific contract in execution of framework contract	GB-Office Group Limited	Specific contract (Order Form)	Stationery supplies and consumables	GBP	395.32	02 February 2012
6	Specific contract in execution of EC framework contract	Comparex (formerly PC-Ware)	Specific contract (Order Form)	Acquisition/renewals of software	EUR	34,783.79	27 February 2012
7	Negotiated (Art. 129 (3) of the IR)	Cryptocard Europe Ltd	Direct Contract (Purchase Order)	Licenses for CRYPTOCARD VPN solution	GBP	1,129.00	06 March 2012
8	Negotiated (Art. 129 (3) of the IR)	Theblueballroom Ltd	Direct Contract (Purchase Order)	Design template for the 2011 CEPOL Annual Report	GBP	2,920.00	07 March 2012
9	Specific contract in execution of framework contract	GB-Office Group Limited	Specific contract (Order Form)	Stationery supplies and consumables	GBP	1,159.39	14 March 2012
10	Specific contract in execution of framework contract	GB-Office Group Limited	Specific contract (Order Form)	Stationery supplies and consumables	GBP	88.58	14 March 2012
11	Specific contract in execution of EC framework contract	MARSH SA	Specific contract (Order Form)	Business civil liability insurance for staff	EUR	200.00	22 March 2012
12	Negotiated (Art. 129 (3) of the IR)	Telindus Limited	Direct Contract (Purchase Order)	CISCO Warranty	GBP	3,803.00	22 March 2012
13	Specific contract in execution of EC framework contract	Consortium Getronix & Systemat Luxembourg	Specific contract (Order Form)	Printers and multifunctional devices	EUR	27,691.07	23 March 2012
14	Specific contract in execution of EC framework contract	Consortium Getronix & Systemat Luxembourg	Specific contract (Order Form)	Supplies for printers	EUR	6,277.77	23 March 2012
15	Open	Horncastle Executive Travel Ltd	Framework Service Contract	Provision of travel arrangement services	EUR	6,000,000.00	28 March 2012
16	Specific contract in execution of framework contract	Yes2 Limited (previously known as GB-Office Group Limited)	Specific contract (Order Form)	Stationery supplies and consumables	GBP	43.77	28 March 2012

17	Specific contract in execution of framework contract	Yes2 Limited (previously known as GB-Office Group Limited)	Specific contract (Order Form)	Stationery supplies and consumables	GBP	451.44	26 April 2012
18	Specific contract in execution of framework contract	Infinity Incorporated Ltd	Specific contract (Order Form)	Supply of banners	GBP	196.50	02 May 2012
19	Specific contract in execution of framework contract	The Phoenix Luxury Co.	Specific contract (Order Form)	Supply of commemorative coins for Cyprus Presidency	GBP	2,910.00	10 May 2012
20	Negotiated (Art. 129 (3) of the IR)	Datanet Installation Services Ltd	Direct Contract (Purchase Order)	Supply and installation of network outlets in Beech Hall	GBP	550.00	15 May 2012
21	Negotiated (Art. 129 (3) of the IR)	Jelf Insurance Brokers	Direct Contract (Purchase Order)	Office Contents Insurance	GBP	1,747.56	16 May 2012
22	Specific contract in execution of EC framework contract	Comparex (formerly PC-Ware)	Specific contract (Order Form)	Acquisition of software - EndNote x5	EUR	272.81	16 May 2012
23	Specific contract in execution of EC framework contract	Hewlett Packard Belgium	Specific contract (Order Form)	Microsoft licenses - 01/06/12 - 31/05/13	EUR	6,522.12	29 May 2012
24	Specific contract in execution of framework contract	Yes2 Limited (previously known as GB-Office Group Limited)	Specific contract (Order Form)	Stationery supplies and consumables	GBP	389.33	31 May 2012
25	Specific contract in execution of EC framework contract	Dimension Data	Specific contract (Order Form)	Supply of a Firewall solution	EUR	13,293.15	20 June 2012
26	Negotiated (Art. 129 (3) of the IR)	Matthieu Kollig	Direct Contract (Purchase Order)	Trust building training services	EUR	3,600.00	25 June 2012
27	Negotiated (Art. 129 (3) of the IR)	SG World Ltd	Direct Contract (Purchase Order)	Supply of visitor's passes	GBP	613.00	26 June 2012
28	Specific contract in execution of framework contract	Infinity Incorporated Ltd	Specific contract (Order Form)	Supply of CEPOL A4 folders	GBP	3,275.00	28 June 2012
29	Specific contract in execution of framework contract	Yes2 Limited (previously known as GB-Office Group Limited)	Specific contract (Order Form)	Stationery supplies and consumables	GBP	1,226.39	29 June 2012
30	Specific contract in execution of framework contract	Infinity Incorporated Ltd	Specific contract (Order Form)	Supply of table flags	GBP	775.00	06 July 2012
31	Specific contract in execution of EC framework contract	Dimension Data	Specific contract (Order Form)	Installation of the new firewall infrastructure	EUR	11,035.00	19 July 2012
32	Specific contract in execution of framework contract	Yes2 Limited (previously known as GB-Office Group Limited)	Specific contract (Order Form)	Stationery supplies and consumables	GBP	190.75	20 July 2012
33	Specific contract in execution of framework contract	Infinity Incorporated Ltd	Specific contract (Order Form)	Supply of CEPOL and EU flags	GBP	3,377.80	26 July 2012

