



EUROPEAN POLICE COLLEGE

WORK PROGRAMME 2014

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INDEX 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
ECTEG	European Cybercrime Training and Education Group
EEAS	European External Action Service
EJTN	European Judicial Training Network
EMCDDA	European monitoring Centre for Drugs and Drug Addiction
E-Net	CEPOL's electronic network
EMPEN	European medical and psychological experts' network
ENFSI	European Network of Forensic Science Institutes
ENISA	European Network and Information Security Agency
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
JIT	Joint Investigation Team
KPI	Key Performance Indicator
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 Indicator
SOCTA	Serious and Organised Crime Threat Assessment
SPOPCOP	Senior Police Officer Planning and Command Course for Crisis Management
STNA	Strategic training needs assessment
TLNA	Training and learning needs analysis
TOPSPOC	Top Senior Police Officers: The Stockholm Programme Realisation

1 INTRODUCTION

CEPOL Work Programme 2014 outlines the agency's actions in delivery of services contributing to achievement of the goals of the EU internal security strategy particularly focusing on building common culture and strengthening competencies and skills required; building CEPOL into the centre of knowledge management. Since 2010 CEPOL has consistently increased its role in the process of assisting Member States to translate and implement EU policies into national strategies. Expectations have been growing and the agency has been able to respond swiftly to new challenges. However, "zero" growth environment and proposed resources cuts pose significant challenge to build upon achievements and in some cases even impossibility to retain the achieved.

CEPOL is adjusting its activities to respond to the austerity measures implemented in the European Union across all fields.

Training budgets of many Network partners have been affected by the financial cuts therefore CEPOL's role is even more acutely accentuated by the need to provide national law enforcement agencies, particularly the police, with high level awareness and specialist training and learning opportunities, ensuring access to best practice and expert knowledge.

There are several areas not yet or only partially defined which will have significant effect on CEPOL's operation in 2014:

- Possible developments in CEPOL's legal framework may significantly influence the scope and CEPOL's impact and determine expectations the agency may have to meet;
- Relocation of the agency following the expected closure of Bramshill site by the UK Home Office.

Bearing in mind that CEPOL will be preparing for possible change in its mandate and relocation, which will require substantial resources, Work Programme 2014 does not plan for portfolio-wide changes in comparison with 2013 in terms of core business. While administrative preparations are being made, there is no additional budget neither for implementation of additional tasks reflected in the Commissions Communication on LETS nor for possible relocation of the agency.

2014 will be the final year of CEPOL's first Multiannual Strategy Plan implementation. Therefore achievements and strategy's success will be assessed on the basis of CEPOL evaluations conducted by external evaluators (Five Year evaluation³, GHK study⁴) and results of the stakeholders' satisfaction survey. During the four years of its implementation CEPOL has developed into a mature EU agency applying modern planning and monitoring tools ensuring effective delivery of training, education and knowledge products of excellence. New strategic planning document will be developed taking into consideration that 2014 will be the last year of the Stockholm Programme implementation; hence it is essential for CEPOL to increase its advisory role at the EU level to ensure coherence. The following key areas have an effect on CEPOL's programming:

³ Decision 09/2011/GB adopting the five year report of the European Police College, 10 March 2011

⁴ Final Report 'Study on the amendments of the Council Decision 2005/681/JHA setting up CEPOL activity', 24 April 2012

- Implementation of Five-year evaluation recommendations, as agreed by the Governing Board, are likely to be completed, except those related to changes to legal basis for CEPOL.
- European Law Enforcement Training Scheme (LETS) is expected to affect CEPOL's core business to a possible extent due to lack of additional resources.
- Training and Learning Needs Analysis will have become an integral part of CEPOL's planning process.
- New fully-fledged EU Policy Cycle will begin thus calling for alignment of CEPOL's activities to cater to priority training and learning needs.

The Work Programme continues to contribute to the EU policies, particularly the Stockholm Programme, Internal Security Strategy⁵ and its Action Plan, EU policy cycle 2014-2017 for organised and serious international crime and related action plans.

Activities will be adjusted if there will be an urgent need for learning and training response for the law enforcement authorities in Europe due to new challenges, particularly further developments at the level of the Council of the European Union in regard to the EU Policy Cycle priorities and implementing operational action plans, as at the time of writing this Work Programme operational action plans are not yet available, thus further adjustment of the activities will be required in 2014.

Training for combating and prevent cybercrime will be aligned with the training requirements defined in agreement/cooperation with the European Cybercrime Centre (EC3) and relevant partners with whom CEPOL will also work to create common strategies. Moreover, CEPOL will draft key products such as Training Needs Analysis that will serve to identify gaps to fill within capacity building.

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

It is expected that CEPOL will be involved in coordinating implementation of LETS to achieve synergies with the other EU agencies international organisations.

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

Further development of CEPOL learning environment will be topic based with education and training portfolios developed on selected topics catering to all levels of competencies development: awareness -> specialisation-> expert level. Content of the various learning methods, such as CEPOL training courses, seminars, Common Curricula, e-learning modules, webinars, European Police Exchange Programme will be horizontally harmonised to ensure they complement each other and provide systemic, comprehensive and continuous training.

⁵ The Internal Security Strategy for the European union: Towards a European Security Model, Council of the European union, 7120/10, CO EUR-PREP8 JAI182, Brussels, 08 March 2010

2 EU POLICIES INFLUENCING PLANNING

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

CEPOL priorities for 2014 are based on the following items:

- The **Council Decision 2005/681/JHA**⁶ of 20 September 2005 establishing the European Police College (CEPOL), and in particular Articles 5, 6, and 7;
- **EU legislation** and other relevant Council acts on international law enforcement cooperation, such as Swedish Initiative⁷, Prüm Decisions⁸, etc;
- **EU priorities**, defined in the following documents:

"The Stockholm Programme – An open and secure Europe serving and protecting the citizens"⁹ and subsequent Commission Action Plan¹⁰ as well as available Programme's evaluation results.

EU Internal Security Strategy, particularly:

- **The Internal Security Strategy for the European Union:** Towards a European Security Model¹¹ (EU ISS) adopted by Council of the European Union on 25-26 March 2010: The EU ISS defines – at a high level – the main areas to be handled by the EU Internal Security Architecture;
- **Communication from the Commission** to the European Parliament and the Council: "The EU Internal Security Strategy in Action: Five steps towards a more secure Europe"¹². This Communication sets out concrete actions contributing towards the implementation of the EU ISS, including in the areas of cybercrime and border security. Of particular importance for CEPOL are training in the area of asset confiscation and cybercrime. It is imperative to ensure coherent and well concerted EU response in this area, taking into

⁶ Official Journal of the European Union, L256/63, 1 October 2005

⁷ Council Framework Decision 2006/960/JHA of 18.12.2006 on simplifying the exchange of information and intelligence between law enforcement authorities of the Member States of the European Union, Official Journal of the European Union L386/89, 29.12.2003

⁸ Council Decision 2008/615/JHA of 23 June 2008 on the stepping up of the cross border cooperation , particularly in combating terrorism and cross-border crime, Official Journal of the European Union L210, 06.08.2008

⁹ "The Stockholm Programme - An open and secure Europe serving and protecting citizens", Council of the European Union, 5731/10, CO EUR-PREP 2 JAI 81 POLGEN 8, Brussels, 3 March 2010.

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

¹¹ 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

¹² COM (2010) 673 of 22 November 2010

account the specificity of the mandates of both responsible agencies, CEPOL and Europol, in order to achieve synergy and avoid overlaps.

External aspect of internal security – Council of the European Union has called for closer cooperation and strengthening ties between Common Security and Defence Policy (CSDP) and Freedom, Security and Justice¹³. It is an area where CEPOL will further enhance its contribution both in providing training and learning service to CSDP missions and to Candidate Countries (in particular the Western Balkans and Turkey), as well as countries included in the EU's Eastern Partnership within the ENP framework. This shall be achieved by progressively extending the availability of CEPOL's learning product portfolio to those countries, specifically via the European Police Exchange Programme as well as other efficient instruments.

European Commission Communication on European Law Enforcement Training Scheme

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

On 27 March 2013 the European Commission published Communication Establishing a European Law Enforcement Training Scheme (Com (2013) 172 final).

The EU policy cycle 2014-2017, particularly the following conclusions of the Council of the European Union:

- of 9 November 2010¹⁴ on the creation and implementation of a EU policy cycle for organised and serious international crime;
- of 6 June 2013¹⁵ on setting the EU's priorities for the fight against serious and organised crime between 2014 and 2017

COSI document 13495/1/13/Rev1 of 20.09.2013 Multi-Annual Strategic Plans related to the EU priorities for the fight against organised crime between 2014-2017.

- **Strategic Training Needs Assessment (STNA) – a high level organisational assessment**, is a crucial part of determining what the existent deficits are and whether the training is a solution. STNA was prepared by CEPOL in 2012 outlining organisational gaps where interventions are recommended to ensure sustainable development of the agency. Its findings will continue to shape future developments addressing effective response to the strategic priorities, such as building common culture, strengthening competencies required for cross border law enforcement cooperation; addressing quality assurance aspects in order to maintain high "worth" and validity of CEPOL's activities in times of the strict austerity measures. Range and content of the activities shall expand to achieve availability of EU level learning to those law enforcement officers who need it for performing daily functions

¹³ Council of the European Union, 12363/11, PESC 569 JAI299 COSI 32 COSDP 455

¹⁴ 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94

¹⁵ Council of the European Union, JHA Council meeting, Luxembourg, 6-7 June 2013

- **Strategic topics** identified by Europol, particularly those emerging from Serious and Organised Crime Threat Assessment (SOCTA) 2013¹⁶;
- **Priorities proposed by other stakeholders** (e.g. Eurojust, Frontex, EMCDDA, FRA, eu-LISA, EASO, EEAS, ESDC);
- Emphasis on **fundamental rights** in line with goals of the Charter of Fundamental Rights of the European Union¹⁷ as one of the core elements of the common European Law Enforcement Culture;
- **Priorities put forward by Member States** covering areas which are recognised as important topics with significant impact at Union level;
- **European Commission Communication on Fighting Corruption in the EU**¹⁸, and the available results of the first EU Anti-Corruption Report
- Relevant elements of the **“Strengthening ties between CSDP/FSJ actors. Proposals for a way ahead”**¹⁹ Roadmap document within the Council/EEAS framework

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

¹⁶ 12159/12 COSI 59 ENFOPOL 219 CRIMORG 88 ENFOCUSTOM 72

¹⁷ Official Journal of the European Union C364/1, 18.12.2000

¹⁸ COM (2011) 308 Final, Brussels, 6.6.2011

¹⁹ SEC (2011) 560 final, Brussels, 5.5.2011

3 METHODOLOGY

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

Circular planning principles will continue to prevail ensuring the following:

- Evaluation results of the activities implemented in 2013 will be assessed with a view of determining effectiveness of products delivered and any need for their adjustment;
- Training and learning needs analysis (TLNA) will be a key instrument in determining where and which the training and learning activities are required;
- Clear links to the Strategy will persist;
- CEPOL's management tools such as Risk Register and Management Plan will be coherently developed with the Work Programme.

The Work Programme is directly aligned with its strategic goals, giving an insight into the main activities and required resources therefore.

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

Key Performance Indicators (KPIs) and Performance Indicators (PIs) constitute an integral part of this tool for monitoring and evaluating the progress. The BSC progress reports are regularly published for the internal management decision-making and for the Governing Board's information. This performance measurement tool will continue to be applied in 2014.

In 2011, following maturing of the Balanced Scorecard implementation, on 26 October 2011 Governing Board adopted four KPIs for strategic goals and 23 PIs for measuring 21 strategic objectives. This set of KPIs and PIs will be reviewed and amended for 2014. Governing Board is expected to reflect periodically on CEPOL's overall performance in achieving agreed objectives and targets set as well as how Member States' contribution can be enhanced if required.

