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# Annual Report 2016

EDUCATE, INNOVATE, MOTIVATE

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2016 ANNUAL REPORT  
OF THE EUROPEAN UNION AGENCY  
FOR LAW ENFORCEMENT TRAINING  
(CEPOL)



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## PROLOGUE BY THE DUTCH PRESIDENCY



During the first half of 2016, the Netherlands held the presidency of the Council of the European Union for the twelfth time. The police academy of the Netherlands held the presidency of the CEPOL Management. In line with the regulation and changes in governance, the Dutch Chair of the Management Board was chosen for an 18-month period until 1st July 2017.

The main priority of the Dutch presidency was the implementation of the strategic guidelines in the area of freedom, security and justice. One of these topics, which is of great importance to both the National Police as the Ministry of Security and Justice, was financial investigations. The ambition of the Dutch presidency was to increase knowledge and expertise on financial investigations, to accomplish that financial investigations is applied more frequently and to improve cross-border cooperation in this field. It was also the topic of a very successful CEPOL presidency conference in Amsterdam in March 2016.

A special joint meeting took place on 13th April 2016 with the CEPOL National Units and the Heads of Europol National Units. This meeting in The Hague, the Netherlands, was the first of its kind and aimed at strengthening the knowledge of and cooperation between CEPOL and Europol National Units.

In 2016, CEPOL celebrated its 15th birthday. It was also a time of important changes for the agency. The Council Decision on the new CEPOL legal basis was implemented on 1st July 2016. The new regulation meant major changes for the agency. All regulations and working arrangements had to be adapted to this new regulation. During the Dutch presidency, necessary preparation was made. This included the arrangements made in 2016 with those Member States opting out of CEPOL regulation (Denmark, Ireland and the United Kingdom). Also, a new corporate identity was adopted and implemented. All these changes will support CEPOL to better fulfil its mandate as the EU agency responsible for law enforcement training.

During the 35th –and last– Governing Board meeting on 24 and 25th of May 2016, the Dutch presidency team and CEPOL management were able to address, in an efficient manner, all the issues included on the agenda. The active contribution of all Member States was facilitated. There was room for fruitful and in-depth discussion, for example in the frame of the 5-year evaluation report which recommendations were discussed and adopted.

The Dutch presidency team worked in close cooperation with CEPOL on a daily basis. The six-month period was strongly marked by the changes in CEPOL's regulation. This meant that on several topics pioneering on both sides was necessary. The Dutch presidency team highly appreciated the cooperation with the Executive Director and the entire staff of the agency.



F.H. Frederike Everts MPA  
Chair of CEPOL Management Board

## PROLOGUE BY THE SLOVAK PRESIDENCY



It is of primary importance to effectively cooperate within the EU and to focus on current security challenges as terrorism and coordination of migration flows due to their cross-border character. Among special priorities of this area, there are measures focusing on the control of all migration aspects, the illegal migration, asylum-seeking, legal

migration, border control, fight against organized crime, corruption and terrorism, as well as a better judicial cooperation among courts of justice and judicial matters in cross-border disputes inclusive.

The principal ambition to be achieved was - controlling the external border and visa changes. From the view of the Slovak Republic as a country with an external border, it was a key issue to effectively control and protect EU-external borders as smart borders and to ensure the internal security of the EU.

Bearing in mind the international protection and implementation of counter-terrorism measures, we put emphasis on the fight against people smuggling, as well as the fight against illegal migration flows. Regarding the development of international security, we wished to develop integrated and multidisciplinary treatment of the fight against organized crime, especially the cyber security and a new strategy for the fight against human trafficking.

As far as CEPOL agenda is concerned, we were and still are heavily involved in setting up the evaluation process of the work of CEPOL Executive Director. We participated in the formulation of strategic objectives within the Presidency of the Management Board of CEPOL. During our presidency, the 1st CEPOL Management Board under a new legal mandate took place in Bratislava. We also held a presidency conference on "Synthetic drugs" that was highly appreciated by all attendees. Moreover, we chaired various CEPOL events and we completed the "Guidance of the NCUs tasks and responsibilities". Finally, we organized the EEODN course that was attended by representatives from 26 EU MS together with delegates from USA, Australia, Iceland, Switzerland, Norway, Moldova, FYR Macedonia, Montenegro, Columbia, INTERPOL, ECDC, IAEA, C-IED, EDA, FBI and EUROPOL with a total of 79 participants!

Marek Kordík  
Vice-rector of the Academy of the Police Force in Bratislava  
Deputy Chair of the CEPOL Management Board.



## INTRODUCTION BY PROF. H.C. DR. BÁNFI FERENC



2016 was a year of transformation for CEPOL. Its new legal basis entered into application on 1st July 2016. In the run up to the entry into force of the CEPOL regulation, the Governing Board adopted a Change Management Plan that outlined the necessary steps to best prepare CEPOL for the implementation of its legal mandate. This plan allowed to guarantee business continuity and function effectively.

CEPOL effectively delivered its core activities stemming from the 2016 Work Programme. The number of participants to CEPOL's trainings activities continued to increase, achieving 18 009 law enforcement officials trained with a satisfaction rate of 95% and 92% for the EU/MENA Counter Terrorism Partnership Project (CTPP).

Furthermore, 2016 was the first full year of implementation of the 'CCTP'. The project aims at building the capacity of relevant law enforcement services and other relevant personnel in the target countries by offering tailor-made learning and training activities in the field of counter-terrorism. It is the first time in its history that CEPOL was entrusted with a project funded under the Instrument Contributing to Stability and Peace (IcSP) managed by the Service for Foreign Policy Instruments and worth 2.5 million €. This project has now been recognised as a flagship project in EU cooperation with MENA countries on counter terrorism. CEPOL completed successfully in 2016 the inception phase and managed to establish a strong network of partner academies in the four beneficiary countries, e.g. Jordan, Lebanon, Tunisia and Turkey.

Besides, CEPOL continued its work to ensure the highest quality of its deliverables and management processes. I am proud to announce that, following the thorough external audit completed in January 2017, CEPOL has been certified to the Management System Standard ISO 9001:2015 by Lloyd's Register Quality Assurance. This strategic development demonstrates CEPOL's high commitment to quality and stakeholder satisfaction, whilst acknowledging its continuous work towards excellence and the effectiveness of its management system.

CEPOL changed its corporate and visual identity that resulted from a rebranding project started by the agency in 2015. CEPOL has now a new logo and, for the first time in its history, a Corporate Identity Manual. The new visual identity was launched on 1st July 2016 at the same time as CEPOL's new legal mandate.

To conclude, during 2016, CEPOL was able to react to evolving political priorities and to swiftly implement relevant topical residential activities and online trainings. CEPOL trained over 18 000 law enforcement officers on issues vital to the security of the EU and its citizens.

Our activities were designed to facilitate the sharing of knowledge and best practices, and to help developing a common European law enforcement culture.





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## KEY EU SECURITY PRIORITIES ADDRESSED BY CEPOL

2016 was yet another troubled year at EU level. CEPOL demonstrated once again its support to the EU security strategy by answering to political priorities with tailor-made and targeted training activities aimed at providing law enforcement officers with the right skills to tackle pressing issues.

Special emphasis has been given for the support of EU-Member States in the areas of:

- Counter terrorism
- Illegal migration
- Cybercrime

CEPOL delivered in these areas additional training opportunities in close cooperation with partner agencies, e.g. Europol or Frontex, and the operational law enforcement services from the EU Member States.