34	Negotiated on the basis of Art 126 (1) (b)	Jam Sistemi Srl	Service Contract (Amendment)	Additional succession services for e-Net	EUR	37,700.00	27 July 2012
35	Specific contract in execution of framework contract	Infinity Incorporated Ltd	Specific contract (Order Form)	Supply of rollup banners	GBP	2,552.75	01 August 2012
36	Specific contract in execution of EC framework contract	Comparex (formerly PC-Ware)	Specific contract (Order Form)	Software maintenance (techsmith)	EUR	196.00	02 August 2012
37	Specific contract in execution of framework contract	Infinity Incorporated Ltd	Specific contract (Order Form)	Supply of CEPOL A4 folders (large capacity)	GBP	3,525.00	14 August 2012
38	Specific contract in execution of framework contract	Project People Ltd	Specific contract (Order Form)	Supply of Interim staff - Administrative Assistant	GBP	7,591.65	17 August 2012
39	Specific contract in execution of framework contract	Project People Ltd	Specific contract (Order Form)	Supply of Interim staff - Administrative Assistant	GBP	7,238.55	17 August 2012
40	Negotiated (Art. 129 (3) of the IR)	Theblueballroom Ltd	Direct Contract (Purchase Order)	Provision of CEPOL research and science conference materials	GBP	1,037.40	17 August 2012
41	Specific contract in execution of EC framework contract	Comparex (formerly PC-Ware)	Specific contract (Order Form)	Upgrade of GoToMeeting License for 1000	EUR	5,146.30	23 August 2012
42	Negotiated (Art. 129 (3) of the IR)	Glyn Morgan	Direct Contract (Purchase Order)	EU Policy Cycle training services (course 23/2012)	EUR	4,450.00	30 August 2012
43	Specific contract in execution of framework contract	Yes2 Limited (previously known as GB-Office Group Limited)	Specific contract (Order Form)	Stationery supplies and consumables	GBP	443.59	31 August 2012
44	Specific contract in execution of EC framework contract	Dimension Data	Specific contract (Order Form)	Server switches and maintenance	EUR	5,314.76	31 August 2012
45	Specific contract in execution of framework contract	Project People Ltd	Specific contract (Order Form)	Supply of Interim staff - Administrative Assistant	GBP	6,444.08	07 September 2012
46	Specific contract in execution of EC framework contract	Systemat Luxembourg PSF S.A.	Specific contract (Order Form)	Purchase of a backup system solution	EUR	31,039.79	18 September 2012
47	Specific contract in execution of framework contract	Project People Ltd	Specific contract (Order Form)	Supply of Interim staff - Administrative Assistant	GBP	5,296.50	25 September 2012
48	Specific contract in execution of framework contract	Project People Ltd	Specific contract (Order Form)	Supply of Interim staff - Administrative Assistant	GBP	4,325.48	25 September 2012
49	Specific contract in execution of framework contract	Yes2 Limited (previously known as GB-Office Group Limited)	Specific contract (Order Form)	Stationery supplies and consumables	GBP	456.45	26 September 2012
50	Specific contract in execution of EC framework contract	Deloitte Consulting CVBA/SCRL	Specific contract (Order Form)	ABAC Accounting Agency training course	EUR	5,707.54	27 September 2012
51	Negotiated (Art. 129 (3) of the IR)	Spectral Design & Print Ltd	Direct Contract (Purchase Order)	Supply of business cards and branded stationery	GBP	1,772.00	29 September 2012

