

DECISION 22/2013/GB
OF THE GOVERNING BOARD OF THE EUROPEAN POLICE COLLEGE
ADOPTING THE PRELIMINARY DRAFT WORK PROGRAMME 2015

Adopted by the Governing Board
on 12 November 2013

THE GOVERNING BOARD,

Having regard to Council Decision 2005/681/JHA of 20 September 2005 establishing the European Police College (CEPOL)¹, and in particular Article 10(9)(d) thereof;

Having regard to the proposal of the Director;

Having regard to the Preliminary Draft Budget 2015²;

HAS ADOPTED the Preliminary Draft Work Programme 2015 as detailed in the Annex to this Decision.

Done in Vilnius, 12 November 2013

For the Governing Board

Tomas Bikmanas
Chair of the Governing Board

¹ OJ L 256, 1.10.2005, p. 63

² Decision 23/2012/GB of the Governing Board of the European Police College

European Police College

Preliminary Draft Work Programme 2015

October 2013

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List of Abbreviations

ATLAS	Cooperation of European Special Intervention Units
BSC	Balanced Score Card
CC	Common Curricula
COSI	Standing Committee on Operational Cooperation on Internal Security
CSDP	Common Security and Defence Policy
EEAS	European External Action Service
EJTN	European Judicial Training Network
EMCDDA	European monitoring Centre for Drugs and Drug Addiction
E-Net	CEPOL's electronic network
EMPEN	European medical and psychological experts' network
ENFSI	European Network of Forensic Science Institutes
ENISA	European Network and Information Security Agency
ESDC	European Security and Defence College
EUCTF	European Union Cybercrime Task Force
EUCPN	European Union Crime Prevention Network
FRA	European Union Agency of Fundamental Rights
FSJ	Freedom, Security and Justice
IAS	Internal Audit Service of the European Commission
IOM	International Organisation for Migration
JHA	Justice and Home Affairs
JIT	Joint Investigation Team
KPI	Key Performance Indicators
LETS	European Law Enforcement Training Scheme
LMS	Learning Management System
MS	Member States
NCP	National Contact Points
OLAF	Anti-Fraud Office
OSCE	Organization for Security and Co-operation in Europe
PI	Performance Indicators
SOCTA	Serious and Organised Crime Threat Assessment
STNA	Strategic training needs assessment
TLNA	Training and learning needs analysis

1 Programming environment

Preliminary Draft Work Programme 2015 is designed to be flexible as several significant developments will affect CEPOL business:

- A new legal basis expected to be adopted in 2014 could significantly influence the scope and impact and determine expectations the agency will have to meet. Uncertainty with the agency's future will equally affect sound planning for 2015. The impact of CEPOL's relocation to another Member State of the European Union, at the moment of drafting this document still unknown, will also have to be taken into consideration as a key factor in the agency's delivery capability and business continuity.
- Linked to the previous point is the European Law Enforcement Training Scheme (LETS) which is expected to become a cornerstone of CEPOL's core business and may result in enhanced outreach/scope of CEPOL support to training and learning. At this point of time it is though premature to discuss and realistically programme for any additional tasks given resource limitations. European Commission tabled its Communication on LETS¹, however the Justice and Home Affairs Council of the European Union has not yet commented on its scope and implementation. Although the LETS gives new tasks to CEPOL, without prejudice to the form it will take in the future, currently no additional funds have been allocated to the agency in order to ensure implementation of these tasks. CEPOL will take LETS principles into consideration when developing its training portfolios; however implementation will be limited to the extent of current legal bases and available resources. This will have an impact on the agency's capacity in delivering analytical products for the whole range of the EU law enforcement community. It will affect delivery of comprehensive learning options aiming at all levels of the law enforcement community as not only LETS but also today's needs require;
- The multiannual financial framework (MFF) 2014-2020² will have an impact on CEPOL's budget and scope of operation. Although it is possible that allocation of new tasks may lead to possible an increase of the agency's budget, currently it is premature to discuss real scope of any change. It is assumed that an increase of the budget is unlikely though, bearing in mind general climate of savings. This may call for serious re-evaluation of CEPOL's impact and the business models applied.
- Lessons learned from the evaluation of CEPOL's first multiannual Strategy's³ implementation will have to be taken into consideration. Therefore full assessment of achievements and strategy success will be conducted. During the four years of its implementation CEPOL will have become a mature organisation applying modern

¹ European Commission Communication Establishing a European Law Enforcement Training Scheme, Com (2013) 172 final, 27.3.2013

² Communication from the commission to the European Parliament and the Council on programming of human and financial resources for decentralised agencies 2014-2020, COM (2013) 519 final, 10.7.2013

³ Decision 43/2010/GB of the Governing Board of the European Police College adopting CEPOL Strategy and Balanced Scorecard, 30.9.2010

planning and monitoring tools ensuring effective delivery of training products of excellence. 2015 will see the first years of implementation of a new strategic planning document, which will also take into consideration any new strategic document for the Justice and Home Affairs Policy Area that may have substituted the Stockholm programme⁴; CEPOL activities will have to be adjusted to respond to the results of the evaluation of the Stockholm Programme and any successor.

- Implementation of CEPOL's Five-year evaluation recommendations⁵, as agreed by the Governing Board, will equally be completed.
- Training Needs Analysis will have become an integral part of CEPOL's planning process and may need to be further fine-tuned.
- In the area of serious and organised crime, a fully-fledged EU Policy Cycle⁶ will be in full operation hence calling CEPOL to deliver on its objectives, taking into account the excellent results achieved by the agency during its pilot phase⁷.

All activities as defined in this document focus on the priorities deriving from the LETS, EU policies and identified by the training needs analysis. Bearing in mind that a new CEPOL Strategy is to be developed and adopted in 2014, at current stage the activities proposed are free standing and rather support the Strategy related to the period 2010-2014⁸. Adjustments will be made during updating phase in 2014 when the Preliminary Draft Work Programme will become the Draft Work Programme. The progress of implementation will continue to be monitored by the Balanced Scorecard and/or successor instruments. Given that a new strategy and key performance indicators will be defined later in 2014 they are not reflected in this version of the Preliminary Draft Work Programme 2015.

⁴ "The Stockholm Programme – An open and secure Europe serving and protecting the citizens", Official Journal of the European Union, L256/63, 1 October 2005

⁵ Decision 09/2011/GB adopting the five year report of the European Police College, 10 March 2011

⁶ Council Conclusions on setting the EU's priorities for the fight against serious and organised crime between 2014 and 2017, Council of the European Union, JHA Council meeting, Luxembourg, 6-7 June 2013

⁷ Council Conclusions on the creation and implementation of a EU policy cycle for organised and serious international crime, 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94, 9.11.2010

⁸ Decision 43/2010/GB of the Governing Board of the European Police College adopting CEPOL Strategy and Balanced Scorecard, 30.9.2010

2 Planning Principles

2.1. Circular planning principles will continue to prevail:

- Evaluation results of the activities implemented in 2014 will be assessed with a view of determining effectiveness of products delivered and any need of their adjustment;
- CEPOL's management tools such as the Risk Register and Management Plan will be coherently developed in line with the Work Programme.

2.2. The Work Programme will continue contributing to the EU policies, particularly any successor of the Stockholm Programme, Internal Security Strategy⁹ and its Action Plan¹⁰, EU Policy Cycle 2014-2017 for organised and serious international crime and the related multiannual strategy and operational action plans together with any SOCTA¹¹ recommendations;

2.3. Stakeholders, and especially CEPOL Network's input and involvement at all stages of the planning will be ensured by the continued use of the results of the stakeholder surveys and regular stakeholders' consultations.

2.4. Without prejudice to any future legal and operational developments CEPOL may have to be prepared to deal with:

- possible extension/revision of its mandate both in terms of target group and operational business;
- coordination role in the LETS framework;
- requirements for certification of its products and trainers;
- Possible enhanced role *vis a vis* EU support to Capacity Building in Third Countries and in support of CSDP operations;
- the European dimension of the subjects of training likely continue to be a baseline for CEPOL's activities.

