



EUROPEAN POLICE COLLEGE

WORK PROGRAMME 2013

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EXECUTIVE SUMMARY

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.

According to Article 11(c) of the CEPOL Council Decision the Director submits for Governing Board's adoption annual Work Programme, which is a financing decision in relation to the Agency's planned activities in 2013 contributing towards achieving its Strategic Goals as set in CEPOL Multiannual Strategy 2010-2014. Detailed activities are not part of this document provided flexibility is required in the light of potential political and budgetary developments.

In 2010 CEPOL with a new management achieved considerable progress in stabilising the Agency. By 2013 it will be a well-known and respected partner in the area of training and learning. Its Work Programme implements strategic training needs especially in the area of building common culture and concrete competencies required for execution of tasks stemming from Stockholm Programme, European Internal Security Architecture and its Policy Cycle, SOCTA priority areas and requirements of the stakeholders.

Further the legal basis for CEPOL is expected to be developed in 2013. Possible extension of the Agency's mandate entails significant analytical and preparation work, which will be the focus of 2013. This process will be assisted by completion of implementation of specialised units: Training Unit, Programming and Project Unit, Financial Unit.

In the governance structure of CEPOL significant changes have taken place in 2011-2012: The structure has been streamlined following the results of a Five Year Evaluation and the Five Year Recommendations by the CEPOL Governing Board.

Following the establishment of CEPOL's strategy plan 2010-2014, the activities to be implemented in 2013 will contribute to a sustainable process towards the defined core goals of CEPOL.

The Balanced Score Card (BSC) introduced in 2010 remains an important management tool for the Agency's governance structure in monitoring the achievement of four strategic goals. Furthermore a Multi Annual Strategy Plan will be updated in 2012 to reflect the 2013 activities. The BSC progress reports are being regularly published for internal management decision-making and the Governing Board for notification.

In 2012 a comprehensive mapping of existing training and strategic training needs assessment has been conducted for the first time. On the basis of these research data the Work Programme

for 2013 was adjusted in an effort to meet the political and operational expectations of CEPOL stakeholders.

The Agency's cooperation with JHA agencies (Europol, Eurojust, Frontex, EMCDDA, FRA, and European Asylum Office) will remain one of the key priorities especially in the light of implementation of European Training Scheme. In 2013 CEPOL will be the coordinating agency for JHA Scorecard aiming at bringing a concerted response to strategic requirements.

CEPOL will work towards facilitating an external aspect of the internal security, which remains a strategic priority as set by the Council and the Agency will continue close cooperation with European External Action Service aiming at delivering capacity building activities in the field of training and learning to the European Neighbourhood Policy area and Eastern Partnership countries. Provision of training activities in relation to crisis management will remain a priority. CEPOL will look into the possibilities of establishing a funding instrument for third countries in capacity building through training and learning.

Collaboration with Europol, particularly the new European Cybercrime Centre, ENISA and ECTEG will have strong emphasis in effort to streamline delivery of well-coordinated cybercrime training.

Beside the business continuity and the points raised above the following aspects will get a specific focus in 2013:

- Further development of learning and training portfolios on select topics similarly to that of Trafficking in Human Beings developed in 2012, incorporating prevention aspects;
- Applying principles of the Charter of fundamental rights of the European Union fundamental rights will remain a strong focus of all training and learning activities implemented by CEPOL: training courses, Common Curricula and e-learning modules. Cooperation with EU Agency on Fundamental Rights (FRA) to this end is further development and establishment of the European Police Exchange Programme;
- Further development and enhancement of E-learning options by means of online support to CEPOL courses, seminars, curricula and other activities, modules and web-based seminars;
- Strengthening of CEPOL involvement in capacity building activities, especially for civilian crisis management;
- Strengthening CEPOL's role in training on cybercrime providing services required by newly established European Cybercrime Centre (EC3);
- Development of an accredited Master Course on Policing in Europe based on the pilot course in 2011 and 2013.
- Strengthening CEPOL's coordination role in training in the field of Internal Security via the MS network in close cooperation with other European Union bodies

1 INTRODUCTION

CEPOL's Work Programme 2013 is strongly influenced by the Agency's efforts in provision of high quality training and learning to its stakeholders; Efforts in building CEPOL into the centre of knowledge. Finding a balance of delivering good service, ensuring extension of products in an environment of "zero" growth within the EU agency's budget including 5% staff cuts envisaged by the Commission remains a key focus in the Work Programme.

Future new legal basis for CEPOL possibly extending its mandate encompassing coordination and provision of training and learning activities to law enforcement agencies, as well as planned involvement of CEPOL in the coordination and implementation of the European Training Schemes will entail considerable preparations for the Agency in terms of analytical capacity and business development. In this regard CEPOL will focus on collaboration with its internal and external stakeholders. Concerted response of the JHA agencies will remain a priority especially in the light of CEPOL's coordination role in the JHA Scorecard in 2013.

CEPOL's business management continues to be improved implementing recommendations of the Internal Audit Service (IAS) and Court of Auditors (COA).

The further development of CEPOL learning environment will be topic based rather than training tool based, hence content of the various learning methods, such as CEPOL training courses, seminars, Common Curricula, e-learning modules, exchange programmes will be horizontally harmonised to ensure they complement each other and provide systemic, comprehensive and continuous training.

CEPOL's Work Programme constitutes a financing decision on grants. Provided it is not feasible to project all procurement needs, particularly in the area of training and learning experts, a procurement plan will be developed and adopted by CEPOL Director in a form of a financing decision. The Director is authorised to adopt such a decision in accordance with Article 11(4)(d) of Council Decision 2005/681/JHA that requires him to implement the budget.

2 INFLUENCING POLICIES

Since 2010 CEPOL's planning process has been designed to ensure transparent, accountable and legal operational and budgetary programming and performance assessment. The planning process is conducted in line with the principles set out in a planning policy document and the activities are in line with CEPOL's strategy Plan 2010-2014, which has been updated by the Governing Board at its 26th Meeting in October 2011. CEPOL's strategy provides a clear framework for the development of the Agency. In addition to the Strategy, operational planning focuses and supports priorities stemming from the EU policy documents.

CEPOL provisional priorities for 2013 are based on the following items:

- The **Council Decision 2005/681/JHA** of 20 September 2005, and in particular Articles 5, 6, and 7;
- **EU legislation** and other relevant Council acts on international law enforcement cooperation;
- **EU priorities**, defined in the following documents:

"The Stockholm Programme – An open and secure Europe serving and protecting the citizens"³ and subsequent Commission Action Plan⁴: A wide range of measures are foreseen which require the involvement of CEPOL. In the Commission Action Plan CEPOL, Europol, Eurojust, Frontex and OLAF are encouraged to cooperate better.

EU Internal Security Strategy, particularly:

- **The Internal Security Strategy for the European Union:** Towards a European Security Model 5 (EU ISS) adopted by Council of the European Union on 25-26 March 2010: The EU ISS defines – at a high level – the main areas to be handled by the EU Internal Security Architecture;
- **Communication from the Commission** to the European Parliament and the Council: "The EU Internal Security Strategy in Action: Five steps towards a more secure Europe"⁶: This Communication sets out concrete actions contributing towards the implementation of the EU ISS, including in the areas of cybercrime and border security. Of particular importance for CEPOL are training in the area of Asset confiscation and Cybercrime, hence possible establishment of **European Cybercrime Centre**, where training will be part of its core business. It is imperative to ensure coherent and well concerted EU response in this area.

³ "The Stockholm Programme - An open and secure Europe serving and protecting citizens", Council of the European Union, 5731/10, CO EUR-PREP 2 JAI 81 POLGEN 8, Brussels, 3 March 2010.

⁴ "Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the regions: Delivering an area of freedom, security and justice for Europe's citizens - Action Plan Implementing the Stockholm Programme", 8895/10, JAI 335, Brussels, 22 April 2010.

⁵ "Draft Internal Security Strategy for the European Union: Towards a European Security Model", Council of the European Union, 7120/10, CO EUR-PREP8 JAI182, Brussels, 8 March 2010.

⁶ COM (2010) 673 of 22 November 2010.

External aspect of internal security – Council of the European Union has called for closer cooperation and strengthening ties between Common Security and Defence Policy and Freedom, Security and Justice⁷ is the area where CEPOL will step up its contribution both in providing training and learning service to the EU missions and to the Western Balkan, Eastern partnership and other ENP countries.

Communication from the Commission to the European Parliament and the Council: “The EU Internal Security Strategy in Action: Five steps towards a more secure Europe”⁸: This Communication sets out concrete actions contributing towards the implementation of the EU ISS, including in the areas of cybercrime and border security. Of particular importance for CEPOL are training in the area of Asset confiscation and Cybercrime, hence possible establishment of **European Cybercrime Centre**, where training will be part of its core business. It is imperative to ensure coherent and well concerted EU response in this area.

Commission non-paper Vision on the policy of EU police training and forthcoming Communication on European Training Scheme.

The Stockholm Programme defines the need of fostering a genuine European judicial and law enforcement culture by means of offering European Training Schemes (ETS) and invites the Commission to examine what could be defined as ETS. It is the ambition of the EU to provide training through the ETS to one third of the law enforcement officers involved in cross-border cooperation.

CEPOL as a leading agency providing training to the law enforcement officers, which has been implementing wide range of the learning activities, shall play a key role in coordination of implementation of the ETS.

Council conclusions on the EU policy cycle:

- of 09 November 2010 on the creation and implementation of a EU policy cycle for organised and serious international crime;
 - of 10 June 2011 on setting the EU's priorities for the fight against organised crime between 2011-2013;
 - of 14 December 2011 on Amending the COSPOL framework into EMPACT
 - of 22 February 2012 on EU Policy Cycle process review: From OCTA to OAP and related Operational Action Plans⁹ as approved by COSI have a direct impact on CEPOL resources in 2013 through provision of training activities in the eight priorities of the EU Policy Cycle.
-
- **Strategic Training Needs Assessment – a high level organisational assessment**, is a crucial part of determining what the existent deficits are and whether the training is a solution. The EU has set a list of priorities in the area of law enforcement through policy documents such as Stockholm Programme, Internal Security Strategy and the Policy Cycle. Implementation of these priorities requires extensive knowledge on the part of

⁷ Council of the European Union, 12363/11, PESC 569 JAI299 COSI 32 COSDP 455

⁸ COM (2010) 673 of 22 November 2010.

⁹ Council of the European Union 17796/3/11 REV 3 JAI895 COSI 103 ENFOPOL 443 CRIMORG 236 ENFOCUSTOM 162 PESC 1559 RELEX 1265 COAFR 343 COWEB 272 TRANS 335 UD 344 FRON 190 GENVAL 130 CORDROGUE 92 JAIEX 140 COMIX 786

the implementing member states. Through analysing what are the needs and what is on offer – the data to be obtained from the Mapping Exercise under the ETS as well as the stakeholder survey - CEPOL will prepare a comprehensive strategic training needs assessment outlining what are the organisational gaps and which interventions are recommended to ensure sustainable development of the Agency focusing on providing effective response to the strategic priorities, such as building common culture, strengthening competencies required for cross border law enforcement cooperation; addressing quality assurance aspects in order to maintain high “worth” and validity of CEPOL’s activities in times of the strict austerity measures. The assessment will be used for development of the ETS as well as for future CEPOL activities. Range and content of the activities shall expand to achieve availability of EU level learning to those law enforcement officers who need it for performing daily functions

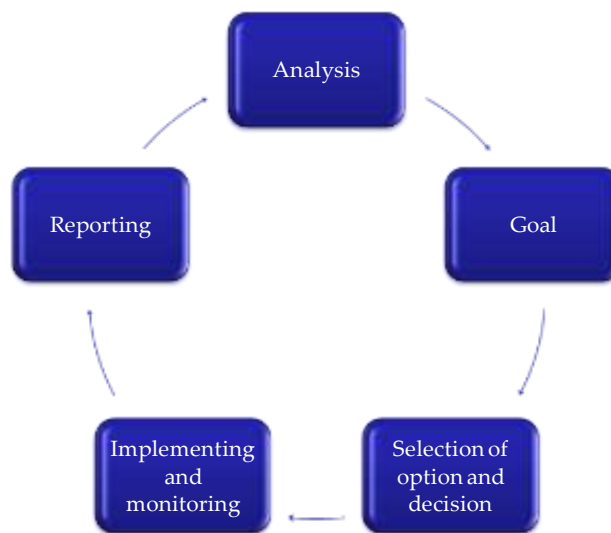
- **Strategic topics** identified by Europol, particularly those emerging in OCTA (SOCTA) Reports;
- **Priorities proposed by other stakeholders** (e.g. Eurojust, Frontex, EMCDDA, FRA);
- Emphasis on **fundamental rights** in line with goals of the Charter of fundamental rights of the European Union as one of the core elements of the common European Law Enforcement Culture;
- **Priorities put forward by Member States** covering areas which are recognised as important topics with significant impact;

CEPOL will actively support the development of “**a common culture**” as described in chapter 4 paragraph 4.2.1 of the Stockholm Programme.

3 METHODOLOGY

This Work Programme defines general annual activities contributing to the CEPOL Strategic Plan 2010-2014.

CEPOL's planning is based on the circular principle as seen below, where analysis of the preceding year's activities contributes to the planning of the next year.



This Work Programme reflects general objectives to be achieved in 2013. Detailed activities may be adjusted in response to the further policy developments, in particular Commission Communication on European Training Schemes and in case of urgent emerging security developments in the EU requiring swift intervention. ;

Since 2011 CEPOL applies a Balanced Scorecard (BSC) instrument for monitoring achievement of four main strategic goals and management of processes. The BSC includes concise management information required to oversee CEPOL's activities and evolution.

Key Performance Indicators (KPIs) and Performance Indicators (PIs) constitute an integral part of this tool for monitoring and evaluating the progress. The BSC progress reports are regularly published for the internal management decision-making and for the Governing Board notification. This performance measurement tool will continue to be applied in 2013.

In 2011 following maturing of the Balanced Scorecard implementation on 26 October 2011 Governing Board adopted four KPIs for strategic goals and 23 PIs for measuring 21 strategic objectives. This set of KPIs and PIs will be reviewed and amended for 2013. Governing Board is expected to reflect periodically on CEPOL's overall performance in achieving agreed objectives and targets set as well as how Member States' contribution can be enhanced if required.

