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OF THE GOVERNING BOARD OF THE EUROPEAN POLICE COLLEGE

**ADOPTING THE PRELIMINARY WORK PROGRAMME 2012**

Adopted by the Governing Board  
on 23 February 2011

THE GOVERNING BOARD,

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

Having regard to the opinion of the Commission (<sup>2</sup>);

HAS ADOPTED the Preliminary Work Programme 2012 as detailed in the Annex. (<sup>3</sup>).

Done at Basingstoke, 23 February 2011

For the Governing Board

József Boda  
Chair of the Governing Board

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<sup>1</sup> OJ L 256, 1.10.2005, p. 63

<sup>2</sup> Opinion of xx

<sup>3</sup> Approved by the Council on xx



# **EUROPEAN POLICE COLLEGE**

## **PRELIMINARY WORK PROGRAMME 2012**

## Contents

<b>1</b>	<b><i>General Part</i></b>	<b>7</b>
1.1	Introduction	7
1.2	Mission	7
1.3	Vision	9
1.4	Strategy	9
<b>2</b>	<b><i>CEPOL's core business</i></b>	<b>11</b>
2.1	Overview	11
2.2	Training Activities	11
2.3	Governance of CEPOL	11
2.4	e-Learning	11
2.5	Evaluation	11
2.6	Common Curricula	11
2.7	Exchange Programme	12
2.8	External Relations	12
2.9	Learning Methods and Processes	12
2.10	Research and Science	12
2.11	Communications	12
2.12	Relevant European Law Enforcement Projects	12
2.13	Support function: Electronic Network	12
<b>3</b>	<b><i>Goals, objectives, activities and allocated resources.</i></b>	<b>13</b>
3.1	Training activities	13
3.2	CEPOL Governance and Network	17
3.3	E-Learning	19
3.4	Evaluation	20
3.5	Common Curricula	21
3.6	Exchange Programme	23
3.7	External Relations	24
3.8	Learning Methods and Processes	26

3.9	Research and Science Activities	28
3.10	Communications	30
3.11	Relevant European Law Enforcement Projects	32
3.12	Support Function: Electronic Network	33
<i>Annex 1: CEPOL Strategic objectives 2012-2014 and Key Performance Indicators 2012</i>		34
<i>Annex 2: Overview of the Allocation of the Human and Financial Resources</i>		39
<i>Annex 3: Identified Risks on the Activities</i>		40
<i>Annex 4: Calendar of 2012 Courses and Seminars</i>		42

# 1 General Part

## 1.1 Introduction

CEPOL, as a community financed European Union Agency, was established by 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.

CEPOL aims by means of its Work Programme 2012 to provide transparent information about its planned activities in 2012. At the same time, flexibility is required in the light of potential budgetary and political developments; in particular where it concerns the large European projects aiming at the improvement of cross-border police cooperation CEPOL is planning to engage itself in.

The year 2010 was dedicated to the development of a coherent and detailed strategy for CEPOL including the use of the Balanced Score Card method. Furthermore a Multi Annual Action Plan was adopted by the CEPOL Governing Board. In 2011, refinement of this method and implementation were the focus of attention and efforts.

The Work Programme 2012 is aligned with CEPOL' Strategy and is based on input from its governance bodies. It is closely connected with CEPOL's draft budget 2012. and provides justification of allocated resources.

The year 2012, on the basis of suggestions in the Five-Year Evaluation Report, will witness a notable shift from quantity to quality; in particular on the level of training activities this shift will lead to a reduction of the total number of courses and an increase of long term activities.

## 1.2 Mission

“CEPOL as a European Union agency contributes to European police cooperation through learning to the benefit of European citizens”

CEPOL strives to fulfil its mission on the basis of the following values and guiding principles:

## Values

- Primary sources of knowledge
- Respect for Diversity
- Fair in justice and policing

## Guiding principles

### *Quality of Learning*

- quality and depth of provision across all subjects
- qualified teachers, trainers, lecturers and tutors
- committed, self-directed life-long learners
- cutting-edge technology
- close interactive relationship between learning, science, and research
- the place of CEPOL within the broader academic community
- the encouragement of a questioning spirit
- qualitative exchange experience for students, teachers, trainers, tutors and associates through networking

### *CEPOL's relationship with the EU Law Enforcement Society*

- the widest possible institutional and individual access to the CEPOL's knowledge base and learning system
- contribution to a more effective crime fighting through the pursuit, dissemination, and application of knowledge
- concern for sustainable relationships with the law enforcement environment

### *CEPOL's relationship with Stakeholders*

- EU member states through the Council of the European Union e.g. Council Standing Committee on Internal Security (COSI ) and the Governing Board, Commission, Parliament ,Commission and Police Chief's TF are considered as primary bodies
- the relationship between CEPOL and the national training institutions is fundamental to the nature of networking
- essential elements of successful collaboration through coordination with Europol, FRONTEX and EUROJUST

### *Towards CEPOL's Staff and Associates*

- rewarding and recognising CEPOL staff and associates as its greatest asset
- encouraging the development of all professionals working with CEPOL

### 1.3 Vision

**CEPOL is acknowledged by allied agencies and authorities in the policing and educational world, to be the primary source of learning and development in the field of education and training for enhanced cooperation and policing in Europe.**

### 1.4 Strategy

#### 1.4.1 Resources

CEPOL's mission implies reference to relevant source documents, i.e. the Lisbon Treaty, and in particular where it concerns its enhanced means of action in terms of security; the Development on the European Internal Security Architecture and the related policy cycle, the high relevance of the results of the OCTA reports and the further development for the SOCTA reports, the Commission's Five Year Plan: the Stockholm Programme; and finally CEPOL's Five-Year Evaluation Report which feeds into the recommendations of the Five Year Reporting Group.