4 WORK PROGRAMME ACTIVITIES

4.1. GOAL 1:

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

Key Performance Indicator: Overall customer satisfaction (with activities) (91%)

Multi-annual strategy		Work Programme 2014		
Strategic Objectives	PIs	Annual activities	Human resources, %	operational budget, €
<p>1.1 - <i>Delivering quality training courses on specific subjects. Training Senior Police Officers and middle-ranking police officers, Senior Police Officers and middle-ranking police officers in the field and police officers in the field, with regard to cross-border cooperation between police forces in Europe. To assist in setting up appropriate advanced training programs. Promoting the effective implementation of the Stockholm Program via training.</i></p>	<p>Activities (training sessions) implemented (95%)</p>	<p>1.1.1 Residential training activities and webinars are aligned with defined priority areas and content is coordinated across cross-cutting areas h</p>	21	<p>BL3100: 1,247,700 BL3111: 658,160 BL 3510: 42,000</p>
	<p>Activities implemented after awarding the Grant Agreement (by the Framework Partners), and the Grant Agreement budget planned vs implemented (by the Framework Partners) (85%)</p>	<p>1.1.2 Training on the EU Policy Cycle 2014-2017 priorities is aligned to the training needs deriving from Operational Action Plans</p>		
		<p>1.1.2.1 Training on Cybercrime is developed and implemented on the basis of training needs defined in cooperation with EC3 and relevant partners. Activities are implemented in coordination with relevant EU Agencies as well as existing EU networks. Private sector expertise is incorporated to respond to the training needs and requirements for specialist knowledge.</p>		
		<p>1.1.3 CEPOL implements holistic and balanced residential training on civilian crisis management</p>		<p>BL3100: 122,075 BL3111: 74,840</p>

Multi-annual strategy		Work Programme 2014		
Strategic Objectives	PIs	Annual activities	Human resources, %	operational budget, €
1.2 – <i>Delivering training for senior leaders in order to enhance their European competence; assist them in strategy planning and realisation of strategic decisions at EU level</i>	Number of senior leader participants at events (50%)	1.2.1 CEPOL will continue to deliver tailored residential training for senior law enforcement staff on strategic planning and management. Curriculum for a modular course on EU law enforcement leadership will be developed.	2	BL3100: 99,685 BL3111: 52,000
		1.2.2. CEPOL participates in EU funded capacity building projects	5	BL3510:7200
1.3 – <i>Exchange programmes as an essential element of learning promotes, facilitates and develops cooperation</i>	Overall participant satisfaction (with the European Police Exchange Programme) (80%)	1.3.1 European Police Exchange Programme 2014 to be implemented	10	BL3240:304,990 BL 3510:8400
		1.3.2 European Police Exchange Programme continues to be available for EU Candidates (notably the Western Balkans and Turkey) and the Eastern Partnership countries		
1.4.- <i>Common Curricula contribute to the preparation of harmonised training programmes in accordance with EU standards</i>	Number of Common Curricula adopted by the CEPOL GB (2)	1.4.1. Two (2) Common Curricula to be updated: Money Laundering; Trafficking in Human Beings	5	BL3200: 20,000
		1.4.2 Common Curricula are made available to international organisations and CSDP missions		
1.5. – <i>Developing further and easier access to e-Learning systems</i>	Number of e-Modules adopted and revised (2)	1.5.1 Review and update of two (2) existing e-learning modules	9	BL 3130: 80,000 BL 3510: 3,600
		1.5.2 Learning Management System continues to support CEPOL’s learning and training activity		
		1.5.3 Delivery of webinars targeted at the learning and training needs of EU police and law enforcement officers		

Multi-annual strategy		Work Programme 2014		
Strategic Objectives	PIs	Annual activities	Human resources, %	operational budget, €
1.6. - <i>Quality learning shall be the acknowledged ethos of CEPOL's reputation and prestige</i>	Number of registrations in the European Trainers' and Lecturers' Database (100)	1.6.1 Further development towards an accredited masters course in international Police and Judicial Cooperation	2	BL3100: 83,100 BL3111: 40,000
		1.6.2 Strategic Training Needs Assessment 2015-2016 will be delivered	1	-
		1.6.3 Evaluation methodology applied by CEPOL will be assessed	2	-

Note: The numbering of below paragraphs corresponds to the numbering of the annual activities listed in the previous table. Each activity is described in more detail below.

1.1 CEPOL delivers quality training

1.1.1 Residential training activities and webinars are aligned with defined priority areas and content is coordinated across cross-cutting areas

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

- Strategic management and leadership
- Strategic planning
- Transition of the EU policies into the national environment
- Specialist training on priority topics
- External aspects of Internal Security: European Neighbourhood Policy
- Civilian crisis prevention and management

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

In 2014 training activities will be addressing the following priorities:

1. EU Policy Cycle instrument and priorities
2. other organised crime
3. counter-terrorism
4. economic crime
5. law enforcement techniques
6. EU cooperation
7. management
8. fundamental rights
9. crime prevention
10. learning and training
11. research and science

List of the residential training activities is given in Annex A; list of webinars in Annex B.

Residential training is interactive and intensive, but resource demanding, therefore it will predominantly be used for development of specific skills and competencies.

In response to austerity measures within the MS affecting opportunities of experts to participate in CEPOL activities, majority of flight costs for course participants from the EU MS will be borne by the agency, however, contrary to 2013 it is possible that due to financial constraints it is necessary to limit paid flights in order to cope with the budget limitations.

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

CEPOL will facilitate participation of third countries (ENP and Eastern Partnership) at their own cost, in the agency's training and learning activities.

The agency will establish cooperation with the European Cooperation of Special Intervention Units (ATLAS network)²⁰ on provision of specialist training for Special Forces of the Member States of the European Union.

Framework Partnership Agreements and specific Grant Agreements are instruments for implementation of CEPOL courses, seminars and conferences. The implementation started in 2010. In June 2011 changes were implemented to the grant agreement process to adjust them in order to be fully in line with the legal obligations²¹.

In 2014 new call for Framework Partners will be launched. The indicative timeline is as follows:

Launch of the call for Framework Partners	30 January 2014
Deadline for applications	30 March 2014
Evaluation of applications	28 April 2014
Signature of Framework Partnership agreements	30 June 2014

All CEPOL courses, seminars and conferences 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.

The agency will look into the possibility of launching a pilot project for 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.) with financial implications will be handled by the event organiser.

One call for proposals is planned for implementation of 2014 residential activities. Total budget allocated 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 C.

²⁰ Council Decision 2008/617/JHA of 23.06.2008 on the improvement of cooperation between the special intervention units of the Member States of the European Union in crisis situations, Official Journal of the European Union L210/73, 6.8.2008

²¹ Commission Regulation (EC, EURATOM) No 2343/2001 of 19 November 2002 on the Framework Financial Regulation; Commission Regulation (EC, EURATOM), No 2342/2002 of 23 December 2002 laying down detailed rules for implementation of Council Regulation (EC, EURATOM) No 1605/2002

Timeline

Step	Month, year	Amount, €
Call for proposals	08 July 2013	2,075,190
Submission of Grant applications	25 October 2013	
Evaluation	30 November 2013	
Awarding decision	December 2013 ²²	

1.1.2 *Training on the EU Policy Cycle 2014-2017 priorities is aligned to the training needs deriving from Operational Action Plans*

In 2014 specific attention will be given to continuous support to the Member States' experts contributing to the EU Policy Cycle in implementation of the first full cycle 2014-2017, through provision of dedicated residential training to priority drivers and participants as well as offering e-learning solutions for raising general awareness. Learning options will be provided for all Policy Cycle priorities and the content will be largely influenced by the training needs identified through Operation Action Plans of relevant priorities. Specific training needs assessments may be developed in several priority areas (such as Synthetic Drugs, Cybercrime) to identify gaps that need to be addressed by training.

Delivery of residential training will be conducted in close cooperation with the relevant stakeholders (Europol, Eurojust, Frontex, FRA, OLAF, Interpol and others).

1.1.2.1 *Training on Cybercrime is developed and implemented on the basis of training needs defined in cooperation with EC3 and relevant partners. Activities are implemented in coordination with relevant EU Agencies as well as existing EU networks. Private sector expertise is incorporated to respond to the training needs and requirements for specialist knowledge*

Cybercrime is a borderless phenomenon and a growing threat at international level. EU law enforcement is obliged to keep abreast with new technologies in order to be effective in this area. A coordinated, stakeholders-based approach to capacity building is needed, and should be predicated on synergies and inclusiveness (comprising also non-law enforcement organisations).

To this end, CEPOL, Europol and relevant partners should align their respective strategies to ensure coordinated action in capacity building. CEPOL's participation to EC3's Programming Board is one of the means by which this can be achieved.

CEPOL should, in addition to the provision of ad-hoc advice, lay down the preparatory work to offer a series of existing products and services maximising the outreach in law enforcement community along the following lines:

- Strengthen the cooperation with EC3 and relevant partners to achieve a more effective approach in cybercrime capacity building

²² Subject to adoption of CEPOL's 2014 budget by the Council and European Parliament

- Drafting a Training Needs Analysis and Stakeholder Analysis specifically on Cybercrime, to identify the needs and eventually support law enforcement agencies in their capacity building (customer driven policy)
- Enhancing the use of e-tools such as webinars and online-learning modules by:
 - Making Webinars available at shorter notice to meet emerging business needs;
 - Use Webinars as a “complement” to either residential courses or Online Learning Modules implemented by CEPOL;
 - Further fine-tuning webinars and online learning modules to tackle both specialised and general knowledge on Cybercrime and the technological aspects of crime, according to identified needs;
 - Specifically for online learning modules, enhancing the availability of material which can be procured on the market; this is particularly relevant when “in-house” production may not yield a quick solution, or to address the “awareness” strand of business specifically;
- Improving the use of the *European Police Exchange Programme*; in particular, these programmes should enhance, where possible, the “hands-on” aspects of Cybercrime investigation and/or training, with a view to offering an exchange of experience not only in the context of how cybercrime is addressed in specific countries, but also on how it is addressed at EU level (by, for example, facilitating exchanges of investigators who participated into cybercrime-focused JITs); Specific, more targeted segments of the European Police Exchange Programme should be identified to encourage exchanges in selected thematic areas (cyber- forensic, cyber-investigations etc.)
- Offering a platform in the *Research and Development* area in which law enforcement personnel can be in touch with experts to learn about new tools, solutions and products; more emphasis should also be given to the database of trainers, lecturers and experts in order for CEPOL to function as platform of excellence.
- Embed or “mainstream” Cybercrime and/or Technology related issues into relevant residential activities, in particular those related to Organised and Serious Crime by paying particular attention in including those aspects as early as the Call for Proposals stage

1.1.3 CEPOL implements holistic and balanced residential training on civilian crisis management

CEPOL continues to strengthen cooperation with European External Action Service (EEAS) and European Security and Defence College (ESDC) in design and delivery of range of training and learning activities. Residential training activities will address high level senior planning and command level, experts’ and trainers’ levels through a specifically built and pre-rolled courses. Mentoring, Monitoring and Advising course will be further adjusted by the CEPOL Network embedding the training needs defined by the EEAS.

The following new bespoke courses will be implemented in addition to the Senior Police Officer Planning and Command Course for Crisis Management (SPOPCOP) activity:

- Awareness Course on the CSDP/FSJ nexus, structures and instruments with a

particular focus on understanding the internal/external security, with a view to enhance knowledge of EU instruments for the exchange of information in the domain of Police and Judicial Cooperation;

- Awareness Course/Modular Training Package on Security Sector Reform, targeting primarily Police Officers working on Institution Building with a particular focus on Police Services.

CEPOL has by now developed ties with the EEAS in particular with its CSDP structures. In 2014 CEPOL will explore possibilities for a more systematic consultation mechanism helping to further develop CSDP-focused training activities (especially pilot ones), in order to discuss course concepts and reflect the needs identified by CSDP structures.

1.2 *Delivering training for senior leaders*

1.2.1 CEPOL will continue to deliver tailored residential training for senior law enforcement staff on strategic planning and management. Curriculum for a modular course on EU law enforcement leadership will be developed

In 2014 CEPOL will continue to deliver specific four module activity “TOPSPOC - Top Senior Police Officers” aiming to develop strategic and policy development skills in senior police officers of the Member States.

TOPSPOC will serve as the basis for development of a professional and specialist modular activity on development of the EU law enforcement leadership skills and competencies. Based on the positive experience gained so far this will be further developed to a flagship leadership activity.

1.2.2 CEPOL participates in EU funded capacity building projects

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

- China-EU Police Training Project (and implemented by a Consortium of MS);
- European Police Service Training Project (funded by the EU and under implementation by a Consortium of Member States);
- Strengthening the Police/Customs Cooperation Centres in the European Union (funded by ISEC and implemented by a Consortium of MS);
- Developing E-Learning Modules for Police Cooperation, funded by the EU and implemented by the Police Cooperation Convention for South Eastern Europe (PCC-SEE);
- The House project, led by the United Nations Interregional Crime and Justice Research Institute (UNICRI);

Furthermore, in 2014 CEPOL shall seek to support the following projects:

- Eastern Partnership Police Cooperation Programme, funded by the EU;
- Police Assistance Mission of the European Union to Albania-PAMECA IV

- ENeT, a project lead by the German Federal Police (BKA) and dedicated to multidisciplinary and multi-agency analysis and research to provide comprehensive insights into the phenomenon of terrorism with particular focus being placed on the situation in Europe;
- ALPHA project, aimed at new training methods based on distance learning tools and platforms using secure technologies.

CEPOL will continue to offer its expertise and services as a Partner or as an Associate member of project consortia as well as strengthen the efforts in implementation of project within the agency structure where required and feasible. CEPOL engagement will feature the prominent role of the CEPOL network.