4 WORK PROGRAMME ACTIVITIES

4.1. GOAL 1:

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

Strategic KPI: External stakeholder satisfaction (biennial¹⁰ survey) (80%)

Multi-annual strategy		Work Programme 2013			
Strategic Objectives	PIs	Annual activities	Human resources, %	operational budget, €	Responsible
1.1 - <i>Delivering quality training courses on specific subjects. Training Senior Police Officers and middle-ranking police officers, Senior Police Officers and middle-ranking police officers in the field and police officers in the field, with regard to cross-border cooperation between police forces in Europe. To assist in setting up appropriate</i>	Activities (training sessions) implemented (95%) Overall customer satisfaction (with activities) (91%) Number of senior leader participants at events (20%)	1.1.1 Training to be delivered deriving from defined priority areas and content is coordinated across cross-cutting areas	23	2,623,750	LSRDD
		1.1.2. Training on Cybercrime is to be developed further and delivered in cooperation with EC3, EUCTF, ENISA and ECTEG. Private sector expertise to be incorporated in highly specialised courses.			
		1.1.3 CEPOL increases and systematises training on civilian crisis management			

¹⁰ Every other year

Multi-annual strategy		Work Programme 2013			
Strategic Objectives	PIs	Annual activities	Human resources, %	operational budget, €	Responsible
<i>advanced training programs. Promoting the effective implementation of the Stockholm Program via training.</i>	<i>Implementation of JHA Scorecard (95%)</i>	1.1.4 Training is mainly delivered through CEPOL Network through tested Grant Agreement instrument			
1.2 – Delivering training for senior leaders in order to enhance their European competence; assist them in strategy planning and realisation of strategic decisions at EU level	Overall customer satisfaction (with activities) (91%)	1.2.1 Training to be delivered to meet needs of the law enforcement officials			LSRDD
		1.2.2. CEPOL participates in EU funded capacity building projects			
		1.2.3. CEPOL supports Candidate, ENP and Eastern Partnership countries in capacity building efforts		25,000	
1.3 – Exchange programmes as an essential element of learning promotes, facilitates and develops cooperation	Overall participant satisfaction (with the Exchange Programme) (80%)	1.3.1 European Police Exchange Programme 2011-2014 to be implemented (Stockholm Programme) at a reduced scale	12	249,200	LSRDD
	Implementation of JHA Scorecard (95 %)	1.3.2 Exchange Programme may be made available for EU Candidate and EU Neighbourhood Policy countries subject to available funds			

Multi-annual strategy		Work Programme 2013			
Strategic Objectives	PIs	Annual activities	Human resources, %	operational budget, €	Responsible
1.4.- <i>Common Curricula contribute to the preparation of harmonised training programmes in accordance with EU standards</i>	<i>Number of Common Curricula adopted by the CEPOL GB¹¹</i>	1.4.1. Further update and integration of developed Common Curricula	6	50,000	LSRDD
		1.4.2. Development of alternative method in development of Common Curricula .			
		1.4.3 Common Curricula are made available to international organisations and CSDP missions.			
1.5. – <i>Developing further and easier access to e-Learning systems</i>	<i>Number of e-Modules adopted and revised</i> <i>Implementation of JHA Scorecard (95%)</i>	1.5.1. Existing E-learning modules to be updated and promoted and new e-learning modules deriving from select priority areas to be developed	9	130,000	LSRDD
		1.5.3. Learning Management System is to become an integral part of CEPOL's training activities and knowledge base			
		1.5.4 Matured procedure of online seminars is to be further developed and implemented			

¹¹ Governing Board

Multi-annual strategy		Work Programme 2013			
Strategic Objectives	PIs	Annual activities	Human resources, %	operational budget, €	Responsible
1.6. - <i>Quality learning shall be the acknowledged ethos of CEPOL's reputation and prestige</i>	<i>Overall customer satisfaction (with activities) (91%)</i>	1.6.2 Further development towards an accredited masters course in international Police and Judicial Cooperation	0,7	196,250	LSRDD
		1.6.3. CEPOL's Train the trainers course remains a flagship course			

1.1.1 Training to be delivered in priority areas and content is coordinated across cross-cutting areas

1.2.1. Training to be delivered to meet needs of the Law Enforcement Officials

CEPOL plays a key role in providing training for Law Enforcement Officers thus building European law enforcement elite. Training will focus on the following areas:

- Strategic management and leadership
- Strategic planning
- Translation of the EU policies into the national environment
- External aspects of Internal Security: EU Neighbourhood Policy
- Civilian crisis prevention and management

CEPOL is flexible when it is required to respond to needs for learning and training within the Internal Security Architecture of Europe, particularly in response to the forthcoming Commission Communication on European Training Scheme.

Activities will be adjusted if there will be an urgent need for learning and training response for the law enforcement authorities in Europe due to new challenges, e.g. terrorist attacks.

In 2013 training activities will be addressing the following 11 categories:

- ⌘ EU Policy Cycle instrument and priorities
- ⌘ other organised crime
- ⌘ counter-terrorism
- ⌘ Economic crime
- ⌘ law enforcement techniques
- ⌘ EU cooperation
- ⌘ human rights
- ⌘ management
- ⌘ crime prevention
- ⌘ learning and training
- ⌘ research and science

List of the residential training activities is given in Annex A.

A specific attention in 2013 will be given to assisting the Member States' experts contributing to the EU Policy Cycle in preparation for the full cycle 2014-2017, through provision of dedicated residential training to priority drivers and participants as well as offering e-learning solutions for raising general awareness. These training activities will incorporate expertise of the key players: Council of the EU, European Commission, Europol and Member States representatives – OAP drivers of shortened 2012-2013 cycle. For the first time such an approach of well-coordinated action across all areas: EU and MS, and concerted training programme is being implemented during the course of translating the EU ISS policy into national level thus building necessary competencies of all involved actors and ultimately working towards achievement of the EU security goals.

In response to austerity measures within the MS affecting opportunities of experts to participate in CEPOL activities, flights costs for course participants from the EU MS will be borne by the Agency.

In delivery of specialist training CEPOL will continue to work in close cooperation with the JHA agencies and EU-wide expert networks such as EJTN, EMPEN, ENFSI, EUCPN and EEODN.

Since 2010 cooperation with the EU JHA agencies in designing activities and providing expertise has increased and will continue to grow in 2013. Joint training and learning activities will be organised together with the EU Agencies, such as Europol and Frontex to facilitate coordinated approach to training. These activities will cover both awareness and specialist training, for example, joint workshop on trafficking in human beings aiming at awareness building while a course such as informants handling will provide specialist training.

In the context of the Cooperation and Verification Mechanism CEPOL will look into opportunities to support Bulgaria and Romania with training and learning options in the defined areas.

CEPOL will facilitate participation of third countries (ENP and Eastern Partnership), CEPOL cooperation partners from third countries in the Agency's training and learning activities. The Agency will investigate a possibility to organise a high level conference in Russia 2013.

1.1.2 Training on Cybercrime is to be developed further and delivered in cooperation with ECTEG and a European Cybercrime Centre

In the area of cybercrime the established cooperation with the European Cybercrime Task Force, ECTEG (European Cybercrime Training and Education Group), ENISA and Europol will be further strengthened especially in light of the establishment of a European Cybercrime Centre as well as implementation of EU Policy Cycle Action Plan for 2013. CEPOL offers its service in provision of learning and training activities in this area catering to awareness and specialist activities, such as cybersecurity, banking attacks etc. Ad hoc activities may need to be established to incorporate emerging needs.

1.1.3 CEPOL increases and systematises training on civilian crisis management

CEPOL continues to strengthen cooperation with EEAS in design and delivery of range of training and learning activities. Residential training activities will address high level senior planning and command level, experts' and trainers' levels through a specifically build courses. A pilot Mentoring, Monitoring and Advising course will be developed by the CEPOL Network embedding the training needs defined by the EEAS. Further training activities may be implemented in line with the outcomes of the initiative "Strengthening Ties between CSDP/FSJ Actors- Draft Roadmap"

elaborated by Joint Expert Panel nr 8 and led by the European External Action Service (to be validated by the Council).

1.1.4 Training is mainly delivered via the CEPOL Network through a tested grant agreement instrument

Framework Partnership Agreements and specific Grant Agreements are instruments for implementation of CEPOL courses, seminars and conferences. The implementation started in 2010. In June 2011 changes were implemented to the grant agreement process to adjust them in order to be fully in line with the legal obligations¹².

Following the recommendation made by Internal Audit service in 2011 a performance indicator will be introduced in 2013 to measure maturity of grant agreement management process.

All CEPOL courses, seminars and conferences, with the exception of those organised by the Agency itself, will be subject to a call for proposals, thus ensuring high quality delivery of the activities. Aims, objective and general learning outcomes will be pre-defined and will be mandatory for implementing partners.

One call for proposals is launched for implementation of 2013 residential activities. If required, additional call for proposals will be launched and budgeted with remaining budget not used for the first - general call. Total budget programmed for calls for proposals is approximately € 1,801,050.

The selection, evaluation and award criteria as well as financing provisions to be applied to all calls for proposals are given in Annex B.

Timeline

Step	Month, year	Amount
1st Call for proposals	September 2012	€ 1,801,050
Submission of Grant applications	31 October 2012	
Evaluation	30 November 2012	
Awarding decision	December 2012 ¹³	
2nd Call for Proposals	January 2013	To be determined
Submission of Grant applications	April 2013	
Evaluation	May 2013	
Awarding decision	June 2013	

¹² Commission Regulation (EC, EURATOM) No 2343/2001 of 19 November 2002 on the Framework Financial Regulation; Commission Regulation (EC, EURATOM), No 2342/2002 of 23 December 2002 laying down detailed rules for implementation of Council Regulation (EC, EURATOM) No 1605/2002

¹³ Subject to adoption of CEPOL's 2013 budget by the Council and European Parliament

1.2.2. CEPOL participates in EU funded capacity building projects

CEPOL's mandate includes contribution to the improvement of police cooperation through learning and training hence the Agency will continue to participate in the EU funded projects, such as:

- China-EU Police Training Project (already under implementation)
- Euroeast Project (planning stage)
- European Police Service Training Project (already under implementation).

CEPOL will continue to offer its expertise and services as an associate member of project consortia.

1.3.1 European Police Exchange Programme 2011-2014 to be implemented (Stockholm Programme)

European Police Exchange Programme 2011-2014 (EPEP) has become a flagship activity. Its implementation links the strategy to the topics and the target audience. Despite its significance in sharing practice and building common law enforcement culture, EPEP may be implemented at a reduced scale due to budgetary limits.

EPEP will provide exchange of the police officials, experts and educational staff on priority topics, particularly those of the EU Policy cycle, to supplement other training and learning opportunities. Selection of the participants and design of the programmes will be based on operational needs and required expertise.

Ways of cooperation and synergies with Europol, Frontex, EMCDDA, OLAF, FRA and other EU agencies will be further investigated in the context of the Exchange Programme.

1.3.2 Exchange Programme to be made available for EU Candidate and EU Neighbourhood Policy countries

The Agency will investigate modalities of participation of the Candidate and European Neighbourhood Policy (ENP) countries, with particular attention and in particular those countries which are part of the Eastern Partnership regional policy in the European Police Exchange Programme to facilitate their continuous integration and networking on law enforcement matters, in line with the Stockholm Programme and developments in the Council.

1.4.1 Further update and integration of developed Common Curricula and Training Manuals

Common Curricula (CCa) and Training Manuals, are an effective tool in harmonisation of practices. Mapping of the EU training conducted by CEPOL on behalf of the Commission for European training Scheme shows that training

materials such as CCa and training manuals are in high demand in all areas. The focus will be on updating of existing CCa on Drug Trafficking and SIRENE Training Manual as well as on providing support in their integration.

Efforts will be made on the level of promotion of the CCa; part of marketing will be promotion of the use of the CCa and Trainers Manuals in the framework of the CEPOL activities (Train-the-Trainers courses). Another element that requires reinforced efforts is quality assurance: The involvement of other agencies and third parties in quality assurance will be an important element of quality assurance. CEPOL will interlink content of the CCa with relevant e-learning modules. Grant instrument may be applied for update of the CCa on Drug Trafficking.

1.4.2 Development of alternative method in development of Common Curricula.

CEPOL will not apply the grant instrument for development of new CCa. A revised approach will be used to develop Common Curricula by focused selection of relevant experts, further enhancing cooperation with and getting input from the JHA agencies on the level of development of custom-tailored CCa and Training Manuals meeting specific needs of various sectors of law enforcement. The following CCa will be developed :

- Counter-terrorism;
- Eurojust.

1.4.3 CCa and Training Manuals are to be made available to international organisations and for EU peace operations

In effort to bring a concerted EU response to the third countries, CEPOL will develop CCa and Training Manuals for EU peace operations; their content will furthermore be made available for training of EU law enforcement officers in preparation for CSDP missions.

1.5.1. Existing E-learning modules to be updated and promoted and new e-learning modules deriving from select priority areas to be developed

The content of the following online learning modules developed prior 2012 will be updated in close cooperation with experts from member States and involved Agencies:

- EU Policy Cycle (level of awareness)
- Cybercrime update (level of awareness)
- SIS II (level of specialisation)

Update and development of e-learning modules will continue to involve content experts from the Member States. Expertise available at the JHA agencies, particularly, Europol, Frontex, FRA, Eurojust and OLAF as well as the EU bodies – Council of European Union, European Commission - will be involved as an integral part of e-learning development process.

Updated modules will be promoted through CEPOL website, e-Net, National Contact Points (NCPs) and external stakeholders and partners such as Europol, Eurojust, Frontex, Olaf, Interpol etc.

1.5.3. Learning Management System is to become an integral part of CEPOL's training activities and knowledge base

Learning Management System (LMS) will remain an important tool for building a law enforcement knowledge base. It will be made available in formal learning activities implemented by CEPOL, such as training courses, seminars, conferences, common curricula, exchange programmes. Additionally, the knowledge bases will be accessible for all registered users of CEPOL's e-Net in order to allow them to stay up to date of issues, developments and aspects in the user's own professional domain. CEPOL will review its approach in detecting, capturing and disseminating knowledge in order to make process pro-active and well moderated.