This will require re-programming and re-planning of 2015 activities later in 2014.

2.5. In the event that a new/updated CEPOL strategy will not be concluded at the time of preparation of the final CEPOL Work Programme 2015, it will be generally based on the new policy document in the area of JHA.

⁹ Draft Internal Security Strategy for the European Union: Towards a European Security Model", Council of the European Union, 7120/10, CO EUR-PREP8 JAI182, Brussels, 8 March 2010

¹⁰ COM (2010) 673 of 22 November 2010

¹¹ 12159/12 COSI 59 ENFOPOL 219 CRIMORG 88 ENFOCUSTOM 72

3 Core Processes

CEPOL delivers training to senior and middle management police personnel as well as experts dealing with crime combating and prevention. Portfolio based learning is the approach of the agency in programming and delivery of its activities. Widest diversity of traditional and ground-breaking learning options are offered to cater to the training needs. The general principles entail the following:

- Training needs of a particular area are assessed and best learning and educational options are selected;
- Learning portfolio is developed assessing availability of resources and best possible methods/tools to achieve the required learning outcomes;
- In general, awareness and outreach of wider law enforcement audiences is achieved through e-learning options. Exceptions are made when a new EU law enforcement cooperation tool is being implemented;
- Residential activities cater to a higher expertise level and specialisation.

3.1 Training and Learning Portfolio Management

Number	Activity	Performance indicators	Human resources, FTEs	Budget, €
3.1.1.	Programming of learning options is conducted on the basis of a strategic and operational training needs analysis	TBD	TBD	0
3.1.2.	Quality Assurance of training and learning: <ul style="list-style-type: none"> - Updated evaluation methodology is applied across the learning options - Standardisation and accreditation mechanism for selected activities is developed 	TBD	TBD	BL301: 10,000

3.1.1 Programming of portfolio based learning options

Strategic Training Needs Assessment (STNA) is conducted by CEPOL on biennial basis (once in two years). The first STNA was delivered in 2012 and next one is planned for 2014, where evaluation of the progress achieved in relation to recommendations of 2012 STNA as well as an updated assessment of organisational performance and gaps will be performed. This will give a strategic outline to strategic planning of activities ensuring that they meet the EU internal security policy priorities providing high quality education to law enforcement officers.

Operational Training Needs Analysis (TNA) tool, which is expected to be developed in 2013, will be applied for assessing needs where EU level training is required and identified as the most suitable training and learning solution.

Multi-layered portfolio approach to thematic education

Based on the outcomes of the STNA and TNA CEPOL will decide on its response to the EU level training needs. Strict thematic based approach in line with the LETS principles will be applied where the following factors will be crucial in selection of intervention solutions:

- Competencies which need to be developed/strengthened;
- Training need (how many need to receive training and to which extent: awareness, in-depth and specialist/expert needs);
- Recommended choice of complimentary training and learning options;
- Available resources.

Selected themes will derive from the EU policies, such as ISS, EU Policy Cycle, successor of the Stockholm Programme, law enforcement cooperation instruments (especially emerging ones). Current set of 10 priorities, which are defined in the CEPOL’s Strategy Plan 2010-2014, will be reassessed.

3.1.2 Quality assurance of training and learning

Continuous improvement of CEPOL activities aiming at achieving training of excellence, calls for application of a revised homogenous and comprehensive evaluation methodology, which will be applied to the whole array of training and learning options. This is necessary in order to assess success of applied portfolios. In such a manner portfolio activities will be looked at not only individually, indicating whether the aims of activities and the portfolio is general are achieved, but also as a whole investigating if invested resources are adequate.

Further accreditation of CEPOL products will be sought to ensure they are of the highest quality and contribute to the professionalisation of law enforcement officers. Certification mechanisms will be looked at and adjusted encompassing relevant training and learning activities.

Evolving learning environment and knowledge management will be established and diverse training and learning systems offered. Standardisation of the products will be implemented in a select number of topics/activities.

3.2 Implementation of Training and Learning

Number	Activity	Performance indicators	Human resources, FTEs	Budget, €
3.2.1.	Residential activities for specialist skills, knowledge and competencies	TBD	TBD	BL310: 1,850,000 BL301: 20,000
3.2.2.	Training on EU Policy Cycle priorities	TBD	TBD	BL311: 969,000
3.2.3.	CEPOL’s Master Programme is implemented	TBD	TBD	BL351: 30,000
3.2.4.	CEPOL contributes to building EU Law enforcement leadership	TBD	TBD	
3.2.5.	Implementation: grant mechanism and/ or centralised event organiser	TBD	TBD	
3.2.6	E-learning - a supporting tool across all spectrum of CEPOL activities	TBD	TBD	BL313: 110,000 BL301: 15,000

				BL:351: 7,200
3.2.7	Common Curricula are maintained relevant and further promoted	TBD	TBD	BL320: 30,000 BL302: 17,000 BL351: 3,600
3.2.8	European Police Exchange Programme continues to be among CEPOL's flagship products	TBD	TBD	BL324: 296,000 BL351: 10,800
3.2.9	CEPOL's Programme and Project Management capacity is further utilised	TBD	TBD	BL351: 8,400

3.2.1 Residential activities for specialist skills, knowledge and competencies

Residential (classroom) activities will remain one of the key products of CEPOL delivered through the network of Framework Partners. Topics will be determined by a training needs analysis tool and will derive from LETS, SOCTA and the stakeholders' requirements. Training activities will form a part of portfolio based approach where selected themes will inter-act with other learning solutions, such as available e-learning modules, preparation of follow-up phases may be implemented through online seminars, etc. Application of various delivery tools will ensure sustainable impact. Use of residential activities for awareness rising generally needs to be avoided, unless specific circumstances call for it. Instead they should clearly develop specific and pre-defined competencies and skills.

The activities will be implemented within the following categories (subject to approval of the Governing board):

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

Where possible (for example, EMPACT teams for Policy Cycle priorities), experts will determine pre-set requirements for residential activities. Evaluation results of the activities implemented in previous years will serve as a reference point and it will be required to take such outcomes and deriving recommendations on board when designing an activity.

In delivery of specialist training CEPOL will continue to work in close cooperation with its stakeholders:

- JHA agencies, particularly Europol, Eurojust, eu-LISA, Frontex, Fundamental Rights Agency and EMCDDA
- Council of the European Union, European Commission, European External Action Service

- European Security and Defence College
- EU-wide expert networks such as EJTN, EMPEN, ENFAST, ENFSI, EUCPN, EEODN, ATLAS, EU think tank on football security.

CEPOL will support participation of EU Candidate Countries, by offering funding of flights for participants attending CEPOL residential activities. CEPOL will also facilitate Associate Countries and third countries (ENP and Eastern Partnership) including Agency staff at their own cost, in CEPOL's Agency training and learning activities.

In order to ensure that CEPOL clearly identifies and communicates early to all relevant partners priority activities, which will be implemented in 2015 meeting the strategic needs of the agency and expectations of key EU Partners, activities such as the EU Policy Cycle, leadership training, training in civilian crisis management, Master's programme, the Governing Board is presented with the list of 60 residential activities as set in Annex 3 where two sets of activities are proposed:

- 25 activities which are adopted and are not subject to further voting procedures;
- 35 proposed activities that will be open for further consultations and voting.

In such a manner CEPOL will be able to clearly communicate with all stakeholders when discussing its involvement in key EU competency areas.

In response to austerity measures within the MS affecting opportunities for experts to participate in CEPOL activities, majority of flights costs for course participants from the EU MS will be borne by the agency, however, it is possible that due to financial constraints in the agency budget it may be necessary to limit the number of paid flights in order to ensure management of change and further development of CEPOL products in line with the strategic training needs assessment.

3.2.2 Training on the EU Policy Cycle priorities

As the second year of the full EU Policy Cycle is implemented there will be more clarity as to the curriculum of the residential activities meeting the needs identified by EMPACT teams of priorities. These activities shall be complemented by webinars addressing the operational action plans similarly to the practice followed in the previous years.

