

DECISION 26/2007/GB
OF THE GOVERNING BOARD OF THE EUROPEAN POLICE COLLEGE
ADOPTING THE WORK PROGRAMME 2008

Adopted by the Governing Board
on 27 September 2007

THE GOVERNING BOARD,

Having regard to Council Decision 2005/681/JHA ⁽¹⁾, and in particular Article 10(9)(d) thereof;

Having regard to the opinion of the Commission ⁽²⁾;

HAS ADOPTED the Work Programme 2008 as detailed in the Annex. ⁽³⁾.

Done at Lisbon, 27 September 2007

*For the Governing Board
Carla Falua
Chair of the Governing Board*

¹ OJ L 256, 1.10.2005, p. 63

² Opinion of 31.8.2007

³ Approved by the Council on

**EUROPEAN POLICE COLLEGE
WORK PROGRAMME 2008**

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List of Acronyms

ACTA	Working Group on Analysis of CEPOL Training Activities Working
APC	Annual Programme Committee of CEPOL
ATLAS	Anti-Terrorism Network
BAC	Budget and Administration Committee of CEPOL
CEPOL	European Police College
COSPOL	Comprehensive Operational Strategic Policing
CC05/A	Common Curriculum – Counter-Terrorism (in progress)
CC05/B	Common Curriculum – European Police Cooperation (developed in 2005)
CC05/C	Common Curriculum – Europol (2005)
CC05/D	Common Curriculum – Police Ethics & Prevention of Corruption (2005)
CC06/A	Common Curriculum – Domestic Violence (2006)
CC06/B	Common Curriculum – Money Laundering (2006)
CC06/C	Common Curriculum – Trafficking in Human Beings (2006)
ECPTF	European Chiefs of Police Task Force
EFQM	European Foundation for Quality Management
ENWG	Electronic Network Working Group of CEPOL
EPDN	European Police Discussion Net
EPKN	European Police Knowledge Net
EPLN	European Police Learning Net
ERWG	External Relations Working Group of CEPOL
GB	Governing Board of CEPOL
HRM	Human Resources Management
MEDA	Project for the Mediterranean Countries
MoLC	Management of Learning Committee
MS	Member States
OCTA	Organised Crime Threat Assessment (Europol Report to Council)
PCTF	Chiefs of Police Task Force
PGEAPS	Project Group on European Approach to Police Science
SC	Strategy Committee of CEPOL
SEPE	Survey on European Police Education and Training
TOPSPOC	Top Senior Police Officers Course
TRC	Training and Research Committee of CEPOL
WGL	Working Group on Learning of CEPOL

1. Introduction

The year 2008 will be marked by an overall increase in CEPOL activities, which will be highly diversified.

During 2008, 85 courses, seminars and conferences will be organized (a reduction of 10 courses and seminars compared with 2007) in order to allow CEPOL to focus on additional activities.

The 2008 Annual Programme is in line with the priorities indicated by Member States, and includes demands from the European Union at political level, and training needs identified by the Chiefs of Police and Europol.

The 2008 Programme offers training activities on various topics, making use of a blended set of training activities and educational instruments.

There will be four new activities/topics in 2008; A seminar regarding *Witness Protection*; A seminar regarding *Firearms International Trafficking*; a *European Dimension* conference and an *Alumni Seminar* for participants in previous activities in connection with the “Future Crime Trend Conference”, organised by the incoming presidency.

A new activity for higher ranked senior officers, focusing on *international police cooperation*, knowledge of police systems and EU police cooperation, is envisaged to be developed and sanctioned by a *European Certificate*.

CEPOL will develop its *Common Curricula Programme*. In 2007, the suggestion was to concentrate on the implementation and updating of the already decided seven curricula.

However, new common curricula will be developed in 2008. The three possible topics that have been identified are *Civilian Crisis Management*, *Drug Trafficking* and *Diversity Management*.

The *Exchange Programme* is a newly developed activity. In accordance with The Hague Programme, a multilateral CEPOL Exchange Programme for Senior Police Officers and Training Staff (2006-2008) was set up in 2006 and includes 20 Member States.

For 2008 the budget includes the possibility of seven more countries joining the project.

The *MEDA II* project will reach a more intense period in 2008. Ten training sessions and four study visits will take place.

The impact of the *Bologna Process* on CEPOL's tasks will be analysed to support the harmonisation of police training and education in Europe.

In the field of the *Electronic Network*, new features will include e-Learning capacities based on the new Electronic Platform developed in 2007.

In addition to the presented activities, there will be new activities to take on board. Experience has shown that working groups in the Council and EU Task Force of Chiefs of Police may have priorities to be inserted in CEPOL programmes at very short notice. These priorities may also derive from the Conclusions adopted each year from the OCTA report. Therefore, CEPOL programmes also contain activities with no precise references.

The Hague Programme adopted on 5 November 2004 also serves as a basis as far as the topics of CEPOL activities are concerned. In particular, the recommendation stating that the Council and Member States should develop in cooperation with CEPOL standards and modules for national police officers with regard to practical aspects of EU law enforcement cooperation finds its implementation in courses, common curricula and specific programmes such as the *exchange programme* or the training provided for countries around the *Mediterranean Sea*.