52	Negotiated (Art. 129 (1) of the IR)	Penchell Ltd (The New Inn)	Framework Service Contract	Local Restaurant Services	EUR	60,000.00	10 October 2012
53	Specific contract in execution of framework contract	Yes2 Limited (previously known as GB-Office Group Limited)	Specific contract (Order Form)	Stationery supplies and consumables	GBP	444.86	10 October 2012
54	Specific contract in execution of framework contract	Penchell Ltd (The New Inn)	Specific contract (Order Form)	Local restaurant services (dinner for CEPOL National Contact Points)	GBP	792.30	10 October 2012
55	Specific contract in execution of framework contract	Yes2 Limited (previously known as GB-Office Group Limited)	Specific contract (Order Form)	Stationery supplies and consumables	GBP	264.50	17 October 2012
56	Specific contract in execution of framework contract	Project People Ltd	Specific contract (Order Form)	Supply of Interim staff - Administrative Assistant	GBP	3,884.10	19 October 2012
57	Specific contract in execution of framework contract	Infinity Incorporated Ltd	Specific contract (Order Form)	Supply of corporate gifts	GBP	6,500.00	19 October 2012
58	Specific contract in execution of framework contract	Yes2 Limited (previously known as GB-Office Group Limited)	Specific contract (Order Form)	Stationery supplies and consumables	GBP	131.10	24 October 2012
59	Negotiated (Art. 129 (1) of the IR)	Prospex bvba	Direct Contract	Stakeholder Engagement Survey	EUR	37,600.00	05 November 2012
60	Specific contract in execution of framework contract	Infinity Incorporated Ltd	Specific contract (Order Form)	Supply of CEPOL branded plaques	GBP	210.55	05 November 2012
61	Specific contract in execution of framework contract	Yes2 Limited (previously known as GB-Office Group Limited)	Specific contract (Order Form)	Stationery supplies and consumables	GBP	421.83	15 November 2012
62	Restricted	Managing Innovation Strategies SLL (leader) Sarenet SA	Framework Service Contract	Hosting, maintenance and support services for CEPOL's open source web platform (e-Net)	EUR	400,000.00	21 November 2012
63	Specific contract in execution of EC framework contract	Comparex (formerly PC-Ware)	Specific contract (Order Form)	Print Manager Plus renewal	EUR	461.68	22 November 2012
64	Specific contract in execution of framework contract	Penchell Ltd (The New Inn)	Specific contract (Order Form)	Local restaurant services (Farewell dinner 66/2012)	GBP	450.00	23 November 2012
65	Specific contract in execution of EC framework contract	Dimension Data	Specific contract (Order Form)	Supply of Check Point Monitoring Blade (firewall solution)	EUR	2,613.75	23 November 2012
66	Specific contract in execution of framework contract	Yes2 Limited (previously known as GB-Office Group Limited)	Specific contract (Order Form)	Stationery supplies and consumables	GBP	120.00	26 November 2012
67	Negotiated (Art. 129 (3) of the IR)	Square Production Ltd	Direct Contract (Purchase Order)	Exchange Programme film	GBP	4,015.00	26 November 2012