One activity on the EU Policy Cycle instrument may need to be considered, probably in a format of a high level conference. It would aim at the ministries dealing implementation of the Policy Cycle at national level, law enforcement commanders. The conference may focus on looking at the success of implementation of various priorities of the Cycle as well as facilitating dialogue between political and operational level.

3.2.3 CEPOL's Master Programme

A Working Group for elaboration of a Master Programme on International Policing was established by the Governing Board in 2012. This working group consisting of 12 delegates from 10 EU Member States is at the time of the drafting this Preliminary Draft Work Programme finalising its conclusions. The programme is expected to be a two-year part time study awarding a Master Diploma with the equivalency of 60 ECTS (European Credit Transfer System) points to successful students. The modules of the programme will be based on the experience gathered through a 3 module pilot course "Policing in Europe" organised and implemented by three Framework Partners in cooperation with three universities.

Following a Governing Board adoption of a Master Programme and the accreditation procedure a Master Programme activity is planned to commence in 2015.

3.2.4 CEPOL contributes to building EU law enforcement leadership

CEPOL would like to evolve previous years TOPSPOC training modules for top senior law enforcement officers to modular training on European leadership in line with recommendations from the 2013 Police Chiefs Convention. Police leadership in an international environment will require pro-active approach to drive policing forward and to deal with international issues effectively and robustly while continuing the satisfactory delivery of the other core tasks of policing.

The training is expected to offer an approach that will enhance professional alignment of leadership development with security challenges of the European Union as well as contribute to better international cooperation. It could equally develop an alignment of principles, standards and instruments for accountability and reporting together with strategy development and of the role of police chiefs at international policy level.

Educational effect will be achieved by development of a full-fledged multi-layered portfolio of learning products, encompassing webinars as precursor activities for the residential modules and European Police Exchange Programme shall continue to be developed as one of the instruments to promote police leadership under one of its specific segments.

3.2.5 Implementation: grant mechanism and/or centralised event organiser

Without prejudice to further legal developments in CEPOL's legal basis, CEPOL will continue to use Framework Partnership Agreements and specific Grant Agreements as instruments for implementation of CEPOL courses, seminars and conferences. The implementation through Framework Partners started in 2010 and in June 2011 changes were implemented to the grant agreement process to adjust them in order to be fully in line with the legal obligations.

All CEPOL courses, seminars and conferences, with possibly few exceptions where specific expertise is available mainly outside the Network, will be subject to a call for proposals, thus ensuring high quality delivery of the activities. Aims, objective and general learning outcomes will be pre-defined and will be mandatory for implementing partners. Call for proposals will be restricted to Framework Partners established as a result of call for framework partners to be completed in 2014.

One call for proposals is planned for implementation of 2015 residential activities. Total budget programmed for calls for proposals will be specified following adoption of the list of activities.

The selection, evaluation and award criteria as well as financing provisions to be applied to all calls for proposals are given in Annex 4.

Timeline

Step	Date	Amount, €
Call for proposals	15 July 2014	To be determined following adoption of list of activities
Submission of Grant applications	31 October 2014	
Evaluation	30 November 2014	
Awarding decision	December 2014	
Conclusions of grant agreements	January-February 2015	

Alternatively in order to implement more effective budget planning and execution the agency will look into a possibility of a centralised organisation of the activities through a contracted event organiser. In this context network training institutions will be responsible for course design and the content, but course organisation tasks (venue, accommodation booking, expert fees etc.) having financial implications will be handled by the event organiser.

3.2.6 E-learning - supporting tool across all spectrum of CEPOL activities

Effective use of e-learning tools in learning process enables larger audiences to be reached. Existing tools will be used to a greater extent in activity implementation. The LMS will remain an integral part of residential activities, functioning as a learning and knowledge platform. Further e-learning opportunities will be sought in light of possible significant IT developments, which would open up more possibilities for online education.

Webinars will continue to evolve in a planned manner, while still maintaining the capacity to cater for *ad hoc* training needs. However, enhanced planning of webinars (including those targeting also general public) shall be pursued. This shall in turn allow for more adequate preparation by the organisers as well as for the participants, leading to better and more qualitative delivery. The practice followed in 2014, featuring the CEPOL network as prime actor in the planning and delivery of webinars shall be continued and strengthened.

Also in line with the process followed in earlier years, external stakeholders such as other EU agencies, bodies and other expert networks shall be consulted with a view to implementing joint webinars, or they shall be featured as content providers.

Support to experts' and users' platforms will continue to be one of the key activities to ensure effective tools for exchange of knowledge, experience and best practice.

By 2015 it is reasonable to expect that CEPOL will move towards a business model in which online learning modules shall be developed via a different set of sources and engaging a wider variety of actors. Modules will become multi-layered, complemented by specialised sub-modules in selected areas such as Cybercrime, the Policy Cycle or others. Involvement of the network in the provision of content shall remain a priority. Further attention will be devoted to ensuring the actuality of their content and their continued updating process rather than developing new modules.

3.2.7 Common Curricula are maintained relevant and further promoted

By 2015, it is reasonable to believe that a policy on the actual implementation of the Law Enforcement Training Scheme (LETS) will have clearer traits. The Common Curricula (CC) instrument shall therefore be revised along the lines inspired by that policy. However, while on one hand CEPOL will focus on promoting existing CC and by making them available to wider audiences including CSDP Missions and Third Countries, on the other hand the focus shall remain on maintaining the actuality and relevance of these products.

3.2.8 European Police Exchange Programme continues to be among CEPOL's flagship products

In 2015, the European Police Exchange Programme (EPEP) will continue to be one of the flagship products of CEPOL, at the same time supporting and complementing the wide array of CEPOL learning products in line with the principle of layering training portfolios. Coherence and consistency with the priority areas defined in the Annual Work Programme shall be ensured. Development of the EPEP as one of the means to foster European Police Leadership shall be further promoted.

The EPEP may be incorporated into the European Law Enforcement Training Scheme, and shall continue to include Third Countries, with particular attention to Candidate, Potential Candidate Countries and European Neighbourhood Policy Countries in the Eastern Partnership; possibilities shall be explored to extend EPEP to other areas such as the MEDA Region and/or to Strategic Partners of the European Union. A multi-layered, interlocking approach should be adopted that may give the possibility of "clustering" exchanges according to regional and/or thematic perspectives, but at the same time maintaining the utmost level of flexibility to meet the needs of the law enforcement community. It is reasonable to believe that by 2015 the question of more sustainable funding for EPEP will have been addressed, thus giving EPEP longer and wider horizons to serve its aims.

3.2.9 CEPOL's Programme and Project Management capacity is further utilised

In addition to the development of specific learning products in the areas of e-learning and exchanges of staff, CEPOL shall maintain its capacity to support Member States implement projects across the agency's mandated areas of competence. This shall be achieved, in the first place, by enhancing and promoting the role of network experts into key project activities. Geographical priorities should be in line with the general policy for this sector. Should EU funding become available, opportunities shall be sought in line with the Governing Board's guidance.

3.3 Research and Science Dissemination

Number	Activity	Performance indicators	Human resources, FTEs	Budget, €
3.3.1.	CEPOL Annual European Police Research and Science Conference	TBD	TBD	BL301:15,000 BL302: 17,000

3.3.2.	Support to Member States with research and science products	TBD	TBD	BL321: 40,000 BL351: 7,200
3.3.3.	LTR Database in support of organisation of CEPOL activities	TBD	TBD	

3.3.1 CEPOL Annual European Police Research and Science

CEPOL Annual Research and Science Conference, a flagship event, will be organised and implemented. It will encompass think-tank qualities providing insight into the future challenges of modern European policing. Programming for the conference will be conducted in close cooperation with the Knowledge Transfer Working Group. Outcomes of the event will be presented and discussed at the EU law enforcement leadership course (see chapter 3.2.4).