1.3 European Police Exchange Programme

1.3.1 European Police Exchange Programme 2014 to be implemented

The European Police Exchange Programme has been running since 2007, and since 2011 it has been solely financed by CEPOL. As its pilot implementation shall come to a conclusion by 2014²³, CEPOL may initiate in 2014 an internal evaluation process, to take stock of the results of 4 years of implementation, with a view to formulate suggestions for improvement. Should this be determined, and should the appropriate budget be allocated by the European Commission, the European Police Exchange Programme may be incorporated into the European Law Enforcement Training Scheme, complementing other educational and training activities offered by CEPOL. Further efforts shall be undertaken to promote the use of the Programme as one of the key tools to promote police leadership within Europe and its immediate neighbourhood, with particular attention to the achievement of synergies and avoidance of overlaps with other initiatives which may best be re-conducted within the CEPOL framework.

The European Police Exchange Programme has been constantly developed over the years, offering more topics and including a larger target group with participants from more countries than the member states, in order to enhance the programme's outreach and to better respond to the policies enacted by the EU. The selection of topics will, first and foremost, be made on basis of the relevant strategic documents and shall be based on the structured demand expressed by the Member States. In 2014, CEPOL will do its utmost to continue the pilot programme's implementation at a comparable scale to previous years, taking into account the budgetary constraints as well as challenges which may derive from the agency's probable relocation which in turn may pose a risk in terms of overall participant numbers.

1.3.2 European Police Exchange Programme continues to be available for EU Candidates (notably the Western Balkans and Turkey) and the Eastern Partnership countries

²³ Council conclusions of 13 April 2010 on the exchange programme for police officers inspired by Erasmus, 8309/1/10 Rev 1 ENFOPOL93

In 2012 CEPOL invited Western Balkan countries, Turkey and the Eastern Partnership countries, to participate in a joint study visit to EUROPOL. In 2013, CEPOL extended the European Police Exchange Programme to those countries. The plan for 2014 is to continue cooperation and enhance the process of meeting our partners' specific needs in terms of European Partnership objectives as well as those of the Member States to create closer ties with law enforcement authorities in Europe's immediate neighbourhood.

1.4 *Common Curricula contribute to the preparation of harmonised training*

1.4.1 *Common Curricula to be updated*

A new Common Curricula (CC) policy may be further explored and/or decided upon in 2014. It may address the overall rationale of the scope of CC as learning instruments as well as the procedures for their development and updating. Training Manuals will be developed as upon request in the most flexible manner, however in line with the same programming principles governing all other CEPOL learning products.

The Common Curricula will also be further incorporated into the existing training portfolios.

Priority in 2014 shall be given to updating two (2) existing Common Curricula, specifically Money Laundering and Trafficking in Human Beings.

These Curricula may be developed by means of Expert Group meetings, in line with the procedure adopted in 2013.

1.4.2 *Common Curricula and Training Manuals are to be made available to international organisations and CSDP missions*

In an effort to bring a concerted EU response to the third countries, CEPOL may intensify its efforts to further disseminate the available CC and Training Manuals to CSDP Missions as well as to the central CSDP structures within the EEAS, with a view to enhancing their use as training instruments for EU law enforcement officers preparing for field deployment to CSDP missions or, if so desired, for in-mission training. The possibility to make them available to host countries via those missions will be looked at in close cooperation with the relevant CSDP structures.

1.5 *Developing further and easier access to e-Learning systems*

1.5.1 *Review and update of two existing e-learning modules*

Priority in 2014 shall be given to maintaining the relevance and actuality of selected e-Learning Modules, to be achieved by involving network experts as well as EU agencies and other relevant partners.

The updated modules will be produced with the CEPOL authoring tool and promoted through CEPOL website, e-Net, National Contact Points (NCPs) and external stakeholders and partners such as Europol, Eurojust, Frontex, OLAF, Interpol etc.

1.5.2 Learning Management System continues to support CEPOL's learning and training activity

The Learning Management System (LMS) shall retain its role in building a law enforcement knowledge base. It will be made available in formal learning activities implemented by CEPOL, such as training courses, seminars, conferences, common curricula, the European Police Exchange Programme and an area for webinar resources. Additionally, the knowledge bases will be accessible for all registered users of CEPOL's e-Net in order to allow them to stay up to date of issues, developments and aspects in the user's own professional domain. 2014 shall also be a year in which, at corporate and governance level, a reflection is initiated as to a new vision for CEPOL's e-Learning policy and underpinning IT systems is initiated.

1.5.3 Delivery of webinars targeted at the learning and training needs of EU police and law enforcement officers.

In 2014 webinars will be enhanced and extended as a means to facilitate professional learning as well as to support introduction of CEPOL products, such as the European Police Exchange Programme, online learning modules, Common Curricula, etc. as well as the residential courses. This flexible and easily available learning tool will be used to supplement pre-identified as well as ad hoc needs for law enforcement training. CEPOL shall enhance delivery of webinars via the Network and will further invest efforts in building the capacity to organising webinars within Member States. The participatory framework for webinar planning will also be pursued as a priority.

A preliminary list of the webinars is given in Annex B.

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

1.6.1 Further development of accredited Masters Course on Policing in Europe will continue

Pilot masters course on Policing in Europe will be further developed and finalised following work of a dedicated working group in 2013. Implementation of the course will be conducted by a consortium of partners. It is expected that accreditation of the Masters Course and launch of call for participants will be completed in 2014.

Synergy will be sought with other training and learning areas, such as e-learning and common curricula.

1.6.2 Strategic Training Needs Assessment 2015-2016 will be delivered

CEPOL delivered the first strategic training needs assessment (STNA) in 2012 and will repeat the exercise in 2014 preparing organisational developments of the agency in 2015-2016. The aim of the STNA is to analyse CEPOL's performance and preparedness to deal with upcoming policy challenges, such as implementation of the European Law Enforcement Training Scheme.

Operational training needs analysis will be also conducted in 2014 in order to identify the areas where CEPOL's resources should be invested to assist the Member States in dealing with internal security challenges including its external factors.

1.6.3 Evaluation methodology applied by CEPOL will be assessed

CEPOL applies two levels of Kirkpatrick's evaluation methodology²⁴:

1st level: Course evaluation assessing satisfaction with the activity; and

3rd level: post-course evaluation in effort to establish impact of CEPOL's training to behaviour of the participants.

The agency will look at the current methodology and will assess its effectiveness. Recommendations for further improvements will be proposed. It is assumed that changes will be implemented step by step.

²⁴ Dr Donald L. Kirkpatrick "Evaluating Human Relations Programs for Industrial Foremen and Supervisors", Creatspace, reprint edition, 26.8.2010

4.2. GOAL 2:

CEPOL will be developed into a European law enforcement knowledge base

Key Performance Indicator: External stakeholder satisfaction (biennial survey) (N/A) (*survey conducted in 2013*)

Multi-annual strategy		Work Programme 2014		
Strategic Objectives	PIs	Annual Activities	Human Resources, %	Budget T3, €
2.1 - <i>Broadening the knowledge base by continued development of the e-Library</i>	Number of items (in total) published in the e-Library (1,900)	2.1 – Changing the accessibility architecture of the e-Library: making scientific collections public	5	BL3100: 77,440 BL3111: 47,000 BL3210: 40,000 BL 3510: 6000
		2.1.1. Visualising the long term function of e-Library and developing a road map for further development		
2.2 – <i>Orientation and facilitation of research, support to researchers and scientists</i>	Publication of Research and Science Bulletins (2)	2.2 – Support and encouragement for the exchange of research findings and good practices and facilitation of comparative and joint scientific research projects between experts of Member States and European institutions and agencies		
2.3 – <i>Ensuring forums for debate, sharing of research findings and moderating interaction between senior practitioners and researchers</i>	Number of participants at research conferences (100)	2.3.1 – CEPOL Annual Police Research and Science Conference to be organised		
		2.3.2 – Two issues of the Research and Science Bulletin will be published		
2.4 - <i>Foundation and maintenance of European database of law enforcement researchers, scientists and research</i>	Number of researchers in the database (100)	2.4 – LTR Database will be fully operational		

Multi-annual strategy		Work Programme 2014		
Strategic Objectives	PIs	Annual Activities	Human Resources, %	Budget T3, €
<i>2.5 - Communities and individuals with outstanding performance, excellent work in assisting or promoting European police education and science under CEPOL's umbrella, will be honoured and acknowledged</i>	-	2.5 Foundation of a CEPOL award and acknowledgement system to be elaborated, agreed and realised		

Research and Science Activities

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 the law enforcement authorities will be a priority. Lecturers, trainers and researchers' database will be fully operational.

The agency will continue to encourage and establish new cooperation channels among scientific experts, research projects and practitioners and to continue promotion of a European approach to police science.

CEPOL will for the first time hand out the CEPOL Research Awards in support of researchers and establishment of an acknowledgement system by CEPOL.

There will be the annual CEPOL conference, which has developed to become a flagship event with think-tank qualities. Clear annual goals and aims will be set for this yearly event.

CEPOL will continuously invest and work in the following areas:

- 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; access to research materials across available market will be investigated and improved.
- On the level of cooperation with third parties, CEPOL will continue to encourage and facilitate comparative and joint scientific research projects between experts of Member States and European institutions and agencies;
- Cooperation on knowledge management on police science in Europe with third parties, (e.g. Europol, EUCPN, ENFSI, European Society of Criminology, and European Police Research Institutions etc.) will be continued and reinforced.
- Coordination of CEPOL's Knowledge Management Strategy with other EU agencies and partners.

4.3. GOAL 3:

External relations will be considered and dealt with as the corner stone of partnerships

Key PerformanceI: External stakeholder satisfaction (biennial survey) (N/A) (*survey conducted in 2013*)

Multi-annual strategy		Work Programme 2013		
Strategic Objectives	PIs	Annual Activities	Human Resources, %	Operational budget, €
3.1 - <i>Cooperation with EU Agencies and Bodies remains the priority</i>	Implementation of JHA Scorecard (95%)	3.1.1 CEPOL continues to contribute to the Justice and Home Affairs Agencies Contact Group	9	BL3250: 10,000 BL3510: 24,000
3.2 – <i>Associated States are Considered as the Closest Partners</i>	Number of participants from associated countries at CEPOL activities (1%)	3.2.1 – Representatives of Associate States attend CEPOL’s Governing Board (at their own cost)		
3.3 – <i>Assisting Candidate and Accession Countries, Neighbourhood Policy and Eastern Partnership</i>	Number of participants from candidate, accession and neighbourhood countries at CEPOL activities (1%)	3.3.1 –Preparedness of EU officials for civilian crises management is supported by common curriculum and training		
		3.3.2 - By end of 2014, Working Arrangements are signed with all countries which will have received Candidate Status by 2013		
3.4. - <i>Cooperation with globally significant partners</i>	Number of strategic partnership initiatives launched (1)	3.4.1. Working Arrangements with at least one Strategic Partner shall be negotiated by 2014		

External Relations Activities

CEPOL's role is by now consolidated at the EU level as the leading Agency on Law Enforcement learning and training. Furthermore, there is an established awareness of CEPOL's role as one of the relevant actors within the EU Internal/External Security Nexus. CEPOL's strong commitment to strengthening Internal Security and its external aspects shall continue to concretise itself by continued efforts to develop, maintain and reinforce effective and coordinated relations with relevant interlocutors, in line with the overall EU policy for this sector.

This strand of work shall continue to include:

- Cooperation with other European and International bodies;
- Cooperation with national training institutes in 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.

Cooperation with the European Institutions (European Commission, Council of the European Union) shall remain a high priority for CEPOL; further enhancement of the ties with the European External Action Service shall also be pursued via consultation and cooperation on concrete initiatives, particularly with regard to CEPOL's contribution to a renewed framework for Civilian Crisis Management training, and by extending the scope of CEPOL's external activities in support of EU policy objectives in selected geopolitical areas. CEPOL shall proactively seek to utilise funding made available by the EU Institutions via the relevant financial instruments. Flexible and easily available instruments such as Webinars and the European Police Exchange Programme shall be further promoted in the context of the Agency's external relations.

Overall, CEPOL's External Relations activities shall remain in line with the priorities determined by the European Institutions. Hence, particular attention shall be paid to strengthening cooperation with Candidate and Potential Candidate countries, and those countries included in the European Neighbourhood Policy.

More specifically:

Close cooperation with the Associate states as the EU's closest partners shall continue;

For Candidate and Potential Candidate Countries, attention shall be paid to measures aimed at the approximation and harmonization of the EU Acquis, and shall focus on the promotion, awareness and implementation of existing legal and operational instruments;

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

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

For countries in the Euro-Mediterranean Partnership, CEPOL shall act primarily in support of wider initiatives taken by the Commission and the European External Action Service,

while particular attention shall be paid to devising a common approach to capacity building in those countries in the context of EU JHA Agencies cooperation, taking into account the dynamism of political developments in those geopolitical areas. Activities in this geopolitical area shall preferably be conducted via external funding, such as in the case of the initiative for the creation of a Rule of Law Institute , a project lead by the Global Counter Terrorism Forum .