#### 1.4.2 Goals

CEPOL's Strategy formulates the following goals:

- Goal 1: The CEPOL network functions as a European law enforcement education platform on the highest level of international excellence
- Goal 2: CEPOL will be developed into a European law enforcement knowledge base
- Goal 3: External relations will be considered and dealt as corner stone of partnership
- Goal 4: CEPOL will be lead and managed as a top-ranking innovative EU agency

#### 1.4.3 The Balanced Scorecard and Key Performance Indicators

CEPOL's Balanced Scorecard (BSC) has been developed for the achievement of four main strategic goals and management of processes. The BSC includes concise management information necessary to oversee CEPOL's activities and evolution.

Key Performance Indicators (KPIs) constitute an integral part of this tool for monitoring and evaluating the progress. The BSC progress reports are being regularly published for the internal management decision-making, for the Strategy Committee consultation, and for the Governing Board notification. This performance measurement tool, the use of which was initiated in 2011, will continue to be applied in 2012.

## **2. CEPOL's core business**

### **2.1 Overview**

CEPOL has a tradition of showing the flexibility when it is required to respond to needs for learning and training within the Internal Security Architecture of Europe.

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

### **2.2 Training Activities**

60 training activities are planned for 2012 including approximately 20 different long-term activities, i.e. such lasting a couple of weeks and such consisting of several steps.

### **2.3 Governance of CEPOL**

CEPOL's committees and working groups will continue to have meetings in 2012 in order to have support the fulfilment of goal 4 and to facilitate the decision making process of the Governing Board.

### **2.4 e-Learning**

In 2012 the development of e-Learning modules in accordance with needs and proposals by the Member States will be continued as before. The modules developed in 2010 will be assessed for their relevance and updated if necessary. Communities of Practice will be (further) developed and supported as well as a concept for electronic Networked Learning. Linkages with the training and research areas need to be reinforced.

### **2.5 Evaluation**

Impact and efficiency of CEPOL's training activities in 2012 will be assessed by means of an in-depth analysis of the course feedback and post-course evaluation. Key Performance Indicators will contribute to enhanced evaluation procedures and outcomes.

### **2.6 Common Curricula**

In order to support dissemination and implementation of the Common Curricula, quality assurance and marketing will be high on the agenda. Also, the increasing cooperation with other EU Agencies and third parties, as in other areas of CEPOL's activities, will remain a strong point of attention. In 2012, the impact of the Common Curricula by means of implementation will be evaluated.

### **2.7 Exchange Programme**

Depending on the question whether political and budgetary conditions allow continuation, the CEPOL Exchange Programmes will be pursued also in 2012 for a number of participants correlating to available funding. Cooperation with other EU agencies and inclusion of Candidate countries will be reinforced.

### **2.8 External Relations**

Priorities for the year 2012 include the ongoing dialogue with Associate, Candidate and ENP countries as well as International and Regional Organisations as well as formal Cooperation Agreements with Associated and Candidate countries. The possibility enhances CEPOL's engagement with other Strategic Partners such as China and India will be examined. Policy Paper on External Relations will provide a basis for the work in this area.

### **2.9 Learning Methods and Processes**

The Bologna Process will be in focus as well as quality of training and the combination of learning methods (Networked Learning).

### **2.10 Research and Science**

Cooperation on knowledge management on police science in Europe with third parties will be continued and reinforced and targeted Knowledge Management activities will strongly focus on areas of priority of the Stockholm Programme.

### **2.11 Communications**

Communications will contribute to promoting the mission and values as well as providing transparency about CEPOL's activities and management by different means. CEPOL's newly developed Communication Strategy will be implemented

### **2.12 Relevant European Law Enforcement Projects**

CEPOL will continue to make use of its increasing experience in the management of comprehensive relevant European Law Enforcement Projects. CEPOL's efforts on this level will be reinforced, depending on the possibility created through budgetary and political developments.

### **2.13 Support function: Electronic Network**

As defined in the Article 7(h) of Council Decision an electronic network is put in place to provide back-up for CEPOL in the performance of its duties in all areas, ensuring necessary security measures. The Electronic Network provides administrative and content support as well as provides such functionalities as CEPOL Website, e-Library, LMS, DMS and in future e-Learning, etc thus stretching across all areas of CEPOL business.

### 3. Goals, objectives, activities and allocated resources.

#### 3.1 Training activities

##### CEPOL Strategic Goals and Objectives

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

##### Strategic objectives:

- 1.1 Deliver quality training courses on specific subjects; train senior police officers and middle-ranking police officers, senior police officers and middle-ranking police officers in the field and police officers in the field with regard to cross-border cooperation between police forces in Europe; assist in the setting-up appropriate advanced training programmes; promote the effective implementation of the Stockholm Programme via training.
- 1.2 Deliver training for senior leaders in order to enhance their European competence; assist them in strategy planning and realisation of strategic courses on the EU level

#### 3.1.1 *Activities aiming at improvement of cross-border cooperation*

In the light of quality enhancement, a total number of 60 activities are planned. Based on an assessment of the body of knowledge related to the courses, approximately 20 of those will be long-term activities, i.e. such lasting a couple of weeks and such consisting of several steps.

The reinforced involvement of other EU agencies as initiated in 2010 in order to benefit from synergies and avoid duplication will be continued also in 2012.

The booking of flights by the Secretariat for up to ten participants per Member State and Candidate country per year and the reimbursement of the related travel expenditure will be continued.

The choice of topics and the setting of priorities are based on the following items:

- The Council Decision 2005/681/JHA of 20 September 2005, and in particular Articles 5, 6, and 7;
- EU legislation on international police cooperation;
- EU priorities, which can be found in the Stockholm Programme and other relevant EU documents;
- Strategic topics identified by Europol, in particular in the annual OCTA Reports and the future SOCTA Reports;
- Priorities set by COSI and the former European Chiefs of Police Task Force, including the COSPOL projects;
- Priorities set by other stakeholders (e.g. Eurojust,, Frontex, European Fundamental Rights Agency or Interpol);
- Priorities put forward by Member States covering areas which are recognised as important topics by the majority of countries.