## **A strong multi-layered portfolio to meet EU security needs**

In 2016, CEPOL's full portfolio was articulated around ten priorities:

1. EU Policy Cycle – Council's priorities in the fight against serious and organised crime 2014-2017 (31 residential courses)
2. Other organised international crime (4 residential courses)
3. Counter terrorism (8 residential courses)
4. Special law enforcement techniques (10 residential courses)
5. EU police and judicial cooperation (13 residential courses)
6. External dimension of the area of Freedom, Security and Justice (8 residential courses)
7. Maintenance of law and order and public security (1 residential course);
8. Leadership, learning, training and language development (8 residential courses)
9. Research and science / Crime prevention (1 conference);
10. Fundamental rights (3 courses)

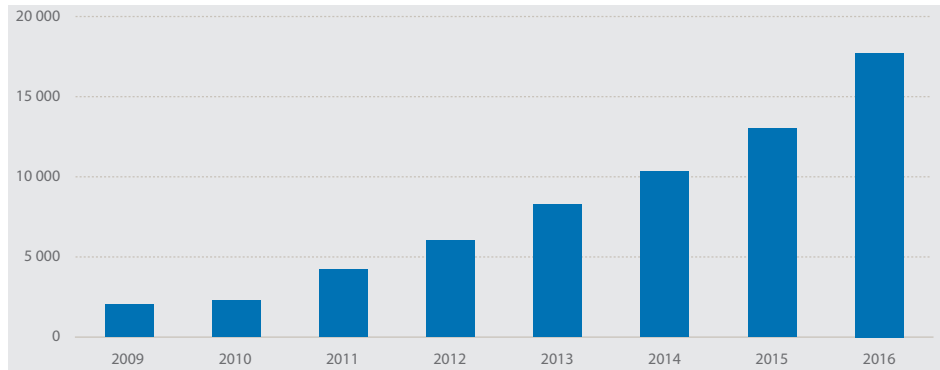
CEPOL designed its portfolio of activities following a Training Needs Analysis (TNA) consultation with Member States and stakeholders. This analysis guaranteed that, whilst answering EU political priorities, CEPOL's portfolio answered needs at operational level by providing specific target groups with required skills and competencies. In order to further improve its offer, CEPOL is currently developing science-based Operation Training Needs Analysis methodology to be ready by mid-2017. On top of developing this methodology, CEPOL received the mandate within European Commission's communication on the Law Enforcement Training Scheme (LETS) to examine and identify strategic challenges to EU internal security. The result shall be the Strategic Training Needs Assessment (STNA), a methodology that shall support the EU security efforts. The finalisation of the methodology is planned for mid-2017.

The multi-layered portfolio encompassed residential activities, online learning (e.g. webinars, online modules, online courses...), common curricula, an exchange programme, and research and science.

The wide majority of CEPOL's training and learning activities focused on security priorities stemming from the European Security Agenda, such as: serious and organised crime (including cybercrime and illegal migration) which made up for 35% of all activities, counterterrorism (13% of all activities) and horizontal aspects such as law enforcement cooperation tools, professional networks information exchange, etc. (33% of all activities).

For the sixth year in a row, CEPOL managed to increase its outreach whilst remaining in the same budget: the number of participants grew to 18,009, which is an increase of about 39% in comparison with 2015 (12,992 participants). CEPOL was victim of its own success though as, given that the requests for training are significantly greater than the resources, the agency had to apply negative priorities and could not satisfy all requests submitted for the exchange programme (over 30% of the applications were turned down).

Evolution of participation in CEPOL activities between 2010 and 2016\*1



In 2016, not only was CEPOL able to increase the number of participants to its activities, but the overall satisfaction rate also raised, to plummet at 95%.

Moreover, CEPOL outperformed its activities targets for the year by implementing in lieu of 159 activities (80 residential and 79 webinars) a total amount of 174 activities (87 residential and 87 webinars). Beyond that, CEPOL also developed and implemented 492 exchanges, 1 online course (Police English language) and maintained 27 online modules throughout the year.

In 2016, CEPOL implemented 87 residential activities, which amounted to 8 more activities than the forecasts and to an increase of a bit over 2% in comparison with 2015 (85). 2 946 law enforcement officers participated to CEPOL's residential courses, whom level of satisfaction was high (95%).

#### 2016 training portfolio:

- 87 residential activities
- 87 webinars
- 492 EPEP exchanges
- 27 online modules
- 1 online course
- 16 CTPP

CEPOL webinars continued to evolve in 2016. With 87 webinars implemented (32% increase from 2015), the total attendance reached 10,889 (62% increase from 2015). The satisfaction rate reached 94%. All webinars were recorded and made available on the learning management system (LMS) of CEPOL's e-Net. As of the end of 2016, there were 208 recorded webinars available that were watched 19,608 times.

Moreover, the second edition of the Police English Language (PEL) online course (certified by the British Council) took place in 2016. 72 participants completed the online course, which, for

1 Participation includes seminars, courses, conferences, e-learning modules, online courses, webinars, CEPOL Exchange Programme and the Counter Terrorism Partnership Project (CTPP).

the first time, included a comprehensive module on cybercrime. CEPOL also updated and developed online modules to reach a total of 27 online modules that were visited 3,329 times.

2016 CEPOL e-Learning users per activity	N users
Webinars	10,889
Online modules	3,329
Online Course	72
<b>Total</b>	<b>14,290</b>

Finally, CEPOL maintained 9 (common) curricula and developed 2 new ones.

A total of 17 728 law enforcement officers participated in CEPOL training activities (over 30% increase in comparison to 2015), to which 281 were added as result of the implementation phase of the EU/MENA Counter-Terrorism Training Partnership project (CTTP). In total, CEPOL trained 18 009 law enforcement officers in the EU and beyond.

Answering to the ever-changing political landscape and priorities, CEPOL's trainings focused especially on four areas: the EU policy cycle for organised and serious international crime, migration, cybercrime and counter-terrorism.



## The EU policy cycle for organized and serious international crime



CEPOL's portfolio covered all priorities within the EU Policy Cycle, with 31 residential courses, 24 webinars, 173 exchanges and 6 online modules dedicated to this area.

**5 661 law  
enforcement officers  
trained**

The agency's trainings are used as complementary tools to the actions stemming from the European multidisciplinary platform against criminal threats (EMPACT). It aimed at ensuring that the investments into training support the exchange of best practices, data collection at EU level, intelligence sharing and strengthen cross-border cooperation.

### The EU Policy Cycle in numbers:

- 28% of the agency's activities
- 31 residential activities attended by 979 participants
- 24 webinars followed by 3 412 participants
- 6 online modules used by 1 097 participants
- 173 CEP exchanges

To better align with operational needs, CEPOL initiated a joint meeting of CEPOL and Europol National Units. Dedicated workshops on the EU policy cycle were held. The results of these efforts bore fruit with topical joint activities that answered EU operational needs.

## Illegal Migration

*(as one of the EU Policy Cycle areas)*

CEPOL addressed the challenges stemming from the unprecedented illegal migration flows thanks to its multi-layered approach of training activities. The agency's portfolio was aligned with the requirements voiced by the EU Policy Cycle expert group on illegal immigration. It focused on increasing the knowledge and competencies of law enforcement officers on organised crime groups (OCGs) and transnational investigation techniques.