3.3.2 Support to Member States with access to research and science products

Further developments in the area of research and science will very much depend on possible extension of CEPOL’s mandate. Planning in the purpose of this document focuses on the mandate currently in place. CEPOL will continue:

- where necessary, to support, facilitate new research projects. For all potential target groups, the access to the relevant knowledge will be ensured by technical solutions;
- to enhance the capacity in the area of knowledge management. CEPOL will continue to monitor relevant sources of knowledge and scientific findings that are potentially relevant to the planning, implementation and further strategic development of CEPOL’s core business; transfer of knowledge from the EU and outside it to LEA will remain a priority;
- to encourage and establish new cooperation channels among scientific experts, research projects and practitioners and to continue promotion of a European approach to the police science and policing;
- to publish the European Police Science and Research Bulletin. Its content will be managed by the Knowledge Transfer Working Group, which will work as an editorial body for the publication.

In achievement of the above tasks cooperation on knowledge management on police science in Europe with other EU agencies and partners, e.g. Europol, EUCPN, ENFSI, European Society of Criminology, and European Police Research Institutions Consortium etc., will be continued and reinforced.

3.3.3 LTR Database in support of organisation of CEPOL activities

The researcher, trainers and lecturers database, which was established in 2013 in order to assist the Member States and other stakeholders with access to specialist, research and scientific expertise will continue to be developed and extended. Possibility of its further improvement towards a next stage of technical solutions to increase usability of the system will be investigated.

4 Support Processes

4.1 Corporate Services Management

Number	Activity	Performance indicators	Human resources, FTEs	Budget, €
4.1.1	CEPOL will continue to manage organisational changes	TBD	TBD	BL300: 94,000 BL301: 20,000 BL302: 40,000 BL351: 22,800
4.1.2	Activity based budgeting and management	TBD	TBD	0
4.1.3	Managing human resources	TBD	TBD	0
4.1.4	ICT management supporting operation of the agency	TBD	TBD	BL302: 17,000 BL322: 70,000

4.1.1 CEPOL will continue to manage organisational changes

There are two key management challenges CEPOL will need to consider:

- 2015 is expected to be the first year following relocation of the agency. At the time of drafting this document planning is largely scenario based and will need to be adjusted to tackle the possible developments;
- It is expected that situation around new legal basis will be clarified and the agency need to be prepared to manage implementation of new tasks from organisational perspective.

A change management team likely to be established in 2014 will continue to stabilise the agency and prepare for organisational change.

Impact of new legal basis as well as location on the management structures, processes and procedures that will be assessed. A priority within 2015 will be to ensure that the changes necessary to transform to the new legal basis are fully implemented. It should be considered that the changes will impact across all aspects of the operational and administrative business of CEPOL to some extent.

CEPOL in its new form, it is believed, will enter the stage of stabilisation, which is imperative for further streamlining of processes and development.

4.1.2 Activity based budgeting and management

Activity based budgeting and management (ABB/ABM) will be implemented. Programming and planning procedures will therefore be re-evaluated and adjusted.

Since 2015 will see the further implementation of the new Financial Perspective (2014-2020), which will be closely linked with possible new legal basis ABB/ABM processes, will support effective programming of CEPOL activities and allocation of available resources. It should be anticipated to result in a new scope of activities for CEPOL and consequently new financial management instruments; for example indirect/direct, centralised/decentralised financial management systems.

In the case of such developments, the budgetary and financial management of the agency will be enhanced correspondingly to ensure full compliance with the regulations.

4.1.3 Managing human resources

CEPOL's structural changes are aimed to be completed bearing in mind Multi-annual Staff Policy Plan. It is expected that following relocation of the agency in 2014 will require stabilisation of human resources. Finalisation of recruitment of vacant positions (risk area of the relocation and uncertainty with CEPOL's future) will be one of the priorities.

A new legal basis and the new Financial Perspective (2014-2020) should be considered to have the potential to impact upon the Establishment Plan of CEPOL and future human resource planning. A Recruitment Plan will be defined and implemented within 2015 in accordance with the budget. Further, the planning of human resources on the longer term will be completed in accordance with the financial planning applicable to CEPOL.

4.1.4 ICT Management supporting stabilisation of the agency

The ICT function will be significantly affected during the period of post-relocation of CEPOL. Dependent upon the precise timing of the move, all CEPOL ICT assets will need to be assessed in terms of the depreciated value versus the cost of removal. It may be that that cost/benefit analysis will show that a complete replacement of the infrastructure is preferable especially when business continuity is considered. It will need to be taken into account that technical support will be required in 2015 to complete full establishment of CEPOL's ICT structure in the new location.

4.2 Agency Support

Number	Activity	Performance indicators	Human resources, FTEs	Budget, €
4.2.1	External Relations underpin CEPOL's institutional standing and operational delivery	TBD	TBD	BL325: 10,000 BL351: 24,000
4.2.2	External and Internal Communications: <ul style="list-style-type: none"> Develop, edit and produce corporate communications publications; Produce multimedia content, including short promotional film; Supply CEPOL branded merchandise Improve media outreach Develop mobile web application Stakeholder engagement survey 	TBD	TBD	BL351: 6,00 BL370: 40,000

BD4.2.3	Quality Management <ul style="list-style-type: none"> • The Balanced Scorecard analysis and reporting • Review of the learning and training Quality Assurance system • Development of the Quality Documents' system 	TBD	TBD	0
4.2.4	Internal Control <ul style="list-style-type: none"> - Internal and external ex-post verifications, including assessment of the effectiveness of the internal control system - Internal Control Standards action plan follow-up - Audit recommendation implementation follow-up 	TBD	TBD	0

4.2.1 External Relations

External Relations shall continue to play a key role in supporting CEPOL's core business activities, making sure that the agency remains engaged at all relevant level of EU policy making in the JHA area so to contribute to better integrating CEPOL training products within the overall approach to police and law enforcement training, and to promoting EU policies outside of the geographical borders of the Union. The External Relations function shall also contribute to communicating the agency's key products and achievements among partners and stakeholders.

While cooperation with other EU agencies and bodies has by now become a key feature of CEPOL training products and of the agencies' activities in general, further efforts to best synergize also within the context of the LETS will be explored and the External Relations function will assist in that process. By 2015, CEPOL will have concluded Working Arrangements with all countries which will have achieved Candidate status by 2014, and expanded its reach to Eastern Partnership as well as Strategic Partners of the EU via concrete and enhanced participation of those partners to CEPOL activities.

CEPOL shall explore ways to further assist Third Countries, primarily the Candidate and ENP Eastern partners, to reach their European Partnership objectives by further involving them into CEPOL activities and by devising specific initiatives for their benefit. Towards this end, the use of the European Police Exchange Programme and the Webinar instrument shall be maximized. Engagement with other Third Countries, including strategic partners of the EU, shall continue to develop in line with the approach taken by the EU with regard to those areas.

Engagement with Third Countries other than Candidates and ENP Eastern partners shall be pursued primarily through ad-hoc projects, when those funds do become available. In particular, dialogue towards this end shall be pursued with the relevant European Commission services as well as with the European External Action Service.

4.2.2 External and Internal Communication

Communications will be used to promote new CEPOL and build its reputation as a centre of excellence for learning.

CEPOL will build upon its established communications products (e.g. Annual Report; fact sheets; etc.) to provide information to key decision makers. In addition, CEPOL will continue to provide its network partners with promotional materials targeted to current and potential course participants.

The web will continue to be the main communications channel and CEPOL will therefore focus on developing communications materials that are web-friendly (for use of public website and e-Net), such as e-books and materials that can be disseminated through handheld devices. Social media will continue to play a role. CEPOL will also try to engage with appropriate media to ensure that messages reach the widest audience possible.

In 2015, CEPOL will undertake its second stakeholder engagement survey. The survey takes place every two years.