CEPOL's current and previous activities are already to a large extent in line with the political directions of the Stockholm Programme, which continues to have an important impact on the priorities of CEPOL for the period 2010- 2014.

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

#### *Seminars, Courses and Conferences*

- Community Policing
- Counter Terrorism, Terrorism and Extremism
- Economic, Financial and Environmental Crime
- Illegal Immigration and Border Management
- Illicit Trafficking of Goods
- Organised Crime – Regional
- Public Order
- Prevention of Crime
- Police Cooperation within the EU
- Police Cooperation with Third Countries
- Police Systems and Instruments within the EU
- Strategic Management and Leadership
- Violation of Human Rights
- Language Development
- Learning, Training and Research
- Common Curricula Implementation seminars

#### *Modular Course in International Police Cooperation*

Apart from delivery of the third and final module of the course on International Police and Judicial Cooperation, a new course will be implemented in 2012.

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

Early coordination between course organisers and the contributing EU agencies and bodies (as detailed in the CEPOL 2011 Work Programme) will be sought in order to align the content of the training with EU policy developments.

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

### ***3.1.2 Activities related to European developments***

Furthermore, due an increasing cooperation with policing organisations, bodies and initiatives outside the CEPOL Network the following activities (included in the 60 courses mentioned under 2.2.1) will be organised by CEPOL:

- SIRENE – Cooperation partner: SIRENE Training Committee  
Courses for SIRENE Operators will be organised by CEPOL in cooperation with the SIRENE Training Committee
- Cybercrime – Cooperation partner: ECTEG (European Cybercrime Training and Education Group) and Europol  
For the delivery of Cybercrime Investigation training and education programmes it will be analysed and evaluated if this can be based within CEPOL, with ECTEG as a formally established project group. ECTEG, amongst others, has developed a Masters study on Cybercrime Forensics, which is currently being implemented by the UCD (University College Dublin) in combination with Christchurch University in Kent, UK.
- SCHEVAL (Schengen Evaluation) – Cooperation Partner: Frontex and the SCHEVAL Working Party in the Council  
CEPOL will continue to offer training on Schengen Evaluation with a focus on police cooperation and SIS.
- HENU – Europol  
CEPOL started in 2011 training for Heads of Europol National Units in order for them to achieve a coordinated level of information and guidelines for their work in the Europol context. In 2012 this will be continued.

- COSI/COSPOL – Cooperation partner: Europol and COSI  
In 2011 CEPOL developed and implemented a COSPOL and COSI awareness module as well as a module on project methodology. This will be continued in 2012.

**Allocation of the Human and Financial Resources**

Activities	Budget Line	Financial Resources		Human Resources		
		Allocations 2012	Allocations 2011	Directorate	Learning, Science, Research and Development Department	Corporate Service Department
Training Activities	310	545,000	531,000	77	672	265
	311	1,710,900	1,628,000			
	312	285,000	285,000			
	319	295,100	358,000			
	Total	<u>2,836,000</u>	<u>2,802,000</u>			

## 3.2 CEPOL Governance and Network

### CEPOL Strategic Goals and Objectives

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

**Strategic objectives:**

4.1 Apply corporate leadership and management by the Governing Board

In order to support the fulfilment of Goal 4, the work of committees (partly through their working groups) feeds into the Governing Board's decisions.

#### 3.2.1 *Overview of Governance Meetings*

Governance meetings of CEPOL for 2012 are planned as follows:

- Governing Board
- Presidency Meetings
- Strategy Committee
- Budget and Administration Committee
- Annual Programme Committee
- Training and Research Committee

#### 3.2.2 *Overview of Working Group Meetings*

Meetings will be held for each of the following working groups:

- External Relations Working Group
- Working Group on Learning
- Research and Science Working Group
- Common Curricula Working Group

#### 3.2.3 *Overview of Network Meetings*

At least one meeting will be held for each of the following groups:

- National Contact Points
- National Common Curricula Coordinators<sup>4</sup>
- National e-Net Managers<sup>5</sup>
- National Research and Science Correspondents<sup>6</sup>

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<sup>4</sup> Budget appropriations in budget Common Curricula

<sup>5</sup> Budget appropriations in budget electronic network

<sup>6</sup> Budget appropriations in budget Research and Science

## Allocation of the Human and Financial Resources

Activities	Budget Line	Financial Resources		Human Resources		
		Allocations 2012	Allocations 2011	Directorate	Learning, Science, Research and Development Department	Corporate Service Department
<b>Governance and Network</b>						
Governing Board	300	140,000	148,000			
Strategy Committee	301	36,000	46,000			
Budget and Administration Committee	302	32,000	37,000			
Annual Programme Committee	303	40,000	37,000			
Training and Research Committee	304	36,000	43,000			
Other Expenditure	305		-			
Presidency meeting	306	9,000	9,000			
National Contact Points	307	60,000	32,000			
<b>Total</b>		<b><u>353,000</u></b>	<b><u>352,000</u></b>	404	292	228

### 3.3 E-Learning

#### **CEPOL Strategic Goals and Objectives**

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

**Strategic objectives:**

1.4 Developing further and easier access to e-Learning systems

**Objectives:**

Support the achievement of CEPOL’s mission and vision by means of ICT learning tools based on the e-Learning Strategy (Governing Board Decision 14/2008/GB)

#### **3.3.1 Ongoing Activities**

The improvement and increased use of the Learning Management System (LMS) on CEPOL’s e-Net, enabling delivery of ICT learning tools and supporting CEPOL activities before, during and after implementation have been a main concern in the last three years. The e-Learning culture within the CEPOL network has become an established element within CEPOL and will be developed and implemented further.