1.5.4. Matured procedure of online seminars is to be further developed and implemented

In 2011 online learning, training, seminars and conferences through so called "webinar services", and were further strengthened in 2012. In 2013 webinars will be as extensively used as the previous year to support introduction of CEPOL products, such as online learning modules, Common Curricula, etc. This highly flexible and easily available learning tool for learning and professionalisation will be used to supplement ad hoc needs for law enforcement training. Further in-house possibilities of developments in this area are limited to available scarce resources. CEPOL will invest efforts in building capacity of organising webinars within the Network.

Communities of Practice will be (further) developed and supported by dedicated platforms. The police knowledge base will be enhanced by sharing good practices and presenting good methods in the field of Policing

1.6.2. Further development of accredited Masters Course in Policing in Europe will continue

This course has the potential to be used at a later stage as a basis for the development of an accredited Master Study Course developed, implemented and offered by a consortium of accredited police universities/colleges within the CEPOL framework.

Synergy will be sought between organisers of this course and other CEPOL courses which cover part of the same content. This will lead to more efficiency and a larger forum for updating.

CEPOL aims at strengthening provision of training and learning services across of all areas of competence to external partners of the EU, such as Western Balkan, Eastern Partnership and other ENP countries.

4.2. GOAL 2:**CEPOL will be developed into a European law enforcement knowledge base**

Key performance indicator: External Stakeholder satisfaction (biennial survey) (80%)

Multi-annual strategy		Work Programme 2013			
Strategic Objectives	PIs	Annual Activities	Human Recourse, %	operational budget T3, €	Responsible
2.1 - <i>Broadening the knowledge base by continued development of the e-Library</i>	<i>Number of items collated in the e-Library, number of users accessing the database</i>	2.1.1 – Changing the accessibility architecture of the e-Library: making scientific collections public	7	60,000	LSRDD
2.2 – <i>Orientation and facilitation of research, support to researchers and scientists</i>	<i>Number of research institutions in the network</i>	2.2.1 – Participation in advisory boards of selected European police research projects			LSRDD
2.3 – <i>Ensuring forums for debate, sharing of research findings and moderating interaction between senior practitioners and researchers</i>	<i>Number of participants at CEPOL annual police research and science conference; total pages of articles published in Bulletin</i>	2.3.1 – CEPOL Annual Police Research and Science Conference to be organised 2.3.3 – One special theme topic of the Research and Science Bulletin is published			LSRDD

Multi-annual strategy		Work Programme 2013			
Strategic Objectives	PIs	Annual Activities	Human Recourse, %	operational budget T3, €	Responsible
<i>2.4 - Foundation and maintenance of European database of law enforcement researchers, scientists and research</i>	<i>Number of researchers in the database</i>	2.4.1 – Police Research Database is implemented and launched; campaign for target group to register			LSRDD
<i>2.5 - Communities and individuals with outstanding performance, excellent work in assisting or promoting European police education and science under CEPOL's umbrella, will be honoured and acknowledged</i>	<i>Assignment of award</i>	2.5.1 Submissions for the first call for the CEPOL Research Award are assessed.			LSRDD

Research and Science Activities

- Support for the network of national “Research and Science Correspondents” as well as opening and developing channels of communication and closer cooperation between scientists and researchers on the one hand and trainers, lecturers and course organisers on the other;
- The European Police Science and Research Bulletin will continue to be published;
- The improvement of the e-Library for more effective use will be part of CEPOL’s foci.
- On the level of cooperation with third parties, CEPOL will continue to encourage and facilitate comparative and joint scientific research projects between experts of Member States and European institutions and agencies;
- Cooperation on knowledge management on police science in Europe with third parties, (e.g. Europol, EUCPN, European Society of Criminology, and European Police Research Institutions Consortium etc.) will be continued and reinforced.
- Promotion of the CEPOL European Police Research and Science Conference – Topic
- Coordination of CEPOL’s Knowledge Management Strategy with other EU agencies and partners.

New activities:

- Launch of CEPOL Police Research Award.
- Implementation of new e-Library structure
- Launch of a European database of police researchers and scientists with an option of enlarging this database to include trainers and experts as a supporting offer

4.3. GOAL 3:**External relations will be considered and dealt with as the corner stone of partnerships**

Key performance indicator: External Stakeholder satisfaction (biennial survey) (80%)

Multi-annual strategy		Work Programme 2013			
Strategic Objectives	PIs	Annual Activities	Human Resources, %	Operational budget T3, €	Responsible
3.1 - <i>Cooperation with EU Agencies and Bodies remains the priority</i>	Implementation of JHA Scorecard (95%)	3.1.1 CEPOL acts as coordinator of the Justice and Home Affairs Agencies Contact Group and JHA Agencies Secretariat	5	65,000	External Relations, supported by Communications
		3.1.2 CEPOL shall organize one JHA Heads of Agencies Meetings, 2 Contact Group Meetings and one Annual "Visibility" Event			
3.2 – <i>Associated States are Considered as the Closest Partners</i>	Number of participants from associated countries at CEPOL activities increases b 5%	3.2.1 – Representatives of Associate States attend CEPOL's Governing Board (at their own cost)	1		External Relations, LSRDD
3.3 – <i>Assisting Candidate and Accession Countries, Neighbourhood Policy and Eastern Partnership</i>	Number of participants from candidate, accession and neighbourhood countries at CEPOL activities (5%)	3.3.1 – Preparedness of EU officials for civilian crises management is supported by common curriculum and training 3.3.1.1 CEPOL continues to co-chair the relevant Joint Expert Panel within the "CSDP/FSJ" Roadmap	2		LSRDD External Relations

Multi-annual strategy		Work Programme 2013			
Strategic Objectives	PIs	Annual Activities	Human Resources, %	Operational budget T3, €	Responsible
		3.3.2 – By end of 2013, Cooperation Agreements are signed with all Candidate Countries which will have received Candidate Status by 2012			
		3.3.4 – Cooperation Agreements with at least one ENP Eastern Partnership state shall be concluded by 2013			
		3.3.5 Prepare a “standby” package of measures for technical assistance to countries of the ENP EUROMED policy area, in cooperation with the European Commission, External Action Service and other EU Agencies			LSRDD External Relations
3.4. - <i>Cooperation with globally significant partners</i>	<i>Number of strategic partnership initiatives launched</i>	3.4.1.Cooperation Agreements with at least one Strategic Partner shall be negotiated by 2013	1		LSRDD External Relations

External Relation Activities

CEPOL's role is by now consolidated at the EU level as the leading Agency on Law Enforcement learning and training. Furthermore, there is an established awareness of CEPOL's role as one of the relevant actors within the EU Internal/External Security Nexus. CEPOL's strong commitment to the Stockholm Programme will continue to concretise itself by continued efforts to develop, maintain and reinforce effective External Relations. This includes:

- Cooperation with other European and International bodies;
- Cooperation with national training institutes of non-EU countries;
- Supporting external partners in training activities for the enhancement of cross-border police cooperation and reinforcement of the European Dimension of Law Enforcement Training;
- Drafting of Cooperation Agreements and Memoranda of Understanding.

Cooperation with the European Institutions (Commission, Council) shall remain a high priority for CEPOL; depending on legislative developments, CEPOL may be called to implement projects funded by the European Commission via centralised indirect management in addition to those projects which the Agency shall participate as Partner or Associate; further enhancement of the ties with the European External Action Service shall also be pursued via consultation and cooperation on concrete initiatives, particularly with regard to the participation of CEPOL into a renewed framework for Civilian Crisis Management training and by extending the scope of CEPOL's external activities to support EU policy objectives in selected geopolitical areas, also via CEPOL's own resources.

Cooperation with other EU agencies such as Frontex, Eurojust, Europol and FRA is by now an established reality and it shall be continued, within the JHA Agencies Coordination Mechanism (Contact Group) which CEPOL shall lead in 2013, as well as via bilateral contacts on specific projects. In particular, CEPOL shall promote further consolidation and coordination of Law Enforcement Training Activities via the Contact Group, with a view to providing a systematic overview of training products delivered by the Agencies and by promoting coordination and integration in the light of the European Training Scheme (Communication to be issued by the European Commission).

Cooperation with International and Regional Organisations such as the Organisation for Security and Cooperation in Europe (OSCE), the Police Cooperation Convention for South Eastern Europe (PCC-SEE) will be further intensified via specific, ad-hoc projects and initiatives such as the European Police Exchange Programme as well as via staff-to-staff contacts. The use of Experts from those organizations into CEPOL training activities shall be explored and encouraged, and staff exchanges encouraged and supported also financially by the Agency. CEPOL products shall be shared with those organizations insofar as relevant and allowed by the applicable legal arrangements.

For Candidate Countries, specific attention shall be paid to measures aimed at the approximation and harmonization of the EU Acquis;

Within the European Neighbourhood Policy, differentiated approaches along the following lines:

For Eastern Partnership and Black Sea synergy countries, CEPOL shall aim at the implementation of training initiatives aimed at strengthening their capacity to achieve European Partnership objectives; particular attention shall be paid to those States who have undertaken a Visa Liberalisation dialogue with the European Commission;

For countries in the Euro-Mediterranean Partnership (EUROMED), CEPOL shall act primarily in support of wider initiatives taken by the Commission and the European External Action Service, while particular attention shall be paid to devising a common approach to capacity building in those countries in the context of EU JHA Agencies cooperation, taking into account the dynamism of political developments in those geopolitical areas.

Strengthening the efforts in building cooperation with Russia CEPOL will look into possibilities of organising a high level conference in Russia.

Priorities for the year 2013 include, among others, continuing the on-going dialogue with the Associate states as the EU's closest partners.

Specific initiatives, both strategic and operational, shall be implemented in 2013 to support Candidate and ENP countries achieve their European Partnership objectives.

Cooperation with International and Regional Organisations shall continue and whenever possible shall take the form of concrete cooperation on projects rather than focusing on the negotiation of formal cooperation agreements which CEPOL may not be able to pursue due to legal constraints.

As a matter of general priority, during 2013 CEPOL shall initiate a review of existing cooperation agreements with a view to ensure that all Cooperation Agreements are complemented by individual, multi-annual Action Plans/Logical Frameworks allowing for a more concrete identification of objectives, results and measurable indicators; these shall in turn facilitate the evaluation of the actions in question.

As to the concrete priorities relating to specific geographical/policy areas in particular, CEPOL shall pursue the following priorities:

- Concluding a formal cooperation agreement with FYROM and the Republic of Serbia;
- Negotiating a formal cooperation agreement with Ukraine and Armenia;
- Intensifying cooperation with Candidate and European Neighborhood Policy (ENP) Countries.

Lastly, CEPOL shall ensure the necessary flexibility to adjust and respond to other policy needs, which may be determined by the Institutions.

4.4. GOAL 4:

CEPOL will be lead and managed as a top ranking innovative EU agency

Key Performance Indicators:

- Implementation of Establishment Plan (Temporary Agents and Contract Agents) (95%)
- Implementation of planned activities (Annual Work Programme) (95%)
- Consumption of Annual Budget (90%)

Multi-annual strategy		Work Programme 2013			
Strategic Objectives	PIs	Annual Activities	Human Resources, %	Operational Budget T3, €	Responsible
4.1 - Application of corporate leadership and management by the Governing Board	Draft GB Decisions resulting in adopted GB Decisions (85%)	4.1.1 Preparations for future new CEPOL legal base	7	310,000	All
		4.1.2 CEPOL's streamlined governance is fully operational			
4.3 – In order to ensure functional discipline; creation and maintenance of an effective Internal Control System including an Audit Panel	Implementation of Internal Control Plan (100%)	4.3.1 Internal and external ex-post control verification, including assessment of the effectiveness of the internal control system	5	0	Director's staff
		4.3.2 Audit recommendation implementation follow-up			
4.4. - Managing human resources as CEPOL's greatest asset	Number of staff evaluated (annual appraisal) (100%) Staff satisfaction (annual survey) (80%)	4.4.1 CEPOL Staff will be managed in line with amended Staff Regulations	5	0	CSD

Multi-annual strategy		Work Programme 2013			
Strategic Objectives	PIs	Annual Activities	Human Resources, %	Operational Budget T3, €	Responsible
4.5. - Budget management ensures implementation of Annual Work Program and contributes to CEPOL's future innovation	<i>Timely payment of invoices (85%)</i>	4.5.1 Budget administration and workflows will be assessed	7	0	CSD
4.6 - Agency provides appropriate administrative support for the proper function of all CEPOL components	<i>Number of complaints/compliments received (25/25)</i>	4.6.1 Implementation of ICT strategy will be prepared, technical solutions improved	5	70,000	CSD
4.7 - Stakeholder Relations and Internal Communication	<i>Implementation of stakeholder related activities (e.g. management plan) (100%)</i>	4.7.1 Marketing and communications support to be offered to Agency	5	49,300	LSRDD
	<i>Increase in positive media coverage</i>	4.7.2 Pro-active media relations to be maintained			
	<i>Stakeholder survey indicates satisfaction with CEPOL publications</i>	4.7.3 Publications to be developed according to different target groups			

4.1.1 Preparations for future new CEPOL legal base

The Governing Board will continue to monitor the implementation of the CEPOL Strategy and adjust Strategic Plans ensuring its coherence with political and strategic expectations in relation to CEPOL and its future new legal base. It will also liaise closely with the CEPOL's Director in preparation of the Agencies implementation of possible new requirements stemming from the legal base proposal text.

Interaction with stakeholders will continue to be a priority and CEPOL will conduct a stakeholders' survey as well as consult both internal and external stakeholders during the strategic planning process.

Business programming capacity will be streamlined and strengthened by completion of implementation of three units: Training Unit, Programming and Project Unit and Finance Unit.

4.1.2 CEPOL's streamlined governance is fully operational

Following streamlining of CEPOL's governance completed in 2012, which is a significant step in achieving transparent and legal management of the Agency, the Governing Board will take all strategic decisions and written procedures will be used for achieving necessary flexibility in the Agency's work.

The Governing Board will meet twice in 2013.

National Contact Points, National Common Curricula Coordinators, E-Net managers and Research and Science Correspondents will also meet in 2013.