Cooperation with International and Regional Organisations shall continue and whenever possible shall take the form of concrete cooperation on projects rather than focusing on the negotiation of formal agreements. Synergies with Interpol, the UN specialised agencies and centres, the OSCE, IOM and others shall be further explored.

Note: The numbering of below paragraphs corresponds to the numbering of the annual activities listed in the previous table. Each activity is described in more detail below.

3.1.1 CEPOL continues to contribute to the Justice and Home Affairs Agencies Contact Group

Cooperation with other EU agencies such as Frontex, Eurojust, Europol, ENISA, EU-LISA, EASO, OLAF, EMCDDA and FRA is by now an established reality and it shall be continued, within the JHA Agencies Coordination Mechanism (Contact Group) as well as via bilateral contacts on specific projects and areas of common interest. In particular, CEPOL shall promote further consolidation and coordination of Law Enforcement Training Activities via the Contact Group, with a view to promoting effective and efficient coordination and avoid overlap of training programmes and products delivered by the Agencies. CEPOL shall also take part in the larger forum of the Coordination of the EU Agencies, which involves a much larger group of stakeholders.

3.2.1 Representatives of Associate States attend CEPOL's Governing Board (at their own cost)

This well established practice shall continue in 2014.

3.3.1 Preparedness of EU officials for civilian crises management is supported by common curriculum and training

Residential activities supporting capacity in this sector shall continue and build upon the lessons learned through the pilot courses implemented in 2013. 4 residential activities targeting this important area of policing will be implemented. Promotion of the recently completed Common Curriculum on Civilian Crisis Management shall also be further pursued.

3.3.2 By end of 2014, Working Arrangements are signed with all countries which will have received Candidate Status by 2013

CEPOL shall continue its policy of close engagement with the Candidate countries. While the negotiation of Working Arrangements in the Western Balkans region is advanced, 2014 shall be the year in which CEPOL shall aim at finalising the outstanding Working

Arrangements with Serbia, the Former Yugoslav Republic of Macedonia, and Kosovo (under UNSCR 1244)

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

3.3.3 Working Arrangements with at least one ENP Eastern Partnership state shall be concluded by 2014

Within the ENP-Eastern Partnership policy area CEPOL has formalised its contractual cooperation with Georgia and Moldova. Further efforts shall be undertaken in 2014 to finalise Working Arrangements with Ukraine, and in those countries that have manifested an interest in CEPOL, whenever political conditions allow for closer ties.

3.4.1. Working Arrangements with at least one Strategic Partner shall be negotiated by 2014

In 2014, ways will be sought to initiate formal cooperation with Partners in the United States of America. Concrete cooperation on activities; be they residential or online, shall be the vehicle to ignite such cooperation.

4.4. GOAL 4:

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

Key Performance Indicators:

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

Multi-annual strategy		Work Programme 2013		
Strategic Objectives	PIs	Annual Activities	Human Resources, %	Operational Budget (Title 3), €
4.1 - <i>Application of corporate leadership and management by the Governing Board</i>	Draft GB Decisions resulting in adopted GB Decisions (90%)	4.1.1 Preparations for future new CEPOL legal base	4	BL3000: 80,000 BL3510: 19,200
		4.1.2 CEPOL's streamlined governance is fully operational		
4.2 <i>Application of devolved leadership and management between Director and CEPOL staff</i>	Timely closure of audit recommendations (100%) Implementation of plans (e.g. procurement, management, risk registry, 5-year evaluation recommendations) (90%)	4.2.1 Internal rules and regulations in force and implemented	6	-
4.3 - <i>In order to ensure functional discipline; creation and maintenance of an effective Internal Control System including an Audit Panel</i>	Implementation of Internal Control Plan (100%)	4.3.1 Internal and external ex-post control verification, including assessment of the effectiveness of the internal control system		
		4.3.2 Audit recommendation implementation follow-up		

Multi-annual strategy		Work Programme 2013			
Strategic Objectives	PIs	Annual Activities	Human Resources, %	Operational Budget (Title 3), €	
4.4. - <i>Managing human resources as CEPOL's greatest asset</i>	Number of planned staff evaluated (annual appraisal) (100%) Staff engagement survey (80%)	4.4.1 CEPOL Staff will be managed in line with new Staff Regulations	10	-	
		4.5. - <i>Budget management ensures implementation of Annual Work Programme and contributes to CEPOL's future innovation</i>		4.5.1 Budget administration and workflows will be assessed	-
		4.6 - <i>Agency provides appropriate administrative support for the proper function of all CEPOL components</i>		4.6.1 Implementation of ICT strategy	BL3220: 70,000
		4.7 - <i>Stakeholder Relations and Internal Communication</i>		Implementation of stakeholder related activities (e.g. management plan) (100%)	4.7.1 Network meetings and stakeholder relations remain a priority
4.7.2 Marketing and communications support to be offered to agency	5				
4.7.3 Pro-active media relations to be maintained					
4.7.4 Publications to be developed according to different target groups					

²⁵ Consumption of annual budget (%) is a KPI

Note: The numbering of below paragraphs corresponds to the numbering of the annual activities listed in the previous table. Each activity is described in more detail below.

4.1.1 Preparations for future new CEPOL legal base

CEPOL will continue to support and enable the functioning of its Governing Board; as the revision of the new legal basis and its implications becomes clearer, then the work to support and changes in the governance of the agency will be ensured.

The Governing Board will evaluate the implementation of the CEPOL Strategy and develop new CEPOL Strategy beyond 2015 ensuring its coherence with EU political and strategic expectations in relation to CEPOL and its future new legal base.

Change management plan will be established and will be fully operational in order to ensure full and efficient implementation of the policy makers' expectations in relation to their vision of CEPOL's future role and strategic/operational tasks. Change management plan will include expected relocation of the agency and related business continuity measures.

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

4.1.2 CEPOL's streamlined governance is fully operational

The new legal basis of CEPOL as well as expected relocation will impact the management of the agency. A priority within 2014 will be to ensure that the changes necessary to comply with the new legal basis are implemented. It should be considered that related processes could impact all aspects of the operational and administrative business of CEPOL.

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

The Governing Board will hold two regular meetings in 2014.

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

4.3.2 Audit recommendation implementation follow-up

- Internal and external ex-post control verification, including assessment of the effectiveness of the internal control system
- Audit recommendation implementation follow-up

Quality Management

Key areas:

- 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 in 2014, 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.

- 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. **The learning and training Quality Assurance system will be reviewed** to better design the courses and understand participant expectations.

- 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

Key areas:

- 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 and Data Processors will 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 comply with the European Data Protection Supervisor's new thematic guidelines.

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

In 2014 CEPOL's structural changes are aimed to be completed bearing in mind Multiannual Staff Policy Plan. It should be underlined that staff increase in 2014 is not foreseen, on contrary, staff cut at EU agency level is projected by 5%. Any possible increase in 2014 will depend on new tasks allocated by the new legal basis and available budget allocation.

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 2014 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.

Following the anticipated entry in to force on 1 January 2014 of a revision of the Staff Regulations all HR Management will be conducted in accordance with those new regulations and actions to complete the transition will be implemented.

The continuation of the development and maturing of the Human Resource function and the services offered to the CEPOL staff and management will be maintained within 2014. The emphasis will be to ensure the necessary adaptations to CEPOL operating procedures and Implementing Rules in light of the revision of the Staff Regulations taking effect in 2014.

4.5.1 Budget administration and workflows will be assessed

2014 will see the introduction of not only a new legal basis, but also the new Financial Perspective (2014-2020). These two significant elements are linked and this 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.

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

4.6.1 Implementation of ICT strategy

CEPOL has a reliable and managed technical infrastructure and this position will be maintained in 2014 to ensure the stability and reliability of technical services to support the operation of the business. In addition, it may be necessary to improve the technical capability and security of the ICT infrastructure for the agency in order to enhance the quality of service delivered to the customers as well as to comply with the ever high-demanding requirements needed in this arena.

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

Implementation of the Information Management Strategy is less capital intensive and so in 2014 the implementation of that Strategy will progress. It is foreseen that this effort will also enable the eventual execution of the ICT Strategy.

4.7.1 Network meetings and stakeholder relations remain a priority

National Contact Points (NCPs) will be consulted on strategic and tactical decisions. NCPs will play a significant role in delivery of TLNA and definition of learning portfolios. NCPs will meet twice in 2014.

Other network groups: e-Net managers and Research and Science Correspondents will also meet in 2014.

The agency's work will be assisted by specifically established project oriented working groups, where objectives, tasks and outcomes in a clear timeline will be predefined. To enable their work up to 3% of the total operational budget (Title 3) is allocated for this purpose.

External stakeholders will be consulted in relevant processes through bilateral contacts as well as stakeholders' event organised once a year.

4.7.2 Marketing and communications support to be offered to the agency

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

The main communication channels will continue to be the website, supplemented by publications. A new website template will be implemented to enhance the effectiveness of the website as a primary communications channel.

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

Key Activities

Publications

The following publications are planned for 2014:

- Annual Report
- Course Catalogue/Prospectus
- A quarterly information publication (e-zine or e-newsletter), focusing on law enforcement training, if resources and budget allow

4.7.3 Pro-active media relations to be maintained

CEPOL will continue to develop news and media releases to raise awareness of CEPOL activities. These may be developed thematically, in cooperation with the JHA agencies and Commission.

4.7.4 Publications to be developed according to different target groups

Marketing support

CEPOL will support events and activities through marketing, to ensure occasions are well branded and a visible CEPOL presence.

Marketing of core business will remain a priority to raise awareness of CEPOL learning activities. News items related to activities will be published on e-Net.

Media Relations

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

- Seek to identify contacts for a media list
- Source and publish news stories, proactively distributing them to media contacts
- Expand the multi-media library, to include more materials in different formats, where budget allows

Annex A: List of CEPOL Residential Activities in 2014

 CEPOL COURSES, SEMINARS, CONFERENCES 2014								
set of activities presidency seminars cancelled activity								
NO	Topic area as known in JHA terminology	Title	No. of Days	Min. No. of Participants	Target Group	Aim	Objectives	Strategic documents
1. Serious and organised Crime following the EU Policy Cycle								
1. Facilitation of illegal immigration								
1	Organised Crime Policy Cycle	Presidency seminar - Markets related to Illegal Immigration detecting/tackling/repatriating	3	40	Senior police and expert officers involved in combating illegal immigration and/or related crimes.	Awareness of criminalities related to illegal immigration including fraudulent documentation.	Upon completion of the activity the participants will be able to: <ul style="list-style-type: none"> increase their knowledge of migration flows and will be able to better analyse the complexity of the activities carried out by criminal organizations and their modus operandi; increase the knowledge of EU legislation, so as to enable the improvement of the law enforcement; evaluate cash flows, and define more precisely the routes used, and possible new routes, between the countries of origin and those of destination of illegal immigration; examine repatriation possibilities. 	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94
2. Trafficking in Human Beings								
2	Organised Crime Policy Cycle	THB Mechanisms with specific focus on reduction of demand	3	28	Law enforcement officials - experts on THB prevention, policy developers within Home Affairs in the area of THB	To facilitate exchange of practice and experience on preventive mechanisms encompassing prosecution and protection in all areas of THB.	Upon completion of the activity the participants will be able to: <ul style="list-style-type: none"> Discuss EU Strategy on THB with focus on priority B:Stepping up the prevention of THB Appraise demand reduction in the area of all types of THB experiences and existing legal and operational tools; Discuss multi-institutional approach and roles of individual actors including private sector; Describe successful mechanisms of demand reduction. 	Stockholm Programme: 4.4.2.; Trafficking in human beings, EU Policy Cycle Priority; EU Strategy towards the Eradication of THB 2012-2016
3	Organised Crime Policy Cycle	EU Approach to Trafficking in Human Beings	4	28	Law enforcement officials, experienced THB team or investigative group leaders	To enhance knowledge on the instruments and techniques in the fight against THB.	Upon completion of the activity the participants will be able to: <ul style="list-style-type: none"> Discuss EU Strategy on THB: priorities and challenges; Appraise THB investigative methods and techniques and describe specific techniques for intelligence/evidence gathering; Discuss identification and handing THB victims and the equilibrium between the victim's interests and police investigation; Describe successful mechanisms of prosecution of the traffickers of European and international dimension. 	Stockholm Programme: 4.4.2.; Trafficking in human beings, EU Policy Cycle Priority; EU Strategy towards the Eradication of THB 2012-2016