**387 law  
enforcement officers  
trained**

**Illegal Migration at a glance:**

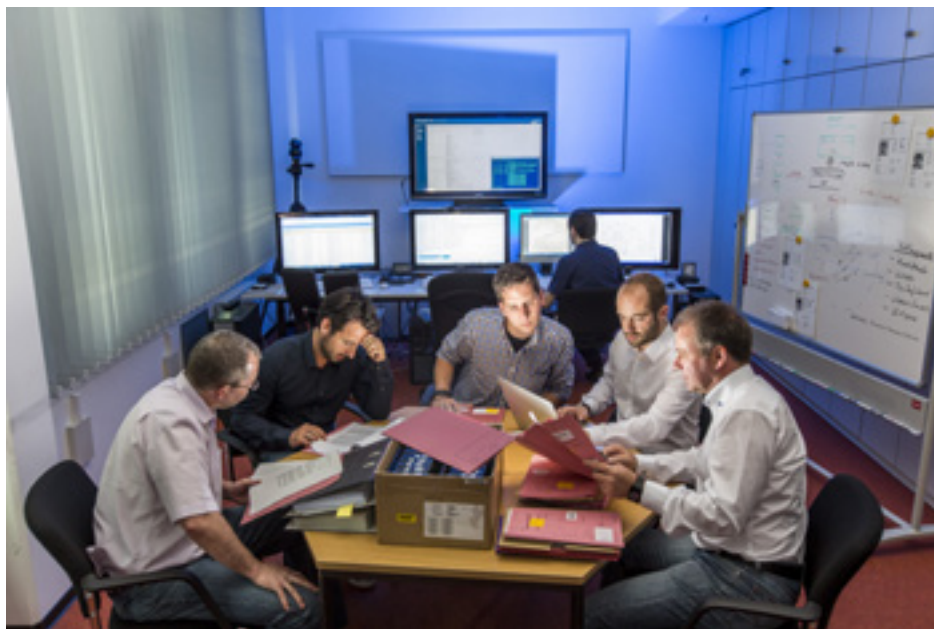
- 6 residential activities attended by 195 participants
- 1 webinar followed by 167 participants
- 25 CEP exchanges

The content of the trainings was developed in close collaboration with experts from EU Member States, Western Balkan countries, Europol, Eurojust, Frontex, EASO and FRA. Key aspects such as the exchange of information and the cooperation

between EU agencies and national law enforcement institutions working at the frontline, both in transit and destination countries, were covered. Furthermore, CEPOL trained law enforcement officers on the synergies between illegal migration flows and terrorism, with a focus on radicalisation processes, foreign fighters and returnees.

## Cybercrime

*(as one of the EU Policy Cycle areas)*



The globalisation of crime and its digitalisation called for a concerted EU response to cybercrime threats. In 2016, the capacity of EU Member States in that field needed to be strengthened to support cross-border investigations. For the first time, a dedicated Cybercrime Training Needs Assessment (Cyber TNA) was conducted. It revealed that only 25% of the training

needs in cybercrime can be met by Member States. CEPOL answered to this immediate need by allocating additional dedicated resources to cybercrime cooperation and training. As a consequence, the agency could have an important contribution in supporting EMPACT priorities on payment card fraud, child sexual

**2 201 law  
enforcement officers  
trained**

exploitation and cyber-attacks. CEPOL also strengthened its cooperation with relevant partners, such as the European Cybercrime Centre at Europol (EC3), Interpol, the Council of Europe and ECTEG. Last, but not least, CEPOL delivered the first Cyber TNA and developed a Training Competency Framework.

#### **A focus on cybercrime:**

- 5 residential activities attended by 142 participants
- 9 webinars followed by 1570 participants
- 1 online module used by 451 participants
- 38 CEP exchanges

## **Counter terrorism**

In 2016, the horror of terrorism wrote too many pages in the global history. CEPOL answered these challenges with a dedicated portfolio of training activities focusing on improving operational cooperation and on increasing the capabilities to counter terrorism.

**1 016 participants trained**

#### **Counter-terrorism at CEPOL in a nutshell:**

- 8 residential activities attended by 365 participants
- 1 webinar followed by 212 participants
- 2 online module used by 143 participants
- 15 EPEP exchanges
- A counter terrorism project – CTPP (281 participants)

Topics covered included prevention of radicalisation, foreign fighters, Special Intervention Units (ATLAS), bomb threat response, protection of critical infrastructures and modus operandi.

To ensure maximum responsiveness, CEPOL contracted an external expert to conduct an in-depth analysis of its

training portfolio to help with the prioritisation of activities on counter-terrorism.

### **The EU/MENA Counter-Terrorism Partnership Project (CTPP)**

2016 was the first full year of implementation of the EU/MENA Counter-Terrorism Partnership Project (CTPP). It is executed in Jordan, Lebanon, Tunisia and Turkey via direct, coordinated and bilateral projects. This 2,5M€ initiative aims at building the capacity of law enforcement services and other relevant personnel (such as judges, prosecutors and security services personnel whose tasks include a role in judicial investigations) by offering a direct, truly multilateral European approach to good practices in the field of counter-terrorism via tailor-made learning and training activities based on CEPOL's tried-and-

tested learning methodologies and training products such as specialist residential training courses and staff exchange programmes.

The inception phase allowed to identify training needs and methodologies in place in each partner countries. This resulted in a systematic action plan that received the endorsement of the partners. Activities were carefully fine-tuned and aligned with the exact needs, but also to avoid any duplications of other ongoing activities.

**CTPP in figures:**

- 11 residential activities (6 in Jordan, 2 in Lebanon, 2 in Tunisia, 1 in Turkey)
- 5 study visits for 33 participants (to Austria, Cyprus, Germany, Hungary, Italy, the Netherlands and Spain)
- 281 participants trained
- 92% satisfaction rate

11 residential activities were carried out in close cooperation with the law enforcement services of the four partner countries. Cyber threats related to terrorism were high on the agenda. Most activities focused on this issue. Furthermore, activities on international cooperation, critical infrastructure protection, counter-terrorism techniques and terrorism financing were also carried out.

The residential activities were complemented by study visits and thematic courses to Europol, CEPOL and other relevant European Member State's law enforcement bodies (e.g. Italy and Cyprus).





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EXCELLENCE IN DELIVERY

## CEPOL Flagship activities

On top of answering to pressing political needs, CEPOL continued in 2016 to carry out its flagship activities.

CEPOL's accredited European Joint Master Programme (EJMP), designed to further qualify law enforcement officers on the implementation and operationalisation of EU instruments with a focus on police cooperation in concrete cross-border settings, moved into its full first year in 2016. 4 out of 7 modules were implemented in Finland, Spain, France and Bulgaria. This programme is the first EU academic programme aimed at addressing common challenges of police cooperation in the frame of internal security. The EJMP was launched in October 2015. 27 students are following this curriculum. Successful students will graduate in 2017.

Furthermore, in 2016, CEPOL kept on with its commitment to creating a common culture through high-performance executive development and training. CEPOL supported EU law enforcement leaders to find their authentic leadership styles and to become visionary leaders by delivering two components of its European Leadership Development Programme: the Future Leaders modules that trained 29 'future' EU law enforcement executives and the Heads of National Training Institutes (HoTI) module that was attended by 21 EU Member States Directors, Deputies and/or Managers of law enforcement training institutions.