The Agency's work will be assisted by specifically designed project oriented working groups, where objectives, tasks and outcomes in a clear timeline will be predefined. To ensure their work 3% of the total operational budget are allocated for this purpose.

4.3.1 – Internal and external ex-post control verification, including assessment of the effectiveness of the internal control system

4.3.2 Audit recommendation implementation follow-up

- Internal and external ex-post control verification, including assessment of the effectiveness of the internal control system
- Audit recommendation implementation follow-up
- Drafting of operational procedures (quality documents) and related documents
- Annual risk assessment exercise
- Individual and strategic activity planning
- Audit recommendation implementation will be followed-up.

4.4.1. CEPOL Staff will be managed in line with amended Staff Regulations

The continuation of the development and maturing of the Human Resource function and the services offered to the CEPOL staff and management will be maintained within 2013. The emphasis will be to ensure the necessary adaptations to CEPOL operating procedures and

Implementing Rules in light of the revision of the Staff Regulations anticipated taking effect in 2013.

4.5.1 Budget administration and workflows will be assessed

Whilst within the activities detailed within the operational elements of this document provision has been made for the operational support provided, additional work that will benefit the core business of the agency is required. In particular CEPOL will, as a matter of good practice, proactively review and refine administrative process. Particular attention will be given to financial processes and workflows to ensure efficiency and effectiveness.

CEPOL's Work Programme constitutes a financing decision on grants. Provided it is not feasible to project all procurement needs, particularly in the area of training and learning experts, a procurement plan will be developed and adopted by CEPOL Director in a form of a financing decision.

4.6.1 Implementation of ICT

CEPOL has a reliable and managed technical infrastructure and this position will be maintained in 2013 to ensure the stability and reliability of technical services to support the operation of the business. Within 2013 the extension of the CEPOL infrastructure to provide connectivity for additional office space is foreseen. In addition, it may be necessary to source and implement a new fixed-line telephony solution for the agency, although this need will be further identified within 2012.

The ICT Strategy, drafted within 2011, will be further elaborated and detailed to ensure not only the acceptability of the strategic approach recommended, but also the achievability through the provision of future funding within the approaching new financial framework. It is foreseen that the levels of funding required to commence the implementation of the strategy will not be available until the financial period beginning in 2014. For this reason in 2013 the emphasis of effort will be in ensuring that the necessary preparatory actions ahead of procurements in 2014 are completed.

Implementation of the Information Management Strategy is less capital intensive and so in 2013 the implementation of that Strategy will progress. It is foreseen that this effort will also enable the eventual execution of the ICT Strategy.

4.7.1 Marketing and communications support to be offered to Agency

CEPOL will be promoting the mission and values as well as providing transparency about CEPOL's activities and management by different means.

Efforts will be concentrated on building awareness and recognition of CEPOL, with a view to protecting and building CEPOL's reputation as a centre of excellence for learning. In particular, following the development of the Communications Strategy in 2012, communications will be developed against the needs of specific target audiences.

The main communication channels will continue to be the website, supplemented by publications. However, during 2013 an increased use of social media is planned.

CEPOL will continue to be represented in communications networks within the EU: the Heads of Information and Communications Agencies Network and the EU Agencies Web Managers' Network.

Key Activities

Publications

The following publications are planned for 2013:

- Annual Report
- Course Catalogue/Prospectus
- 2013 Exchange Programme review
- Newsletter (up to 10 per year)

4.7.2 Pro-active media relations to be maintained

In cooperation with the JHA Agencies and Commission, development of media briefings on key thematic issues is foreseen, e.g. Trafficking in Human Beings, as identified in the EU Policy Cycle and SOCTA.

4.7.3 Publications to be developed according to different target groups

Marketing support

CEPOL will increase marketing of events and activities undertaken by External Relations, to ensure occasions are well branded through provision of marketing materials, including where possible, display materials and also development and publishing news items related to the events.

Marketing of core business performed by LSRDD will remain a key priority to raise awareness of CEPOL learning activities. News items related to events will be developed and published.

Media Relations


Continued effort will be given to fostering a positive and proactive relationship with media. In this context, the CEPOL communications team will:

- Seek to identify contacts for a media list
- Source and publish news stories, proactively distributing them to media contacts
- Expand the multi-media library, to include more materials in different formats, where budget allows
- In collaboration with the communications teams of the JHA Agencies, publish thematic media kits, on important topics (i.e. those identified in the EU Policy Cycle/SOCTA), where budget allows

INDEX OF ABBREVIATIONS

BSC	Balanced Score Card
CC	Common Curricula
COSI	Standing Committee on Operational Cooperation on Internal Security
ECTEG	European Cybercrime Training and Education Group
EEAS	European External Action Service
EJTN	European Judicial Training Network
EMCDDA	European monitoring Centre for Drugs and Drug Addiction
E-Net	CEPOL's electronic network
EMPEN	European medical and psychological experts' network
ENFSI	European Network of Forensic Science Institutes
ENISA	European Network and Information Security Agency
EPEP	European Police exchange programme inspired by Erasmus
EUCTF	European Union Cybercrime Task Force
EUCPN	European Union Crime Prevention Network
FRA	European Union Agency of Fundamental Rights
ETS	European Training Scheme
IAS	Internal Audit Service of the European Commission
JHA	Justice and Home Affairs
KPI	Key Performance Indicators
LMS	Learning Management System
MS	Member States
NCP	National Contact Points
OLAF	Anti-Fraud Office
PI	Performance Indicators
SOCTA	Serious Organised Crime Threat Assessment
TNA	Training Needs Assessment

Annex A: List of CEPOL activities in 2013



CEPOL
European Police College

CEPOL COURSES, SEMINARS, CONFERENCES & WEBINARS 2013

Consortium

Outside Grants

Reserve list activity

NO	Agreement	Topic area as known in JHA terminology	Title	No. of Days	Min. No. of Participants	Target Group	Aim	Objectives	Strategy documents
Training on EU Policy Cycle instrument and priorities									
Instrument									
1		Organised Crime Policy Cycle	ECIM (European/ National Criminal Intelligence Model(s), and Intelligence-led Policing	3	25	Law enforcement officers responsible for national criminal intelligence models	Promote Intelligence-Led Policing and ECIM; encourage MS in implementation of their national intelligence models	<ul style="list-style-type: none"> Discuss the concept of ILP and the way how it is applied in the EU by means of ECIM Describe the ECIM as reflected in the EU Policy Cycle steps Engage in discussion on national criminal intelligence models 	Council of the European Union, 25 Oct 2010, doc 15358/10 'Council Conclusions on the creation and implementation of a EU policy cycle for organised and serious international crime' (items 24, 25)
2		Organised Crime Policy Cycle	EMPACT (European Multidisciplinary Platform Against Criminal Threats)	4	25	National EMPACT Coordinators and other staff involved in EMPACT projects; OAP drivers/co-drivers	Ensure understanding of EMPACT mechanism, project management, incl. financial and administrative tools (knowledge necessary for leading a project)	<ul style="list-style-type: none"> Gain efficient understanding of working with EU bodies and agencies, JHA players in particular Engage in discussion on the ILP concept and the way how it is applied in the EU by means of ECIM Describe the mechanism of the EU Policy Cycle for organised and serious international crime Demonstrate knowledge on Terms of reference of the EMPACT framework Explain how the EU priorities are transposed into national environments; clearly understand the role and interaction between COSI – NEC – OAP Drivers Be able to apply Project Management tools for EMPACT projects (OAP) Discuss use of JTTs; give examples of best practices in MS and Agencies used for achieving of OAP's goals Efficiently cooperate with drivers regarding OAP's and reporting on progress achieved 	Council of the European Union, 14 Dec 2011, doc 15386/3/11 'Amending the COSPOL framework into EMPACT'
3		Organised Crime Policy Cycle	MASP facilitation (how to lead a Multi-Annual Strategic Plan workshop)	1	not applicable	COM staff facilitating MASP workshops (max 1 day training delivered at COM premises)	Ensure efficient and coherent facilitation of all MASP workshops	<ul style="list-style-type: none"> Understand the link between priority and a set of strategic goals, as well as between strategic goals and OAP Be able to lead a strategic workshop (be able to structure the workshop, make use of facilitation techniques) Be able to steer the creative process; encourage participants to contribute to discussion 	Council of the European Union, 22 February 2012, doc 5751/3/12 'EU Policy Cycle process review: From OCTA to OAP'
4		Organised Crime Policy Cycle	A briefing for Multi-Annual Strategic Plan MASP workshops participants	0.25 x number of workshops	not applicable	MASP participants (1-2 hours briefing delivered at the beginning of each MASP workshop)	Ensure coherent understanding of the purpose of a strategic workshop and methodology how to convert a priority into strategic goals	<ul style="list-style-type: none"> Explain the mechanism of the EU Policy Cycle for organised and serious international crime Understand the link between priorities and set of strategic goals, as well as between strategic goals and OAP Engage in highly participative group discussion converting a priority into a set of strategic goals 	Council of the European Union, 22 February 2012, doc 5751/3/12 'EU Policy Cycle process review: From OCTA to OAP'

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5	Organised Crime Policy Cycle	OAP facilitation (how to lead an OAP seminar)	2	16	OAP facilitators (drivers, co-drivers)	Ensure coherent and efficient facilitation of all OAP seminars	<ul style="list-style-type: none"> Understand the link between strategic goal and OAP actions; as well as between priority and set of strategic goals Be able to lead an OAP seminar (be able to structure the seminar, make use of facilitation techniques) Be able to steer the creative process; encourage participants to contribute to discussion 	Council of the European Union, 22 February 2012, doc 5751/3/12 'EU Policy Cycle process review: From OCTA to OAP'
6	Organised Crime Policy Cycle	EU Policy Cycle for OAP participants	2	20	OAP participants	Enhance efficient contribution of participants during the OAP seminars	<ul style="list-style-type: none"> Understand the role of different actors in EU internal security matters; JHA players in particular Explain the EU Policy Cycle steps; link between priorities - strategic goals - OAP; reporting mechanism Be able to convert strategic goals into Operational Action Plan (practical exercise) Receive operational introduction on specific priorities (clarify with Europol whether here or during OAP seminars) Identify possibilities for EU financing for actions in OAPs Gain efficient understanding of use of JITs within an OAP Make use of the handbook of best practices on 'Complementary approaches and actions to prevent and combat OC', prepared under the Hungarian Presidency 	Council of the European Union, 22 February 2012, doc 5751/3/12 'EU Policy Cycle process review: From OCTA to OAP'
7	Organised Crime Policy Cycle	EU Policy Cycle for OAP participants	2	20	OAP participants	Enhance efficient contribution of participants during the OAP seminars	<ul style="list-style-type: none"> Understand the role of different actors in EU internal security matters; JHA players in particular Explain the EU Policy Cycle steps; link between priorities - strategic goals - OAP; reporting mechanism Be able to convert strategic goals into Operational Action Plan (practical exercise) Receive operational introduction on specific priorities (clarify with Europol whether here or during OAP seminars) Identify possibilities for EU financing for actions in OAPs Gain efficient understanding of use of JITs within an OAP Make use of the handbook of best practices on 'Complementary approaches and actions to prevent and combat OC', prepared under the Hungarian Presidency 	Council of the European Union, 22 February 2012, doc 5751/3/12 'EU Policy Cycle process review: From OCTA to OAP'
1 Trafficking in Human Beings								
8	Organised Crime Policy Cycle	EU Approach to Trafficking in Human Beings	4	27	Law enforcement officials, experienced THB team or investigative group leaders.	To enhance knowledge on the instruments and techniques in the fight against THB	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> discuss EU Strategy on THB: priorities and challenges; appraise THB investigative methods and techniques and describe specific techniques for intelligence/evidence gathering; discuss identification and handling THB victims and the equilibrium between the victim's interests and police investigation; describe successful mechanisms of prosecution of the traffickers of European and international dimension. 	Stockholm Programme: 4.4.2.; Trafficking in human beings, EU Policy Cycle Priority; EU Strategy towards the Eradication of THB 2012-2016
9	Organised Crime Policy Cycle	Prevention mechanisms with specific focus on reduction of demand	3	27	Law enforcement officials - experts on THB prevention, policy developers within Home Affairs in the area of THB	To facilitate exchange of practice and experience on preventive mechanisms encompassing prosecution and protection in all areas of THB.	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> discuss EU Strategy on THB with focus on priority B: Stepping up the prevention of THB appraise demand reduction in the area of all types of THB experiences and existing legal and operational tools; discuss multi-institutional approach and roles of individual actors including private sector; describe successful mechanisms of demand reduction. 	Stockholm Programme: 4.4.2.; Trafficking in human beings, EU Policy Cycle Priority; EU Strategy towards the Eradication of THB 2012-2016
2 Synthetic Drugs								