#### **3.3.2 New Activities**

In 2012 e-Learning modules will be developed in accordance with needs and proposals by the Member States. As the procedure involving temporary expert groups has proven to be successful, this approach for developing and testing the ICT learning tools will be continued.

The modules developed in 2010 will be assessed for their relevance and updated if necessary. Communities of Practice will be (further) developed and supported.

A concept will be developed for a new issue called (electronic) Networked Learning including blended learning, wikis etc. Linkages with the training and research areas need to be reinforced.

#### **Allocation of the Human and Financial Resources**

Activities	Budget Line	Financial Resources		Human Resources		
		Allocations 2012	Allocations 2011	Directorate	Learning, Science, Research and Development Department	Corporate Service Department
<b>e-Learning</b>	313	<u>250,000</u>	<u>275,000</u>	36	247	57

### 3.4 Evaluation

#### CEPOL Strategic Goals and Objectives

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

#### Strategic objectives:

1.6 Quality learning shall be the acknowledged ethos of CEPOL’s reputation and prestige

#### Objectives

To analyse and assess CEPOL’s training activities for effectiveness and impact at different levels in line with established quality standards and predefined indicators.

#### 3.4.1 Ongoing Activities

The impact and efficiency of CEPOL’s training activities in 2012 will benefit from the outcomes and results from the evaluation of CEPOL training activities implemented in 2011. These will be reflected in an Evaluation Report after an in-depth analysis on the basis of Key Performance Indicators.

Areas to be evaluated include:

- The effectiveness of multiple-step courses in general;  
The effectiveness of new developments like the seminars for the implementation of common curricula, the academic course on International Policing;
- The implementation of Common Curricula;
- The quality of learning environments<sup>7</sup> created;
- The effectiveness of on-line learning modules;
- The effectiveness of Communities of Practice;
- The European Dimension (in content, country representation and trainers/experts);
- Participation rates and the reasons why countries do not participate.

#### Allocation of the Human and Financial Resources

Activities	Budget Line	Financial Resources		Human Resources		
		Allocations 2012	Allocations 2011	Directorate	Learning, Science, Research and Development Department	Corporate Service Department
<b>Evaluation</b>	33	<u>20,000</u>	<u>65,000</u>	25	172	45

<sup>7</sup> The Learning Environment is the result of the interaction between: Content, Methods, Trainers, Learners, Organisational and Material conditions aiming at achieving the set objectives.

### 3.5 Common Curricula

#### **CEPOL Strategic Goals and Objectives**

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

#### **Strategic objectives:**

1.5 The Common Curricula contribute to the preparation of harmonised training programmes in accordance with EU standards.

#### **Objectives**

Develop and update Common Curricula as well as support national implementation in line with CEPOL's task to "*contribute to the preparation of harmonised programmes* (Council Decision 2005/681/JHA, Art. 7(b)) in order to achieve a concerted approach in cross-border police cooperation.

#### **3.5.1 Ongoing Activities**

The aim is to achieve finalisation of all outstanding Common Curricula in 2011, however, in case this is required, continuation of outstanding work will be finalised in 2012.

Two activities that have been initiated in 2011 will receive continued attention for the improvement of the work on the Common Curricula:

- Marketing: part of marketing will be promotion of the use of the Common Curricula within the CEPOL Annual Activity Programme (Trainer the Trainers courses; continuation of the Common Curricula Implementation workshops).
- Quality assurance: this includes regular updating of the Common Curricula by the Common Curricula Advisers with the support of the Secretariat and interlinking with the online learning modules. The involvement of other agencies and third parties in quality assurance will be an important element of quality assurance.

Furthermore cooperation with other EU Agencies and other third parties, which has been reinforced already in 2011, will continue to be a main focus.

#### **3.5.2 New Activities**

Special efforts will be made in the area of research on the impact of the Common Curricula in the Member States.

**Allocation of the Human and Financial Resources**

Activities	Budget Line	Financial Resources		Human Resources		
		Allocations 2012	Allocations 2011	Directorate	Learning, Science, Research and Development Department	Corporate Service Department
<b>Common Curricula</b>	320	<u>137,000</u>	<u>49,000</u>	36	257	39

### 3.6 Exchange Programme

#### CEPOL Strategic Goals and Objectives

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

**Strategic objectives:**

1.3 Exchange programmes as an essential element of learning promote, facilitate and develop cooperation

**Objective:**

Facilitate relevant exchanges of police officers in the context of training (Council Decision 2005/681/JHA, Art. 7(g))

#### 3.6.1 Ongoing Activities

Considering the success of the CEPOL Exchange Programmes over the past years and its importance in the context of learning about policing in Europe continuation of this is strived for, depending on the possibility to secure funds. The number of participants will have to correlate to the available funding.

Administrative and booking procedures will continue to be simplified. Additionally the use of the e-Net in this context will developed further.

Linkages between the strategy, the topics and the target audience need to be made as well as a review of the programme in line with the mid-term programme evaluation.

Cooperation with Europol and Frontex will be reinforced also in the context of the Exchange Programme. And finally, participation of the Candidate countries in the Exchange Programme in the light of facilitating their integration and networking on police level is planned as well.

#### Allocation of the Human and Financial Resources

Activities	Budget Line	Financial Resources		Human Resources		
		Allocations 2012	Allocations 2011	Directorate	Learning, Science, Research and Development Department	Corporate Service Department
Exchange Programme		<u>405,000</u>	<u>335,000</u>	57	58 <sup>8</sup>	145

<sup>8</sup> The operational capacity – estimated at 860 working days – is not included due to insufficient staff capacity.