4.2.3 Quality Management

2015 priorities in the Quality Management function focus on the following:

- The Balanced Scorecard analysis and reporting

The Balanced Scorecard (BSC) is a tool that provides management with a periodic (quarterly) assessment of how well the agency is progressing toward achieving its strategic goals and operational targets. The ultimate goal of the BSC is to learn from the measures to identify how well the agency is performing and areas for further improvement.

The management is recognising the vital role of the strategy to respond to the accountability and performance measurement required to satisfy the stakeholders. The BSC measures systematically the achievement of four strategic objectives through stakeholder, financial, process and growth dimension.

Creating the Balanced Scorecard is a critical step in the strategic process. As the 2010-2014 Multi-annual Strategy Plan expires, a new BSC metrics is introduced to reflect new goals and objectives. The management continues to support the BSC during planning and implementation phases, and takes into account emerging aspects such as staff and stakeholder engagement along with administrative changes.

- Review of the learning and training Quality Assurance system

The system for Quality Assurance requires all involved parties to create and work within a quality culture. This means that all actors must strive to understand the factors that affect the quality of the experience the agency provides to the learners and the services that the agency offers to support this experience.

The Quality Assurance system therefore is based on planning for and taking action in order to enhance the quality of services where the reflection (participant feedback), external evaluation and evidence sources have identified a need for improvement or development.

The agency offers a wide range of courses to meet the needs of its stakeholders, its courses are designed to develop the learners' skills and knowledge. There are high levels of learner satisfaction and success. A good use of learning technologies is made both within the classroom and for online learning (webinars) in most areas; however greater use of blended learning in a few areas would improve the active engagement of learners.

The agency is taking a more robust approach to the setting and monitoring of the Balanced Scorecard targets in the learning and training area to ensure the increased effectiveness of training. A new learning and training Quality Assurance system will be introduced to better design the courses and understand participant expectations.

- Development of the Quality Documents' system

Documentation is at the heart of the any management system. The creation, approval, effectiveness, revision control and auditing of the Quality Documents provide the agency with a road map for continuous process improvement, increased stakeholder satisfaction, and in-depth understanding of things that contribute to the quality of design, creation, delivery and support of its training and learning products.

The Quality Documents' hierarchy includes policies, procedures, user guides, work instructions, templates, forms, lists, checklists, reports, and are supported by records. Once uniquely identified and centrally approved, copies of these documents are filed together and made available for both internal and external use. The agency's Quality Documents' system will continue to be developed to better manage the processes and to comply with audit recommendations.

Data Protection

- Increase of awareness

The right to protection of personal data is a fundamental right. Regulation (EC) No 45/2001 regulates the protection of individuals with regard to the processing of personal data and the free movement of such data on the level of the EU institutions and bodies. It also establishes the EDPS as independent supervisory authority with the task of ensuring that the Regulation is complied with.

Only those authorised by the Data Controller to process personal data (basis on a legitimate reason) may do so within the limits of the authorisation. The agency's Data Controllers, Data Processors and the newcomers will continue be trained to ensure that the agency undertakes technical and organisational measures so as to protect the personal data with an appropriate level of security.

- Enhancement of compliance

The agency shall protect the fundamental rights and freedoms of natural persons, in particular their right to privacy with respect to the processing of personal data. The agency shall neither

restrict nor prohibit the free flow of personal data between themselves or to recipients subject to the national law of the Member States implementing the Data Protection Directive 95/46/EC.

The agency's personal data processing operations will continue to be developed to better manage the requirements and to enhance compliance with the European Data Protection Supervisor's thematic guidelines.

4.2.4 Internal Control

In order to ensure functional discipline, creation and maintenance of an effective internal control system, CEPOL management adopts on annual basis an Internal Control Plan addressing both the administrative and operational aspects of the business. Accordingly there are scheduled internal ex-post verifications at the level of the agency, including assessment of the effectiveness of the internal control system, as well as external ex-post verifications at the level of the grant beneficiaries.

On an annual basis, and in particular, during the preparation of the Annual Activity Report, the management assess compliance with the requirements of the Internal Control Standards. There is regular follow-up of the action plan in order to ensure the established measures for developing, maintaining and strengthening the internal control are implemented.

With the anticipated entry into force of the revised Staff Regulations in January 2014 and changes to the Financial Regulation, compliance with these changed regulations will be assured through the on-going implementation of the Internal Control Standards.

The Internal Audit Service provides independent, objective assurance and consulting services designed to add value and improve the operations of CEPOL. As stated in the Financial Regulation of CEPOL, the internal auditor of CEPOL is mandated to assess the suitability and effectiveness of the management and control systems in accordance with the applicable regulations.

As an external auditor, the European Court of Auditors audits the annual accounts of the CEPOL on annual basis.

Additionally, by Decision 24/2010 of the CEPOL Governing Board, an Internal Audit Panel has been established in order to deal with matters related to audit process, the system of internal control and the financial reporting process, being a GB advisory organ for decisions regarding the financial management of CEPOL.

The audit findings of the internal and external auditors are subject to specific action plans that are regularly monitored with regards to their implementation in view of continuously improving the operations of CEPOL.

Annex 1 Resources breakdown per activity

Activities	Budget Line / Chapter	Financial Resources, Title 3, €		Human Resources, % 2014
		Allocations 2014	Allocations 2015	
Governance	300	80,000	94,000	TBD
Working Groups	301	195,000	80,000	TBD
Network meetings	302	-	91,000	TBD
Training Activities	310	TBD	1,850,000	TBD
Travel for participants	311	TBD	969,000	TBD
e-Learning	313	80,000	110,000	TBD
Common Curricula	320	20,000	30,000	TBD
Research and Science	321	40,000	40,000	TBD
Electronic Network	322	70,000	70,000	TBD
European Police Exchange Programme	324	239,200	296,000	TBD
External Relations	325	10,000	10,000	TBD
Missions	351	120,000	120,000	TBD
Communications	370	30,000	40,000	TBD
Internal Control			-	TBD
Admin support			-	TBD
TOTAL		<u>3,409,570</u>	<u>3,800,000</u>	<u>100</u>

Annex 2 Overview of Main Risks and Mitigating Measures

Activity	Identified critical risk	Likelihood of occurrence	Mitigating response action
All	Uncertainty concerning CEPOL's future status and mandate may continue in 2015 affecting planning	High	Close communication with involved stakeholders Development of change management plan, including internal and external communication. Monitoring its implementation
All	Post-relocation stabilisation efforts can be hindered by deficit of sufficient resources	High	Update, implementation and close monitoring of relocation plan. Development and implementation of business continuity and resource allocation plan.
Chapter 3: Core Business	Quality assurance measures are not implemented due to lack of commitment from involved stakeholders	Low	Efficient communication and consultations with involved partners. Development of early planning and sharing it with partners. Close monitoring of implementation
3.2. Implementation of training and learning: activities 3.2.1-3.2.5	Over budgeting of residential activities leads to under spending of allocated budget	Medium	Accurate planning of available budget for individual activities Budget negotiations with Framework Partners on grant budgets applying historical budget consumption information.
3.2. Implementation of training and learning: activities 3.2.1-3.2.5	Effective provision of travel arrangements for participants can be affected by clustering of large quality of activities in certain time periods. This	High	Planning of dates shall be communicated early with the Framework Partners increasing awareness of effects of postponing the

	<p>may also increase budget consumption due to increasing average price per ticket due to late bookings.</p>		<p>activities.</p> <p>Development of travel booking schedule and implementation of proactive mitigating actions, such as contacting organisers in advance, work distribution among travel team staff.</p> <p>Close monitoring of the budget consumption.</p>
<p>3.2. Implementation of training and learning: activity 3.2.6</p>	<p>e-Net vulnerabilities and possible downtime affects access to LMS and online modules</p>	<p>Medium</p>	<p>Regular updating of the software and effective communication with service providers</p> <p>Implementation of <i>ad hoc</i> intrusion tests</p>
<p>4.1 Corporate services management, Activity 4.1.2</p>	<p>Activity based budgeting and management is not fully implemented</p>	<p>Medium</p>	<p>Detailed planning and timely involvement of all related staff organised.</p> <p>Close monitoring of implementation timeline.</p> <p>Consideration given to engaging external consultancy.</p>