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11	Organised Crime Policy Cycle	Course - Illicit laboratory dismantling course	10	30	Law enforcement officers and forensic experts who deal with this form of drugs phenomenon (especially synthetic drugs), on a regular basis	To understand methods of detecting and dismantling laboratories	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> • describe Europol and EMCDDA and their tools in identification and combating synthetic drugs; • discuss types of laboratories • recognise substances and precursors • demonstrate knowledge on synthetic drugs production methods • develop an approach and practical skills in planning, execution and reporting of dismantling; • apply security measures. 	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94; EU Policy Cycle Priority	
3 Cyber Crime									
13	Organised Crime Policy Cycle	Member States' and Union capacities to detect, investigate and prosecute cybercrime	4	25	Senior Police Officers who are involved in the coordination, investigation and training regarding crimes related to the use of Internet and High-tech.	To increase participants' knowledge and competences on cybercrime threats and the techniques used against these threats as well as to strengthen international cooperation in this field.	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> • discuss new threats establishing common approaches in fighting cyber crimes especially when coming to cyber attacks (botnets); • explain how to use EU Agencies for operational purposes, how to use existing international legal instruments in the fight against cybercrime and high-tech crime for cross-border investigations; • discuss investigative techniques and best practices concerning the fight against cybercrime and high-tech crime including the identification of training requirements to improve specialised officers' technical skills; • describe the requirements for supporting and strengthening international cooperation among relevant officers combating cybercrime including how to use JIT's 	Stockholm Programme: 4.4.4 Cybercrime and EMPACT	
14	Organised Crime Policy Cycle	Child Abuse in Cyberspace	4	25	Senior police officers and officers from law enforcement institutions that are engaged in the fight against sexual exploitation of children and production and dissemination of child abuse material in Internet.	To enhance cooperation between law enforcement institutions from the EU Member states, the Associate countries and the Candidate countries dealing with countering crimes on the level of sexual exploitation of children and the production and dissemination of child abuse material in the internet also through organised crime groups.	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> • discuss new threats and techniques used by child offenders on the internet; • explain how to use EU Agencies and Interpol for operational purposes as well as how to use existing international legal instruments for cross-border investigations; • explain the methods of effective investigation and prosecution against child abusers, persons supporting forums and databases with material showing child abuse material on the internet as well as police techniques aimed at rescuing the victims; • describe the requirements for supporting and strengthening international cooperation among relevant officers combating the sexual exploitation of children on internet including how to use the partnership with private sector and academies. 	Stockholm Programme: 4.4.3 Sexual exploitation of children on the internet and EMPACT	
15	Organised Crime Policy Cycle	Cybercrime vs Cybersecurity	4	25	Senior Police Officers who are involved in the coordination, investigation and training regarding crimes related to the use of Internet and High-tech.	To increase participants' knowledge about cyber security and cyber crime as well as raise awareness on how the public/private partnership can improve Internet Governance.	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> • discuss issues about Internet Governance so that users in cyberspace can be identified by Member States' authorities for legitimate law enforcement reasons; • discuss issues about cyber security in cyberspace through a shared responsibility in preventing and detecting cybercrime via public-private partnerships by identifying areas of mutual interest and exchanging information and by introducing measures to better inform and protect end users; • discuss the necessity to have a reporting system in each Member State on data breaches/cyber incidents/cybercrimes 	Stockholm Programme: 4.4.4 Cybercrime and EMPACT	
4 Western Balkans									

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16		Organised Crime Policy Cycle	Seminar EU - Western Balkans Organised Crime links with workshops on organised crime	3	20	Senior Police officers and experts from the EU and Western Balkan countries	improve knowledge on organised crime links on specific Policy cycle topics between EU and Balkan Countries	subject to consultations with Europol + policy driver	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94
5 West Africa									
17		Organised Crime Policy Cycle	Seminar training and capacity building in West Africa	3	40	Senior Police officers and expert officers in the field	Enhancing cooperation possibilities and understand specific challenges in the region Jointly funded by Europol, Interpol and CEPOL	In cooperation with the FONTANOT group and UNODC and in agreement with the Commission coordinating capacity building in West Africa to develop a training package focusing on Drugs trafficking in/through West Africa insuring a coordinated and comprehensive approach.	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94
6 Illegal Immigration									
18		Organised Crime Policy Cycle	Course on Markets related to Illegal Immigration detecting/tackling/repatriating	3	27	Senior Police officers and expert officers in the field	Awareness of criminalities related to illegal immigration including fraudulent documentation	Subject to consultations with Europol + policy driver	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94
7 Smuggling via Containers									
19		Organised Crime Policy Cycle	Course on Container Shipment trafficking and forensics	2	27	Senior Police officers and expert officers in the field	Investigation possibilities via profiling and forensics	Subject to consultations with Europol + policy driver	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94
8 Itinerant groups									
20		Organised Crime Policy Cycle	Course on itinerant groups	3	27	Senior Police officers and expert officers in the field	Investigation possibilities via profiling and use of Europol EIS system	Subject to consultations with Europol + policy driver	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94
Other Organised Crime									
Counter Terrorism									
22		Counter Terrorism	Counter Terrorism (Strategic)	10	21	Senior Police Officers involved in the strategic direction of Counter Terrorism activities within their organisations.	To improve the development of strategies in the fight against terrorism including the European counter-terrorism strategy consisting of four strands of work – prevent, pursue, protect and respond.	Upon completion of the activity the participants will be able to: • Review threat assessment methodology; • Discuss different aspects of legal systems; • identify backgrounds to terrorism; • describe cooperation with international agencies including full use of Europol, SitGen and Eurojust; • recognise effective planning strategies.	Stockholm Programme: Chpt. 4.5 Terrorism
24		Counter Terrorism	European Explosive Ordnance Disposal; 1. CBRN 2. Explosives 3. Training	5	35	Senior Police Officers or experts specifically involved in CBRN and Explosives as well as trainers in the field	To facilitate information sharing and trust building and contribute to the identification of best practice and up to date knowledge	Upon completion of the activity the participants will be able to: • Discuss the newest tendencies; • Identify best practice; • have awareness on the Protocols; • describe training possibilities in the area; • recognise effective strategies.	Council action plan on security of explosives and CBRN
25		Counter Terrorism	European Explosive Ordnance Disposal; 1. CBRN 2. Explosives 3. Training	5	35	Senior Police Officers or experts specifically involved in CBRN and Explosives as well as trainers in the field	To facilitate information sharing and trust building and contribute to the identification of best practice and up to date knowledge	Upon completion of the activity the participants will be able to: • Discuss the newest tendencies; • Identify best practice; • have awareness on the Protocols; • describe training possibilities in the area; • recognise effective strategies.	Council action plan on security of explosives and CBRN

Economic Crime									
26		Economic crime	Money Laundering	5	27	Experts on Money Laundering and/or organised economic and financial crime issues – experience of 2-3 years, minimum, in a ML criminal investigation or criminal intelligence team.	To enhance participants knowledge and competences in this field by means of study cases regarding money laundering, the most common predicate offences as well as the main transnational investigation techniques to prevent and fight this phenomenon.	Upon completion of the activity the participants will be able to: • explore common approaches to investigate money laundering and organised financial crime issues; • provide an overview of the role of EUROPOL and other European and worldwide agencies in the fight against money laundering; • recognise the prevention work made by the competent authorities – FIUs, bank system, insurance companies, etc.; • utilise the existing international networks to trace assets, freeze and seize them and provide financial evidence; • provide case studies on money laundering criminal investigations; • work on best practices for teams investigating money laundering and organised financial crime.	Stockholm Programme: Chpt. 4.5.5 Economic crime and corruption
27		Economic crime	Investigating and preventing corruption	5	27	Law enforcement officers involved in economic and financial crime investigation	To improve participants' professional skills in the fight against corruption.	Upon completion of the activity the participants will be able to: • explain roles of the police in fighting against corruption; • provide an overall view of the different legislation in the fight against economic and financial crime – corruption; • describe investigative tools and techniques of investigation and prevention in the participant Member States; • list best practices in the fight against corruption.	Stockholm Programme: Chpt. 4.5.5 Economic crime and corruption
28		Economic crime	Fraud and confiscation of assets	4	25	Senior law enforcement specialists combating financial crime and involved in financial investigation.	To enhance the quality of financial investigation and seized assets administration.	Upon completion of the activity the participants will be able to: • examine and compare national and EU legal approaches to identifying, tracing and confiscating proceeds of crime; • analyse legislative regulations of seized assets administration and their selling in EU countries; • describe best practice of seized assets administration; • discuss asset declarations institute; • describe best practices in this field in EU countries.	Stockholm Programme: Chpt. 4.5.5 Economic crime and corruption
Law Enforcement Techniques									
29		Special LE Techniques	Witness Protection advanced level	4	25	Senior police officers and senior police staff who have experience in witness protection programmes and operations.	To enhance participants' existing knowledge and expertise in the operational arena of Protected Persons, establishing a network of experts to promote European Police Cooperation	Upon completion of the activity the participants will be able to: • examine and analyse the psychological impact experienced by protected persons; • examine and analyse case studies; • establish awareness of the advantage of creating credible and realistic legends for protected persons; • assess and examine longer term risk management issues affecting protected persons.	Stockholm Programme: Chpt. 4.3.1 More effective law enforcement cooperation
30		Special LE Techniques	Informant handling advanced level	4	25	Experienced informant controllers from both police and customs	To improve knowledge on existing informant practices in law enforcement agencies in the EU MS. To enhance cross-border cooperation and mutual understanding of national legal practices related to informants. To increase use of Europol products as the basis for good in-formant handling practices across the EU and beyond.	1. recognise the need for a comprehensive risk assessment to be adopted for the management of informants, protection of staff and proceedings 2. recognise the importance of a national codification system in order to organise national coordination 3. cooperate with EU partners and third countries regarding informants 4. utilise Covert Human Intelligence Sources in a cost effective way 5. apply trust building and cooperate when handling the informants	Stockholm Programme: Chpt. 4.3.1 More effective law enforcement cooperation
31		Special LE Techniques	Forensic Science including DNA and Policing Challenges	5	27	Senior police officers who are involved strategically and operationally in aspects of the use of forensic services and skills.	To increase awareness of modern forensic techniques, their deliverance and impact on policing as well as of developments and initiatives taken at the European Union level in harmonising approaches.	The objectives of this course are to be developed in close cooperation with ENFSI	Stockholm Programme: Chpt. 4.3.1 More effective law enforcement cooperation; COUNCIL DECISION 2008/615/JHA

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32	Special LE Techniques	Social Media implications in Law Enforcement	4	25	Senior law enforcement officials interested in sharing concepts and best practice in how social media can be applied for investigations and other law enforcement procedures.	The aim of the activity is to inform participants about the options of how various forms of social media (e.g. Twitter, Facebook, Youtube etc.) can be applied for law enforcement purposes and to share good professional practice from forces across the EU Member States	<ul style="list-style-type: none"> Acquisition of a sufficient theoretical and empirical knowledge about most relevant social media channels Comprehension of the effects of various Social Media on law enforcement procedures and operations Exchange of good practice and learning from initiatives and experiences gained in other European forces Reflecting on new investigative opportunities as well as legal, ethical and professional limits Understanding the impact of social media for cross-border and transnational police cooperation 	Stockholm Programme: Chpt. 4.3.1 More effective law enforcement cooperation
33	Special LE Techniques	Social Network Analysis training	5	25	Operational analysts with a need to support criminal investigations more efficiently	raise the level of knowledge in the field	<ul style="list-style-type: none"> Present a conceptual analytical framework; Identify sub-groups, components cutpoints and key players Identify various sources and types of network data Discuss operational projects using SNA tools 	Stockholm Programme: Chpt. 4.3.1 More effective law enforcement cooperation
34	Special LE Techniques	Train the Trainer on operational integrated analysis training	10	25	experienced trainers from MS with operational analysis knowledge	raise the level of knowledge in the field	<ul style="list-style-type: none"> Enhance/develop analytical thinking; Knowledge on critical thinking, interpretation of data and visualisation Identify various techniques on analytical training 	Stockholm Programme: Chpt. 4.3.1 More effective law enforcement cooperation
EU Cooperation								
Security of citizens								
35	Security of citizens	Pan European Football Security training	5	25	Police football commanders and football intelligence officers	To enhance safety and security by increasing the effectiveness and harmonisation of the policing of football matches with an international dimension within Europe	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> Discuss Football handbook and recognise best practices; Identify UEFA, NFIP and supporter's structure and Law Enforcement roles; Be familiar with risk assessment; Insure better planning; 	2002/348/JHA/; 2006/C/322/01
36	Security of citizens	Pan-European Football security training	5	25	Police football commanders and football intelligence officers	To enhance safety and security by increasing the effectiveness and harmonisation of the policing of football matches with an international dimension within Europe	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> Discuss Football handbook and recognise best practices; Identify UEFA, NFIP and supporter's structure and Law Enforcement roles; Be familiar with risk assessment; Insure better planning; 	2002/348/JHA/; 2006/C/322/01
37	Security of citizens	Public Order and Crowd Management - Step 1	4	30	Senior Police Officers and Police Staff working in strategic planning, tactical direction and evaluating large scale public order operations.	To deepen the knowledge and increase the competences of participants on the level of security requirements for large scale events and of cross-border cooperation in that context.	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> Identify areas of planning and deployment strategies affected by national requirements (legal, operational, practical); Examine national, EU and international guidance in respect of security for International Summits; Exchange good practice in preventative measures; Discuss methods of EU cross border police cooperation large scale events; Describe the required security measures during large scale events, especially international summits improving international Police cooperation during large scale events; Discuss common problems and comparing solutions for commanding and training Public Order Units; 	Stockholm Programme: Chpt. 4.2 Upgrading the tools for there job; 4.3.1 More effective law enforcement cooperation
38	Security of citizens	Public Order - Security During Major events/Public-Private Partnerships - Step 2	4	30	Senior Police Officers and Police Staff working in strategic planning, tactical direction and evaluating large scale public order operations.	Improve and exchange knowledge regarding the process of risk analysis leading to strategic conclusions and tactical (and operational) measures.	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> Discuss the concept and the need for thorough risk analysis before major events; Analyse various cases of public order management during major events and summarise relevant lessons learned; Summarise police measures and operations during recent major events. Examine Public Private partnership possibilities. 	Stockholm Programme: Chpt. 4.2 Upgrading the tools for there job; 4.3.1 More effective law enforcement cooperation