### 3.7 External Relations

#### **CEPOL Strategic Goals and Objectives**

**Goal 3:** External relations will be considered and dealt with as corner stone of partnership

#### **Strategic objectives:**

- 3.1 Cooperation with EU Agencies and bodies remains the priority
- 3.2 Associated states are considered as the closest partners
- 3.3 Assisting Candidate and Accession countries, neighbourhood policy and Easter partnership
- 3.4 Cooperation with globally significant partners
- 3.5 The multiple roles and interests of the Private sector are used for deepening cooperation with the civil society

#### **Objectives:**

Cooperate with relevant bodies of the European Union in the field of law enforcement and other related areas as well as with relevant training bodies in Europe including of those of non-Member States, in particular with those of the Candidate countries, as well as with those of Norway and Switzerland. Cooperation agreements may be negotiated with any of these bodies by the CEPOL Director (Council Decision 2005/681/JHA, Art. 8)

#### **3.7.1 Ongoing activities**

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

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

Cooperation with other EU agencies such as Frontex, Eurojust and Europol as well as with International and Regional Organisations such as the Organisation for Security and Cooperation in Europe (OSCE), the Police Cooperation Convention for South Eastern Europe (PCC-SEE) will be further pursued.

### 3.7.2 *New Activities*

Priorities for the year 2012 include, among others, continuing the ongoing dialogue with Associate, Candidate and ENP countries as well as International and Regional Organisations. In particular, the ERWG reiterates the importance of concluding formal Cooperation Agreements with Switzerland, the Former Yugoslav Republic of Macedonia, Montenegro and Albania. The progressive inclusion of the new Candidate countries into CEPOL activities will also be actively pursued.

The Annual Conference with the ENP Countries will be implemented, with a view to ensure enhanced impact and concrete follow up.

Cooperation with other Strategic Partners such as China and India will be evaluated in order to examine the possibility to enhance CEPOL's engagement with these important interlocutors, either via formal agreements or in the framework of ad-hoc initiatives and projects financed by the EU.

The newly developed Policy Paper on External Relations, which is meant to respond to the opportunities and challenges for the European dimension of Law Enforcement training offered by the new EU Security Architecture resulting from the entry into force of the Lisbon Treaty and the implementation of the Stockholm Programme and its Action plan, will provide a basis for the work in this area and may give rise to new initiatives.

### **Allocation of the Human and Financial Resources**

Activities	Budget Line	Financial Resources		Human Resources		
		Allocations 2012	Allocations 2011	Directorate	Learning, Science, Research and Development Department	Corporate Service Department
External Relations	325	<u>60,000</u>	<u>102,000</u>	214	71	40

### 3.8 Learning Methods and Processes

#### **CEPOL Strategic Goals and Objectives**

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

#### **Strategic objectives:**

- 1.1 Deliver quality training courses on specific subjects. Train senior police officers and middle-ranking police officers, senior police officers and middle-ranking police officers in the field and police officers in the field, with regard to cross-border cooperation between police forces in Europe. Assist in setting-up appropriate advanced training programmes. Promote the effective implementation of the Stockholm Programme via training.
- 1.6 Quality learning shall be the acknowledged ethos of CEPOL's reputation and prestige

#### **Objectives**

Contribute to quality and common shared standards in CEPOL's education, training and learning activities.

#### **3.8.1 Ongoing Activities**

- Following the recommendations of the Stockholm Programme in terms of learning methods and processes;
- Following the developments in education and learning in general and more specifically, in adult learning, including the use of learning technologies;
- Following developments in Higher Education (Bologna Process) and Vocational Education and Training (Bruges – Copenhagen Process) in general and more specifically, the developments regarding quality assurance;
- Contributing to learning activities for trainers and course developers in the context of CEPOL;
- Following up the performance indicators approved by the Governing Board.

#### **3.8.2 New Activities**

- The Bologna Process will be in focus as this needs to be looked at in a more concerted and planned way in the context of CEPOL.
- Supporting the quality of training is an important point of attention, in particular in Train the Trainers courses where a closer look at the depth of evaluation may be required with regard to the performance of trainers.
- A further point of continuously increased efforts will be the combination of learning methods (Networked Learning).

**Allocation of the Human and Financial Resources**

Activities	Budget Line	Financial Resources		Human Resources		
		Allocations 2012	Allocations 2011	Directorate	Learning, Science, Research and Development Department	Corporate Service Department
Learning Methods and Processes	323	<u>29,000</u>	<u>19,000</u>	27	92	40

### 3.9 Research and Science Activities

#### **CEPOL Strategic Goals and Objectives**

**Goal 2:** CEPOL will be developed into a European law enforcement knowledge base

#### **Strategic objectives:**

- 2.1 Broaden the knowledge base by continued development of the e-library
- 2.2 Provide orientation and facilitation of research and support to researchers and scientists
- 2.3 Ensure forums for debate, sharing of research findings and moderating interaction between senior practitioners and researchers
- 2.4 Provide foundation and maintenance of a European database of law enforcement researchers, scientists and research
- 2.5 Communities and individuals with outstanding performance, excellent work in assisting or promoting European police education and science under CEPOL's umbrella, will be honoured and acknowledged

#### **Objective:**

Promote and facilitate the dissemination of best practice and research findings in (Council Decision 2005/681/JHA, Art. 7(d))

#### **3.9.1 Ongoing Activities**

- Cooperation on knowledge management on police science in Europe with third parties, (e.g. Europol, EUCPN, European Society of Criminology, European Police Research Institutions Consortium etc) will be continued and reinforced.
- Targeted Knowledge Management activities (identification of expertise, collecting and disseminating of knowledge bits) will strongly focus on areas of priority of the Stockholm Programme.
- In 2012 the aim will be to give the CEPOL European Research and Science Conference with an even higher profile than before. The topic will be European Police Science.
- The two research symposia which CEPOL organises every year will be continued due to their success. They may eventually have to be changed into workshops.
- Support for the network of national "Research and Science Correspondents" as well as opening and developing channels of communication and closer cooperation between scientists and researchers on the one hand and trainers, lecturers and course organisers on the other;
- The European Police Science and Research Bulletin will continue to be published;
- The improvement of the e-Library for more effective use will be part of CEPOL's foci.