CEPOL responded to the training needs identified by the European External Action Service (EEAS) to cater for operational needs of the EU missions by organising an EU CSDP Police Command and Planning Course that was attended by 28 participants. The course aimed at developing the necessary competencies for deployment at high level positions within the CSDP civilian crisis management missions or to relevant EU bodies dealing with crisis management.

## CEPOL 2016 Research and Science Conference



From 5 to 7 October 2016, CEPOL 2016 Research and Science Conference organised in partnership with the National University of Public Service (NUPS) took place in Budapest, Hungary. Focused on global trends in law enforcement training and education, the conference brought together almost 200 academics and practitioners from all over the world.

The development and progress of research shaping law enforcement practice or education varies across countries and forces in Europe and worldwide – what's high on the agenda in one country can be found to be mostly neglected in the next. The contributions to the conference addressed these variations, but also similarities, best practices, opportunities and possible limitations.

The conference brought together key players in the field of law enforcement at European and international level: representatives from the People's Republic of China, the United States of America, South Africa, Israel, the OSCE, the UNODC, to name just a few, but also two very high level key note speakers - the Secretary General of INTERPOL, Mr Jürgen Stock, and the Director of EUROPOL, Mr. Rob Wainwright.

Participants and experts discovered and debated on innovative techniques from all around the world, but also reflected on key questions such as: How can "Evidence Cafés" be used to bring change from bottom up? What are the advantages of using gamification to change behaviour and incite learning? How to use 'good quality' evidence based research to inform training need good quality analytics? How to tie evidence based practice with education & training? How do you build a police leader for this complex time?

The CEPOL 2016 Research and Science Conference aimed at being a platform to engage in professional and informed on the future of policing and law enforcement education. Plenary presentations, panel sessions, parallel and open sessions served as lively forums for the presentation and discussion of recent experiences on global trends in law enforcement training and education, as well as future research road-maps.

## CEPOL Exchange Programme (CEP)

### 2016 CEP in brief:

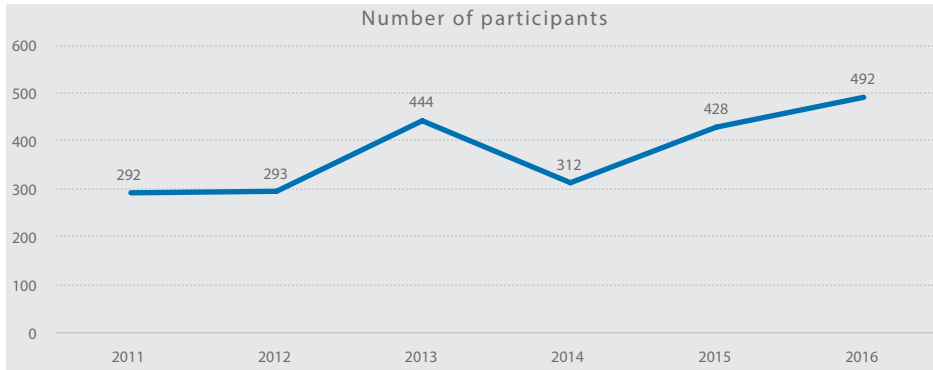
492 exchanges comprising of:

- 435 exchanges for law enforcement officers
- 18 participants from the Future Leaders course
- 39 participants took part in the study visit to Europol/Eurojust.

The CEPOL Exchange Programme (CEP) reflects the requirements of the Union's internal security strategy and the EU Policy Cycle on serious and organised crime. Thematic areas of study are synchronised with EU priorities and CEPOL's overall training portfolio. This alignment enables the exchange programme to comple-

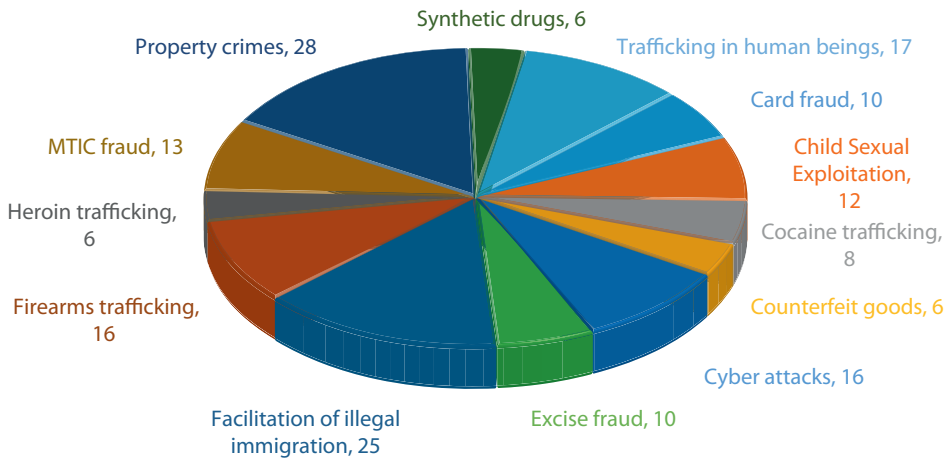
ment CEPOL's other training options, contributing therefore to the agency's multi-layered approach to learning. CEP allows participants to exchange knowledge and good practices, to initiate cooperation projects and to foster deep and long-lasting learning and networking opportunities. Exchanges successfully promote trust and cooperation between law enforcement officers from different police forces. The programme fulfils one of CEPOL's key objectives in: to develop a common European law enforcement community. The exchanges help to increase awareness of different cultures, to remove biases and to break down barriers.

In 2016, all partners (EU Member States, EU Candidate Countries, Western Balkan and European Eastern Partnership countries) submitted a record high number of applications (676).



A priority was given to the categories under the EU Policy Cycle, particularly the exchange needs identified by the Policy Cycle EMPACT Teams. In total 173 exchanges (35% of the entire programme) were supporting the EMPACT priorities, the distribution of the exchanges per priority is given below:

### POLICY CYCLE



### CEPOL as European law enforcement knowledge base

In 2016, the agency continued to work towards becoming a trusted repository for law enforcement knowledge and best practices by offering various products and services, such as:

- registered users of CEPOL e-Net could access online 17 European and international titles of e-journals covering multiple access of police science, law enforcement and criminal justice. In addition, articles from over 300 international journals are accessible through a criminal justice abstracts service;
- CEPOL e-Library where users can find research outcomes and studies from the institutions of the Member States comprised 1908 items;
- 3 issues of the peer-reviewed European Police Science and Research Bulletin were published in 2016;

- successful forums for exchange of leading expertise, such as the 2016 CEPOL Annual Research and Science Conference attended by almost 200 participants and the workshop of the European Expert Network on Radicalism and Terrorism, attended by 69 participants.
- the online version of the CEPOL Lecturers, Trainers and Researchers Database was successfully launched in 2016. Experts in various specialised areas can now be invited and enrol themselves in the online-database, where organisers of learning activities in the CEPOL environment are given the privilege to search in the competence profile of experts, supporting their programming efforts. Since its online launch, there has been a remarkable increase in the use of the tool.