EU Law Enforcement Cooperation Tools									
39		EU LE cooperation tools	Training for SIRENE Officers (Basic)	4	30	SIRENE operators, defined as persons using primarily the SIRENE channel of communication and working currently, or are in process to work with SIRENE forms according to provisions of the SIRENE Manual.	To enhance legal and operational competences related to SIRENE cooperation.	Upon completion of the activity the participants will be able to: • present main legal provisions and documents related to SIRENE tasks; • explain main rules and practices used in work of SIRENE bureaux; • discuss relevant issues concerning the daily communication of the SIRENE bureaux	Stockholm Programme: Chpt. 5.1 Integrated Management of External Borders
40		EU LE cooperation tools	Training for SIRENE Officers (Advanced)	4	25	Experienced SIRENE operators. Participants shall preferably have at least 2 years experience of operational work within SIRENE, with special knowledge on Article 96 issues.	To enhance the quality of procedures related to alerts on Article 96 of CISA.	Upon completion of the activity the participants will be able to: • optimise legal and operational competences related to SIRENE co-operation concerning alerts on Article 96 of CISA; • facilitate SIRENE operators a better knowledge of particular national procedures in connection with alerts on Article 96 of CISA; • create Fact sheets in connection with alerts on Article 96 in order to: o identify and understand the reasons for a misused identity; o handle correctly the procedures concerning misused identity; o create Q-forms in correct way for the person which identity is misused; o elaborate a set of practical information on transmission of consultation procedures and adequate use of N and O forms.	Stockholm Programme: Chpt. 5.1 Integrated Management of External Borders
41		EU LE cooperation tools	SIS II Technical use for Sirene trainers	3	27	Experienced SIRENE trainers. Participants shall have experience in SIRENE training.	Further development of Sirene training to also include SIS II training	To be further developed with the Agency for development of large-scale IT projects. Upon completion of the activity the participants will be able to: • Describe the SIS II environment; • Provide training at national level on the system; • List the main changes to the new system; • Explain benefits with the new system.	COM(2010)720 2001/886/JHA: Council Decision of 6 December 2001 on the development of the second generation Schengen Information System (SIS II) [OJ L 328, 13.12.2001, p. 1] and Council Regulation (EC) No 2424/2001 of 6 December 2001 on the development of the second generation Schengen Information System (SIS II) [OJ L 328, 13.12.2001, p.4].
42		EU LE cooperation tools	Sirene SIS II train the trainers	5	27	Experienced SIRENE operators. SIRENE operators with 2 years experience of operational work within SIRENE, intending to provide training on the use of SIS II.	to involve SIRENE operators in training and develop techniques and on how to incorporate SIS II training	To be further developed with the Agency for development of large-scale IT projects. Upon completion of the activity the participants will be able to: • Describe the SIS II environment; • Provide training at national level on the system; • List the main changes to the new system; • Explain benefits with the new system.	COM(2010)720 2001/886/JHA: Council Decision of 6 December 2001 on the development of the second generation Schengen Information System (SIS II) [OJ L 328, 13.12.2001, p. 1] and Council Regulation (EC) No 2424/2001 of 6 December 2001 on the development of the second generation Schengen Information System (SIS II) [OJ L 328, 13.12.2001, p.4].
43		EU LE cooperation tools	Schengen Evaluation	5	20	Leading experts and other experts (evaluators) participating in the Schengen Evaluation Missions in the field of police cooperation and SIS/SIRENE	To enable the police officers fitting within the target group to carry out the Schengen Evaluation and to improve the quality of the evaluation	Upon completion of the activity the participants will be able to: • summarise the key principles of a Schengen Evaluation, its stages and key players' roles; • discuss leadership and management issues including cultural awareness, conflict management and cross-cultural competences; • describe how an evaluation mission is prepared and carried out including drafting the final report; • outline preparation of a practical evaluation.	Stockholm Programme: Chpt. 5.1 Integrated Management of External Borders
44		EU LE cooperation tools	Cooperation with Russia	3	40	Senior police officers representing police services from EU member states, EU associated countries and the Russian Federation, being involved in international police cooperation, including police training and being able to develop visions of future forms of police cooperation between the EU and Russia	To enhance police cooperation and increase the mutual understanding between Russia and Europe and to establish professional contacts.	Upon completion of the activity the participants will be able to: • To improve cooperation between EU countries and Russia • To increase knowledge on current procedures and organisations involved in the cooperation • To reflect on the needs of enhanced police cooperation and share of information • To exchange mutual experience about the role of police • To deepen mutual understanding of various police cultures • To establish visions of future forms of police cooperation between the EU and the Russian Federation • To establish professional contacts among conference participants	56 Russia: Strategic Partnership Agreement OJ L 327, 28.11.1997, p. 3-69

EU Police and Judicial Cooperation									
45		EU police and judicial cooperation	ENFAST	3	27	Police officers within the ENFAST Network and officers dealing with wanted persons	In cooperatin with Enfast To promote cooperation and enhance knowledge on innovative methods and techniques	Upon completion of the activity the participants will be able to: • Discribe the European Arrest Warrant; • Enhance European cooperation on fugitives; • List the main danges and precautions via case studies; • Identify cooperatio and legistative mesures and investigatin techniques.	Stockholm Programme: Chpt. 4.3.1 More effective European Law Enforcement Cooperation; Council Decision Establishing CEPOL 681/JHA/2005, par. 7e
46		EU police and judicial cooperation	EMPEN Network	3	30	Senior police medical experts and psychologists	Raise awareness on • Healthcare for police officers, including impact of psychoactive substances and alcohol; • Medical treatment for immigrants and medical protection of border guards; • Psychological aid for police officers; • Psychological assessment for recruitment of police staff; in particular for units with special demands	Upon completion of the activity the participants will be able to: • discuss the core areas related to the healthcare for police officers, e.g. health prevention and education, handling stress, rehabilitation, mental health; • compare and suggest protection of border police officers against illnesses from immigrants and animals crossing the borders; • explain how to detect the need for psychological aid, how to discover drug/alcohol addiction within the police community; • share different practices for recruitment of police staff in general as well as for special police units; compare the	Stockholm Programme: Chpt. 4.3.1 More effective European Law Enforcement Cooperation; Council Decision Establishing CEPOL 681/JHA/2005, par. 7e
47		EU police and judicial cooperation	Joint Investigation Team leadership	4	25	Senior police officers potential leaders of JIT's	To enhance the competences and deepen the understanding of the participants of the set-up and functioning of Joint Investigation Teams	subject to consultations with Europol, Eurojust and European Judicial Training Network	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94 Stockholm Programme: Chpt. 4.3.1. Framework Decision 2002/465/JHA on joint investigation teams (OJ L 162 20.06.2002)
48		EU police and judicial cooperation	Joint Investigation Teams	4	30	Senior police officers involved in the investigation of serious crimes likely to involve investigations in another Member State.	To enhance the competences and deepen the understanding of the participants of the set-up and functioning of Joint Investigation Teams	subject to consultations with Europol, Eurojust and European Judicial Training Network	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94 Stockholm Programme: Chpt. 4.3.1. Framework Decision 2002/465/JHA on joint investigation teams (OJ L 162 20.06.2002)
49		EU police and judicial cooperation	Policing in Europe - Step 1	5	25	This post-graduate – post-experience training is dedicated to senior police officers in general management positions or in specialist positions, who want to gain or to improve competences in the field of international police cooperation. The	To provide added value to national police education in the field of international police matters at an academic – professional level by organising learning opportunities aiming at improving or gaining competences in this field. To enable participants to carry out (comparative)	Upon completion of the activity the participants will be able: • To explain CEPOL's background, mission, vision and main aims. • To identify the main international organisations related to police cooperation • To summarise the international police cooperation legal	Stockholm Programme: Chpt. 4.3.1 More effective law enforcement cooperation; Council Decision Establishing CEPOL 681/JHA/2005, par. 6(2)
50		EU police and judicial cooperation	Policing in Europe - Step 2	5	25				
51		EU police and judicial cooperation	Policing in Europe - Step 3	5	25				

Crisis Management									
52		Crisis Management	"SPOPCOP" - Senior Police Officer Planning and Command Course for Crisis Management	19	24	Senior police officers, preferably possessing the competence developed by the generic training, likely to be deployed to a civilian crisis management mission, or to relevant EU bodies dealing with crisis management, with positions on the level of high management, planning or command. The activity is also open to European Union Police planning personnel and National Heads of Non-Military Crisis Management Training.	To provide planning and command training to senior police officers eligible for high level positions within EU crisis management missions and operations.	Upon completion of the activity the participants will be able: • on the political/strategic level: to explain the planning and decision making processes involving political and other stakeholders, including the relevant documents; • on the operational level: to command, manage programmes and draft the OPLAN; • to implement high level management in an international environment	Stockholm Programme: Chpt. 4.3.1 More effective European Law Enforcement Cooperation; Council Decision Establishing CEPOL 681/JHA/2005, par. 7e
53		Crisis management	Training on Security Sector Reform (SSR) and CSDP/FSJ links, structures and instruments	4	25	Official to be deployed on missions	Activity to be linked to the SSR concept developed on CSDP Missions with focus on understanding the internal/external security nexus for officials deployed/to be deployed to operational theatres with a view to enhance knowledge of instruments for the exchange of information	In cooperation with CMPD, CPCC & ESDC	Stockholm Programme: Chpt. 4.3.1 More effective European Law Enforcement Cooperation; Council Decision Establishing CEPOL 681/JHA/2005, par. 7e
54		Crisis management	Mentoring, Monitoring and Advising (MMA)	4	25	Official to be deployed on missions	Activity to be linked to the MMA concept developed on CSDP Missions	In cooperation with CMPD, CPCC & ESDC	Stockholm Programme: Chpt. 4.3.1 More effective European Law Enforcement Cooperation; Council Decision Establishing CEPOL 681/JHA/2005, par. 7e
55		Crisis Management	Train the trainers CPCC	5	20	Senior Police Officers and law enforcement experts who will be or are deployed in missions who want to increase their competences towards training, group working and understanding of diversity in a multicultural training\ working environment.	Ability to analyse specific frame conditions of international learn-ing situations and accordingly to organize appropriate learning environments using modern adult training methods and blended learning techniques.	In consultation with EEAS; 1. Define the different phases for the planning of a course 2. Summarise the theories, factors and processes of learning 3. Identify the different methods and techniques of learning 4. Distinguish the different methods and techniques of learning and skills in their specific use, to bring the trainees to achieve the training objectives established 5. Prepare and conduct one theoretical and one practical training session. 6. Justify the importance of ethical behaviour and cultural sensitivity in the training and in the relationship with the other international partners and trainees in police missions 7. Demonstrate the capacity to use presentation techniques	Stockholm Programme: Chpt. 4.3.1 More effective European Law Enforcement Cooperation; Council Decision Establishing CEPOL 681/JHA/2005, par. 7e

Management									
56		Justice, Freedom and Security	TOPSPOC - Top Senior Police Officers: The Stockholm Programme Realisation (1)	4	26			<ul style="list-style-type: none"> • describe the TOPSPOC process and their role within it; • describe the aims and objectives agreed by their participant group; • describe the purpose of Action Learning; • participate in Action Learning; • operate as a part of the whole group and as a member of a smaller team. • devise a process to seek the information necessary to reach a conclusion • use questions to clarify and seek information about the selected topics; 	
57		Justice, Freedom and Security	TOPSPOC - Top Senior Police Officers: The Stockholm Programme Realisation (2)	4	26		Following Stockholm Programme outlining open and secure Europe serving and protecting the citizens, the topics chosen for the four-module programme requires participants to:	<ul style="list-style-type: none"> • adopt suitable technique to assist their research; • discuss the findings of the research undertaken after module 1 practice Action; • describe the learning processes involved in Action Learning; • support other members in the group in the Action Learning process. • use questions to clarify and seek information about the selected topics; 	
58		Justice, Freedom and Security	TOPSPOC - Top Senior Police Officers: The Stockholm Programme Realisation(3)	4	26	Top senior police officers working at strategic level and with interest in an open and secure Europe serving protecting the citizen; including staff from Europol, Interpol and Frontex and all relevant bodies.	<ul style="list-style-type: none"> o transpose the objectives of the subject area in their own country; o explain how the subject area has impacted upon their daily work process; o utilise the network established during the Course to enhance international police cooperation; o share and apply best practices discussed during the course. 	<ul style="list-style-type: none"> • discuss the findings of the research undertaken after module 2 • discuss the lessons learned from the implementation of the selected topic to date; • identify personal and group benefits derived from Action Learning. • use questions to clarify and seek information about the selected topics; • reach a conclusion about the content, the presentation and the accompanying paper of their topic 	Stockholm Programme
59		Justice, Freedom and Security	TOPSPOC - Top Senior Police Officers: The Stockholm Programme Realisation(4)	4	26			<ul style="list-style-type: none"> • present their findings in both an oral and paper form • report on the personal and group experience of the Action Learning process and how this developed throughout the four modules; • devise methods to disseminate the conclusions about their topic • write a personal action plan for continuation of action learning and topic interest 	
60		Justice, Freedom and Security	Presidency Seminar - Eastern Partnerships Lithuania	3	50	The Police Chiefs from EU and Eastern Partnership countries	To be done together with the Police chiefs meeting and provide information on the development of cooperation, exchange best practice with Eastern partners	TBD	Stockholm Programme, Chapter 3; 4

Human Rights									
61		Human Rights	Presidency Seminar - <i>Diversity</i> - Ireland	3	50			<p>Upon completion the participants will be able:</p> <ul style="list-style-type: none"> • compare and compare police approaches and policies among Member States; • identify and analyse the risks, dilemmas, challenges and advantages of managing diversity within and outside of Police; • define the key role of the police in managing diversity; • reflect on professional duty and role in managing diversity 	Stockholm Programme: Chpt. 2 and in particular Chpt 2.3
62		Human Rights	Human Rights - Police Ethics	4	25	Senior police officers and trainers involved in the practice, training and/or promotion of integrity, ethics and human rights in policing as well as managing diversity	Raising awareness about the importance of ethical behaviour in day to day police work and to enhance the integration of diversity issues into police management	<p>Upon completion the participants will be able to:</p> <ul style="list-style-type: none"> • explain the importance of a personal integrity in policing; • describe the scientific approach to measuring personal integrity and awareness of the importance of integrity within the police; • explain the relation between integrity, ethics and human rights; • discuss experiences within the European police services and police education. 	Stockholm Programme: Chpt. 2 and in particular Chpt 2.3
Crime Prevention									
63		Crime Prevention	Smart Policing in Smart Cities	3	40	Chiefs of Police and senior Police officers operation in large European Cities	<p>Need of a global vision on the (r)evolution of technology in cities (and their citizens) and policing the city</p> <p>Linking neighbourhood policing, information led policing and technology led policing</p> <p>Use of social media in the field of event management, neighbourhood policing and investigation</p> <p>Use of surveillance systems in the field of events management and investigation</p> <p>Knowledge on other new technologies with possible impact on policing (number plate recognition systems, data identification based on radio chips,...);</p> <p>Privacy protection</p> <p>Integrated exercise involving the use of recent technologies</p>	<p>At the end of the activity, participants will be able to:</p> <p>Have a clear vision on the impact of technology on policing related to neighbourhood policing and intelligence led policing</p> <p>Identify future opportunities and trends in policing towards 2020;</p> <p>Make efficient use of social media in the field of event Management and investigation;</p> <p>Understand the opportunities offered by the use of surveillance systems and other new technology and knowledge of good practices;</p> <p>Integrate respect of privacy in the use of new technologies;</p> <p>Recommend relevant technologies in daily police tasks;</p> <p>Create on-going network of experts</p>	<p>Making citizens aware of the importance of the Union's work to protect them.</p> <p>The European Council invites on how to further develop the use of existing databases for law enforcement purposes, while fully respecting data protection rules, so as to make full use of new technologies with a view to protecting the citizens.</p> <p>Cooperation in civil matters is facilitating the everyday life of citizens and cooperation in law enforcement provides enhanced security.</p>
Learning and Training									
64		Learning and Training	Training of webinar educators	4	15	Police educators and training developers, who are competent Internet users and who wish to increase their learning and training toolbox using online webinars.	Training of webinar educators to enable them to prepare, implement and organise webinars with expert presenters for police officers in the EU MS.	<p>Upon completion, participants are able to:</p> <ul style="list-style-type: none"> - identify topics suitable to be delivered in webinars; - set up a webinar using CEPOL services; - embed measures to ensure webinar attendees active participation; - coach experts and presenters preparing and running their contribution; - run a webinar and monitor experts' and attendees' online activities; - evaluate webinars; - report webinars products and outcomes. 	Stockholm Programme, Chpt 1.2.6 Council Decision Establishing CEPOL 681/JHA/2005, par. 7(a)(b)(d)(h)