- On the level of cooperation with third parties, CEPOL will continue to encourage and facilitate comparative and joint scientific research projects between experts of Member States and European institutions and agencies;

### 3.9.2 *New activities*

CEPOL considers the development of a Reader on Police Research, possibly linked with the Common Curricula topics.

#### **Allocation of the Human and Financial Resources**

Activities	Budget Line	Financial Resources		Human Resources		
		Allocations 2012	Allocations 2011	Directorate	Learning, Science, Research and Development Department	Corporate Service Department
Research and Science	321	<u>83,000</u>	<u>83,000</u>	27	184	57

### 3.10 Communications

#### CEPOL Strategic Goals and Objectives

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

#### Strategic objectives:

4.7 relations and cooperation with the Civil Society

#### Objectives

Support the establishment of the European Police College; ensure the planned and sustained effort to establish and maintain goodwill and mutual understanding between CEPOL and its various publics (Council Decision 2005/681/JHA, Art. 5, 6, 7, 8)

#### 3.10.1 Ongoing Activities

Communications being a means of presenting CEPOL to its stakeholders as well as to the citizens of the European Union, it will contribute to promoting the mission and values as well as providing transparency about CEPOL's activities and management. This will be done by various means including editorial and production management support for official documents and publications; CEPOL's website and e-Net; marketing and promotion of CEPOL; pro-active media relations; news releases and news letters; PowerPoint presentations; promotion of corporate and visual identity.

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

#### 3.10.2 New Activities

In 2012, CEPOL's newly developed Communication Strategy will be implemented and it is intended that this will lead to new impulses for communication activities.

#### Allocation of the Human and Financial Resources

Activities	Budget Line	Financial Resources		Human Resources		
		Allocations 2012	Allocations 2011	Directorate	Learning, Science, Research and Development Department	Corporate Service Department
Communi-cations						
Information, Publications, Materials	371	133,000	133,000			

Activities	Budget Line	Financial Resources		Human Resources		
		Allocations 2012	Allocations 2011	Directorate	Learning, Science, Research and Development Department	Corporate Service Department
Translation, Interpretation and Editorial Services	372	40,000	40,000			
	Total	<u>173,000</u>	<u>173,000</u>	221	70	130

### 3.11 Relevant European Law Enforcement Projects

#### **CEPOL Strategic Goals and Objectives**

**Goal 3:** External relations will be considered and dealt as corner stone of partnership

#### **Strategic objectives:**

- 3.3 Assisting Candidate and Accession countries, Neighbourhood Policy and Eastern partnership
- 3.4 Cooperation with globally significant partners

In the context of CEPOL's mandate to contribute to the improvement of police cooperation through learning and training, a major means of fulfilling this mandate is CEPOL's involvement and management of comprehensive relevant European Law Enforcement Projects. Over the years CEPOL has increasingly gained experience in the different projects which have been very successful.

In 2012 CEPOL will continue to strengthen its efforts on this level and, depending on budgetary and political developments, will be available for new undertakings where its participation is deemed useful and constructive.

Any projects initiated in 2011 will be continued in 2012 as required, e.g.:

- Euromed Police III Project
- EUROEAST Project
- European Police Service Training Project (EUPST)

#### **Allocation of the Human and Financial Resources**

Activities	Budget Line	Financial Resources		Human Resources		
		Allocations 2012	Allocations 2011	Directorate	Learning, Science, Research and Development Department	Corporate Service Department
<b>Projects</b>		pm	pm	pm	pm	pm

### 3.12 Support Function: Electronic Network

#### CEPOL Strategic Goals and Objectives

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

**Goal 2:** CEPOL will be developed into a European law enforcement knowledge base

#### Strategic objectives:

5.1 Developing further and easier access to e-learning systems

Supporting CEPOL tasks, strategic goals and objectives by means of a secured electronic network as mentioned in Article 7(h) of the Council Decision

#### Objectives

A new future proof and stable platform will be up and running and tweaked towards CEPOL changing needs.

#### Allocation of the Human and Financial Resources

Activities	Budget Line	Financial Resources		Human Resources		
		Allocations 2012	Allocations 2011	Directorate	Learning, Science, Research and Development Department	Corporate Service Department
Electronic Network	322	<u>113,000</u>	<u>39,000</u>	194	60	129

## Annex 1: CEPOL Strategic objectives 2012-2014 and Key Performance Indicators 2012

Strategy 2010-2014	Activity 2012	KPI 2012
<b>Goal 1:</b>		
<b>The CEPOL network functions as a European law enforcement education platform on the highest level of international excellence</b>		
<i>Strategic objective 1.1</i>		
<i>Delivering quality training courses on specific subjects. Training Senior Police Officers and middle-ranking police officers, Senior Police Officers and middle-ranking police officers in the field and police officers in the field, with regard to cross-border cooperation between police forces in Europe. To assist in setting up appropriate advanced training programs. Promoting the effective implementation of the Stockholm Program via training.</i>		
2.2.1 Activities aiming at improvement of cross-border cooperation	Organisation of courses and seminars within the CEPOL Annual Programme	<ul style="list-style-type: none"> <li>- Number of participants on strategy-related courses (per country)</li> <li>- Number of long-term courses developed</li> </ul>
2.2.2 Activities related to European developments	Organisation of and support for training activities related to other EU agencies and international organisations	<ul style="list-style-type: none"> <li>- Number of participants on EU developments related courses (per country)</li> </ul>
2.4 Evaluation	Analysis of feedback and of post-course evaluation	<ul style="list-style-type: none"> <li>- Satisfaction of participants (course/country)</li> <li>- Number of improvements initiated (per course)</li> <li>- Application of Q13</li> </ul>
<i>Strategic objective 1.2</i>		
<i>Delivering training for senior leaders in order to enhance their European competence; assist them in strategy planning and realisation of strategic decisions on EU level</i>		
2.4 Evaluation	Analysis of feedback and of post-course evaluation	<ul style="list-style-type: none"> <li>- Satisfaction of participants (course/country)</li> <li>- Number of improvements initiated (per course)</li> <li>- Application of Q13</li> </ul>
<i>Strategic objective 1.3</i>		
<i>Exchange programmes as an essential element of learning promotes, facilitates and develops cooperation</i>		
2.8 Exchange Programme	Implementation of Exchange Programme	<ul style="list-style-type: none"> <li>- Number of participants in Exchange Programme (per country)</li> </ul>
<i>Strategic objective 1.4</i>		