3. Counterfeit goods								
4	Organised Crime Policy Cycle	Currency, goods and intellectual properties counterfeiting	4	28	Senior law enforcement (police, customs) officers involved in the investigation of counterfeiting at operational or strategic level.	Raise awareness on the manufacturing and distribution of counterfeit commodities	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> • evaluate the phenomenon concerning counterfeiting as well as the M.O; • identify the most effective responses in the fields of prevention, repression and police cooperation; • Identify an operational vademecum in accordance with the best practices; • Acknowledge International and national rules in the field. <p>NOTE: Training should be provided in a police facility and participants must have relevant security clearance.</p>	OCTA report and art 38 of the Eu Charter of human rights
4. Excise and MTIC fraud								
5	Organised Crime Policy Cycle	Container Shipment trafficking	3	28	Senior and middle ranking police officers responsible for combatting smuggling of illicit commodities in containers arriving to seaports, as well as customs officers dealing with risk assessment on pre-arrival/pre-departure manifests.	Strengthen the multi-agency approach to detection and investigation of trafficking of illicit goods in container shipments, in particular by encouraging pro-active sharing of information and intelligence detected by customs during risk assessment on pre-arrival and pre-departure manifests, with police or other relevant law enforcement agencies. Europol's support has been secured and shall be requested by organisers.	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> • Identify possibilities for police derived from information discovered during the risk assessment on pre-arrivals/pre-departure manifests performed by customs (e.g. intelligence regarding car trafficking or drug smuggling in containers) • Apply knowledge on inter-agency cooperation as presented during the port visit • Gain efficient understanding of services provided by Europol regarding crimes committed via smuggling in container shipments (e.g. tobacco products), • Gain efficient understanding of pre-arrival and pre-departure risk assessment procedures at seaports, and the common risk assessment framework stipulated in the COM Regulation <p>NOTE: Training should be provided in a police facility and participants must have relevant security clearance.</p>	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94
6	Organised Crime Policy Cycle	Missing Trader Intra Community fraud (MTIC fraud)	4	28	Law enforcement officers investigating economic crimes, particularly VAT fraud	To increase participants' knowledge and competences on this fraud phenomenon and the techniques used against these threats as well as to strengthen international cooperation in this field.	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> • realise in detail the scheme of MTIC frauds, recognise essential elements enabling this modus operandi to be deployed on a large scale and damaging economy of the EU MS; • build upon experience of other MS with regard to variety of MTIC frauds and interaction with legal business (commodities used by perpetrators, 'marketing' methods used for attracting 'investors') and opportunities for LE to tackle this crime • establish contact to counterparts from other EU MS and non EU MS with experience on this field; • get familiar with products and services offered by Europol, mainly for information exchange and analytical support with regard to MTIC frauds; understand the EU Policy Cycle steps and prioritisation at EU level resulting from SOCTA 2013 <p>NOTE: Training should be provided in a police facility and participants must have relevant security clearance.</p>	Stockholm Programme: 4.4.1. Combating serious and organised crime.

5. Synthetic drugs								
7	Organised Crime Policy Cycle	Illicit laboratory dismantling course - advanced	3	28	Law enforcement officers and forensic experts who deal with this form of drugs phenomenon (especially synthetic drugs), on a regular basis	To be able to work more independently during crime scene investigation in relation to the dismantling the illicit synthetic drugs laboratories.	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> • demonstrate a sound knowledge of methods, current trends and developments concerning the production and trafficking of synthetic drugs and precursors; • apply more independently all procedures concerning crime scene management of dismantling of illicit drug laboratory (raid planning, execution, collection of evidence, dismantling, removal and storage etc.); • practise in a more advanced way the knowledge and expertise gained during the 2-weeks training, providing evidence of being prepared to work in these crime scene incidents in real life; • recognise best practises and approaches, which will ensure in the first instance the safe and protection for law enforcement and forensic personnel entering the illicit drug laboratories. 	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94; EU Policy Cycle Priority. SOCTA 2013
8	Organised Crime Policy Cycle	Illicit laboratory dismantling course	10	28	Law Enforcement officers and forensic experts who deal with this form of drugs phenomenon (especially synthetic drugs), on a regular basis.	To understand methods of detecting and dismantling laboratories Must be planned and organised in cooperation with Europol and the Policy Cycle Driver	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> • recognise the production methods of synthetic drugs as well as substances and precursors • identify the production of equipment methods of drugs, especially synthetic drugs; • implement precautions and safety measures to protect themselves during raid operations on illicit drug laboratories, including the decontamination process; • plan and to organise future raids as well as the collection of evidence • explain and utilise all Europol expert systems which can be practically used during live investigations; • explain how the Early Warning System on new psychoactive substances works in the European Union; • describe Europol and EMCDDA and their tools in identification and combating synthetic drugs. 	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94; EU Policy Cycle Priority. SOCTA 2013
9	Organised Crime Policy Cycle	Fighting drugs and strategic perspectives in synthetic drugs	4	28	Law Enforcement officers and experts involved in combating drug-related crime.	To enhance police cooperation through learning and discussing the possibilities how to fight drug crimes with weight on the newest synthetic drugs in cooperation with EMCDDA.	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> • develop a global analysis on organised crime linked to drug trafficking and strategic perspectives in synthetic drugs together with a multi-dimensional approach of the phenomenon; • demonstrate knowledge of travel routes via container traffic, West African and Western Balkan routes; • develop an approach in fighting against drugs, looking for a horizon of good practice in a dimension of continuous co-operation among Member States; • To use the existing tools in order to implement the EU Strategies and techniques. 	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94; EU Policy Cycle Priority. SOCTA 2013

6 Cocaine and heroin trafficking								
10	Organised Crime Policy Cycle	Cocaine smuggling	3	28	Law enforcement officers (including customs) detecting cocaine smuggled in containers or combatting OCG dealing with drug supply chain	To share knowledge on detecting cocaine shipments smuggled as part of legal cargo in containers ('rip off' modus operandi) and enhance knowledge on how to dismantle the OCGs organising the trafficking from South and Central America	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> • realise potential of cooperation with customs responsible for risk assessment on container shipments, potential for detection of cocaine concealed among legal cargo without knowledge of its owner (rip off), in container ports of Europe; • build upon experience on cocaine smuggling routes via West Africa; benefit from knowledge gathered by other MS with regard to secondary extraction labs and to the latest materials cocaine is incorporated into; • establish contact to counterparts from other EU MS and non EU MS with experience on OCGs acting internationally as brokers within the EU (with direct contact to suppliers); • get familiar with products and services offered by Europol, mainly for information exchange and analytical support with regard to cocaine smuggling; 	EU Policy Cycle Priority; SOCTA 2013
7 Cybercrime								
11	Organised Crime Policy Cycle	Cybercrime forensics & digital evidence	4	28	Senior Police Officers who are involved in the coordination, investigation and training regarding crimes related to the use of Internet and High-tech.	Identify requirements, gaps, common approaches in investigating cybercrime, cybercrime forensics and the collection of digital evidence.	<p>At the end of the course the participants will be able to:</p> <ul style="list-style-type: none"> • Identify requirements to ensure an appropriate response to cybercrime • Understand how to use international tools to investigate cross border cases • Discuss issues related to the cooperation with private industry • Identify the latest trends in cyber criminality • Discuss and value best investigative practices within the MS especially in the exchange of e-evidences • Discuss issues related to capacity building including specialised trainings 	Stockholm Programme: 4.4.4 Cybercrime and EMPACT SOCTA 2013
12	Organised Crime Policy Cycle	Child Abuse in Cyberspace	4	28	Senior police officers and officers from law enforcement institutions that are engaged in the fight against sexual exploitation of children and distribution of child abuse material in Internet.	To enhance cooperation between law enforcement institutions from the EU Member states, the Associate countries and the Candidate countries dealing with countering crimes on the level of sexual exploitation of children and the distribution of child abuse material in the internet also through organised crime groups.	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> • Describe European legislation on effort against child abuse on the internet and international standards for child protection against sexual exploitation; • Explain how Europol and Eurojust fight sexual exploitation of children and child abuse on the internet; • Explain the methods of effective prosecution of child abusers and persons supporting forums and databases with material showing child abuse on the internet; • Describe the requirements for supporting and strengthening international cooperation among relevant officers combating cybercrime. 	Stockholm Programme: 4.4.3 Sexual exploitation of children on the internet and EMPACT; EU Policy Cycle Priority; SOCTA

13	Organised Crime Policy Cycle	Cybercrime vs Cyber security	4	28	Senior Police Officers who are involved in the coordination, investigation and training regarding crimes related to the use of Internet and High-tech	To increase participants' knowledge about cyber security and cybercrime as well as raise awareness on how the public/private partnership can improve Internet Governance.	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> • understand issues about Internet Governance so that users in cyberspace can be identified by Member States' authorities for legitimate law enforcement reasons; • discuss issues about cyber security in cyberspace through a shared responsibility in preventing and detecting cybercrime via public-private partnerships by identifying areas of mutual interest and exchanging information and by introducing measures to better inform and protect end users; • explain the necessity to have a reporting system in each Member State on data breaches/cyber incidents/cybercrimes for legal entities and citizens. 	Stockholm Programme: 4.4.4 Cybercrime and EMPACT SOCTA 2013
14	Organised Crime Policy Cycle	Member States' and Union capacities to detect, investigate and prosecute cybercrime	4	28	Senior Police Officers who are involved in the coordination, investigation and training regarding crimes related to the use of Internet and High-tech.	To increase participants' knowledge and competences on cybercrime threats and the techniques used against these threats as well as to strengthen international cooperation in this field.	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> • Discuss new threats establishing common approaches in fighting cybercrime especially when coming to cyber-attacks (botnets); • Explain how to use EU Agencies for operational purposes, how to use existing international legal instruments in the fight against cybercrime and high-tech crime for cross-border investigations; • Discuss investigative techniques and best practices concerning the fight against cybercrime and high-tech crime including the identification of training requirements to improve specialised officers' technical skills; • Describe the requirements for supporting and strengthening international cooperation among relevant officers combating cybercrime including how to use JITs 	Stockholm Programme: 4.4.4 Cybercrime and EMPACT SOCTA 2013
8 Firearms trafficking								
15	Organised Crime Policy Cycle	Firearms trafficking	4	28	National contact point for firearms or law enforcement officers from Member States and Associated Countries with advanced experience on combatting international firearms trafficking arising from operational cooperation, investigation, prosecution or detection of illegal firearms; and with previous national training in this field.	To enhance prevention capabilities by building awareness, cooperation and sharing best practices and expertise amongst relevant all stakeholders, in particular by promoting the role of National contact points for firearms, by sharing experience on international firearms trafficking to/from and within the EU, by promoting the possibilities of international cooperation via Europol, Interpol and European Firearms Expert group.	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> • To link up the firearms and parts of firearms with regions of their origin either outside or within the EU and share your information via available international communication channels and networks, in particular Europol and national contact points for firearms; • To engage in international cooperation at intelligence gathering and investigative phase with regard to cases on firearms trafficking, including complex and large scale professional firearms trafficking cases; • To explore possibilities of tracing a firearm during its life cycle (active, de-activated), target vulnerabilities arising from different national legislation; 	Stockholm Programme: 4.4.1. Combating serious and organised crime SOCTA 2013
9 Property crimes								
16	Organised Crime Policy Cycle	Organised Property Crime committed by Mobile Organised Crime Groups	4	28	Law enforcement officers dealing with property crimes	To share knowledge on modus operandi and countermeasures, helping prevention	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> • recognise various modus operandi and social dimension of the problem (e.g. property crimes against elderly people, metal/copper thefts damaging infrastructure); • detect organised element in property crimes appearing as local level problem; • establish contact to counterparts from other EU MS and non EU MS helping to tackle the mobile dimension of the OCG committing this type of crime; • get familiar with capacities offered by Europol, to be used for information exchange and analytical support in order to tackle cross-border dimension of the organised property crime; understand the EU Policy Cycle steps and prioritisation on EU level resulting from SOCTA 2013 	Stockholm Programme: 4.4.1. Combating serious and organised crime