65		Learning and Training	Management and development of CEPOL online learning modules	4	15	Police educators and training developers, who are competent Internet users and who wish to develop online learning modules.	Developing content for CEPOL online learning modules in accordance with CEPOL strategies on learning, e-learning, approach to learning of the e-learning modules and using CEPOL project spaces and authoring tools.	Upon completion, participants are able to: - setup and use module development project space based on CEPOL's latest project space image; - identify knowledge landscapes with content experts; - coach content experts and editors in developing chapters, glossary, true/false items based on the identified knowledge landscape; - build and test the module with the content using the CEPOL authoring tool; - implement and publish the module in the CEPOL LMS.	Stockholm Programme, Chpt 1.2.6 Council Decision Establishing CEPOL 681/JHA/2005, par. 7(a)(b)(d)(h)
66		Learning and Training	Train the Trainers Step 1	4	20	Nationally competent trainers/experts and police officers who want to increase their competences towards training, group working and understanding of diversity in an multicultural training/ working environment.	To train trainers in order to enable them to implement modern delivery methods and blended learning techniques and to ensure good quality of police training in the EU MS and in the CEPOL activities.	Upon completion of the Step 1 the participants will be able to: • organise effective European/CEPOL learning environments; • identify and clarify the benefits of diversity in CEPOL and in European learning communities as well as to organise the learning process • facilitate and moderate learning processes by implementing appropriate learning methods and coaching; • review opportunities for continuous quality improvement during the course. • analyse their applicability in the learning environment and make use of it, and encourage participants to access and	Council Decision Establishing CEPOL 681/JHA/2005, par. 6(3) and 7(b)
67		Learning and Training	Train the Trainers Step 2	4	20			Upon completion of the Step 2 the participants will be able to: • organise effective European and CEPOL learning environments, especially regarding the multicultural environment; • identify and clarify the benefits of diversity in CEPOL and in European learning communities as well as to organize the learning process; • evaluate opportunities for continuous quality improvement during the course; • use CEPOL's Learning Management System and knowledge bases.	
68		Learning and Training	Quality assurance in Law Enforcement training	3	25	Police trainers or officers responsible for quality assurance / assessment in school's / academies	To enable growth towards quality assurance and to learn good practices	Upon completion of the activity the participants will be able to: • analyse models, stages and criteria of external and internal quality assurance and management • discuss the effective approaches on the implementation of quality assurance including the Q13 • share the best practices of quality assurance in their institutions	GB Decision 43/2010/GB: CEPOL Strategy, Goal 1
69		Language Training	Language Development: Instruments and Systems of European Police Cooperation (German)	19	25	Senior police officers and senior police staff who are, or will be involved in cross border work or international police co-operation in either operational or educational arenas.	Via language abilities to improve operational cooperation between law enforcement authorities and increase participants' knowledge of European police systems and instruments of cooperation.	Upon completion of the activity the participants will be able: • To compare and contrast at least three different policing systems within the European context • To demonstrate increased use of police terminology within the host country • To demonstrate increased knowledge of at least three European Union institutions	Council Decision Establishing CEPOL 681/JHA/2005, par. 7(i)

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70	language Training	Language Development: Instruments and Systems of European Police Cooperation (French)	19	25	Senior police officers and senior police staff who are, or will be involved in cross border work or international police co-operation in either operational or educational arenas.	Via language abilities to improve operational cooperation between law enforcement authorities and increase participants' knowledge of European police systems and instruments of cooperation.	Upon completion of the activity the participants will be able: • To compare and contrast at least three different policing systems within the European context • To demonstrate increased use of police terminology within the host country • To demonstrate increased knowledge of at least three European Union institutions	Council Decision Establishing CEPOL 681/JHA/2005, par. 7(i)
71	language Training	Language Development: Instruments and Systems of European Police Cooperation (Spanish)	19	25	Senior police officers and senior police staff who are, or will be involved in cross border work or international police co-operation in either operational or educational arenas.	Via language abilities to improve operational cooperation between law enforcement authorities and increase participants' knowledge of European police systems and instruments of cooperation.	Upon completion of the activity the participants will be able: • To compare and contrast at least three different policing systems within the European context • To demonstrate increased use of police terminology within the host country • To demonstrate increased knowledge of at least three European Union institutions	Council Decision Establishing CEPOL 681/JHA/2005, par. 7(i)
72	language Training	Language Development: Instruments and Systems of European Police Cooperation (English)	19	25	Senior police officers and senior police staff who are, or will be involved in cross border work or international police co-operation in either operational or educational arenas.	Via language abilities to improve operational cooperation between law enforcement authorities and increase participants' knowledge of European police systems and instruments of cooperation.	Upon completion of the activity the participants will be able: • To compare and contrast at least three different policing systems within the European context • To demonstrate increased use of police terminology within the host country • To demonstrate increased knowledge of at least three European Union institutions	Council Decision Establishing CEPOL 681/JHA/2005, par. 7(i)
73	language Training	Language Development: Instruments and Systems of European Police Cooperation (English)	19	25	Senior police officers and senior police staff who are, or will be involved in cross border work or international police co-operation in either operational or educational arenas.	Via language abilities to improve operational cooperation between law enforcement authorities and increase participants' knowledge of European police systems and instruments of cooperation.	Upon completion of the activity the participants will be able: • To compare and contrast at least three different policing systems within the European context • To demonstrate increased use of police terminology within the host country • To demonstrate increased knowledge of at least three European Union institutions	Council Decision Establishing CEPOL 681/JHA/2005, par. 7(i)
Research & Science								
74	Research and Science	Research Implementation Symposium Workshop	5	20	Research scientists from police, ministries, universities or research institutes involved in recent, on-going or planned empirical research projects in the field of crime analysis and crime intelligence and Senior police officers in a key role defining strategic or tactical approaches based on cutting-edge research outcomes and scientific approaches	To provide a forum for scientists and senior practitioners where cutting-edge insights from academic and professional research on a chosen topic can be discussed under methodological and implementation perspectives	Objectives depended on chosen topic	GB Decision 43/2010/GB: CEPOL Strategy, Goal 2
75	Research and Science	CEPOL Annual European Police Research and Science Conference - Policing 2.0 - policing in an environment with new media and modern information technologies	3	100	Representatives from police academies/colleges/universities Academics from universities and research institutions, Senior Police Officers engaged in police practice, science, research, training and transfer of scientific knowledge into police practice; Scholars and practitioners from various disciplines contributing to police science from a European perspective	To provide a forum for exchange on new trends, topics and research outcomes between police scientists, senior police officials and police trainers and lecturers. The conference will focus on research and studies reflecting on how law enforcement are trying to cope with rapid challenges arising from the rapid social and technological changes. This includes issues like social media, demographical change, economic and social disturbances, etc.. The event will not only focus on analysis but also on implications for police training and education as well as on innovative approaches in Europe and elsewhere	Upon completion of the activity the participants will be able: • To be informed on a high level about common organisational challenges for police organisations from practical and critical perspectives • To have the opportunity to reflect on emerging trends and innovative approaches for solutions • To have the chance to exchange knowledge and initiate new joint research initiatives	GB Decision 43/2010/GB: CEPOL Strategy, Goal 2

Reserve list activities									
		Counter Terrorism	Safety measures at International Airports and major transport hubs	4	25	Senior Officers with responsibility for security at major airports and international hubs	Raise awareness on security and best practice	Upon completion of the activity the participants will be able to: • Discuss strategy modes of security at Airports and major hubs; • Identify threat assessment models and measures; • recognise best practice in the EU; • describe cooperation possibilities with private partners; • recognise effective planning strategies.	Stockholm Programme: Chpt. 4.3.1 More effective European Law Enforcement Cooperation; Council Decision Establishing CEPOL 681/JHA/2005, par. 7e
		Security of citizens	Urban Violence	4	25	Senior Police Officers who are responsible for planning, leading and evaluating interventions against Urban Violence	To increase the knowledge and competences of participants and deepen their understanding of the phenomenon of Urban Violence and discuss its features as well as the required intervention techniques	Upon completion of the activity the participants will be able to: • define urban violence; • explain the background and causes of Urban Violence as well as the forces which shape this type of adolescent behaviour; • distinguish between the subculture of violence and urban violence as a routine activity; • describe early signals to be picked up by the police for a proactive approach including risk assessments; • discuss what to consider when planning reactive interventions.	Stockholm Programme: Chpt. 4.3.1 More effective law enforcement cooperation
		Other Organised Crime	Theft of Cultural heritage / artworks	4	25	Senior police officers responsible for the fight against organised crime, if possible with particular regard to trafficking in stolen works of art and theft of cultural heritage	To raise awareness on the phenomenon and implications of this category of crime	Upon completion of the activity the participants will be able to: • analyse the phenomena of national/international trafficking in stolen artworks, fakes and of theft of cultural heritage, and their connections; • assess the potential threat from stolen artwork trafficking theft of cultural heritage with a view to exploring prevention strategies; • analyse the legal situation in this context; • assess the relationship of mass events with an increase in crime against cultural property.	Stockholm Programme: 4.4.1. Combating serious and organised crime
		Special LE Techniques	Crime Control and Traffic Safety: International Comparison	4	25	Senior Police Officers responsible for road traffic control and road safety at strategic level	To enhance participant's knowledge and increase their competences on the level of road safety and crime in the interdisciplinary perspective of road policing	Upon completion of the activity the participants will be able to: • describe the national and international road safety situation and crime control; • present and discuss the main problems related with road safety, traffic accidents and illicit activities; • discuss a multi-agency roadside control operation, best practices and a road system surveillance centre; • identify trends relating to crime control and traffic safety; • elaborate on links to drugs trafficking and other international serious and organised crime issues.	Stockholm Programme: Chpt. 4.3.1 More effective law enforcement cooperation
		Crisis Management	Crisis Management and Emergency Planning - School Shootings and Amok Incidents	4	30	Senior Police Officers who are involved in crisis management emergency planning and response	To enhance participant's knowledge and increase their competences on the topic by means of examples of multiple casualty incidents, being able to draw on individual experiences and shared practice.	Upon completion of the activity the participants will be able to: • examine options in relation to targeted firearms incidents involving multiple casualties e.g. schools, public areas; • examine profiling opportunities of offenders; • compare and contrast threat assessment methods; • examine and learn from previous cases; • compare different cases and drawing similarities and differences, identifying good practices.	Stockholm Programme: Chpt. 4.3.1 More effective law enforcement cooperation; chpt. 4.2 Upgrading the tools for the job

		Human rights	Human rights based Law Enforcement training	3	25	Interactive workshop designed for police academy practitioners who provide training	<ul style="list-style-type: none"> To strengthen police academy practitioners' training competences on anti-discrimination, diversity and other fundamental rights topics. 	<ul style="list-style-type: none"> Achieve didactic and methodological incentives for training delivery on anti-discrimination & diversity and other fundamental rights topics Being able to apply a fundamental rights analysis to scenarios that police are confronted with, when delivering training Demonstrate an increased knowledge on fundamental rights and ability to reference relevant normative framework basics and obligations 	Stockholm Programme: Chpt. 2 and in particular Chpt 2.3
Webinars / On-line Seminars									
	1	WEBINAR	Webinar on best THB practices in prevention programmes	1	<200	Law Enforcement officers investigating THB cases, NGOs, prevention policy makers	To share best practices deriving from the workshop on THB Prevention Programmes	to be elaborated following 2012 evaluation	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94; 6th EU Anti-Trafficking Day - Joint
	2	WEBINAR	Webinar with EU Commission Anti trafficking Coordinator 2012 follow-up	1	<200	Policy makers, Senior Law Enforcement officers, experts in the field, NGOs	Understand the EU concept of THB	to be elaborated following 2012 evaluation	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94; 6th EU Anti-Trafficking Day - Joint
	3	WEBINAR	webinar on THB following OAP priorities 2013	1	<200	Law Enforcement officers involved with THB	subject to consultations with Europol + policy driver	subject to consultations with Europol + policy driver	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94
	4	WEBINAR	webinar on cyber crime following OAP priorities 2013	1	<200	Law Enforcement officers involved with cyber crime	subject to consultations with Europol + policy driver	subject to consultations with Europol + policy driver	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94
	5	WEBINAR	Webinar of awareness on West balkan following OAP 2013 priorities	1	<200	Law Enforcement officers involved with Western Balkan	subject to consultations with Europol + policy driver	subject to consultations with Europol + policy driver	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94
	6	WEBINAR	Webinar on Illegal immigration following OAP 2013	1	<200	Law Enforcement officers investigating illegal immigration	subject to consultations with Europol + policy driver	subject to consultations with Europol + policy driver	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94
	7	WEBINAR	Webinar on container smuggling following OAP 2013 priorities	1	<200	Law Enforcement officers investigating container smuggling	subject to consultations with Europol + policy driver	subject to consultations with Europol + policy driver	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94
	8	WEBINAR	Webinar on mobile crime groups following 2013 priorities	1	<200	Senior Police officers and expert officers in the field	subject to consultations with Europol + policy driver	subject to consultations with Europol + policy driver	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94
	9	WEBINAR	Webinar on West Africa following OAP 2013 priorities	1	<200	Senior Police officers and expert officers in the field	subject to consultations with Europol + policy driver	subject to consultations with Europol + policy driver	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94
	10	WEBINAR	Webinar on Synthetic drugs following OAP 2013 priorities	1	<200	Senior Police officers and expert officers in the field	subject to consultations with Europol + policy driver	subject to consultations with Europol + policy driver	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94
	11	WEBINAR	Webinar on Module JIT	1	<200	CEPOL E Net users	Raise awareness of the existing tool and present the Online Learning Module and present possible ways to use it		
	12	WEBINAR	Webinar on Module COPPrA	1	<200	CEPOL E Net users	Raise awareness of the existing tool and present the Online Learning Module and present possible ways to use it		
	13	WEBINAR	Webinar on Module Europol	1	<200	CEPOL E Net users	Raise awareness of the existing tool and present the Online Learning Module and present possible ways to use it		
	14	WEBINAR	Webinar on Module Gender Based Violence	1	<200	CEPOL E Net users	Raise awareness of the existing tool and present the Online Learning Module and present possible ways to use it		
	15	WEBINAR	Webinar on Module Schengen	1	<200	CEPOL E Net users	Raise awareness of the existing tool and present the Online Learning Module and present possible ways to use it		
	16	WEBINAR	Webinar on Module Pruem	1	<201	CEPOL E Net users	Raise awareness of the existing tool and present the Online Learning Module and present possible ways to use it		
	17	WEBINAR	Webinar on Module Police English language	1	<200	CEPOL E Net users	Raise awareness of the existing tool and present the Online Learning Module and present possible ways to use it		
	18	WEBINAR	Webinar on LMS training	1	<200	CEPOL course organisers	Support Course Organisers in the LMS use when organising CEPOL Activities		