The CEPOL budget and staff are limited. Acting as a Network the small Secretariat is responsible for the coordination and administration of the activities. In addition to the CEPOL budget, all colleges organising CEPOL courses and seminars have additional costs for preparation, administration and implementation of the activities. These costs are covered by the different colleges and Member States.

Analysis has shown that there are two main obstacles for not sending participants to CEPOL activities. One is the high costs of travel (especially for countries with long travel distances and countries with limited budgets) and the other one is the difficulty of finding officers who belong to the right target group and have a good knowledge of English. CEPOL will evaluate the difficulties and present solutions in order to facilitate and support the participation in CEPOL activities.

2. Legal Framework

CEPOL, as a community financed EU-agency, was established by the Council Decision 2005/681/JHA of 20 September 2005 repealing Decision 2000/820/JHA.

The decision took effect on 1 January 2006.

According to Article 1(2) of the Council Decision CEPOL shall function as a network, by bringing together the national training institutes in the Member States.

Its task is to implement the programmes and initiatives decided upon by the Governing Board pursuant to Article 1(3) of the Council Decision. The work will be submitted to the Council for approval, according to Art. 10(9)(d) of the Council Decision.

According to Article 15(5) of the Council decision 2005/681/JHA dated 20 September 2005 establishing the European Police College, the CEPOL Governing Board shall adopt the *draft budget* accompanied by the *preliminary Work Programme* and forward them by 31 March of each year, at the latest, to the Commission.

3. Annual Programme

According to Art 7 of the Council Decision the Governing Board, based on proposals of the TRC, should take actions in the following fields:

- a) develop and implement *common standards* for training sessions for police officers;
- b) contribute to the preparation of *harmonised programmes* for the training of middle-ranking police officers, middle-ranking police officers in the field and police officers in the field with regard to *cross-border cooperation* between police forces in Europe, and help set up appropriate advanced training programmes as well as provide *training for trainers*;
- c) provide *specialist training* for police officers playing a key role in combating cross-border crime, with a particular *focus on organised crime*;
- d) disseminate *best practice* and *research findings*;
- e) facilitate relevant *exchanges* and *secondments* of police officers in the context of training;
- f) develop an *electronic network* to provide back-up for CEPOL in the performance of its duties, ensuring that the necessary security measures are put in place;

To achieve CEPOL's goals, in particular in the area of research findings and training in new technologies, the Governing Board could consider putting in place co-operation initiatives and joint activities also with private sector operators in order to stimulate dialogue and exchange of best practices at EU level

3.1 Courses and Seminars

Specific objectives:

To provide *specialist training* for senior police officers and trainers at a European level; to provide *language training* for senior police officers in the Member States; to increase the *knowledge on international instruments*

Key initiatives to meet the objectives:

According to the 2008 Programme, a maximum of 90 training activities are planned, the majority of which are four-day courses/seminars which are open to all 27 Member States and open to EU bodies and to Iceland, Norway and Switzerland at their own cost.

Courses and seminars form the core activity of CEPOL and represent the main hallmark of this agency. The effectiveness of training activities reflects on the capacity of CEPOL as a whole. In conjunction with the development of new activities, a smaller amount of courses will increase this efficacy of the network.

3.1.1 Rationale

A number of the courses and activities listed have become part of a continuing theme in CEPOL programmes; others are short-term, aimed at meeting an immediate and urgent need.

In the 2008 Programme the following priorities has been taken into consideration:

- The Council Decision 2005/681/JHA of 20 September 2005 establishing the European Police College (CEPOL) and repealing Decision 2000/820/JHA, in specific Articles 5, 6 and 7;
- EU legislation on international police cooperation;
- EU priorities, which can be found in The Hague Programme and other relevant EU documents;
- Strategic topics identified by EUROPOL, in particular in the annual OCTA report. CEPOL activities linked to OCTA priorities will be highlighted in the course calendar of training activities and also published on the CEPOL website. The same applies for COSPOL connected activities, see below;
- Priorities set by the European Chiefs of Police Task Force, including the COSPOL projects;
- Priorities put forward by colleges covering areas which are recognised as important topics by a majority of the Member States.

3.1.2 Overview of the Seminars and Courses.

a) Police Co-operation

- Knowledge of European Police Systems – 2 seminars
- Police Co-operation and Europol – 2 seminars
- Police Co-operation and Schengen – 1 seminar
- Police Cooperation and Prüm Treaty – 1 seminar
- European Police & Judicial Systems – 3 seminars

- Instruments and Systems of European Police Co-operation (in English, French, German and Spanish) – 7 seminars

- (See 2007 Work Programme)

b) Crime in General

- Crime Intelligence and Risk assessment – 1 seminar. Intelligence-led law enforcement lies at the heart of the fight against organised crime. In line with the Council's request, CEPOL should provide specialist training and disseminate best practice in the Member States, on the multi-disciplinary intelligence-led law enforcement concept.
(See 2007 Work Programme)