68	Specific contract in execution of framework contract	The Phoenix Luxury Co.	Specific contract (Order Form)	Supply of commemorative coins for Irish Presidency	GBP	2,910.00	26 November 2012
69	Negotiated (Art. 129 (3) of the IR)	ISCPSI	Direct Contract (Purchase Order)	Catering and local transport for Exchange Programme 2012 evaluation meeting	EUR	4,057.00	28 November 2012
70	Specific contract in execution of framework contract	Penchell Ltd (The New Inn)	Specific contract (Order Form)	Local restaurant services (Dinner NCP Cyprus & Ireland)	GBP	81.10	30 November 2012
71	Negotiated (Art. 129 (3) of the IR)	De Vere Wokefield Trading Limited	Direct Contract (Purchase Order)	Organisation of CEPOL Social Event (Christmas 2012)	GBP	1,389.57	05 December 2012
72	Specific contract in execution of framework contract	Yes2 Limited (previously known as GB-Office Group Limited)	Specific contract (Order Form)	Supply of office stationery and consumables	GBP	492.12	05 December 2012
73	Specific contract in execution of framework contract	Penchell Ltd (The New Inn)	Specific contract (Order Form)	Local restaurant services (Farewell dinner - PG Online Learning Module Prüm)	GBP	185.00	05 December 2012
74	Specific contract in execution of framework contract	Managing Innovation Strategies SLL (leader) Sarenet SA	Specific contract (Order Form)	Hosting, maintenance and support services for CEPOL's open source web platform (e-Net)	EUR	46,800.00	06 December 2012
75	Specific contract in execution of framework contract	Yes2 Limited (previously known as GB-Office Group Limited)	Specific contract (Order Form)	Supply of external HDD	GBP	168.80	10 December 2012
76	Specific contract in execution of framework contract	Yes2 Limited (previously known as GB-Office Group)	Specific contract (Order Form)	Supply of office stationery and consumables	GBP	287.24	18 December 2012
77	Specific contract in execution of framework contract	Yes2 Limited (previously known as GB-Office Group Limited)	Specific contract (Order Form)	Supply of office stationery and consumables	GBP	85.32	18 December 2012
78	Specific contract in execution of framework contract	Systemat Luxembourg PSF S.A.	Specific contract (Order Form)	Accessories for the backup solution	EUR	1,378.76	21 December 2012
79	Negotiated (Art. 129 (3) of the IR)	Kinnarps (UK) Limited	Direct Contract (Purchase Order)	Purchase of office furniture	GBP	3,977.80	21 December 2012
80	Specific contract in execution of framework contract	Consortium Getronix & Systemat Luxembourg	Specific contract (Order Form)	Supply of Waste Toner Cartridges	EUR	190.60	21 December 2012

ANNEX 4 PROVISIONAL FINANCIAL STATEMENTS

CEPOL BALANCE SHEET 2012 – ASSETS

		Note n°	31.12.2012	31.12.2011
ASSETS				
A. NON CURRENT ASSETS		1.6.2		
Intangible assets			95,205.00	106,507.74
Property, plant and equipment			182,315.96	177,317.77
	Land and buildings		0.00	0.00
	Plant and equipment		0.00	0.00
	Computer hardware		167,978.00	159,050.81
	Furniture and vehicles		13,958.96	17,077.96
	Other fixtures and fittings		379.00	1,189.00
	assets under Finance lease		0.00	0.00
Long-term pre-financing			0.00	0.00
	Long-term pre-financing		0.00	0.00
	<i>LT pre-financing with consolidated EU entities</i>		0.00	0.00
Long-term receivables			0.00	0.00
	Long-term receivables		0.00	0.00
	<i>LT receivables with consolidated EU entities</i>		0.00	0.00
TOTAL NON CURRENT ASSETS			277,520.96	283,825.51
B. CURRENT ASSETS				
Inventories			0.00	0.00
Short-term pre-financing		1.6.3	437,007.29	406,751.86
	Short-term pre-financing		437,007.29	406,751.86
	<i>ST pre-financing with consolidated EU entities</i>		0.00	0.00
Short-term receivables		1.6.4	202,466.47	3,616,039.48
	Current receivables		111,654.54	108,405.29
	Sundry receivables		58,670.21	3,656.13
	Other		32,141.72	3,228,696.47
	Accrued income			
	Deferred charges		32,141.72	3,228,696.47
	<i>Accrued income with consolidated EU entities</i>		0.00	0.00
	<i>Deferred charges with consolidated EU entities</i>		0.00	0.00
	<i>Short-term receivables with consolidated EU entities</i>		0.00	275,281.59
Cash and cash equivalents		1.6.5	2,882,388.57	2,205,023.59
TOTAL CURRENT ASSETS			3,521,862.33	6,227,814.93
TOTAL			3,799,383.29	6,511,640.44