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19	WEBINAR	Webinar on E-learning	1	<200	CEPOL trainers and Enet users	Train Experts/Presenters/Trainers in order to enable them to implement proper and qualitative training		
20	WEBINAR	Webinar on Europol	1	<200	CEPOL E Net users	Training on Europol by Italian National Unit		
21	WEBINAR	Webinar related to JIT on car theft	1	<200	CEPOL E Net users	Awareness on the use of JIT in relation to car theft		
22	WEBINAR	Webinar on Kynopol	1	<200	CEPOL E Net users	Share best practices in the field of Dog Handling and Dog Training		
23	WEBINAR	Webinar on SIRENE SIS II	1	<200	CEPOL E Net users	Awareness on SIS II		
24	WEBINAR	Webinar on SIRENE / SIS II	1	<200	CEPOL E Net users	Awareness on SIS II		
25	WEBINAR	Webinar on asset recovery	1	<200	financial crime investigators	to be determined		
26	WEBINAR	Social Media webinar	1	<200	CEPOL E-Net registered users	Raise awareness of the use of Social Media in the field of Police (Communicating and Policing)		

Annex B: Grant Agreements - Selection, Evaluation, Award and Financing Criteria

The following selection, evaluation and award criteria as well as financing provisions will be applied to all calls for proposals.

Evaluation criteria

Evaluation will be done by an independent Evaluation Committee, appointed by the Director of CEPOL, on the basis of pre-defined quality criteria as described in the call for applications. Criteria for conferences will differ on the level of learning outcomes and delivery/methodology as conferences do not have the same educational methodology and approach as courses and seminars (please refer to "Guidelines for Grant Application Procedure").

No observers will be admitted during the assessment of eligibility and evaluation process.

Evaluation criteria for single activities:

Evaluation of the proposal will be done in three steps for each individual application:

- a) The content proposal will be evaluated in accordance with the pre-defined criteria. Only if this proposal reaches a minimum of 60 (out of 80) points will the application qualify for the second step, which will consist in the evaluation of
- b) the financial proposal. In order to qualify for a grant, the application must reach at least 10 (out of 20) points.
- c) An application can be proposed for a grant by the Evaluation Committee provided the application has reached at least 70 points **and** the highest rating within a group of applicants for the specific activity/ies.

The evaluation procedure will be done on the basis of evaluation criteria and awarding criteria.

a) Evaluation criteria assess the following areas:

▪ Content	– maximum points 30
▪ Learning outcomes (for courses/seminars/workshops) or Objectives (for conferences only)	– maximum points 10
▪ Delivery/methodology	– maximum points 30
▪ Organisation	– maximum points 10
▪ Cost effectiveness	– maximum points 20

Total	maximum points 100
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Evaluation criteria for a set of activities:

Evaluation of the proposal will be done in three steps for each individual application:

- d) The content proposal for each activity within a set will be evaluated in accordance with the pre-defined criteria. Average result for all activities within the set will be used. Only if the average of the proposal reaches a minimum of 60 (out of 80) points will the application qualify for the second step, which will consist in the evaluation of
- e) the financial proposal. Total budget of all activities within the set will be evaluated. In order to qualify for a grant, the application must reach at least 10 (out of 20) points.

- f) An application can be proposed for a grant by the Evaluation Committee provided the application has reached at least 70 points **and** the highest rating within a group of applicants for the specific set of activities.

The evaluation procedure will be done on the basis of evaluation criteria and awarding criteria.

b) Evaluation criteria assess the following areas:

▪ Content	– maximum points 30
▪ Learning outcomes (for courses/seminars/workshops) or Objectives (for conferences only)	– maximum points 10
▪ Delivery/methodology	– maximum points 30
▪ Organisation	– maximum points 10
▪ Cost effectiveness	– maximum points 20

Total	maximum points 100
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4.8 Awarding criteria

Awarding criteria refer to the conditions to be fulfilled in order to receive a grant:

- reaching the threshold

and

- the highest rating within a group of applicants for a specific activity.

The Authorising Officer may depart from the recommendations made by the Evaluation Committee, if he/she feels this is appropriate and justified, e.g. in accordance with certain strategic priorities, while observing the compliance with submission criteria, the selection criteria (content and financial) and the award criteria laid down in the call for proposals.

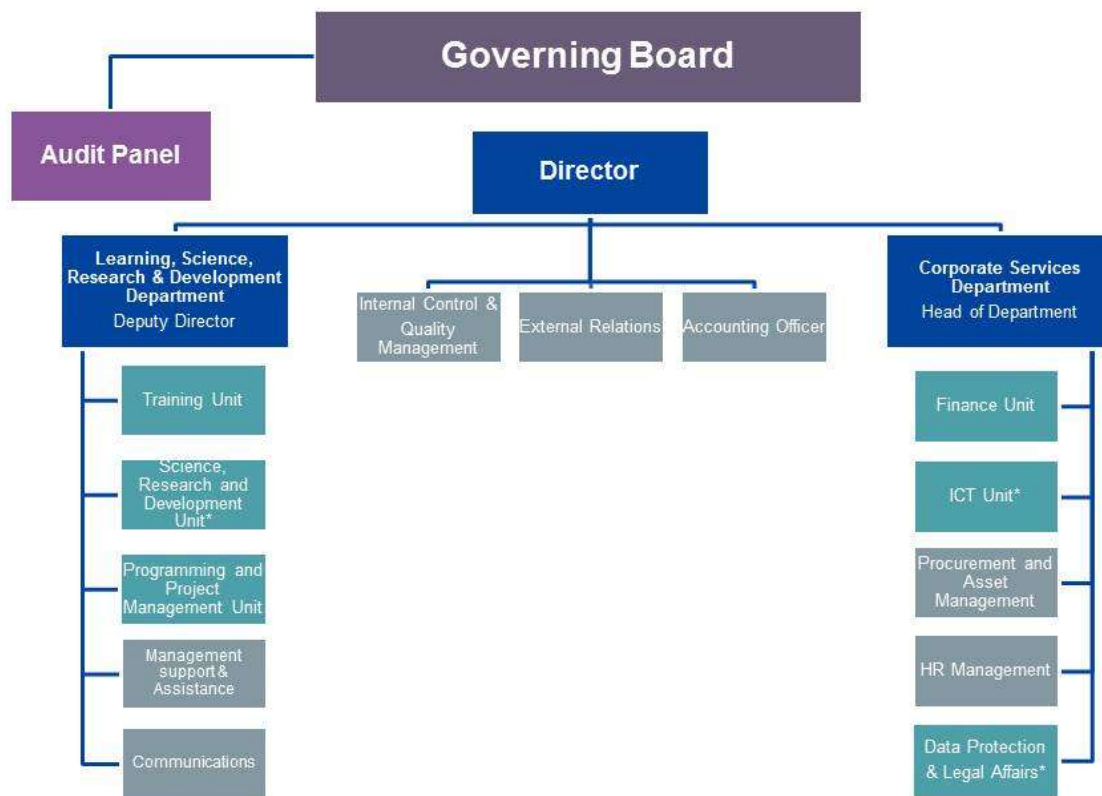
Financial Provisions:

- CEPOL finances 95% of the total costs of the activities in line with the financing provisions of the Governing Board decision 30/2006/GB;
- Activities must be strictly non-profit making;
- The funding is provided in two instalments: a pre-financing payment corresponding to up to 75% of the budgeted costs following the signature of the grant agreement and the balance on receipt and approval by CEPOL of the final report.

Annex C: Overview of the Allocation of the Human and Financial Resources

Activities	Budget Line / Chapter	Financial Resources T3, €		Human Resources, % 2013
		Allocations 2012	Allocations 2013	
Training Activities		2,571,000	2,795,000	21
Governance and Network	300	169,000	310,000	6
e-Learning	313	200,000	120,000	9
Quality management of different learning options	330	40,000	0	1
Common Curricula	320	252,000	40,000	7
Exchange Programme	324	704,000	249,200	12
External Relations	325	40,000	15,000	9
Learning Methods and Processes	323	29,000	0	-
Research and Science	321	133,000	40,000	7
Communications	370	103,000	49,300	5
Electronic Network	322	113,000	70,000	5
Missions	351	140,000	140,000	3
HR				5
Internal Control and quality management				5
Admin support				5
TOTAL		<u>4,494,000</u>	<u>3,828,500</u>	<u>100</u>

Annex D: CEPOL's Organisational Structure



* For future implementation

Annex E: Risk Management

The following critical risks have been identified and will be detailed in the CEPOL Risk Register

Strategic objectives affected	Identified critical risks	Likelihood of occurrence	Mitigating response action
All	1. Insufficient or weakening of political support for engagement in the field of European law enforcement training	H	1.1 Promotion of CEPOL in the EU working groups (Law Enforcement Working Party, Customs Cooperation Working party, COSI, CATS), Council of Ministers for Home Affairs
	2. Budgetary and personnel cuts will significantly hamper CEPOL's further development	H	2.1 Close cooperation with the stakeholders 2.2. continuous Training needs assessment and implementation of its findings; strict prioritisation plan
	3. Uncertainty of CEPOL's future has an effect on staff turnover	H	3.1 Regular communication with the staff
1.1. Delivering quality training courses on specific subjects.	1. Decreasing participation in the training activities, due to: - financial constraints at the MS	H	1.1 Funding flights for all MS participants 1.2. CEPOL conducts satisfaction surveys and analysis the results in order to monitor the implementation of activities

	<p>2. CEPOL will not maintain comprehensive training needs assessment due to:</p> <ul style="list-style-type: none"> - Insufficient input by stakeholders; - Insufficient human resources inside the Agency. 	H	<p>2.1. CEPOL will prioritise the delivery of operational TNA;</p> <p>2.2. Stakeholders will be proactively contacted during the assessment</p> <p>2.3. Prioritisation plan will include TNA as a key area</p>
1.3. Exchange programmes as an essential element of learning promotes, facilitates and develops cooperation	<p>1. CEPOL will not be able to implement European Police Exchange Programme at envisaged scale due to:</p> <ul style="list-style-type: none"> - Lack of budget - Lack of commitment from the stakeholders; - Insufficient resources at the Agency 	H	<p>1.1. Budget consumption will be monitored closely and released funds will be made available for Exchange Programme</p> <p>1.2. Information on planned stages will be communicated to the MS early in the year;</p> <p>1.3. Close discussions with EU agencies and Interpol will be continued to ensure study visits;</p> <p>1.4. Contract Agents will constitute the core of the exchange team for 2013</p>
1.5. Common Curricula contribute to the preparation of harmonised training programmes according with EU standards	<p>1. Developed Common Curricula will not meet training needs, due to lack of:</p> <ul style="list-style-type: none"> - Clearly pre-defined objectives and learning outcomes; - Availability of experts 	M	<p>1.1. Common Curricula will be updated and developed through grant agreement instrument;</p> <p>1.2. Objectives and learning outcomes will be detailed in the call for proposals and evaluation will be conducted in line with the specified criteria</p>

1.6. Developing further and easier access to e-learning systems	1. CEPOL may not be able to cater to all new requirements for e-learning products due to: - Insufficient internal resources; - Insufficient expertise available	M	1.1 New requirements will be evaluated against the resources available and implementation strictly planned to ensure delivery of the committed products; 1.2 Stakeholders requiring new products will be asked to contribute with expertise
1.6. Delivering quality training courses on specific subjects. 1.7. Common Curricula contribute to the harmonisation of national training programmes 1.8. Budget management ensures implementation of Annual Work Programme and contributes to CEPOL's further innovation	1. The new structure for Grant Agreements and related planning and implementation may not evolve/progress as planned and/or fails to produce the anticipated positive results and benefits	M	1.1 Clear process description will be in place and processes/templates will be updated on the basis of lessons learned
1.9 Broadening the knowledge base by continued development of the e-library	1. Content import of collections is hampered by: - technical insufficiencies of the current version; - uneven and unstable input by RSCs and NeMs	H	1.1. CEPOL will initiate a technical update of the admin and import interface of the current underlying database. Necessary organisational measures are taken for establishing a routine import exercise. 1.2. Authors will be targeted for sharing their studies
2.0 Foundation and maintenance of European database of law enforcement researchers, scientists and research	1. The establishment of the database fails because: - of technical obstacles; - social reasons (researchers are hesitant to register/join)	M	1.1. CEPOL will take measures to enable the current e-Net to add this new functionality. 1.2. The RSCs will be functional in promoting the database as a European wide service.