- Future Criminal Trends in Europe – 3 seminars
A strategic view on crime requires a view on future developments in order to anticipate (Reference: Article 5). A conference will be organised in France for top senior police officers, in the wake of the Future Trends Conference held in Finland/Sweden in 2006 and the crime trends conference to be held in Portugal in 2007. It would also be open to associate representatives of the private sector to the conference.

c) Crime Prevention

- Crime Prevention Seminar – 2 seminars
(See 2007 Work Programme)

d) Cross Border Crime

- Joint Investigation Teams – 2 seminars
(See 2007 Work Programme)
- Counter-terrorism – 3 seminars
In addition to the comments already made in the 2007 work programme, cooperation with the ATLAS network of anti-terrorist special units will be explored further.
- Child Abuse – 2 seminars (see Work Programme 2007)
- Trafficking in Human Beings & Illegal Immigration – 2 seminars
- Trafficking – Forced Labour and Sex Exploitation – 1 seminar
(See 2007 Work Programme)
- Drugs Strategy Course – 2 seminars

(See 2007 Work Programme)

- High Tech and Cyber Crime – 1 seminar. Fighting the use of technology by criminals falls within the scope of the strategic measures envisaged by the Council to implement the EU priorities for the fight against organised crime.
The field of new technologies offers opportunities to create links with the private sector in order to benefit from the dissemination of information, best practices, and research findings
(See 2007 Work Programme)
- Trafficking in Stolen Art Works – 1 seminar
(See 2007 Work Programme)
- Nature & Environmental Crime – 1 seminar
(See 2007 Work Programme and the initiative of the Commission to adopt a draft directive to consider criminal sanctions for environmental crime with a view to harmonizing the definition of environmental crimes throughout the EU and to increasing the level of sanctions).

e) Economic & Financial Crime

- Financial Investigators, Fraud and Confiscation – 1 seminar
- Economic and Financial Crime – 1 seminar
- Euro Counterfeiting – 1 seminar. Regular information exchange and dialogue between CEPOL and the Commission and OLAF would allow avoiding duplication of certain training activities - such as those related to the protection of the financial interests of the Community funded by the Hercules II programme - and could provide synergies
- Money Laundering – 1 seminar
(See 2007 Work Programme)

f) Specific Crime (See 2007 Work Programme)

- International Aspects & Experiences of Domestic Violence Seminar – 1 seminar
- Forensic in the field of Fight against Terrorism – 1 seminar
- Road Crime – 1 seminar
- Traffic Safety – 1 seminar

g) Community Policing

- Community Policing – 2 seminars
(See 2007 Work Programme)

h) Public Order

- Public Order & Crowd Management Course – 1 seminar
- Public Order & Crowd Management / Hooliganism – 1 seminar. The fight against hooliganism attracts increasing attention at political and operational level; the planned seminars may draw conclusions of the Conference on the EU against Violence in Sport, due to take place on 28-29 November 2007 in Brussels
- Public Order & Crowd Management/Security during summit – 1 seminar

i) Leadership and Management

- High Ranking Top Senior Police Officers Course (TOPSPOC) – 4 seminars
(See 2007 Work Programme)
- Leadership Development and Management of Change – 2 seminars
- Disaster of Large Scale – 1 seminar
- Changes in EU Society – Consequences in HRM – 1 seminar
- Human Rights and Police Ethics – 1 seminar
- Human Rights and Police Ethics, Prevention and Corruption – 1 seminar

j) Civil aspects of Crisis Management and Police Missions

- Civilian Aspects of Crisis Management Course – 1 seminar
(See 2007 Work Programme)
- Strategic Planning for the EU Police Mission Course – 1 seminar
(See 2007 Work Programme)

k) New Initiatives and Priorities

In 2008, there will be new initiatives:

Witness Protection Seminar – 1 seminar

Witness protection is a growing concern for all partners involved in investigating and controlling crime.

An important part of the success of the investigation and prosecution of serious offences, such as those relating to organised crime, terrorism or corruption, depends on the quality of the protective measures ensuring witnesses anonymity, physical safety and the confidence needed to testify. Furthermore, investigators and prosecutors should be ensured that testimonial evidence is protected and will be available at the appropriate moment.

Firearms International Trafficking Seminar – 1 seminar

This topic is presented in the OCTA report.

Based on the available data and expertise, Europol has identified that the threat posed by organised crime and firearms international trafficking is spread throughout the EU and cannot be related to a special area or specific criminal networks across the EU territory.

Annual Alumni Conference – 1 conference

In 2008, CEPOL will organise a conference dedicated to a specific topic such as "Future Crime Trends" for the participants of previous activities in order to strengthen the network of senior officers. It is anticipated that 150 officers will attend the conference.

l) Common Curricula Related Seminars

CEPOL will organise several "Train the Trainers" Seminars in order to familiarise trainers with Common Curricula topics.