2. Other Organised Crime								
17	Other Organised Crime	Presidency Seminar - Illegal gambling and organised crime	3	40	Senior Police officers specialised on the investigation of illegal gambling.	To analyse at EU level the dimension and technical aspects of illegal gambling.	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> disseminate, discuss and gain practical/ professional as well as academic/research oriented knowledge on the subject of illegal gambling and organized crime; present, discuss and share best police or police related practices in the fight of the phenomenon and also in order to prevent it; discuss the existing Good Practices in illegal gambling with the aim of submitting proposals for approval and dissemination to the Council of the EU. 	Stockholm Programme: Chpt. 4.5.5 Economic crime and corruption
18	Other Organised Crime	EU - Western Balkans Organised Crime Links	3	20	Senior Police officers and experts from the EU and Western Balkan countries	Improve knowledge on organised crime links on specific Policy cycle topics between EU and Balkan Countries. Support creation of common law enforcement culture among professionals from Western Balkans and EU MS. Strengthen professional contact of officer fighting THB, drug, stolen vehicles and firearms trafficking linked to Western Balkans.	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> Use newly established professional contact for further investigations, contribute to trust building during the seminar, get used to working with international colleagues and share your information with them in a safe manner. Gain efficient understanding of services provided by EU agencies, mainly regarding support for investigations combatting THB, drug, stolen vehicles and firearms trafficking linked to WB Gain efficient understanding of some on-going EU funded projects relevant for the area in subject. Identify possibilities for using liaison officers for communication. 	doc 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94
20	Other Organised Crime	Theft of cultural heritage/artworks	4	28	Senior police officers responsible for the fight against organised crime, if possible with particular regard to trafficking in stolen works of art and theft of cultural heritage	To raise awareness on the phenomenon and implications of this category of crime	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> analyse the phenomena of national/international trafficking in stolen artworks, fakes and of theft of cultural heritage, and their connections; assess the potential threat from stolen artwork trafficking theft of cultural heritage with a view to exploring prevention strategies; analyse the legal situation in this context; assess the relationship of mass events with an increase in crime against cultural property. 	Stockholm Programme: 4.4.1. Combating serious and organised crime Council Conclusions 17541/11 and Cultnet resolution 14232/12
3. Counter Terrorism								
22	Counter Terrorism	Counter Terrorism (Awareness)	4	28	Senior Police Officers or experts specifically involved in Counter Terrorism activities within their organisations.	To raise awareness / increase cooperation on current issues regarding Counter Terrorism.	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> compare examples of different national approaches and experiences connected to intelligence management and planning, related to real cases of terrorist organisations; identify, differentiate and compare a number of backgrounds to terrorism (religion, radicalisation, political); recognise and interpret recent trends related to terrorist threats, including new technologies and methods as well as forensic analysis; indicate and categorise different instruments of European Cooperation in the field of Counter Terrorism. 	Stockholm Programme: 4,5 Terrorism

23	Counter Terrorism	Counter Terrorism (Strategic)	5	28	Senior Police Officers involved in the strategic direction of Counter Terrorism activities within their organisations.	To improve the development of strategies in the fight against terrorism including the European counter-terrorism strategy consisting of four strands of work – prevent, pursue, protect and respond.	Upon completion of the activity the participants will be able to: <ul style="list-style-type: none"> • Review threat assessment methodology; • Discuss different aspects of legal systems; • identify backgrounds to terrorism; • describe cooperation with international agencies including full use of Europol, SitGen and Eurojust; • recognise effective planning strategies. 	Stockholm Programme: 4,5 Terrorism
24	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	To facilitate information sharing and trust building and contribute to the identification of best practice and up to date knowledge	Upon completion of the activity the participants will be able to: <ul style="list-style-type: none"> • Discuss the newest tendencies; • Identify best practice; • have awareness on the Protocols; • describe training possibilities in the area; • recognise effective strategies. 	Council action plan on security of explosives and CBRN
25	Counter Terrorism	Safety measures at International Airports and major transport hubs	4	28	Senior Officers with responsibility for security at major airports and international hubs	Raise awareness on security and best practice	Objectives in cooperation with AIRPOL - Upon completion of the activity the participants will be able to: <ul style="list-style-type: none"> • Discuss strategy modules of security at Airports and major hubs; • Identify threat assessment models and measures; • recognise best practice in the EU; • describe cooperation possibilities with private partners; • recognise effective planning strategies. 	Stockholm Programme: Chpt. 4.3.1 More effective European Law Enforcement Cooperation; Council Decision Establishing CEPOL 681/JHA/2005, par. 7e
4. Economic Crime								
26	Economic crime	Investigating and preventing corruption	4	28	Law enforcement officers involved in economic and financial crime investigation	To improve participants' professional skills in the fight against corruption.	Upon completion of the activity the participants will be able to: <ul style="list-style-type: none"> • explain roles of the police in fighting against corruption; • provide an overall view of the different legislation in the fight against economic and financial crime – corruption; • describe investigative tools and techniques of investigation and prevention in the participant Member States; • show investigation of corruption/corrupt practices in public procurement: experience-sharing workshops/seminars and training of police on public procurement procedures/investigation techniques on cases of fraud and corruption in public procurement; • explain financial investigations in corruption cases: experience sharing, procedural steps (including limitations, where the case may be), investigations on the ground, databases available, exchange of intelligence, analytical tools – success stories/shortcomings; 	Stockholm Programme: Chpt. 4.5.5 Economic crime and corruption
27	Economic crime	Fraud and confiscation of assets	4	28	Senior law enforcement specialists combating financial crime and involved in financial investigation.	To enhance the quality of financial investigation and seized assets administration.	Upon completion of the activity the participants will be able to: <ul style="list-style-type: none"> • examine and compare national and EU legal approaches to identifying, tracing and confiscating proceeds of crime; • analyse legislative regulations of seized assets administration and their selling in EU countries; • describe best practice of seized assets administration; • discuss asset declarations institute; • describe best practices in this field in EU countries. 	Stockholm Programme: Chpt. 4.5.5 Economic crime and corruption

5. Law Enforcement Techniques								
29	Special LE Techniques	Forensic Science including DNA and Policing Challenges	5	28	Senior police officers who are involved strategically and operationally in aspects of the use of forensic services and skills.	To increase awareness of modern forensic techniques, their deliverance and impact on policing as well as of developments and initiatives taken at the European Union level in harmonising approaches.	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> • discuss general information and present best practice in application of Prim instruments; • identify peculiarities of the validation of matches, near-matches and “wild-cards” in the DNA profiles exchange process; • familiarise with application process of the EN ISO/IEC 17025 standard’s requirements in the forensic laboratories; • discuss current forensic science finding and challenges in policing. 	Stockholm Programme: Chpt. 4.3.1 More effective law enforcement cooperation; COUNCIL DECISION 2008/615/JHA
30	Special LE Techniques	Informant handling advanced level	4	28	Experienced informant controllers from both police and customs	<p>To improve knowledge on existing informant practices in law enforcement agencies in the EU MS.</p> <p>To enhance cross-border cooperation and mutual understand-ing of national legal practices related to informants.</p> <p>To increase use of Europol products as the basis for good in-formant handling practices across the EU and beyond.</p>	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> • recognise the need for a comprehensive risk assessment to be adopted for the management of informants, protection of staff and proceedings • recognise the importance of a national codification system in order to organise national coordination • cooperate with EU partners and third countries regarding informants • utilise Covert Human Intelligence Sources in a cost effective way • apply trust building and cooperate when handling the in-formants 	Stockholm Programme: Chpt. 4.3.1 More effective law enforcement cooperation
31	Special LE Techniques	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.	The aim of the activity is to inform participants about the options of how various forms of social media (e.g. Twitter, Facebook, Youtube etc.) can be applied for law enforcement purposes and to share good professional practice from forces across the EU Member States	<ul style="list-style-type: none"> • Acquisition of a sufficient theoretical and empirical knowledge about most relevant social media channels • Comprehension of the effects of various Social Media on law enforcement procedures and operations • Exchange of good practice and learning from initiatives and experiences gained in other European forces • Reflecting on new investigative opportunities as well as legal, ethical and professional limits • Understanding the impact of social media for cross-border and 	Stockholm Programme: Chpt. 4.3.1 More effective law enforcement cooperation
32	Special LE Techniques	Undercover Operations	4	28	Senior Police Investigation Officers who intend to use undercover techniques in their investigation.	To increase knowledge and understanding of the implications and requirements for undercover operations	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> • describe the fundamentals of covert operations; • summarise the legislation of the use of undercover officers in Europe; • list the main types of undercover operations; • identify the most vulnerable aspects of undercover operations; • list the international co-operation possibilities for undercover operations 	Stockholm Programme: Chat. 4.3.1 More effective law enforcement cooperation
35	Special LE Techniques	Forensic Investigation on the crime scene	4	28	Police officers and forensic personnel who are involved in aspects and steps of the crime scene investigation.	To increase awareness of modern forensic techniques, their deliverance and impact on policing as well as of developments and initiatives taken at the European Union level in harmonising approaches.	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> • demonstrate clear understanding of the common methods of forensic investigation • show competency in crime detection and forensic techniques 	Stockholm Programme: Chpt. 4.3.1 More effective law enforcement cooperation
36	Special LE Techniques	Witness Protection advanced level	4	28	Senior police officers and senior police staff who have experience in witness protection programmes and operations.	To enhance participants’ existing knowledge and expertise in the operational arena of Protected Persons, establishing a network of experts to promote European Police Cooperation	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> • examine and analyse the psychological impact experienced by protected persons; • examine and analyse case studies; • establish awareness of the advantage of creating credible and realistic legends for protected persons; • assess and examine longer term risk management issues affecting protected persons. 	Stockholm Programme: Chpt. 4.3.1 More effective law enforcement cooperation

37	Special LE Techniques	Social Network Analysis training (1)	5	14	Law enforcement analysts specialised on Social Network Analysis (SNA).	The social network analysis tools and techniques will help participants to map and measure network relationships, interactions or behavior; handle complex and large volumes of data; develop working assumptions to be tested through fieldwork; explore criminal structures; and, develop intelligence and enforcement priorities to support investigations more efficiently and effectively.	Upon completion of the activity the participants will be able to: <ul style="list-style-type: none"> • explain the importance of network thinking and applications • present a conceptual analytical framework consisting of Centrality, Sub-groups, Components, Cutpoints and KeyPlayer measures • identify various sources and types of network data in operational projects • analyse various network data sets using SNA tools (e.g., NetDraw, Ucinet, KeyPlayer and Analysts' Notebook 8) 	Stockholm Programme: Chat. 4.3.1 More effective law enforcement cooperation
38	Special LE Techniques	Social Network Analysis training (2)	5	14	Law enforcement analysts specialised on Social Network Analysis (SNA).	The social network analysis tools and techniques will help participants to map and measure network relationships, interactions or behavior; handle complex and large volumes of data; develop working assumptions to be tested through fieldwork; explore criminal structures; and, develop intelligence and enforcement priorities to support investigations more efficiently and effectively.	Upon completion of the activity the participants will be able to: <ul style="list-style-type: none"> • explain the importance of network thinking and applications • present a conceptual analytical framework consisting of Centrality, Sub-groups, Components, Cutpoints and KeyPlayer measures • identify various sources and types of network data in operational projects • analyse various network data sets using SNA tools (e.g., NetDraw, Ucinet, KeyPlayer and Analysts' Notebook 8) 	Stockholm Programme: Chat. 4.3.1 More effective law enforcement cooperation
40	Special LE Techniques	Crime Control and Traffic Safety: International Comparison	4	28	Senior Police Officers responsible for road traffic control and road safety at strategic level	To enhance participant's knowledge and increase their competences on the level of road safety and crime in the interdisciplinary perspective of road policing	Upon completion of the activity the participants will be able to: <ul style="list-style-type: none"> • describe the national and international road safety situation and crime control including the 4th EU Commission program "On the Move for safer roads in Europe"; • present and discuss the main problems related with road safety, traffic accidents and illicit activities; • discuss a multi-agency roadside control operation, best practices and a road system surveillance centre; • identify trends relating to crime control and traffic safety; • elaborate on links to drugs trafficking and other international serious and organised crime issues. 	Stockholm Programme: Chat. 4.3.1 More effective law enforcement cooperation