<i>Common curricula contribute to the preparation of harmonised training programs in accord with EU standards</i>		
2.6 Common curricula	<ul style="list-style-type: none"> <li>- Finalisation of Common Curricula</li> <li>- Translation of Common Curricula</li> <li>- Implementation of Common Curricula</li> <li>- Cooperation with Third Parties</li> </ul>	<ul style="list-style-type: none"> <li>- Number of Common Curricula for police and border officers developed</li> <li>- Number of translations of common curricula</li> <li>- Application of common curricula by national training institutions (per module/curriculum/country)</li> <li>- Number of requests from Third Parties (per Common Curriculum)</li> <li>- Number of contracts with Third Parties for the use of the Common Curricula (per Common Curriculum)</li> </ul>
<i>Strategic objective 1.5 Developing further and easier access to e-learning systems</i>		
2.7 e-Learning	<ul style="list-style-type: none"> <li>- Development of e-Learning modules</li> <li>- Implementation of e-Learning Modules</li> </ul>	<ul style="list-style-type: none"> <li>- Number of implemented strategy-related modules</li> <li>- Number of e-courses offered</li> <li>- LMS usage rate (per course/country)</li> </ul>
<i>Strategic objective 1.6 Quality learning shall be the acknowledged ethos of CEPOL's reputation and prestige</i>		
2.5 Learning Methods and Processes		<ul style="list-style-type: none"> <li>- Number of participants on the train the trainer course (per country)</li> <li>- Number of participants on certified courses (per course/country)</li> <li>- Number of teachers in European Teachers' Pool (per country)</li> <li>- Number of diverse learning systems to be offered (per country)</li> <li>- e-Net usage rate (per category/country)</li> </ul>

<p><b>Goal 2:</b>  <b>CEPOL will be developed into a European law enforcement knowledge base</b></p>		
<p><i>Strategic objective 2.1</i>  <i>Broadening the knowledge base by continued development of the e-library</i></p>		
2.9 Research and Science Activities	Maintenance of e-Library	<ul style="list-style-type: none"> <li>- Number of articles published in the e-library (per topic)</li> <li>- Number of visitors</li> </ul>
<p><i>Strategic objective 2.2</i>  <i>Orientation and facilitation of research, support to researchers and scientist.</i></p>		
2.9 Research and Science Activities	Organisation of events and networking as well as cooperation opportunities on the level of Research and Science	<ul style="list-style-type: none"> <li>- Number of members in police/law enforcement research institutions network (per country)</li> <li>- Amount of financial resources for supporting researchers and research provided</li> <li>- Number of events organised</li> <li>- Number of event participants (per event/country)</li> <li>- Number of publications (per subject/country)</li> <li>- Published bulletins usage rate (per bulletin)</li> </ul>
<p><i>Strategic objective 2.3</i>  <i>Ensuring forums for debate, sharing of research findings and moderating interaction between senior practitioners and researchers</i></p>		
2.9 Research and Science Activities	Organisation of research and science events	<ul style="list-style-type: none"> <li>- number of research and science events organised</li> <li>- number of participants in those events (per event/per country)</li> </ul>
<p><i>Strategic objective 2.4</i>  <i>Foundation and maintenance of European database of law enforcement researchers, scientists and research</i></p>		
2.9 Research and Science Activities	Research and Science Database	- Number of entries
<p><i>Strategic objective 2.5</i>  <i>Communities and individuals with outstanding performance, excellent work in assisting or promoting European police education and science under CEPOL's umbrella, will be honoured and acknowledged</i></p>		

2.9 Research and Science Activities	Research Award	- Number of applications for a research award (per country)
<b>Goal 3:</b>		
<b>External relations will be considered and dealt as corner stone of partnership</b>		
<i>Strategic objective 3.1</i>		
<i>Cooperation with EU Agencies and Bodies Remains the Priority</i>		
2.10 External Relations	Development, maintenance and reinforcement of External Relations	- Number of scorecard activities implemented (per topic)
<i>Strategic objective 3.2</i>		
<i>Associated States are Considered as the Closest Partners</i>		
2.10 External Relations	Development, maintenance and reinforcement of External Relations	- Number of MoU signed - Number of cooperation agreements signed - Participation rate in CEPOL programs (per program/country) - Number of joint training and research enterprises realised (per category/country)
<i>Strategic objective 3.3</i>		
<i>Assisting Candidate and Accession Countries, Neighbourhood Policy and Eastern Partnership</i>		
2.10 External Relations	Development, maintenance and reinforcement of External Relations	- Number of EU officials prepared for crises management supported by common curriculum and training - Amount of assistance given to candidate or potential candidate countries for their capacity building (per area/country)
<i>Strategic objective 3.4</i>		
<i>Cooperation with Globally Significant Partners</i>		
2.10 External Relations	Development, maintenance and reinforcement of External Relations	- Number of strategic partnership initiatives launched with strategic partners
<i>Strategic objective 3.5</i>		
<i>The multiple roles and interests of the private sector are used for deepening cooperation with the civil society</i>		