In 2008, an additional seminar is planned for Managers who are in charge of organising national course programmes or CEPOL activities. The aim is to focus on the role in the implementation of the Common Curricula. One course manager per country will be invited to this seminar.

m) Research and Science

- Police Science Information Seminar for trainers and teachers: Also open to representatives of the private sector – 1 seminar
- Research and Science Conference – 1 conference
Article 7d tasks CEPOL to disseminate best practice and research findings. Promoting research, encouraging the dissemination of findings and applying police research and science in policing and in police education, will improve policing.

n) Training and Training Standards

- Train the Trainers Seminar – 2 seminars
This training provide trainers of the National Senior Police Colleges with the opportunity to acquire relevant competencies in order to deliver training activities effectively according to agreed standards.
- Q13 Quality & Common Standards Course – 3 seminars
This course is aimed at course developers and course managers providing common standards (Article 7e) when developing CEPOL courses and seminars.

o) Language training

- English for English Language Trainers – 1 seminar

In many EU-countries the (professional) English Language is part of the curriculum or is offered as separate courses. Member States have identified the need to share good practice in learning and teaching English as a second language (Reference: Article 7i).

- English for Governing Board (GB) and Committee (C) members – 1 seminar
To support effective exchange of information and discussion-making processes (Reference: Article 7i).
- English for Working Group Members – 1 seminar
Colleges have identified another target group with different needs: the working group members who are not facing the same decision making processes as the GB & Committee members and need a specific seminar.

p) Quality of Administration

- CEPOL National Contact Points & Managers of CEPOL Activities
The CEPOL Secretariat came into operation in August 2002. The experiences since then have shown a serious need to harmonise the administrative procedures and strengthen the development of training. In order to improve communication and make procedures more effective, the Governing Board decided to establish a training course for administrative and financial staff in the Member States dealing with CEPOL activities. In the framework of the new Financial Regulation it is important to continue these administrative seminars. Three seminars will be organised in 2008.

3.1.3 CEPOL-certified Modular Course in International Police Cooperation

In 2008, an intensive, modular course on international police and judicial cooperation will be developed.

The content and the methods of the course should be connected to similar courses in national police Training Institutes or Universities.

Therefore cooperation with these national police Training Institutes or universities is important.

It has to be examined whether this course shall result in a CEPOL-certificate or even in a “master degree” according to the Bologna criteria

3.1.4 Analysis of CEPOL Training Activities

During the Annual Programme Committee (APC) meeting in January 2006, the committee dealt with the organisational difficulties encountered when setting up CEPOL activities. In particular, countries mentioned the risk of the number of potential participants reducing each year due to the travel costs and the difficult challenge of finding senior law enforcement officer meeting the criteria:

- Good knowledge in English,
- Expertise in the topic taught during the activity.

During the Governing Board meeting held in May 2006, it was agreed that a new working group named “Analysis of CEPOL’s Training Activities” (ACTA) would be established. The group allows CEPOL to be proactive in evaluation, to reflect on its activities, and to improve quality, both in methods and content.

The working group is attached to the APC. Its composition includes representatives from Belgium, France, Germany, Italy, Poland, Portugal Slovakia and Sweden.

Its general remit includes the analysis of the conditions which form the basis of CEPOL activities, as well as the evaluation of the results.

The objectives are:

- to identify all factors conducive to a better attendance at CEPOL activities,
- to set out all difficulties encountered and to propose solutions,
- if necessary, to elaborate audits on existing courses and seminars to improve the image and quality of CEPOL.

A report on the Working Group’s findings will be presented by the end of 2007.

For the continuation of ACTA’s work and evaluation appropriations amounting to about €0.04m have been included in the draft estimate 2008.

3.2. Common Curricula

Specific objectives:

To provide recommendations to the Member States regarding police training for specific subjects with a European dimension for use within their national police training systems according to their individual needs and to ensure a similar level of training on these topics within Europe.

The Common Curricula Policy Paper that has been decided by the Governing Board in September 2006 (29/2006/GB) gives an overview on the basic philosophy, objectives and ideas behind the Common Curricula. .

The harmonised incorporation of EU subjects in national police training systems is promising for reaching a larger audience than only senior police officers. However, there is a need to consider an appropriate balance between common curricula and the main focus of courses. For 2008, CEPOL has decided to introduce 3 new curricula: Civilian Crisis management, Drugs Trafficking and Diversity management. It will also be necessary to scrutinize in detail the actual implementation of the curricula that have already been finalised and those which are still in the course of development (Europol, Police Ethics, European Police Cooperation, Counter-terrorism, developed in 2005, and Trafficking in Human beings, Money laundering and Domestic violence selected for 2006) with a view to their actual delivery. The recruitment of "Module Advisers", to ensure the curricula are kept up-to-date, is a positive step in that direction

Key initiatives to meet the objectives:

Development of Common Curricula in 2008

The common curricula are provided as basic ideas and elements for CEPOL courses. The subjects of the curricula are determined by the Governing Board in line with priorities given at the European level.

CEPOL has developed four Common Curricula in 2005 and three others in 2006. Further common curricula will be developed in 2008. Topics are Civilian Crisis Management, Drug Trafficking and Diversity Management.

For the development work, four to five members have nominated experts.

There is one subgroup per Common Curriculum topic consisting of experts from 3-4 member states. In addition, experts from the Member States and from other organisations are invited to develop as well as validate the content.