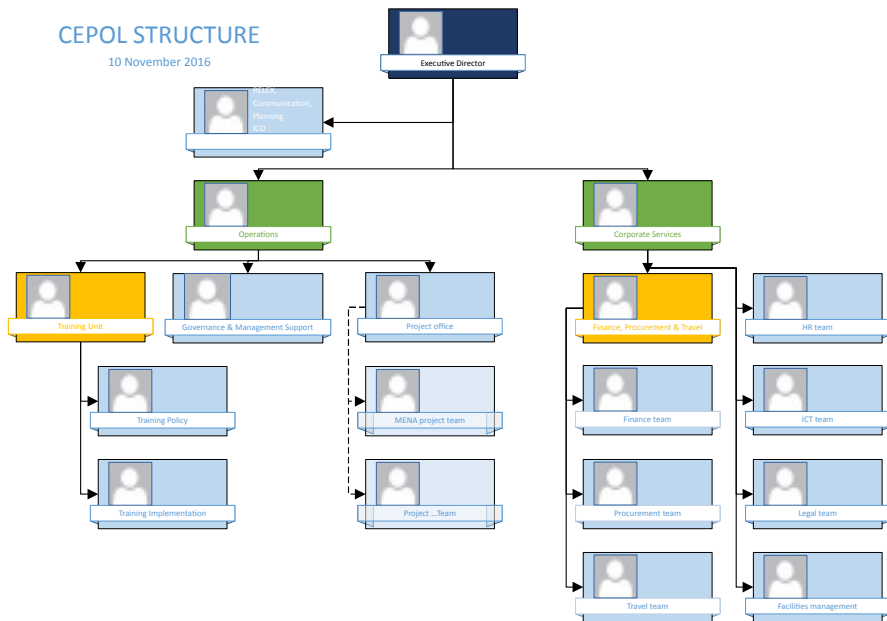


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## VISIONARY LEADERSHIP

## Outstanding administration

CEPOL's establishment plan 2016 contained 28 Temporary Agents (TA) and 20 Contract Agents (CA), including 3 posts for the EU/MENA CTPP project. In addition to regulatory staff positions, CEPOL had in 2016, 4 SNE allocated positions. By the end of 2016, the agency had 25 TA in post (including one on unpaid leave) and 18 CA, to which 6 SNE were added, 4 financed from CEPOL budget and 2 from the EU/MENA CTPP project.



CEPOL's regular budget for 2016 was €8 641 000. The regular budget was consumed over three budget headings (titles): title 1 covers staffing; title 2 covers expenditure related to infrastructure; and title 3 covers operational costs. By the end of December 2016, 95.95% of the C1 budget was committed, out of which 82% was paid (79% of the total budget).

In 2015, a budget of € 2.5 M has been granted to CEPOL via the grant agreement signed with the European Commission on EU/MENA Counter-terrorism Training Partnership. In order to properly follow up the project financially, Title 4 has been created to manage this project. The second instalment has been inscribed in ABAC and became available for commitments and payments. Of the total available credits in value of € 1 243 891, 89% have been committed and 48% have been paid by end of 2016.

Throughout 2016, CEPOL conducted its operations in compliance with the applicable rules and regulations, working in an open and transparent manner, and meeting the expected high level of professional and ethical standards.

The agency adopted a set of internal control standards (ICS), based on international good practice, aimed at ensuring the achievement of operational objectives. The agency systematically examined the observations and recommendations issued by internal auditors, the European Court of Auditors and the European Parliament and took actions where appropriate.

No audit recommendations having a critical nature or impacting on the legality and regularity of transactions were formulated by the internal/external auditors in the past four years.

## External relations

External relations have always been an important part of CEPOL's activities. However, they gained increased importance under the new legal mandate. To meet with the new requirements stemming from the legal mandate, CEPOL adopted an external relations sub-strategy that sets out the directions to fill the legislative framework with content. Against this background, CEPOL aims at entering the "global market" of law enforcement training, while ensuring the continuous high-level implementation of its statutory tasks and giving priority to the immediate partners of the EU among third countries. This approach is facilitated by the provisions of the new regulation enabling CEPOL to manage dedicated Union External Assistance funds.

CEPOL could conclude working arrangement with authorities or training institutes of third countries as from the date of application of its new regulation, set for the 1 July 2016. Following this date, the negotiations continued with a new impetus. Based on Article 34 of the CEPOL regulation, five drafts were finalized on technical level and were submitted officially for consultation to the Commission (draft working arrangements with the Former Yugoslav Republic of Macedonia, Kosovo\*, Serbia, Armenia and the European Judicial Training Network). As for the draft working arrangement with Ukraine it was aligned with the new regulation and sent to the respective partners, with no official reactions received to date, though.

Another novelty brought along by CEPOL's new legal mandate was the change in status of the three EU Member States which are not bound by the CEPOL regulation (i.e. Denmark, Ireland and the UK). As of 1 July 2016, these Member States have essentially become third states in relation to CEPOL.

To ensure the participation of UK and Denmark in CEPOL's activities to the greatest extent possible, the Executive Director offered them the possibility to conclude working arrangements as basis for cooperation. The issue remains pending with Denmark and the UK.<sup>2</sup>

As for organisations, in the last month of 2016, negotiations were ongoing with the European Security and Defence College and UNODC, both of which have good prospects for conclusion.

Relations with the Middle East and North Africa were also intensified, especially in the context of the CTPP. There were preliminary contacts with the Israeli, Lebanese and Tunisian authorities towards the possibility of concluding a working arrangement, however further reactions are awaited from their side.

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<sup>2</sup> Ireland has opted back in the second semester of 2016.



In 2016, CEPOL continued to work in close collaboration with the European Commission and, in particular, with its partner Directorate-General, the DG for Migration and Home Affairs (DG HOME), on all aspects of the agency's activities, be they administrative, financial or operation/policy oriented. A working arrangement for cooperation on external action activities between DG HOME and CEPOL was signed on 14 November 2016.

Furthermore, CEPOL achieved a significant step towards a better coordination of training activities for law enforcement officials carried out by EU agencies, by developing the online Justice and Home Affairs Agencies' Training Matrix, which was finalised and is currently being used. The Training Matrix is a joint JHA agencies' tool hosted on CEPOL's e-Net. It can be accessed by registered users. The Training Matrix functions as a mapping tool for the existing and planned training activities at the EU level. It enhances the understanding of partner agencies' actions and helps in the identification of the training needs and gaps. In the future, this tool should facilitate a more efficient planning, implementation and evaluation of training activities, both at policy and operational level. All the JHA agencies, as well as the ESDC and EJTN, are being invited to contribute to the Training Matrix. An upgrade to the Matrix was finalized in March 2017.

CEPOL's engagement with regional and international organisations intensified and involved a number of activities with international partners. CEPOL supported and advised the PCC-SEE in organising a JITS activity for their contracting parties and in testing the e-Learning modules developed for them. The informal cooperation with the ETJN focused mainly on JITS activity and CEPOL is considering enhancing this cooperation to e-Learning products. Finally, CEPOL signed agreements with eu-LISA and Europol to organise training activities jointly in 2016.