Annex 3 List of residential activities 2015

3.1 List of residential activities 2015 to be approved by the Governing Board

No	Category	Topic	Title	No. of Days	Partici-pants	Target Group	Justification
1	EU Policy Cycle Conference	tbd	tbd	3	75	Presidency activity	In line with the request support for training in accordance with Council EMPACT Terms of Reference (doc. no. 14518/12/3 October 2012) a CEPOL conference is to be considered as a part of continuous CEPOL portfolio to Policy Cycle.
2	EU Policy Cycle (2014-2017) Final title and target group to be determined in OAP's	Facilitation of Illegal Immigration	Combating Illegal Immigration	3	28	Senior police and expert officers involved in combating illegal immigration and/or related crimes	To disrupt OCGs involved in facilitation of illegal immigration is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06-07.06.2013 (doc. 12095/13); Training activities will be implemented according to Operational Action Plans; CEPOL training should be aligned with the EU policy cycle on serious and organised crime priorities, as defined in EU SOCTA 2013 developed by Europol; At its meeting on 17 September 2013 COSI a tasked CEPOL t to provide the necessary support on all crime priorities.

No	Category	Topic	Title	No. of Days	Partici-pants	Target Group	Justification
3	EU Policy Cycle (2014-2017) Final title and target group to be determined in OAP's	Trafficking in Human Beings	Trafficking in Human Beings	3	28	Law enforcement officials - experts on THB, policy developers within Home Affairs in the area of THB	Disrupting OCGs involved in intra-EU human trafficking and human trafficking is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06-07.06.2013 (doc. 12095/13); CEPOL training should be aligned with the EU policy cycle on serious and organised crime priorities, as defined in EU SOCTA 2013 developed by Europol; It should also be noted that the training activities will be implemented according to Operational Action Plans; EU Strategy towards the Eradication of THB 2012-2016, in priority D "Enhance coordination and cooperation among key actors and policy coherence" Action 6, is tasking CEPOL to continue the training in this field Also the Communication from the Commission COM (2013) 172 final, Establishing a European Law Enforcement Training Scheme in Strand 3: "EU thematic policing specialism "tasks CEPOL to organise training on specific themes such as THB.
4	EU Policy Cycle (2014-2017) Final title and target group to be determined in OAP's	Counterfeited goods	Goods and intellectual properties counterfeiting	3	28	Senior police, officers involved in the investigation of counterfeiting at operational or strategic level.	To disrupt OCGs involved in the production and distribution of counterfeit goods is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06-07.06.2013 (doc. 12095/13); Training activities will be implemented according to Operational Action Plans.

No	Category	Topic	Title	No. of Days	Partici-pants	Target Group	Justification
5	EU Policy Cycle (2014-2017) Final title and target group to be determined in OAP's	Excise Fraud and Missing Trader Intra Community Fraud	Excise Fraud	3	28	Law enforcement officers and law enforcement experts of the area.	To disrupt the capacity of OCGs and specialists involved in excise fraud and Missing Trader Intra Community MTIC fraud is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06.07.06.2013 (doc. 12095/13); Training activities will be implemented according to Operational Action Plans; It should be noted that in the next period the Commission will adopt a Communication on a comprehensive strategy to fight cigarette smuggling.
6			Missing Trader Intra Community fraud (MTIC)	3	28	Law enforcement officers investigating economic crimes, particularly VAT fraud	To disrupt the capacity of OCGs and specialists involved in excise fraud and Missing Trader Intra Community MTIC fraud is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06.07.06.2013 (doc. 12095/13); Training activities will be implemented according to Operational Action Plans; It should be noted that in the next period the Commission will adopt a Communication on a comprehensive strategy to fight cigarette smuggling.

No	Category	Topic	Title	No. of Days	Partici-pants	Target Group	Justification
7	EU Policy Cycle (2014-2017) Final title and target group to be determined in OAP's	Synthetic drugs	Illicit laboratory dismantling	10	28	Law enforcement officers who deal with this form of drugs phenomenon on a regular basis.	To reduce the production of synthetic drugs in the EU and to disrupt the OCGs involved in synthetic drugs trafficking is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06-07.06.2013; Also the Communication from the Commission COM(2013) 172 final, Establishing a European Law Enforcement Training Scheme, in Strand 3 is tasking CEPOL to organise training on specific themes such as Trafficking Drugs. This topic should be considered priority for CEPOL according to Commission opinion of 25.04.2012 relating to CEPOL WP 2013, par. 15; Also the Council within the EU drugs Strategy 2013-2020 (doc. 17547/12, adopted by the Council on 7 December 2012, par. 32.10) task all EU institutions to reinforce training on drug-related issues, both in the drug demand as well as the drug supply reduction field; In the EU Action Plan on Drugs 2013-2016 (objective 2, action 12; objective 14, action 49), CEPOL is tasked to strengthen the training for law enforcement officers in relation to illicit drug production and trafficking, particularly training methods and techniques and to enhance training for those involved in responding to the drugs phenomenon;
8			Illicit laboratory dismantling - advanced	3	28	Law enforcement officers and forensic experts who deal with this form of drugs phenomenon (especially synthetic drugs), on a regular basis.	
9			Synthetic drugs	3	28	Law Enforcement officers involved in combating drug-related crime	
10	EU Policy Cycle (2014-2017) Final title and target group to be determined in OAP's	Cocaine and heroin trafficking	Cocaine smuggling	3	28	Law enforcement officers (including customs) detecting cocaine smuggled in containers or combatting OCG dealing with drug supply chain.	
11			Heroin smuggling	3	28		

No	Category	Topic	Title	No. of Days	Partici-pants	Target Group	Justification	
12	EU Policy Cycle (2014-2017) Final title and target group to be determined in OAP's	Cyber Crime - child sexual exploitation	Combating child sexual exploitation (in cooperation with European Financial Coalition against online sexual exploitation)	3	28	Senior police officers and officers from law enforcement institutions that are engaged in the fight against sexual exploitation of children and production and dissemination of child abuse material in Internet.	To combat cybercrimes committed by OCGs such as on-line and payment card fraud, cybercrimes which cause serious harm to their victims such as online Child Sexual Exploitation, and cyber-attacks which affect critical infrastructure and information systems in the EU is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06.07.06.2013 (doc. 12095/13); CEPOL was tasked to coordinate the design and planning of training courses to equip law enforcement with the knowledge and expertise to effectively tackle cybercrime: Joint communication to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions; Cyber security Strategy of the European Union: An Open, Safe and Secure Cyberspace. 7.2.2013 JOIN (2013) 1final, par.2.2.	
13		Cybercrime - cyber attacks	Cybercrime - strategic	3	28	Heads of Units and their deputies who are involved at a strategic level in the coordination of cybercrime.		
14				First responders and cyber forensic	3	28		Law enforcement experts - first cybercrime responders
15			Cybercrime - card fraud	Combating card fraud	3	28		Senior police officers engaged in the fight against card fraud
16			Cybercrime	Train the Trainers targeting technologies	3	28		Senior police officers who are involved in the coordination, investigation and training regarding crimes related to the use of Internet and High-tech.