6. EU Cooperation								
41	CSDP and External Aspects of Internal Security	"SPOPCOP" - Senior Police Officer Planning and Command Course for Crisis Management	19	28	Senior police officers, preferably possessing the competence developed by the generic training, likely to be deployed to a civilian crisis management mission, or to relevant EU bodies dealing with crisis management, with positions on the level of high management, planning or command. The activity is also open to European Union Police planning personnel and National Heads of Non-Military Crisis Management Training.	To provide planning and command training to senior police officers eligible for high level positions within EU crisis management missions and operations.	Upon completion of the activity the participants will be able: <ul style="list-style-type: none"> • on the political/strategic level: to explain the planning and decision making processes involving political and other stakeholders, including the relevant documents; • on the operational level: to command, manage programmes and draft the OPLAN; • to implement high level management in an international environment 	Stockholm Programme: Chpt. 4.3.1 More effective European Law Enforcement Cooperation; Council Decision Establishing CEPOL 681/JHA/2005, par. 7e
43	CSDP and External Aspects of Internal Security	Train the trainers CPCC	5	20	Senior Police Officers and law enforcement experts who will be or are deployed in missions who want to increase their competences towards training, group working and understanding of diversity in a multicultural training\ working environment.	Ability to analyse specific frame conditions of international learning situations and accordingly to organize appropriate learning environments using modern adult training methods and blended learning techniques.	<ul style="list-style-type: none"> • Define the different phases for the planning of a course • Summarise the theories, factors and processes of learning • Identify the different methods and techniques of learning • Distinguish the different methods and techniques of learning and skills in their specific use, to bring the trainees to achieve the training objectives established • Prepare and conduct one theoretical and one practical training session • Justify the importance of ethical behaviour and cultural sensitivity in the training and in the relationship with the other international partners and trainees in police missions • Demonstrate the capacity to use presentation techniques 	Stockholm Programme: Chpt. 4.3.1 More effective European Law Enforcement Cooperation; Council Decision Establishing CEPOL 681/JHA/2005, par. 7e
44	CSDP and External Aspects of Internal Security	Awareness CSDP/FSJ nexus, structures and instruments with a particular focus on understanding the internal/external security interface.	2	28	Officials deployed or to be deployed on missions	To strengthening Ties between CSDP and FSJ following the road map on implementation Progress together with linking the SSR concept developed on CSDP Missions with focus on understanding the internal/external security nexus for officials deployed/to be deployed to operational theatres with a view to enhance knowledge of instruments for the exchange of information	Upon completion of the activity the participants will be able to: <ul style="list-style-type: none"> • discuss CSDP and FSJ concepts as well as the EU architecture. • explain the strengthen ties between CSDP and FSJ in accordance with implementation road map (council doc 14130/12). • evaluate the developments and efforts to enhance the interaction between CSDP and FSJ, with a particular cut to the possibilities offered by a major role of Europol and other agencies in info-sharing and criminal analysis. 	Stockholm Programme: Chpt. 4.3.1 More effective European Law Enforcement Cooperation; Council Decision Establishing CEPOL 681/JHA/2005, par. 7e
45	CSDP and External Aspects of Internal Security	Mentoring, Monitoring and Advising (MMA) tasks.	4	28	Officials deployed or to be deployed to civilian crisis management missions	Activity to be linked to the MMA concept developed on CSDP Missions in CCM contexts especially through methodology and pedagogy for MMA.	<ul style="list-style-type: none"> • Identify, describe and summarise the use of mentoring best practices • Explain the mentoring relationship process for the formal and informal transmission of knowledge • Demonstrate the development of handbooks and manuals and the use of presentation techniques • Compare methods of mentoring • Formulate successful mentoring in line with mission mandate. • Evaluate action plans and achievement of local host nation ownership. 	Stockholm Programme: Chpt. 4.3.1 More effective European Law Enforcement Cooperation; Council Decision Establishing CEPOL 681/JHA/2005, par. 7e

46	CSDP and External Aspects of Internal Security	Awareness on Security Sector Reform	2	28	Primarily Police Officers working on Institution Building with a particular focus on Police Services.	Activity to be linked to the SSR concept developed on CSDP Missions with focus on understanding the internal/external security nexus for officials deployed/to be deployed to operational theatres with a view to enhance knowledge of instruments for the exchange of information.	<p>Understand EU SSR principles: International Human Rights Standards, respect of local ownership, coherence with other areas of EU external action;</p> <ul style="list-style-type: none"> • Explain Police Domain of Assistance in EU SSR and Lessons Learned; • Comparison with other SSR approaches: United Nations, African Union, NATO; • Summarise General introduction to Institution Building, Mentoring and Advising; • Discuss the EU SSR concept in the framework of the general mission's mandate, understanding its meaning with reference to its basic principles; • Formulate practical problems and challenges related to the implementation of SSR police missions; • Understand the meaning of Institution building and how to manage mentoring and advising as effective tools for its achievement; 	Stockholm Programme: Chpt. 4.3.1 More effective European Law Enforcement Cooperation; Council Decision Establishing CEPOL 681/JHA/2005, par. 7e
47	EU Police and Judicial Cooperation	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	To enhance police cooperation and increase the mutual understanding between Russia and Europe and to establish professional contacts.	<p>Upon completion of the activity the participants will be able</p> <ul style="list-style-type: none"> • To improve cooperation between EU countries and Russia • To increase knowledge on current procedures and organisations involved in the cooperation • To reflect on the needs of enhanced police cooperation and share of information • To exchange mutual experience about the role of police • To deepen mutual understanding of various police cultures • To establish visions of future forms of police cooperation between the EU and the Russian Federation • To establish professional contacts among conference participants 	56 Russia: Strategic Partnership Agreement OJ L 327, 28.11.1997, p. 3–69
48	EU Police and Judicial Cooperation	Schengen Evaluation	5	20	Leading experts and other experts (evaluators) participating in the Schengen Evaluation Missions in the field of police cooperation and SIS/SIRENE	To enable the police officers fitting within the target group to carry out the Schengen Evaluation and to improve the quality of the evaluation	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> • summarise the key principles of a Schengen Evaluation, its stages and key players' roles; • discuss leadership and management issues including cultural awareness, conflict management and cross-cultural competences; • describe how an evaluation mission is prepared and carried out including drafting the final report; • outline preparation of a practical evaluation. 	Stockholm Programme: Chpt. 5.1 Integrated Management of External Borders

49	EU Police and Judicial Cooperation	Training for SIRENE Officers (Basic)	4	28	SIRENE operators, defined as persons using primarily the SIRENE channel of communication and working currently, or are in process to work with SIRENE forms according to provisions of the SIRENE Manual.	To enhance legal and operational competences related to SIRENE cooperation including SIS II	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> • present main legal provisions and documents related to SIRENE tasks; • outline main tasks of the eu-LISA • give an overview of main technical aspects of SIS II • describe different categories of the SIS II; • explain main rules and practices used in work of SIRENE bureaux; • discuss relevant issues concerning the daily communication of the SIRENE bureaux 	Stockholm Programme: Chpt. 5.1 Integrated Management of External Borders
50	EU Police and Judicial Cooperation	Training for SIRENE Officers (Advanced)	4	28	Experienced SIRENE operators. Participants shall preferably have at least 2 years' experience of operational work within SIRENE, with special knowledge on Article 96 issues.	To enhance the knowledge of SIRENE officers on SIS II and SIRENE operations facilitating analytical approach to handling everyday procedures and their improvement	<ul style="list-style-type: none"> • explain the SIS II legal basis, the SIS II SIRENE Manual and the related new SIRENE procedures and SIS II forms • use the relevant elements of the SIS II SIRENE Manual as a common point of reference for application within the framework of national procedures • Have an overall understanding of the role of the European Agency for the Operational Management of Large Scale Information Systems (eu-LISA) • recognise how other countries apply the specific procedures; • apply general rules as well as country-specific exceptions within the context of specific cases; • analyse, draft and propose within the scope of their work remit, national work procedures in order to improve them based on the information provided in the SIRENE Fact Sheets; • Give an overview about the technical aspects of SIS II • Define SIS II related data protection matters 	Stockholm Programme: Chpt. 5.1 Integrated Management of External Borders
51	EU Police and Judicial Cooperation	Joint Investigations & Team Leadership	4	28	Senior law enforcement officials and potential leaders of JIT's	To enhance the competences and deepen the understanding of the participants of the set-up and functioning of Joint Investigation Teams	<p>Upon completion of the course, the participants will be able to:</p> <ul style="list-style-type: none"> • understand team leadership • apply the concept of JITs; • compare JIT with other forms of criminal investigations; • identify legal practice and procedural issues in JITs; • illustrate in general terms how to set up and operate a JIT; • select appropriate services offered by the European Union to support JITs; • differentiate the roles of the different actors in a JIT; • complete and submit applications for JIT funding; • draft a JIT agreement based on the model agreement available in the JITs Manual; evaluate a JIT based on the evaluation template from CEPOL JIT Online Learning Module / the JITs Network Secretariat. 	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94 Stockholm Programme: Chpt. 4.3.1. Framework Decision 2002/465/JHA on joint investigation teams (OJ L 162 20.06.2002)
52	EU Police and Judicial Cooperation	Joint Investigation Teams	4	28	Senior law enforcement officials.	To enhance the competences and deepen the understanding of the participants of the set-up and functioning of Joint Investigation Teams	<p>Upon completion of the course, the participants will be able to:</p> <ul style="list-style-type: none"> • apply the concept of JITs; • compare JIT with other forms of criminal investigations; • identify legal practice and procedural issues in JITs; • illustrate in general terms how to set up and operate a JIT; • select appropriate services offered by the European Union to support JITs; • differentiate the roles of the different actors in a JIT; • complete and submit applications for JIT funding; • draft a JIT agreement based on the model agreement available in the JITs Manual; evaluate a JIT based on the evaluation template from CEPOL JIT Online Learning Module / the JITs Network Secretariat. 	doc. 15358/10 COSI 69 ENFOPOL 298 CRIMORG 185 ENFOCUSTOM 94 Stockholm Programme: Chpt. 4.3.1. Framework Decision 2002/465/JHA on joint investigation teams (OJ L 162 20.06.2002)

53	EU Police and Judicial Cooperation	Policing in Europe - Step 1: Context and Structures	5	28	This post-graduate – post-experience training is dedicated to senior police officers in general management positions or in specialist positions, who want to gain or to improve competences in the field of international police cooperation. The prerequisite level is at least a bachelor's degree, an equivalent level, or work experience at a bachelor's level. In terms of the European Qualifications Framework (EQF) this is comparable with EQF level 6.	To provide added value to national police education in the field of international police matters at an academic – professional level by organising learning opportunities aiming at improving or gaining competences in this field. To enable participants to carry out (comparative) research into particular and international aspects of policing. To transform academic findings into operational recommendations, scenarios, projects plans or job devices. To provide an opportunity to participants to analyse practices or cases in the light of academic findings.	Upon completion of the activity the participants will be able: <ul style="list-style-type: none"> To explain CEPOL's background, mission, vision and main aims. To identify the main international organisations related to police cooperation To summarise the international police cooperation legal framework in particular related to the area of Justice, freedom and security in the EU To describe international police cooperation mechanisms and information systems. 	Stockholm Programme: Chpt. 4.3.1 More effective law enforcement cooperation; Council Decision Establishing CEPOL 681/JHA/2005, par. 6(2)	
54	EU Police and Judicial Cooperation	Policing in Europe - Step 2 Instruments & Approaches	5	28					
55	EU Police and Judicial Cooperation	Policing in Europe - Step 3 Cooperation & Communication	5	28					
56	EU Police and Judicial Cooperation	ENFAST (European Network on Fugitive Active Search Teams)	3	28	Police officers within the ENFAST Network and officers dealing with wanted persons	In cooperation with ENFAST to promote the cooperation and enhance the knowledge on innovative methods and techniques of the field	Upon completion of the activity the participants will be able to: <ul style="list-style-type: none"> Describe the European Arrest Warrant; Enhance European cooperation on fugitives; List the main dangers and precautions via case studies; Identify cooperation and legislative measures and investigation techniques. 	Stockholm Programme: Chpt. 4.3.1 More effective European Law Enforcement Cooperation; Council Decision Establishing CEPOL 681/JHA/2005, par. 7a	
57	EU Police and Judicial Cooperation	EMPEN (European Medical and Psychological Experts' Network for law enforcement)	3	28	Senior police, medical experts and psychologists	Raise awareness on <ul style="list-style-type: none"> Healthcare for police officers including impact of psychoactive substances and alcohol; Medical treatment for immigrants and medical protection of border guards; Psychological aid for police officers; Psychological assessment for recruitment of police staff; in particular for units with special demands 	Upon completion of the activity the participants will be able to: <ul style="list-style-type: none"> discuss the core areas related to the healthcare for police officers, e.g. health prevention and education, handling stress, rehabilitation, mental health; compare and suggest protection of border police officers against illnesses from immigrants and animals crossing the borders; explain how to detect the need for psychological aid, how to discover drug/alcohol addiction within the police community; share different practices for recruitment of police staff in general as well as for special police units; compare the effectiveness of psychological assessment. 	Stockholm Programme: Chpt. 4.3.1 More effective European Law Enforcement Cooperation; Council Decision Establishing CEPOL 681/JHA/2005, par. 7e	
7. Management									
58	Crisis/emergency management	Crisis Management and Emergency Planning - School Shootings and Amok Incidents	4	28	Senior Police Officers who are involved in crisis management emergency planning and response	To enhance participant's knowledge and increase their competences on the topic by means of examples of multiple casualty incidents, being able to draw on individual experiences and shared practice.	Upon completion of the activity the participants will be able to: <ul style="list-style-type: none"> examine options in relation to targeted firearms incidents involving multiple casualties e.g. schools, public areas; examine profiling opportunities of offenders; compare and contrast threat assessment methods; examine and learn from previous cases; compare different cases and drawing similarities and differences, identifying good practices. 	Stockholm Programme: Chpt. 4.3.1 More effective law enforcement cooperation; chpt. 4.2 Upgrading the tools for the job	
59	Crisis/emergency management	Urban Violence	4	28	Senior Police Officers who are responsible for planning, leading and evaluating interventions against Urban Violence	To increase the knowledge and competences of participants and deepen their understanding of the phenomenon of Urban Violence and discuss its features as well as the required intervention techniques	Upon completion of the activity the participants will be able to: <ul style="list-style-type: none"> define urban violence; explain the background and causes of Urban Violence as well as the forces which shape this type of adolescent behaviour; distinguish between the subculture of violence and urban violence as a routine activity; describe early signals to be picked up by the police for a proactive approach including risk assessments; discuss what to consider when planning reactive interventions. 	Stockholm Programme: Chpt. 4.3.1 More effective law enforcement cooperation	