2.10 External Relations	Development, maintenance and reinforcement of External Relations	- Number of potential partners and donors identified for science and research programmes (per programme/country)
<b>Goal 4: CEPOL will be lead and managed as a top-ranking innovative EU agency</b>		
<i>Strategic objective 4.1 Application of corporate leadership and management by the Governing Board</i>		
2.3 CEPOL Governance and Network	Ensure functioning governance of CEPOL	- Number of draft decisions adopted - Number of strategy related decisions taken
<i>Strategic objective 4.2 Application of devolved leadership and management between Director and the Secretariat team</i>		
<i>Strategic objective 4.3 In order to ensure functional discipline; creation and maintenance of an effective Internal Control System including an Audit Panel</i>		
<i>Strategic objective 4.4 Managing human resources as the greatest assets of CEPOL</i>		
<i>Strategic objective 4.5 Budget management ensures implementation of Annual Work Program and contributes CEPOL's future innovation</i>		
<i>Strategic objective 4.6 Secretariat provides appropriate administrative support for the proper function of all CEPOL components</i>		
<i>Strategic objective 4.7 Stakeholder Relations and Internal Communication</i>		
2.11 Communication	Support and implement CEPOL's Communication Strategy	- Number of stakeholder events organised - Number of participants on stakeholder events
<i>Strategic objective 4.8 Public Relations and Cooperation with The Civil Society</i>		
2.11 Communication	Support and implement CEPOL's Communication Strategy	- Number of press releases and media reports issued (per topic) - Number of news items published on the website (per category/country)

## Annex 2: Overview of the Allocation of the Human and Financial Resources

Activities	Budget Line / Chapter	Financial Resources		Human Resources <sup>9</sup>		
		Allocations 2012	Allocations 2011	Directorate	Learning, Science, Research and Development Department	Corporate Service Department
Training Activities	31	2,836,000	2,802,000	77	672	265
Governance and Network	30	353,000	352,000	404	292	228
e-Learning	313	250,000	275,000	36	247	57
Evaluation	33	20,000	65,000	25	172	45
Common Curricula	320	137,000	49,000	36	257	39
Exchange Programme	324	405,000	335,000	57	58 <sup>10</sup>	145
External Relations	325	60,000	102,000	214	71	40
Learning Methods and Processes	323	29,000	19,000	27	92	40
Research and Science	321	83,000	83,000	27	184	57
Communications		173,000	173,000	221	70	130
Electronic Network	322	113,000	39,000	194	60	129
Projects		<i>p.m.</i>	<i>p.m.</i>	<i>p.m.</i>	<i>p.m.</i>	<i>p.m.</i>
Other Projects		<i>p.m.</i>	<i>p.m.</i>	<i>p.m.</i>	<i>p.m.</i>	<i>p.m.</i>
<b>TOTAL</b>		<b><u>4,459,000</u></b>	<b><u>4,294,000</u></b>	<b><u>1,318</u></b>	<b><u>2,175</u></b>	<b><u>1,175</u></b>

<sup>9</sup> Temporarily staff from Agencies is not included.

<sup>10</sup> The operational capacity – estimated at 860 working days – is not included due to insufficient staff capacity.

## Annex 3: Identified Risks on the Activities

Activities	Identified risks	Risk level	Planned Management Activities
Courses and Seminars	<p>1. Economic situation in Member States</p> <p>2. Decrease of participation in the courses</p> <p>3. Inefficient synergy in the cooperation with other European stakeholders</p>	<p>1. High</p> <p>2. Medium</p> <p>3. Medium</p>	<p>1. -</p> <p>2. Permanent monitoring of the development</p> <p>3. Monitoring the process. Close and proactive communication with the stakeholders</p>
Evaluation	<p>1. Balance between invested resources and achieved results</p>	<p>2. Medium</p>	<p>1. Improvement of the applied procedures / efficiency</p>
Common Curricula	<p>Lack of nominations of CC Advisers due to the lack of funding of their work</p> <p>Resistance of the MS against using the CC as the basis for CEPOL activities</p> <p>lacking political will leading to low level of implementation and of participants in the CCIImpl workshops.</p>	<p>Medium</p> <p>Medium/high</p> <p>High</p>	<p>Inform that the Secretariat strongly support this work</p> <p>Clear statement by APC and GB</p> <p>Marketing focusing on different segments, in order to influence the political decision makers</p>
e-Learning	<p>Lack of acceptance and usage of LMS and modules</p>	<p>Medium</p>	<p>Make information available how e-Learning supports learning by means of a learning, training and technology seminar</p>
Exchange Programme	<p>Lack of resources and funding</p> <p>Limiting the target group</p> <p>Watering down of the original concept of Erasmus creating expectations that cannot be fulfilled</p> <p>Low number of participants</p>	<p>High</p> <p>Medium</p> <p>Medium</p> <p>Medium</p>	<p>Prompt actions where funding and resources are confirmed. Ongoing preparatory discussions should continue. Identifying options for delivery of the programme</p> <p>Review the definition of the target group</p> <p>Consider rebranding the programme</p> <p>Reinforce marketing (consider the Swedish model)</p>
Research and Science	<p>Lack of funding for the research award</p> <p>Lack of resources for all activities if the demand is too</p>	<p>Low/medium</p> <p>Medium</p>	<p>GB must discuss cost implications and loss of value if the award level is kept too low and not</p>

	high Lack of acceptance of e-Library e-Library: Copyright infringement	Medium  Medium/high	comparable with other research awards Prioritisation approach Establish common standards/templates for all countries and a contract based on a legal analysis of copyright issues in the MS in order to guarantee in the MS that copyright infringement is not an issue.
Communications	Lack of awareness of CEPOL	High	Continuation of promotion at Secretariat level and within Member States

## **Annex 4: Calendar of 2012 Courses and Seminars**

Will be delivered when available