No	Category	Topic	Title	No. of Days	Parti- cipants	Target Group	Justification
17	EU Policy Cycle (2014-2017) Final title and target group to be determined in OAP's	Firearms trafficking	Firearms trafficking - Title and content to confirmed in OAPs	3	28	National contact point for firearms or law enforcement officers with advanced experience on combatting firearms trafficking and with previous national training in this field.	To reduce the risk of firearms to the citizen including combating illicit trafficking in firearms is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06-07.06.2013; Training activities will be implemented according to Operational Action Plans; Also the Communication from the Commission COM(2013) 172 final, Establishing a European Law Enforcement Training Scheme , in Strand 3: "EU thematic policing specialism "tasks CEPOL to organise training on specific themes such as Trafficking in Firearms. It should be noted that in 2014 the Commission will develop a political initiative to combat illicit trafficking in firearms to safeguard the internal security of the EU;
18		Organised property crime	Organised Property Crime committed by Mobile Organised Crime Groups	3	28	Law enforcement officers dealing with property crimes	To combat organised property crime committed by Mobile Organised Crime Groups is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06-07.06.2013; Training activities will be implemented according to Operational Action Plans;
19	EU Police and Judicial cooperation and networks	Master Programme	Policing in Europe - Master Programme	20	28	Target group to be determined by the working group	According to his mandate established by Council Decision 681/JHA/2005, par. 5 and 7 (c), CEPOL is tasked to develop a European approach to the main problems facing Member States and to provide specialist training for police officers playing a key role in combating cross-border crime, with a particular focus on organised crime.

No	Category	Topic	Title	No. of Days	Partici-pants	Target Group	Justification
20	Leadership, Learning, Training and Language development	EU Leadership development	EU Law enforcement leadership development (TOPSPOC))	20	28	Top senior police officers working at strategic level; including staff from Europol, Interpol and Frontex and all relevant bodies.	According to his mandate established by Council Decision 681/JHA/2005, par. 6 (2), par. 7 (a) and (i), CEPOL is tasked to provide training sessions for senior police officers and to enable them to acquire relevant language skills.
21	External dimension of the area of Freedom, Security and Justice	CSDP and External Aspects of Internal Security	CSDP/ FSJ nexus, structures and instruments	2	28	Official deployed or to be deployed on missions	European External Action Service-Strengthening Ties between CSDP and FSJ road map implementation, Area 5, action no. 3 is tasking CEPOL to implement training activities in this field, particularly Training Package on the CSDP/FSJ nexus, structures and instruments, Training Package on Security Sector Reform and Training Package on Mentoring, Monitoring and Advising (MMA) tasks for Police Officers in CCM contexts; Also the Communication from the Commission COM (2013) 172 final, Establishing a European Law Enforcement Training Scheme in Strand 4: "Civilian missions and capacity-building in third countries" tasks CEPOL to include training in this field in future programmes; According to his mandate established by Council Decision 681/JHA/2005, par.7 (e), CEPOL is tasked to develop and provide training to prepare police forces for participation in non-military crisis management.
22		Crisis Management	"SPOPCOP" - Senior Police Officer Planning and Command Course for Crisis Management	19	28	"Senior police officers likely to be deployed to a civilian crisis management mission, or to relevant EU bodies dealing with crisis management, with positions on the level of high management, planning or command.	
23			Security Sector Reform (cooperation with ESDC)	2	28	Primarily Police Officers working on Institution Building with a particular focus on Police Services.	
24			Mentoring, Monitoring and Advising (MMA) tasks.	3	28	Official deployed or to be deployed on missions	
25			Train the trainers CPCC	5	20	Senior Police Officers who will be or are deployed in missions	

3.2 List of residential activities 2015 to be discussed further at a later stage

No	Category	Topic	Title	No. of Days	Participants	Target Group	Justification
1	Presidency activity	Tbd	tbd	3	28	Presidency activity	
2	Other Organised International Crime	Economic crime	Money Laundering	4	28	Experts on Money Laundering and/or organised economic and financial crime issues	Council of the EU on the JHA meeting at Luxemburg, 06-07.06.2013, calls for considering disrupting OCGs involved in money laundering. This topic is a priority for CEPOL, according to Commission opinion of 25.04.2012 within the framework of Council Decision 681/JHA/2005, relating to CEPOL Work Programme 2013, par. 17.
3		Asset recovery	Freezing and confiscation of assets	4	28	Senior law enforcement specialists combating financial crime and involved in financial investigation.	Council of the EU on the JHA meeting at Luxemburg, 06-07.06.2013, calls for considering asset recovery and this should be addressed as priority by CEPOL; The Communication from the Commission COM (2013) 172 final, Establishing a European Law Enforcement Training Scheme in Strand 3: "EU thematic policing specialism" is tasks CEPOL to organise training on specific themes such as confiscation of criminal assets, and financial investigations.
4		EU anticorruption	Investigating and preventing corruption	4	28	Law enforcement officers involved in economic and financial crime investigation	The Communication from the Commission COM (2013) 172 final, Establishing a European Law Enforcement Training Scheme in Strand 3: "EU thematic policing specialism" tasks CEPOL to organise training on specific themes such as corruption. This topic is a top priority for COM, according to Commission opinion of 25.04.2012 within the framework of Council Decision 681/JHA/2005, relating to CEPOL Work Programme 2013, par. 14.
5		Crime relating to regions	EU - Western Balkans Organised Crime Links	3	20	Senior Police officers and experts from the EU and Western Balkan countries	Council of the EU on the JHA meeting at Luxemburg, 6-7 July .2013, calls for considering regional dimension issues (Western Balkans). It should also be noted that OAPs will be implemented within the policy cycle on crime originating from the Western Balkans.

No	Category	Topic	Title	No. of Days	Participants	Target Group	Justification
6	Counter Terrorism	Counter Terrorism	Response to a terrorist attack against a nuclear Power Plant	4	28	Senior Police Officers or experts specifically involved in Counter Terrorism activities within their organisations.	European Parliament resolution of 14 December 2011 on the EU Counter-Terrorism Policy: main achievements and future challenges (2010/2311(INI)) underline that training and awareness-raising must be a priority in order to improve readiness across the EU in the fight against terrorism, pct.13. Annual report on the implementation of the EU Counter-Terrorism Strategy (doc.16471/12 ADD 1 REV 1, pag.21) submitted on 7 December 2012 to the Council by the EU Counter-Terrorism Coordinator (CTC) states that CEPOL, as from 2013, will start to contribute to the organisation of EEODN's conferences and training courses.
7		Counter Terrorism	European Explosive Ordnance Disposal; 1. CBRN 2. Explosives 3. Training	5	56	Senior Police Officers or experts specifically involved in CBRN and Explosives as well as trainers in the field	
8	Special Law Enforcement Techniques	Witness Protection	Witness Protection advanced level	4	28	Senior police officers and senior police staff with experience in witness protection programmes and operations.	European Parliament resolution of 14 December 2011 on the EU Counter-Terrorism Policy: main achievements and future challenges (2010/2311(INI)) underline that training and awareness-raising among judicial and police authorities must be a priority, pct.13; According to his mandate established by Council Decision 681/JHA/2005, par. 6 (2) and 7 (c) CEPOL is tasked to provide specialist training for police officers playing a key role in combating cross-border crime and to improve knowledge of international and Union instruments, as: The Swedish Initiative - Council Framework Decision 2006/960/JHA, OJ L 386, 29.12.2006; Council Decision 2008/615/JHA, Council Decision 2008/616/JHA, OJL 210, 6.8.2008 (Prüm information exchange and Europol's criminal intelligence data bases); Schengen Information System - Convention implementing the Schengen Agreement of 14 June 1985, OJ L 239, 22.9.2000; European Arrest Warrant - Council Framework Decision 2002/584/JHA of 13 June 2002 on the European arrest warrant and the surrender procedures between Member States, OJ 190, 18.7.2002.
9		Informant handling	Informant handling advanced level	4	28	Experienced informant controllers from both police and customs	
10		Forensic Science	Forensic Science including DNA and Policing Challenges	5	28	Police officers and forensic personnel who are involved in aspects of the crime scene investigation.	
11		Operational integrated analysis	Train the Trainer on operational integrated analysis training	5	30	Law enforcement officials who have experience in the field of criminal analysis and who wish to become in their national context.	