For each curriculum a Train the Trainer course is organised in order to start the implementation process of the Common Curricula in the countries.

Work in 2005 and 2006 has shown that an educational expert is required for writing the Trainers' and Students' Guides for each curriculum and for contributing to the didactical dimension.

The work of the subgroups will be coordinated by a "Common Curricula Coordination Working Group". This group composed of the chairs of the subgroups will be supported by the CEPOL Secretariat.

Common Curricula Implementation

The implementation phase of the Common Curricula developed in 2005 will continue into 2008. For the Curricula whose development was initiated in 2006, implementation will start by mid 2008; Domestic Violence (CC06/A), Money Laundering (CC06B), Trafficking of Human Beings (CC06/C),

In order to facilitate national implementation, parts of the Common Curricula will be translated into the national languages according to the need of the countries.

Implementation will, in most cases, be initiated by means of Train the Trainers seminars.

The countries will also be invited to give feedback on their experiences which will be evaluated by the Module Adviser and the CEPOL Secretariat.

Updating of the Common Curricula

In order to meet the quality standards and be in accordance with recent developments within the topic areas, the Common Curricula will be required to be updated on a regular basis.

Updating needs will be different per topic. In particular, the Common Curriculum on European Police Cooperation – Methods and Instruments (CC06/B) includes a lot of material on international treaties and cooperation agreements which will need to be completed on a regular basis.

Module Advisers – one per curriculum - will be established in order to update and maintain the curricula as well as to prepare case studies. Part of the costs will be covered by the CEPOL budget. These Module Advisers will act as contact points for requests from the national colleges.

For development, implementation and updating of Common Curricula appropriations amounting to €0.31m have been included in the draft estimate 2008.

3.3. Exchange Programme

Specific objectives:

- To promote 'mutual trust' between training staff and senior police officers resulting in the support and development of a European dimension of police practice and training.
- To improve police cooperation through the development and/or maintenance of an international professional network and through the sharing and gaining of knowledge with and from colleagues in other countries, in particular on specific topics touching cross-border police cooperation.
- To promote a better understanding of legal systems and organisations in the Member States, Associate Countries and Candidate/Accessing Countries as well as a greater cultural and professional understanding.

The focus lies on the development of a programme which allows and facilitates improvement on a professional, organisational and European level

The Exchange Programme will be financed from the AGIS fund of the Commission.

Key initiatives to meet the objectives:

In accordance with The Hague Programme, a multilateral CEPOL Exchange Programme for Senior Police Officers and Training Staff (2006-2008) was

developed. 20 Member States are participating in the first Exchange Programme.

For 2008 the budget includes the possibility of seven more countries joining the project.

For senior police officers, there will be two options:

- two short-term exchange periods per year (10 days) or
- two long-term exchange periods per year (3 weeks);

For Police Training Staff the option is two exchange periods of 1-3 months per year.

In the beginning of 2008, the Final Conference for the Exchangees and Tutors will take place in Hungary, in order to close the 2007 exchange activities which will end in December 2007.

Also early in 2008, an Initial Conference for the second group of Exchangees and Tutors will take place. In December 2008 a Final Conference will be organised. The exchange project will end in November 2008.

A small *project team* of two persons is established in the Secretariat. This team will be supported by the National Exchange Coordinators in the partner countries who will be responsible for administrative requirements and who will be the communication link with the Project Team.

In the countries, the Exchangees will be guided by Tutors who will be nominated according to their knowledge on the Priority Topics.

A *Reference Group* consisting of four persons is established. Its main tasks is to inform, to support the project and to work on consultancy and problem solving for NEC's, tutors, and project team in general. The group will also have to support in the matching procedure and to carry out a risk assessment analysis.

An *External Evaluation Group* of three persons will evaluate the work of the Project Team.

Several *Priority Topics* were chosen for the Exchange Programme in 2008.

For Senior Police Officers the topics chosen were Counter-Terrorism, Drug Trafficking and Money Laundering.

For the Police Training Staff the Learning Environment and Leadership and Management were chosen.

In accordance with the objectives of the Exchange Programme, the exchangees will enhance their knowledge on these topics and share knowledge with colleagues in other European countries in order to improve cross-border cooperation in these areas.

For additional activities, not covered by AGIS, appropriations amounting to €0.15m have been included in the draft estimate 2008.

3.4. Activities for High Ranking Police Officers

Specific objectives:

- To increase the involvement of high ranking senior police officers in CEPOL activities

Key initiatives to meet the objectives:

In addition to the flagship seminar for Top Senior Police Officers – TOPSPOC (one week seminar meeting four times during one year) two additional activities will be proposed:

- The third Conference on future criminal trends in Europe with 150 participants (Alumni Conference)
- The Study Tour regarding European Police Systems and cooperation (Europol, Eurojust, Council, Commission etc)

3.5 *EU Crime Trends and joint Activities to prevent and combat Organized Crime and Terrorism*

3.5.1. *OCTA*

Thanks to the Organised Crime Threat Assessment report, CEPOL's training activities can take on board the priorities which have been identified.