### CEPOL's External Relations Cooperation<sup>3</sup>

Overview of CEPOL's cooperation and working agreements		
Country/entity	Type of cooperation	Status
Albania	Working arrangement	In force
Armenia	Working arrangement	Negotiation finalised, ready for signature
Bosnia and Herzegovina	Working arrangement	In force
The former Yugoslav Republic of Macedonia	Working arrangement	Negotiation finalised, ready for signature
Georgia	Cooperation agreement	In force
Iceland	Cooperation agreement	In force
Kosovo <sup>4</sup>	Working arrangement	Signed on 24 March 2017
Lebanon	Working arrangement	Preparatory phase
Mexico	Informal cooperation	Preparatory phase
Moldova	Working arrangement	In force
Montenegro	Cooperation agreement	In force
Norway	Cooperation agreement	In force
Russian Federation	Working arrangement	In force
Serbia (Republic of)	Working arrangement	Negotiation finalised, ready for signature
South Africa	Informal cooperation	Preparatory phase
Switzerland	Cooperation agreement	In force
Turkey	Cooperation agreement	In force
Ukraine	Working arrangement	Under negotiation
USA FLETC	Working arrangement	Negotiation initiated

<sup>3</sup> Some beneficiary countries of the CTPP project have not been included in this overview as only very preliminary contacts have been made in terms of formal cooperation.

<sup>4</sup> This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence.

Overview of CEPOL's cooperation and working agreements		
Country/entity	Type of cooperation	Status
AEPC	Memorandum of understanding	In force
EJTN	Working arrangement	Signed on 15 February 2017
ENFSI	Memorandum of understanding	In force, amendment in preparatory phase
ESDC	Working arrangement	Negotiation finalised, under approval in written procedure with the MB
eu-LISA	Working arrangement	In force
Eurojust	Cooperation agreement	In force
Europol	Cooperation agreement	In force
Frontex	Cooperation agreement	In force
Interpol	Cooperation agreement	In force, amendment in preparatory phase
PCC-SEE	Informal cooperation	In force
UNODC	Working arrangement	Under negotiation

## Major developments

### Quality Management - ISO 9001:2015

The agency committed resources to certify its management system according to the updated international standard ISO 9001:2015. The project was successfully completed in 2016, the certificate was issued on 2<sup>nd</sup> February 2017 after a sequence of internal and external audits. An in-depth focus was given to management consistency and improvement of internal processes, which further advanced compliance with principles of legality and regularity. This strategic achievement helps CEPOL to demonstrate its high commitment to quality and stakeholder satisfaction, especially in the management of Residential Activities and the Exchange Programme. The ISO 9001:2015 certificate was issued by Lloyd's Register Quality Assurance, it is valid for three years and subject to annual surveillance audits.



## CERTIFICATE OF APPROVAL

This is to certify that the Quality Management System of:

**European Union Agency for Law Enforcement  
Training (CEPOL)  
1066 Budapest, Ó. u. 27.  
Hungary**

has been approved by Lloyd's Register Quality Assurance  
to the following Quality Management System Standard:

**ISO 9001:2015**

The Quality Management System is applicable to:

**Management of the Law Enforcement Residential Activities  
and the Exchange Programme: support, develop,  
implement and coordinate training for law enforcement  
officials.**

Approval	Original Approval:	02 <sup>nd</sup> February 2017
Certificate No: VNA6046022	Current Certificate:	02 <sup>nd</sup> February 2017
	Certificate Expiry:	01 <sup>st</sup> February 2020

  
Issued by: Lloyd's Register EMEA Mft.  
For and on behalf of Lloyd's Register Quality Assurance Limited



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Váci út 95., Budapest, H-1139, Hungary, 01-17-000252  
For and on behalf of 1 Trinity Park, Bickenhill Lane, Birmingham, B37 7ES, United Kingdom

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## Communication

Communication was used throughout 2016 to promote the new CEPOL and build its reputation as a platform of excellence for learning. In order to raise the profile of the agency, CEPOL communications drafted and implemented a new communications sub-strategy that was approved by GB.

Moreover, in 2016, CEPOL implemented the changes in its corporate and visual identity agreed by the Governing Board as a result of the “re-branding” project started by the agency in 2015. CEPOL has now a brand new logo and a Corporate Identity Manual (CIM) setting guidelines for the use of the visual elements. The new visual identity was implemented since 1 July 2016 (date of application of CEPOL’s new legal mandate). According to a survey among stakeholders, CEPOL’s new logo and brand identity have been rated 4.25 out of 5 points.

CEPOL built upon its established communications products (e.g. Annual Report; fact sheets; etc.) to provide information to key decision makers. CEPOL communications produced 15 publications and disseminated over 10 700 copies. In addition, CEPOL continued to provide its network partners with promotional materials targeted to course participants: in 2016, CEPOL communications supported 78 in-house activities and 94 events in EU Member States and distributed over 5000 course packs, 2000 promotional gifts for experts/trainers and 700 promotional gifts for guests.

The web continued to be the main communications channel and CEPOL focused on developing communications materials that are web-friendly (for use of public website and e-Net), such as e-books and materials that can be disseminated through handheld devices. CEPOL’s website had over 570 000 visitors, amounting to an average of over 50 000 visitors monthly. Social media were used to a greater extent to advertise and promote the work of the agency and its Network. A social media plan aimed at increasing online visibility (Facebook, Twitter, LinkedIn, YouTube) was adopted and implemented, allowing to reach over 420 000 impressions and 2 600 engagements in the second half of the year. Besides, social media proved to be a success when it comes to the coverage of CEPOL’s biggest event of the year, the R&S Conference, that earned over 80 000 impressions in three days.

Reaching a wider audience and engaging with the new target audience was part of CEPOL’s communications priorities for 2016. The outsourcing of non-core services was pursued as a matter of priority, to ensure CEPOL’s dedicated resources can focus on articulating and communicating the agency’s key messages.

## Development Projects

### e-NET 3.0

In 2015, a project was launched to redesign CEPOL’s e-Net. The next version of e-Net shall provide educational support to the agency and its target groups. An open tender procedure for a feasibility study and provision of technical expertise and support in drawing up the tender documentation for e-Net 3.0 was carried out, and the contract was signed in September 2015.

The contractor did not deliver satisfactory work and the contract was terminated. To develop further the functionalities of e-Net, an expert group was established. Experts from the Institute of Educational

Technology from the Open University (UK) were added to the expert group as academic consultants. The academic consultants together with the expert group members have the following main tasks to perform:

- finalise the development of functional and technical requirements of the next generation of CEPOL's electronic Network (e-Net 3.0)
- draft the tender documentation for the open procurement of the development, hosting, support and maintenance of e-Net 3.0.

### **Customer Relationship Management (CRM)**

A pilot phase of the Customer Relationship Management tool was launched in 2015.

CRM is a tool for sharing data and monitoring all CEPOL events where travelling is required (courses, meetings, EPEP, missions). CRM shall replace the current way of working based on manually maintained Excel sheets and storage of documents on P drive.

During the pilot phase of the CRM tool, a roll out was scheduled to be internally applied for missions, in order for CEPOL to gain experience with the tool and with that experience be better prepared for a further roll out to the Member States. This project was put on hold in 2016, but is expected to progress further in 2017.



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## CONCLUSION

CEPOL's new regulation had a strong impact on the agency. Thanks to its change management plan, CEPOL was able to successfully transition to its new mandate.

However, while we are happy that the transition phase is now over, challenges still remain: The European Union security is still in dire strait. The EU has to strengthen its concerted efforts to tailor a solution to the situation. Through its training portfolio, CEPOL will continue to support the efforts of the EU in finding an appropriate solution. We shall build on our achievements and develop further our organisation.

A few words must be spent on the importance of partnerships in the context of European law enforcement training. It is important for the security of our Union that close relations are developed between the EU and its immediate neighbours and beyond.

CEPOL will continue to build strong ties with candidates, potential candidates and strategic partners. CEPOL Exchange Programme and our webinars are only two of the examples by which CEPOL facilitates the exchange of best practices and knowledge in this area. We look forward to taking partnerships even further.