No	Category	Topic	Title	No. of Days	Participants	Target Group	Justification
12	Special Law Enforcement Techniques	Undercover Operations	Undercover Operations	4	28	Senior Police Investigation Officers who intend to use undercover techniques in their investigation.	European Parliament resolution of 14 December 2011 on the EU Counter-Terrorism Policy: main achievements and future challenges (2010/2311(INI)) underline that training and awareness-raising among judicial and police authorities must be a priority, pct.13; According to his mandate established by Council Decision 681/JHA/2005, par. 6 (2) and 7 (c) CEPOL is tasked to provide specialist training for police officers playing a key role in combating cross-border crime and to improve knowledge of international and Union instruments, as: The Swedish Initiative - Council Framework Decision 2006/960/JHA, OJ L 386, 29.12.2006; Council Decision 2008/615/JHA, Council Decision 2008/616/JHA, OJL 210, 6.8.2008 (Prüm information exchange and Europol's criminal intelligence data bases); Schengen Information System - Convention implementing the Schengen Agreement of 14 June 1985, OJ L 239, 22.9.2000; European Arrest Warrant - Council Framework Decision 2002/584/JHA of 13 June 2002 on the European arrest warrant and the surrender procedures between Member States, OJ 190, 18.7.2002.
13		Social Media	Social Media implications in Law Enforcement	4	28	Senior law enforcement officials interested in sharing concepts and best practice in how social media can be applied for investigations and other law enforcement procedures.	
14		Social network analysis	Social network analysis training	5	30	Law enforcement analysts specialised on Social Network Analysis (SNA).	
15	EU Police and Judicial cooperation and networks	EU Cooperation	Cooperation with Russia	3	28	Senior police officers representing police services from EU member states, EU associated countries and the Russian Federation, being involved in international police cooperation, including police training, and being able to develop visions of future forms of police cooperation between the EU and Russia	CEPOL should address training in this field as priority based on the Strategic Partnership Agreement with Russia: OJ L 327, 28.11.1997, p. 3-69

No	Category	Topic	Title	No. of Days	Participants	Target Group	Justification
16	EU Police and Judicial cooperation and networks	JIT's	Joint Investigation Team leadership	4	28	Senior police officers potential leaders of JIT's	Framework Decision 2002/465/JHA on Joint Investigation Teams (OJ L 162 20.06.2002) and Council Resolution of 26 February 2010 on a Model Agreement for setting up a Joint Investigation Team (JIT)
17			Joint Investigation Teams	4	30	Senior police officers involved in the investigation of serious crimes likely to involve investigations in another Member State.	
18	EU Police and Judicial cooperation and networks	Schengen	Training for SIRENE Officers	4	28	SIRENE operators according to provisions of the SIRENE Manual.	Schengen Information System - Convention implementing the Schengen Agreement of 14 June 1985, OJ L 239, 22.9.2000;
19			Training for SIRENE Officers (Advanced)	4	28	Experienced SIRENE operators, preferably have at least 2 years' experience of operational work within SIRENE	
20			Schengen Evaluation	5	20	Leading experts and evaluators participating in the Schengen Evaluation Missions	

No	Category	Topic	Title	No. of Days	Participants	Target Group	Justification
21	EU Police and Judicial cooperation and networks	EU networks	ENFAST (European Network on Fugitive Active Search Teams)	3	28	Police officers within the ENFAST Network and officers dealing with wanted persons	Council Resolution on ENFAST - European Network on Fugitive Active Search Teams (doc. 15382/10 of 27 October 2010) is also tasking CEPOL to organise training activities in this field.
22			EMPEN (European Medical and Psychological Experts' Network for law enforcement)	3	28	Senior police medical experts and psychologists	Council Resolution on the creation of EMPEN - the European medical and psychological experts' network for law enforcement (doc. 9044/11 of 15 April 2011) is tasking CEPOL to organise training for EMPEN.
23	Maintenance of law and order and public security	Public order	Public Order and Crowd Management (HOUSE - EUSEC III) - Step 1	4	28	Senior Police Officers and Police Staff working in strategic planning, tactical direction and evaluating large scale public order operations.	According to his mandate established by Council Decision 681/JHA/2005, par.5, CEPOL is tasked to support and develop a European approach in the maintenance of law and order and public security.
24		Public order	Public Order - Security During Major events/Public-Private Partnerships (HOUSE EUSEC III) - Step 2	4	28		
25		Football security	Pan European Football Security training	5	56		
26	Leadership, Learning, Training and Language development	Train the Trainers	Train the Trainers Step 1	4	20	Operative police officers with international training responsibilities	According to his mandate established by Council Decision 681/JHA/2005), par. 7 (b), (i) and (h), CEPOL is tasked to provide training for trainers.
27			Train the Trainers Step 2	4	20		
28		E-learning	Training of webinar educators	4	15	Training developers who wish to increase their learning and training toolbox using online webinars.	According to his mandate established by Council Decision 681/JHA/2005), par. 7 (h), CEPOL is tasked to develop electronic network in order to provide back-up for CEPOL.

No	Category	Topic	Title	No. of Days	Participants	Target Group	Justification
29	Leadership, Learning, Training and Language development	Language development	Language Development: Instruments and Systems of European Police Cooperation (language to be determined by the Governing Board)	14	28	Senior police officers and senior police staff who are, or will be involved in cross border work or international police co-operation in either operational or educational arenas.	According to his mandate established by Council Decision 681/JHA/2005), par. 7 (i), CEPOL is tasked to enable the senior police officers to acquire relevant language skills.
30			Language Development: Instruments and Systems of European Police Cooperation (language to be determined by the Governing Board)	14	28	Senior police officers and senior police staff who are, or will be involved in cross border work or international police co-operation in either operational or educational arenas.	
31	Research and Science and crime prevention	Research and science	CEPOL Annual European Police Research and Science Conference	3	100	"Representatives from police academies/colleges/universities	CEPOL Annual European Police Research and Science Conference
32		Crime prevention	Drug prevention /cooperation between different state/structures, international bodies, local governments and NGO's	4	28	Representatives from police/ state structures, international bodies, local governments and NGO's. Must be planned and organised in cooperation with EMCDDA.	According to his mandate established by Council Decision 681/JHA/2005, par. 5, CEPOL is tasked to support and develop a European approach in the field of crime prevention.

No	Category	Topic	Title	No. of Days	Participants	Target Group	Justification
33	Fundamental Rights	Fundamental Rights	Fundamental Rights and Police Ethics - Step 1	4	28	Senior police officers and trainers involved in the practice, training and/or promotion of integrity, ethics and fundamental rights in policing as well as managing diversity.	Based on communication from the Commission - Strategy for the effective implementation of the Charter of Fundamental Rights by the European Union (COM(2010) 573 final - 19.10.2011) CEPOL should address training in this field. According to his mandate established by Council Decision 681/JHA/2005, par.6 (3), CEPOL is tasked to provide appropriate training with regard to respect for democratic safeguards.
34			Management of Diversity - Step 2	4	28		
35			Management of Hate Crimes	4	28		

Annex 4 Grant Agreements - Selection, Evaluation, Award and Financing Criteria

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

Evaluation criteria

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

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

Evaluation criteria for single activities:

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

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

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

- a) **Evaluation criteria** assess the following areas:

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

Total **maximum points 100**

Evaluation criteria for a set of activities:

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

- d) The content proposal for each activity within a set will be evaluated in accordance with the pre-defined criteria. Average result for all activities within the set will be used. Only if the average of the proposal reaches a minimum of 60 (out of 80) points will the application qualify for the second step, which will consist in the evaluation of
- e) the financial proposal. Total budget of all activities within the set will be evaluated. In order to qualify for a grant, the application must reach at least 10 (out of 20) points.
- f) An application can be proposed for a grant by the Evaluation Committee provided the application has reached at least 70 points **and** the highest rating within a group of applicants for the specific set of activities.

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

- b) **Evaluation criteria** assess the following areas:

▪	Content	– maximum points 30
▪	Learning outcomes (for courses/seminars/workshops) or Objectives (for conferences only)	– maximum points 10
▪	Delivery/methodology	– maximum points 30
▪	Organisation	– maximum points 10
▪	Cost effectiveness	– maximum points 20
Total		maximum points 100

Awarding criteria

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

- reaching the threshold

and

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

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

Financial Provisions:

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