Thus, the following regional patterns attract focused attention, notably because of their effect on the whole of the EU:

- *North East Europe*: smuggling of highly taxed products aimed at the Nordic countries and the UK, and beyond;
- *South West Europe*: illegal immigration, cocaine and cannabis trafficking for further distribution in the EU;
- *South East Europe*: heroin trafficking, illegal immigration and trafficking in human beings, aimed at the whole of the EU;
- *Atlantic Region*: synthetic drug, heroine and cocaine.

CEPOL is asked to develop modules in training activities or Common Curricula to strengthen and harmonize competences for fighting the use of technology by criminals and for the systematic use of financial and economic intelligence in inquiries on organised crime.

CEPOL will also promote the multi-disciplinary intelligence-led law enforcement concept in the MS and awareness of EU priorities in the fight against organised crime.

3.5.2. *COSPOL*

COSPOL is a multi-lateral law enforcement instrument under guidance, support and monitoring of the Police Chiefs Task Force (PCTF), intended to achieve tangible operational results in terms of arrests of top level criminals and the dismantling of criminal and terrorist organisations or networks.

CEPOL assists by providing general training on intelligence-led law enforcement but can also provide training, linked to specific COSPOL initiatives.

The COSPOL groups are:

1	Terrorism	UK Europol	Belgium Germany Malta Spain <i>Interpol</i>	France Italy Poland <i>Norway</i>
2	Trans-national Eurasian Organised Crime (TNEOC)	<i>Finland</i> Poland	Germany Slovakia <i>Norway</i>	Latvia UK <i>Interpol</i>
3	Child Pornography (CIRCAMP)	<i>Norway</i> UK	Belgium Estonia France Italy Malta Poland	Denmark Finland Ireland Latvia Netherlands <i>Interpol</i>
4	Western Organised (WBOC) Balkan Crime	<i>Italy</i> UK	Austria Denmark Greece Slovak Sweden <i>Interpol</i>	Belgium France Luxemburg Slovenia <i>Norway</i>
5	Synthetic Drugs	<i>Netherlands</i> Belgium	Finland Germany Poland Sweden	France Lithuania Spain UK
6	Cocaine	<i>Portugal</i>	Italy Spain	Luxemburg Spain
7	THB	<i>Austria</i> Romania	Finland Malta Slovak	Italy Netherlands Spain
8	Facilitated Illegal Immigration	<i>Hungary</i> Germany	Finland Malta	Italy Spain
9	Heroin	<i>Italy</i> <i>Slovenia</i>	Austria Czeck Rep. France Hungary	Belgium Denmark Greece

3.6 New fields of Training

Specific objectives:

- CEPOL needs to have proactive communication and new tools to showcase CEPOL needs to be developed.
- CEPOL has to become the cornerstone of police training at a European level and also develop a common mindset.
- CEPOL has to follow the latest developments and fulfil new training needs.

Key initiatives to meet the objectives:

- The need to focus on cascading effect and reconsider the Alumni activity (every participant could become Alumnus).
- The necessity to regularly implement the right of defence in all seminars without creating a new seminar is reminded (in accordance with Article 6.3 of the Council decision establishing the College).
- New ways to implement activities should be considered as well: in particular self-training products for the needs of the top senior police officers
- The Exchange programme will be a step in the process.

4. Learning Methods and Processes

In 2008 the activities will focus on:

- The implementation of common educational quality standards,
- A vision on learning,
- Use of learning technologies.

The Bologna Process has a significant impact on the development of the European area of higher education. Similarly the Bruges-Copenhagen-Process will have an impact on the sphere of vocational training and education in Europe. For its own activities, and for the harmonisation of the national police training systems in Europe, CEPOL has decided to take both concepts into account. For this purpose, a Bologna platform has been created to enhance the exchange of good practices and of further studies and to develop consequences out of the Bologna Process.

CEPOL may offer international modules in line with the Bologna criteria that the national training institutes may develop for implementation and use with a view to facilitating the exchange of students. A certified modular course in International Police Cooperation will be developed and could be designed as a master course according to the Bologna criteria

In 2008 a strategic vision on learning – including e-learning - will be made explicit and endorsed by the Governing Board in order to contribute to a consistent Quality Management Process within CEPOL.

2008 will also be a year of evaluation in order to improve the CEPOL activities. Beyond existing tools, mainly focusing on satisfaction of trainees, and without prejudice of the external evaluation which has to be conducted after five years in accordance with the Council Decision, it is without any doubt necessary to develop a systematic evaluation process in order to assess effectively the impact of activities at different levels (improvement of knowledge and skills, transfer to the workplace, benefit to the organisation and to police cooperation) and to ensure a follow-up of the results on the basis of predefined indicators. Such an assessment should serve the purpose of identifying causes and remedies to the insufficient rate of participation to certain courses. The setting up of the ACTA Working Group is a welcome initiative and will help to measure the actual impact of training activities on the ground. The 2008 work programme will undoubtedly need to take into account the results of the ACTA report due to be delivered at the end of 2007

Subjects to be evaluated include;

- the effectiveness of two-step courses in general,
- the effectiveness of new developments like the 'Train the Trainer' seminars,
- the implementation of common curricula,
- the annual increase in the number of activities,
- participation rate,
- a possible overlap in activities,

- mid- and long term effects of activities (sharing new knowledge with colleagues and the implementation of new knowledge and skills in the work environment) etc.