Investing in law enforcement education and training is a necessity for the European Union. While the seeds are being sowed and the fruits can already be enjoyed, we must not forget this is a long-term investment that requires vision and courage.





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ANNEX I

## List of 2016 residential activities

### CATEGORIES:

1-EU Policy Cycle 2014-2017;2-Other Organised International Crime; 3-Counter Terrorism; 4-Special Law Enforcement Techniques;  
5-EU Police and Judicial cooperation and networks; 6-External dimension of the area of Freedom, Security and Justice; 7-Maintenance of law and order and public security; 8-Leadership, learning, training and language development; 9-Research and science, crime prevention; 10-Fundamental rights

No.	Category	Topic	Title
1	1	Illegal Immigration	Combating Illegal Immigration
2	1	Illegal Immigration	EU External Border Policy
3	1	Trafficking in Human Beings	Financial Investigations and Asset Recovery for THB Investigations
5	1	Counterfeit goods	Counterfeit Goods
6	1	Counterfeit goods	Pharmaceutical Crime
7	1	Excise Fraud	Excise Fraud Analysis
8	1	Excise Fraud	Trafficking in Container Shipments
9	1	Excise Fraud	Cigarette Smuggling
10	1	Missing Trader Intra Community Fraud	Missing Trader Intra Community Fraud (MTIC)
11	1	Synthetic drugs	Illicit Laboratory Dismantling - advanced
12	1	Synthetic drugs	Illicit Laboratory Dismantling - follow-up
13	1	Synthetic drugs	Cocaine Smuggling
14	1	Cocaine trafficking	Heroin Smuggling
15	1	Heroin trafficking	TOR and Darknet – Trafficking of Drugs and Firearms
16	1	Cocaine, Heroin, Synthetic drugs, Firearms	Combating Child Sexual Exploitation on Internet - Undercover Operations
18	1	Cyber Crime - Child Sexual Exploitation	First Responders and Cyber Forensic
19	1	Cybercrime - cyber attacks	Combating Card Fraud
20	1	Cybercrime - cyber attacks	Targeting Technologies
21	1	Cybercrime -card fraud	Firearms - Strategic Aspects in Law Enforcement
22	1	Cybercrime	Firearms – Cross-Border Investigations
23	1	Firearms	Firearms - Western Balkans
24	1	Firearms	Organised and Cross-Border Nature of Property Crime
25	1	Firearms	Metal Thefts/ Copper Theft
26	2	Organised property crime	Presidency Conference “Financial investigation; towards a multidisciplinary and integrated approach”
27	2	Organised property crime	Presidency Conference “Synthetic drugs”
28	2		Money Laundering
29	2		Financial Investigations
30	3	Economic crime	Asset Recovery
31	3	Financial crime	Investigating and Preventing Corruption - Cooperation with NGOs
32	3	Asset Recovery	Investigating and Preventing Corruption - Cooperation with NGOs
33	3	EU anticorruption	Foreign Fighters
34	3	Counter Terrorism	De-radicalization of Foreign Fighters
35	3	Radicalisation	Radicalization - Opportunities for Prevention
36	3	Radicalisation	European Explosive Ordnance Disposal
37	4	Counter Terrorism	ATLAS Network (Special Intervention Units)
38	4	Counter Terrorism	Preventing Attacks on Critical Infrastructures
39	4	Counter Terrorism	Passenger Name Record (PNR) Information Analysis – Train the Trainers
40	4	PNR Analysis	Forensic Science and Policing Challenges
41	4	Forensic Science	New Technologies to Detect False Documents
42	4	Forensic Science	Social Media Implications in Law Enforcement
43	4	Social Media	Crisis Hostage Negotiation
44	4	Hostage negotiation	Undercover Operations
45	4	Undercover Operations	Undercover Operations
46	4	Informant Handling	Undercover Operations
47	4	Informant Handling	Undercover Operations
48	5	Witness Protection	Informant Handling

49	5	Operational analysis	Witness Protection
50	5	Social network analysis	Operational Intelligence Analysis
51	5	Regional cooperation	Social Network Analysis
52	5	Policing in Europe	Joint Investigation Teams - Western Balkans
53	5	Schengen	European Joint Master Programme
54	5	Schengen	Training for SIRENE Officers
55	5	Schengen	Training for SIRENE Officers - specialised
56	5	Schengen	Schengen Evaluation
57	5	Schengen	SIS II for SIRENE
58	6	JIT's	Train the Technical Trainers – SIS II, VIS, EURODAC – IT operators
59	6	JIT's	Joint Investigation Teams - Implementation
60	6	EU networks	Joint Investigation Teams - Leadership
61	6	EU networks	ENFAST (European Network on Fugitive Active Search Teams)
62	6	CSDP and External As-	Disaster Victim Identification Management
63	6	pects of Internal Security	CSDP/ FSJ Nexus, Structures and Instruments
64	6	Crisis Management	EU CSDP Police Command and Planning
65	7	Crisis Management	Security Sector Reform
68	8	Crisis Management	Mentoring, Monitoring and Advising (MMA)
69	8	Crisis Management	Civilian Crisis Management Mission - Train the Trainers
71	8	CSDP missions	Intelligence Led Policing related to Common Security and
72	8	CSDP missions	Defence Policy (CSDP)
73	8	Football security	EU Missions and Operations - Strategic Planning
74	8	Leadership	Pan European Football Security
75	8	Leadership	European Police Leadership - Future Leaders
76	9	Language development	European Police Leadership - Heads of Training Institutions
77	1	Language development	Language Development: Instruments and Systems of European
78	10	E-learning	Police Cooperation (English)
79	10	Train the Trainers	Language Development: Instruments and Systems of European
80	10	Train the Trainers	Police Cooperation (English)
85	6	Research and Science	International Law Enforcement Cooperation - Train the Trainers
86	1	Crime Prevention	Train the Trainers Step 1
87	1	Hate crime	Train the Trainers Step 2
88	5	Fundamental Rights	Global Trends in Law Enforcement Training and Education- Euro-
89	1	Fundamental Rights	pean Police Research and Science Conference
90	1		Hotspots - Tackle Crime and Insecurity
91	1	Cyber - CSE	Hate Crimes
92	1	Cyber attacks	Fundamental Rights and Police Ethics - Step 1
93	1	SIS II	Management of Diversity - Step 2
94	2		Pre-deployment training for CSDP missions
96	1		Victim Identification in the area of Child Sexual Exploitation
98	7		Investigation on Darknet and Virtual Currencies
99	10		Schengen Evaluation - Police Cooperation
100	5		Policing the impact of migration
101	5	Financial investigations	Migration flows – high level seminar with Western Balkans focus
102	5	THB	Organised crime groups behind illegal immigration – seminar
103	2	Public order	with Western Balkans focus
		Minorities	Migration flows – seminar with Mediterranean focus
		PCCC	Online smuggling – Trafficking from customs perspective
		EU Networks	Follow the money - financial investigations
		EU Networks	Child trafficking
		CITES	Crime Control and Traffic Safety – integrated approach
			Mediation, Conflict Resolution, Restorative Justice and the Polic-
			ing of Ethnic Minorities
			Joint Police and Custom Cooperation Centres
			EMPEN: Police Staff Selection and Promotion
			EMPEN - Police Job Stress, Behavioural Changes and Addictions
			Wildlife trafficking