CEPOL Balance Sheet 2012 – Liabilities

		Annexe n°	31.12.2012	31.12.2011
LIABILITIES				
A. Net Assets			1,308,766.62	1,556,382.20
Reserves			0.00	0.00
Accumulated surplus/deficit			1,556,382.20	1,703,014.98
Economic outturn for the year - profit+/loss-			-247,615.58	-146,632.78
C. NON CURRENT LIABILITIES			0.00	0.00
Employee benefits			0.00	0.00
Provisions for risks and charges			0.00	0.00
Other long-term liabilities			0.00	0.00
	Other long-term liabilities		0.00	0.00
	Other LT liabilities with consolidated EU entities		0.00	0.00
	Pre-financing received from consolidated EU entities		0.00	0.00
	Other LT liabilities from consolidated EU entities		0.00	0.00
TOTAL A+C			1,308,766.62	1,556,382.20
D. CURRENT LIABILITIES			2,490,616.67	4,955,258.24
Provisions for risks and charges		1.6.12	117,799.00	24,391.00
Accounts payable		1.6.6	2,372,817.67	4,930,867.24
	Current payables		15,472.92	27,768.82
	Long-term liabilities falling due within the year		0.00	0.00
	Sundry payables		44,598.83	59,847.48
	Other		1,446,214.89	1,270,945.09
	Accrued charges		1,446,214.89	1,270,945.09
	Deferred income		0.00	0.00
	Accrued charges with consolidated EU entities		0.00	0.00
	Deferred income with consolidated EU entities		0.00	0.00
	Accounts payable with consolidated EU entities		866,531.03	3,572,305.85
	Pre-financing received from consolidated EU entities		854,807.46	3,551,479.96
	Other accounts payable against consolidated EU entities		11,723.57	20,825.89
TOTAL D. CURRENT LIABILITIES			2,490,616.67	4,955,258.24
TOTAL			3,799,383.29	6,511,640.44

CEPOL Economic Outturn Account 2012

	Note n°	2012	2011
Funds transferred from the Commission to other Institutions		0.00	0.00
Contributions of EFTA countries belonging to the EEA		0.00	0.00
Recovery of expenses		0.00	0.00
Revenues from administrative operations		55,156.15	9,812.34
Other operating revenue		7,470,766.31	7,311,710.32
TOTAL OPERATING REVENUE	1.6.8	7,525,922.46	7,321,522.66
Administrative expenses			
All Staff expenses		-4,347,802.88	-4,036,300.29
Fixed asset related expenses		-3,342,723.94	-3,091,691.56
Other administrative expenses		-96,601.14	-49,790.69
Operational expenses		-908,477.80	-894,818.04
Other operational expenses		-3,422,577.88	-3,430,721.37
TOTAL OPERATING EXPENSES	1.6.9	-7,770,380.76	-7,467,021.66
SURPLUS/(DEFICIT) FROM OPERATING ACTIVITIES		-244,458.30	-145,499.00
Financial revenues		0.00	0.00
Financial expenses		-3,157.28	-1,133.78
SURPLUS/ (DEFICIT) FROM NON OPERATING ACTIVITIES		-3,157.28	-1,133.78
SURPLUS/(DEFICIT) FROM ORDINARY ACTIVITIES		-247,615.58	-146,632.78
Extraordinary gains (+)		0.00	0.00
Extraordinary losses (-)		0.00	0.00
SURPLUS/(DEFICIT) FROM EXTRAORDINARY ITEMS		0.00	0.00
ECONOMIC OUTTURN FOR THE YEAR		-247,615.58	-146,632.78