For training and learning activities, excluding the Electronic Network, appropriations amounting to €0.07m have been included in the draft estimate 2008.

5. External Relations

The external relations of CEPOL shall be developed according to the External Relations Policy Paper that has been discussed during the Governing Board meeting in May 2007.

In 2008, relations with Associated and Candidate Countries are top priority on the CEPOL agenda and after their completion. Other relations will be established with non-EU Member States/bodies in accordance with the priorities given by the relevant European institutions.

Among Agencies and International Organisations, the cooperation with Europol, Eurojust, Interpol, Frontex and Unicri will be intensified.

Among non-EU countries, intensification of contact should happen with the EU Neighbouring Countries and with Canada, Russia, Saudi Arabia and US.

As regards the potential candidate countries belonging to Western Balkans, they are covered by specific financial programmes run by the Commission but CEPOL attention should also be dedicated to them. A specific conference on the Western Balkan countries will be organized in 2008 by Slovenia.

A new programme called Pre-accession Programme has been designed by the Commission and CEPOL could cooperate in police matters through it.

For CEPOL's external relations activities appropriations amounting to about €0.04m have been included in the draft estimate 2008.

MEDA II

Launched in spring 2007, the MEDA-JAI II programme has a total budget of 5 million euros over a three-year period. Approximately 2.2 ME will be spent in 2008.

Five staff members will be recruited in 2007 for its implementation.

The objectives of the regional MEDA-JAI II programme are:

- the setting up of an Euro-Mediterranean network in the field of justice, police and migration;
- the development and reinforcement of the co-operation with MEDA countries in the field of justice, police and migration, thanks to a deeper dialogue, to legal convergence and to the setting up and consolidation of networks.

In 2008, it is foreseen that ten *training sessions* and four *study visits* will take place within the Member States and in the MEDA countries; Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Syria, Tunisia, and the Palestinian Authority.

6. Research and Science Activities

The goal of disseminating good practice and research findings throughout police organisations across Europe is to support training and education for senior police officers.

A second objective is linked to CEPOL's educational concept. The most effective learning and training environment is based upon two pillars; the content (i.e. police science and validated good practices) and the educational form. All scientific knowledge on the police profession should be available for designing training sessions.

Scientific outcomes should also make it possible to support and develop a European approach to the main problems facing Member States in the fight against crime, crime prevention and the maintenance of law and order and public security.

6.1. Working Group on Police Science and Research

Specific objectives:

To investigate and develop a "European approach on police science" as well as to develop further ideas on how to disseminate good police scientific practice and research findings.

Key initiatives to meet the objectives:

As a result of the work of the Expert Group on European Approach to Police Science PGEAPS in 2005-2007, a permanent Working Group on Police Science and Research was established in 2007 in order to connect the two areas of police training and police research.

The new Working Group will promote and follow up research;

- to cooperate with police science experts;
- to invite CEPOL course managers and module advisers (Common Curricula) to discuss scientific support;
- to develop a European Police Science and Research Journal of its own or in cooperation with an existing one;
- to publish a European Handbook on Police Research and Police Science

6.2 Survey on Police Research and Science on the European Union.

Specific objectives:

- To provide information on the authorities, universities, institutions, academies, experts, the status of police science and research activities within EU;
- To provide information on the latest research findings as well as the methods;
- To collect and analyse information on the police research infrastructure in European countries;
- To provide a basis for the understanding of the present conditions as well as future prospects of European police research.

Key initiatives to meet the objectives:

The survey carried out by CEPOL in cooperation with the Viennese Institute for Sociology of Law and Criminology, requires an annual updating procedure.

The report includes an overall view of the institutional, organisational and legal embedding of research and science into the training of senior officers in Europe.

6.3 Survey on European Police Education (SEPE)

Specific objectives:

To promote mutual confidence and trust in the certifications and competencies of senior police officers all over Europe; to provide a source of information for the exchange programmes for trainers and for senior police officers; to promote the exchange of good learning and training practices; to support the exchange of selection and recruitment methods and instruments; to support the process of mutual recognition of national certificates.

Key initiatives to meet the objectives:

Considering the fact that the structures and programmes of Police Education and Training undergo frequent changes, the collected data on the situation of Police Training and Education in Europe will need to be regularly updated.

The SEPE project group should investigate to what extent police colleges and academies in the Member States have implemented the Bologna criteria in their national education and training systems and include the outcome in the SEPE.

A symposium on Police Education and Training in Europe will take place in 2008.

6.4 Facilitation and support for the collection and dissemination of good practice and research findings through CEPOL's Electronic Network

Specific objectives:

One of CEPOL's obligations is the collection and dissemination of good practice and scientific research findings in order to provide high quality training and education.

An essential part of this endeavour is the European Police Research and Science Database and the network of National Correspondents in Member States.