## Activities outside the Single Programming Document (courses only hosted by CEPOL)

81	8	Emergency Management of Battlefield Injuries
84	5	INTERPOL Police Development Program for NCBs in Europe
97	3	EENet workshop

## List of 2016 webinars

### CATEGORIES:

1-EU Policy Cycle 2014-2017;2-Other Organised International Crime; 3-Counter Terrorism; 4-Special Law Enforcement Techniques;  
5-EU Police and Judicial cooperation and networks; 6-External dimension of the area of Freedom, Security and Justice; 7-Maintenance of law and order and public security; 8-Leadership, learning, training and language development; 9-Research and science, crime prevention; 10-Fundamental rights

No.	Category	Title
1	1	European Agenda on Security
2	1	Illegal immigration
3	1	Trafficking in human beings: labour exploitation
4	1	Sports nutrition and counterfeit dietary supplements
5	1	Excise smuggling
6	1	MTIC fraud - an EU Policy Cycle priority
7	1	New psychoactive substances in the EU
8	1	Introduction to the EMCDDA
9	1	Synthetic drugs and financial investigations
10	1	Illicit synthetic drug laboratories
11	1	Cocaine smuggling - current trends and techniques
12	1	Combatting payment card fraud - airline fraud investigation procedure
13	1	Child sexual exploitation: threats and trends
14	1	Cybercrime: Europol Malware Analysis Solution (EMAS)
15	1	Cyber-attacks: investigation tools
16	1	Cybercrime: trends
17	1	Firearms – ballistic comparison systems
18	1	Organised Property Crime: money laundering and asset recovery
19	2	Combatting and preventing corruption
20	2	Asset recovery
21	2	Money laundering to VAT fraud in intra community supply of goods
22	2	Wildlife trafficking
23	2	Illegal gambling and organised crime: match fixing
24	3	Counter-terrorism: foreign fighters and capacity building
25	4	Drones: use, legislation and perspectives in Europe
26	4	Traffic safety and crime control - integrative approach
27	4	Explosive device analysis
28	4	Forensic work on the crime scene
29	4	ID analysis
30	4	Evaluation of mixed DNA profiles
31	4	Image and video processing
32	4	Image comparison
33	4	Digital Video Recorder (DVR) examination
34	4	Crime scene photography
35	4	Latent print photography
36	4	Safeguarding objectivity in criminal investigations
38	5	International police cooperation (in Greek)
40	5	Use of EUROPOL tools for the investigation of cases
41	5	Single Point of Contact (SPOC) concerning cross-border police cooperation and information exchange
42	5	information exchange
43	5	Privacy impact assessment plan, management and monitoring

44	5	Use of INTERPOL's tools for the prevention and detection of crime
45	5	Joint Investigation Teams
46	5	Schengen Evaluation
47	5	Alerts on arrest for surrender or extradition purposes and alerts on missing minors - art. 26 and art. 32 SIS II
48	5	Practical experiences of Member States in implementing art. 36.3 and art. 38 as linked alerts
49	5	The Hot Pursuit operations according to the Convention Implementing the Schengen Agreement (Art. 41 CISA)
50	5	Cross-border surveillance operations (art. 40 CISA)
51	5	The outcome of the study on integrating entry bans and return decisions into SIS
52	6	The outcome of the SIS architecture study
53	7	The outcome of the SIS evaluation
54	7	Visa Information System & Biometric Matching System (basics)
55	8	Introduction of eu-LISA
56	8	Implementation of the Police Cooperation Convention for Southeast Europe (PCC SEE)
57	8	The implementation of new types of drugs in dog training and deployment
58	8	Emergency situations management
59	8	Leadership and police performance
60	9	Innovative training methods and teaching tools
61	10	Training quality assessment and evaluation methods
62	10	LMS support to learning and training activities: Course Image 8.0
63	10	Webinars for educators
64	10	European Police Exchange Programme 2016
65	10	Internal validation procedures for forensic DNA laboratories
66	10	Interviewing children victims and witnesses of crime
67	10	Equal protection for all victims of hate crime - the case of people with disabilities
68	10	Roma integration
69	10	LGBT and law enforcement
70	10	Diversity, non-discrimination or discriminatory ethnic profiling
71	10	Police and public relations: media cooperation in a diverse society
72	10	Police human resources management in a diverse society
73	10	Hate crime: encouraging reporting and ensuring recording of bias motivated incidents
74	10	Ensuring rights of victims of crime
75	10	Severe forms of labour exploitation
76	10	Gender-based violence
77	10	Human rights and police ethics - detention conditions and handling of detained persons
78	10	Protection, handling and processing of personal data according to EU legislation
79	10	Effective steps against bullying and cyberbullying
		The prohibition of torture and inhuman or degrading treatment or punishment
Webinars ad hoc		
	1	Airline fraud notification tool
	1	E-commerce fraud
	1	EU capacity building synergies: ECTEG and the FREETOOL Project
	1	EMPACT: Heroin
	1	EMPACT payment card fraud: money mule
	1	SkyNet Project
	3	Activities of RAN POL - radicalisation and immigration flows
	5	SIS II basics
	8	Présentation du CEPOL et ses activités (en Français)



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## ANNEX II

## List of acronyms

CA	Cooperation Agreement
CC	Common Curriculum/Curricula
COSI	Standing Committee on Internal Security
CSDP	Common Security and Defence Policy
CT	Counter terrorism
CTTP	Counter Terrorism Partnership Project
DG HOME	Directorate-General for Home Affairs (European Commission)
EaP	Eastern partnership
EASO	European Asylum Support Office
ECTS	European Credit Transfer System (Bologna Declaration)
EEAS	European External Action Service
EJMP	European joint master programme
EMCDDA	European Monitoring Centre for Drugs and Drug Addictions
EMPACT	European Multidisciplinary Platform against Criminal Threats
ENFAST	European Network on Fugitive Active Search Teams
ENP	European Neighbourhood Policy
EPEP/EXPRO	European Police Exchange Programme
Eu-LISA	European Agency for the operational management of large-scale IT systems in the area of freedom, security and justice
EUROMED/MEDA	Euro-Mediterranean partnership
EUROJUST	European Union body for Judicial Cooperation
Europol	European Union Agency for Law Enforcement Cooperation
FRONTEX	European Border and Coast Guard Agency
FPA	Framework partnership Agreements

GB	CEPOL Governing Board
IC	Informal Cooperation
JHA	Justice and Home Affairs
JITs	Joint Investigation Teams
LETS	European Law Enforcement Training Scheme
LGBT	Lesbian, Gay, Bisexual and Transgender
LMS	Learning Management System
LTRdb	Lecturers, trainers and Researchers Database
MoU	Memorandum of Understanding
MTIC	Missing Trader Intra Community
PCCSEE	Police Cooperation Convention for Southeast Europe
MS	Member States
CNU	CEPOL National Units
SIRENE	Supplementary Information Request at the National Entry
SIS II	Schengen Information System II
SNA	Social Network Analysis
SOCTA	Serious and Organised Crime Threat Assessment
SPOPCOP	Senior Police Officer Planning and Command Course
THB	Trafficking in Human Beings
TOPSPOC	Top Senior Police Officers Course
TRU	Training and Research Unit
WA	Working Arrangement
WB	Western Balkan
WG	Working Group
WP	Work Programme









## CEPOL ANNUAL REPORT 2016

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