Key initiatives to meet the objectives:

CEPOL Secretariat will support Member States in organising their own research and good practice network and will offer support in setting up information workflows.

Two meetings will be organised in 2008 for representatives from member States focusing on the national research findings.

Further efforts have to be made to achieve a permanent exchange of content with other existing scientific databases relevant to CEPOL's remit.

6.5 European Conference on Police Science and Research

Specific objectives:

CEPOL facilitates exchange on police science topics by hosting an annual Police Research and Science Conference. The major aims of the conference is to support the dissemination of results of research projects and the optimisation of cooperation between police training institutions, universities, research institutes and researchers.

Key initiatives to meet the objectives:

The Annual Police Research and Science Conference in 2008 in Vienna will reflect on this development and the progress made in the area of a European Approach to Police Science.

For research and science activities, next to courses, seminars and conferences, appropriations amounting to about €0.12m have been included in the draft estimate 2008

7. Electronic Network

General objectives:

The Council Decision stipulates that CEPOL should operate an electronic network in support of its performance. This is due to the fact that CEPOL is a poly-geographical organisation in charge of safeguarding proper informational processes for all stakeholders.

The Electronic Network of CEPOL has been established to enable and support the delivery of courses;

- to facilitate the exchange of information in the administration and governance of the European Police College;
- to provide access to relevant data and documents for the training process and development.

7.1. Further *Development and Maintenance of an Electronic Network*

Specific objectives:

The general aim is to provide a user-friendly, reliable and secure system that will meet all informational needs of CEPOL and its clients. This includes the operation of:

- a *public website* to inform the general public in Europe about aims and activities of the European Police College;
- a *protected restricted website* to facilitate the secure exchange of information and to support the administration of CEPOL's internal affairs, including document management support;
- a *knowledge library* of good practice, research findings and scientific studies;
- a specially *protected discussion functionality* for the direct exchange of senior police officers and in support of the courses;
- a "Learning Management" functionality in support of *CEPOL courses*;
- a functionality to provide *e-Learning modules*

Key initiatives to meet the objectives:

In 2008 the full implementation and operation of the new technical platform will be monitored and informational architectures and data-flows will be developed. In parallel, a thorough evaluation of EPLN (European Police Learning Network) and of its different components will take place.

In 2008 the focus will be on the full exploration of the new features of **Document Management** and *e-Learning* capacities.

7.2 Development of e-learning Facilities

The new electronic platform will include e-learning facilities.

By supporting traditional course learning, e-learning has not only an added value as an additional modality in blended learning, but also in the timeline of learning.

E-learning offers participants access to a ***discussion platform***, monitored by teachers for collaborative assignments, exchange of good practices and professional networking.

The participants can take part in the activity in a short period of time and as it is about recorded information, the learner has the advantage of re-listening and re-reading. This advantage is most valuable for those learners whose mother tongue differs from the offered language(s).

In 2007 part of The Common Curriculum on EUROPOL will be launched as a self-paced e-learning programme.

In 2008 a self-paced e-learning programme on the EU and Police and Justice Cooperation will be produced.

For the Electronic Network appropriations amounting to about €0.22m and for the development and distribution of e-learning activities appropriations amounting to €0.19m have been included in the draft estimate 2008

8. Other activities

For the general support of CEPOL's activities, some basic efforts have proven to be necessary. They are described in the following sections:

8.1. European Dimension

Specific objectives:

The European Dimension is the basis for CEPOL's mission. In this context the key objectives are;

- To develop a European approach within police training and practice;
- To reflect on and clarify the meaning of a European dimension as well as its implications;
- To provide a guideline for the planning and the work of all CEPOL activities;
- To help fulfil CEPOL's task "to support and develop a European approach to the main problems facing Member States in the fight against crime, crime prevention, and the maintenance of law and order and public security."

Key initiatives to meet the objectives:

The European approach is defined by specific European methods, instruments and structures which support police cooperation.

In the implementation of CEPOL's activities, the organisers must have in mind the concept of "support and development of a European dimension of police practice and training".

A conference on this topic will be organised in 2008. This conference will serve for sharing ideas and supporting reflection and clarification, and also for formulating further activities.

8.2. Inventory of Glossaries

Specific objectives:

To provide an overview of glossaries with specific police vocabulary in different languages

Key initiatives to meet the objectives:

The inventory of existing glossaries with police vocabulary contains information about: the professional area the collection of terms refers to (police work in general, specialised areas, law, border police, etc.), which languages it includes, where and on which medium (books, CD-Rom, online) it can be found, as well as whether and how often it is updated.

In 2007, this inventory was made accessible through CEPOL's website.

Regular updating of this inventory will continue in 2008. Countries will be asked to provide corresponding information to the CEPOL secretariat.

8.3. CEPOL Glossary

Specific objectives:

To find a joint understanding of frequently used terms and key words in CEPOL.

Key initiatives to meet the objectives:

The CEPOL Glossary, which was adopted by the Governing Board in 2005 as a living document, has been updated in accordance with needs of the CEPOL members active in course organisation, working groups and projects. This will continue in 2008.