60	Justice, Freedom and Security	TOPSPOC - Top Senior Police Officers: The Stockholm Programme Realisation (1)	4	28	Top senior police officers working at strategic level and with interest in an open and secure Europe serving protecting the citizen; including staff from Europol, Interpol and Frontex and all relevant bodies.	Following Stockholm Programme outlining open and secure Europe serving and protecting the citizens, the topics chosen for the four-module programme requires participants to: o use and promote the learning gained on the Course through Action Learning for their personal and professional development, and to benefit their national colleagues; o transpose the objectives of the subject area in their own country; o explain how the subject area has impacted upon their daily work process; o utilise the network established during the Course to enhance international police cooperation; o share and apply best practices discussed during the course.	<p>Upon completion of Module 1 the participants will be able to</p> <ul style="list-style-type: none"> • describe the TOPSPOC process and their role within it; • describe the aims and objectives agreed by their participant group; • describe the purpose of Action Learning; • participate in Action Learning; • operate as a part of the whole group and as a member of a smaller team. • devise a process to seek the information necessary to reach a conclusion • use questions to clarify and seek information about the selected topics; 	Stockholm Programme
61	Justice, Freedom and Security	TOPSPOC - Top Senior Police Officers: The Stockholm Programme Realisation (2)	4	28			<p>Upon completion of Module 2 the participants will be able to</p> <ul style="list-style-type: none"> • adopt suitable technique to assist their research; • discuss the findings of the research undertaken after module 1 practice Action; • describe the learning processes involved in Action Learning; • support other members in the group in the Action Learning process. • use questions to clarify and seek information about the selected topics; 	
62	Justice, Freedom and Security	TOPSPOC - Top Senior Police Officers: The Stockholm Programme Realisation(3)	4	28			<p>Upon completion of Module 3 the participants will be able to</p> <ul style="list-style-type: none"> • discuss the findings of the research undertaken after module 2 • discuss the lessons learned from the implementation of the selected topic to date; • identify personal and group benefits derived from Action Learning. • use questions to clarify and seek information about the selected topics; • reach a conclusion about the content, the presentation and the accompanying paper of their topic 	
63	Justice, Freedom and Security	TOPSPOC - Top Senior Police Officers: The Stockholm Programme Realisation(4)	4	28			<p>Upon completion of Module 4 the participants will be able to</p> <ul style="list-style-type: none"> • present their findings in both an oral and paper form • report on the personal and group experience of the Action Learning process and how this developed throughout the four modules; • devise methods to disseminate the conclusions about their topic • write a personal action plan for continuation of action learning and topic interest 	

64	Security of citizens	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.	To deepen the knowledge and increase the competences of participants on the level of security requirements for large scale events and of cross-border cooperation in that context.	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> • identify areas of planning and deployment strategies affected by national requirements (legal, operational, practical); • examine national, EU and international guidance in respect of security for International Summits; • exchange good practice in preventative measures; • discuss methods of EU cross border police cooperation large scale events; • describe the required security measures during large scale events, especially international summits improving international Police cooperation during large scale events; • discuss common problems and comparing solutions for commanding and training Public Order Units. 	Stockholm Programme: Chpt. 4.2 Upgrading the tools for there job; 4.3.1 More effective law enforcement cooperation
65	Security of citizens	Public Order - Security During Major events/Public-Private Partnerships (HOUSE EUSEC III) - Step 2	4	28	Senior Police Officers and Police Staff working in strategic planning, tactical direction and evaluating large scale public order operations.	Improve and exchange knowledge regarding the process of risk analysis leading to strategic conclusions and tactical (and operational) measures.	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> • discuss the concept and the need for thorough risk analysis before major events; • analyse various cases of public order management during major events and summarise relevant lessons learned; • Summarise police measures and operations during recent major events. • examine Public Private partnership possibilities. 	
67	Security of citizens	European Internal Security Strategy	3	28	Senior Police Officers and research Police Staff working in strategic planning and security strategies.	Understand necessary initiatives to face common security strategies	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> • Discuss EU's role in Internal Security Strategy; • Identify the ways of necessary cooperation; • Be familiar with EU bodies and instruments; • Understand Law Enforcement resilience to natural and man-made disasters; 	COM/2012 673
8. Fundamental Rights								
68	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	Raising awareness about the importance of ethical behaviour in day to day police work and to enhance the integration of diversity issues into police management	<p>Upon completion of step 1 the participants will be able to:</p> <ul style="list-style-type: none"> • explain the importance of a personal integrity in policing; • describe the scientific approach to measuring personal integrity and awareness of the importance of integrity within the police; • explain the relation between integrity, ethics and fundamental rights; • discuss experiences within the European police services and police education. 	Stockholm Programme: Chpt. 2 and in particular Chpt 2.3
69	Fundamental Rights	Management of Diversity - Step 2	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	Raising awareness about the importance of ethical behaviour in day to day police work and to enhance the integration of diversity issues into police management	<p>Upon completion of step 2 the participants will be able to:</p> <ul style="list-style-type: none"> • compare police approaches and policies among Member States; • identify and analyse the risks, dilemmas, challenges and advantages of managing diversity within and outside of Police; • define the key role of the police in managing diversity; • reflect on professional duty and role in managing diversity 	Stockholm Programme: Chpt. 2 and in particular Chpt 2.3

9. Crime Prevention								
70	Crime Prevention	Community Policing	4	28	Senior Police Officers who are involved in the implementation and development of Community Policing	To continue the development of an innovative and sustainable Community Policing Model across the European Union.	<p>Upon completion of the activity the participants will be able to:</p> <ul style="list-style-type: none"> • exchange information and share good practice on community policing projects and developments in member states; • discuss management of prolific offenders in a community policing context; • present ideas and experiences on multi-agency approaches to accountability within a community policing framework 	Council Decision 681/JHA/2005, par. 5
10. Learning and Training								
71	Language Development	Language Development: Instruments and Systems of European Police Cooperation (English)	19	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.	Via language abilities to improve operational cooperation between law enforcement authorities and increase participants' knowledge of European police systems and instruments of cooperation.	<p>Upon completion of the activity the participants will be able:</p> <ul style="list-style-type: none"> • To compare and contrast at least three different policing systems within the European context • To demonstrate increased use of police terminology within the host country • To demonstrate increased knowledge of at least three European Union institutions 	Council Decision Establishing CEPOL 681/JHA/2005, par. 7(i)
72	Language Development	Language Development: Instruments and Systems of European Police Cooperation (English)	19	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.	Via language abilities to improve operational cooperation between law enforcement authorities and increase participants' knowledge of European police systems and instruments of cooperation.	<p>Upon completion of the activity the participants will be able:</p> <ul style="list-style-type: none"> • To compare and contrast at least three different policing systems within the European context • To demonstrate increased use of police terminology within the host country • To demonstrate increased knowledge of at least three European Union institutions 	Council Decision Establishing CEPOL 681/JHA/2005, par. 7(i)
73	Learning and Training	Train the Trainers Step 1	4	20	Nationally competent trainers/experts and police officers who want to increase their competences towards training, group working and understanding of diversity in an multicultural training/ working environment.	To train trainers in order to enable them to implement modern delivery methods and blended learning techniques and to ensure good quality of police training in the EU MS and in the CEPOL activities.	<p>Upon completion of the Step 1 the participants will be able to:</p> <ul style="list-style-type: none"> • organise effective European/CEPOL learning environments; • identify and clarify the benefits of diversity in CEPOL and in European learning communities as well as to organise the learning process • facilitate and moderate learning processes by implementing appropriate learning methods and coaching; • review opportunities for continuous quality improvement during the course. • analyse their applicability in the learning environment and make use of it, and encourage participants to access and contribute to the European Learning Network. 	Council Decision Establishing CEPOL 681/JHA/2005, par. 6(3) and 7(b)
74	Learning and Training	Train the Trainers Step 2	4	20			<p>Upon completion of the Step 2 the participants will be able to:</p> <ul style="list-style-type: none"> • organise effective European and CEPOL learning environments, especially regarding the multicultural environment; • identify and clarify the benefits of diversity in CEPOL and in European learning communities as well as to organize the learning process; • evaluate opportunities for continuous quality improvement during the course; • use CEPOL's Learning Management System and knowledge bases. 	

75	Learning and Training	Management and development of CEPOL online learning modules	4	15	Police educators and training developers, who are competent Internet users and who wish to develop online learning modules.	Developing content for CEPOL online learning modules in accordance with CEPOL strategies on learning, e-learning, approach to learning of the e-learning modules and using CEPOL project spaces and authoring tools.	Upon completion, participants are able to: <ul style="list-style-type: none"> • setup and use module development project space based on CEPOL's latest project space image; • identify knowledge landscapes with content experts; • coach content experts and editors in developing chapters, glossary, true/false items based on the identified knowledge landscape; • build and test the module with the content using the CEPOL authoring tool; • implement and publish the module in the CEPOL LMS. 	Stockholm Programme, Chpt 1.2.6 Council Decision Establishing CEPOL 681/JHA/2005, par. 7(a)(b)(d)(h)
11. Research & Science								
76	Research and Science	Research Implementation Symposium Workshop	4	20	Research scientists from police, ministries, universities or research institutes involved in recent, on-going or planned empirical research projects in the field of crime analysis and crime intelligence and Senior police officers in a key role defining strategic or tactical approaches based on cutting-edge research outcomes and scientific approaches	To provide a forum for scientists and senior practitioners where cutting-edge insights from academic and professional research on a chosen topic can be discussed under methodological and implementation perspectives	To be determined by Knowledge Transfer Working Group	GB Decision 43/2010/GB: CEPOL Strategy, Goal 2
77	Research and Science	CEPOL Annual European Police Research and Science Conference	3	100	Representatives from police academies/colleges/universities Academics from universities and research institutions, Senior Police Officers engaged in police practice, science, research, training and transfer of scientific knowledge into police practice; Scholars and practitioners from various disciplines contributing to police science from a European perspective	To be determined by Knowledge Transfer Working Group (Concept shall relate to "Cooperation and Innovation")	To be determined by Knowledge Transfer Working Group	GB Decision 43/2010/GB: CEPOL Strategy, Goal 2

Annex B: List of Webinars in 2014

In order to develop the 2014 list of Webinars, Member States were consulted via a survey. Member States were asked to list the topics to be included in the calendar, and to identify those webinars which they were willing to organise and provide experts for. Webinars for which topic, aim, organisers and presenters had been identified by the MS were included in the list. Others were placed on a reserve list. The survey had also been distributed to EU agencies. The list was fine tuned to avoid visible overlaps, and those webinars with a low rate of response were not prioritised. The list mirrors the training interest as expressed by the Member States contribution.

	Title	Aim	Target group	Organiser
1. EU Policy Cycle instrument and priorities				
1	An open and secure Europe: From Stockholm programme towards EU Policy cycle	To raise awareness about the main priorities, challenges, threats and future programmes following the Hague and Stockholm programme/ To raise awareness about the importance of SOCTA and the national contributors in the fields of the 8 EMPACT projects/ To raise awareness about the Internal Security Strategy of the EU	EU Police and Law Enforcement Officers, researchers, Trainers or Experts working in the field of international police cooperation; EU Police and Law Enforcement Officers registered on CEPOL's e-Net and interested in the elaborated topic.	CEPOL
1.1 Illegal immigration				
2	Illegal Immigration	Following OAP 2014	TBD	CEPOL
1.2 THB				
3	Trafficking in Human Beings	Following OAP 2014	Police and law enforcement officers in the EU	CEPOL
4	EU Anti-Trafficking Coordinator	Raising awareness of the activities of the EATC and developments in the area of Human Trafficking	Public webinar	CEPOL

	Title	Aim	Target group	Organiser
1.3 Counterfeit goods				
5	Counterfeit goods	Following OAP 2014	TBD	CEPOL
1.4. Excise & MTIC				
6	Excise & MTIC	Following OAP 2014	TBD	CEPOL
1.5 Synthetic Drugs				
7	Synthetic Drugs	Following OAP 2014	TBD	CEPOL
1.6 Cyber crime				
8	Cybercrime: Internet Fraud (E-Frauds)	To build awareness on new trends on non-cash payments via the internet	Law Enforcement (senior officers, investigators, specialists dealing with internet fraud)	CEPOL
9	Cybercrime: Disclosure, investigation and prevention	To provide law enforcement officers knowledge about the use of advanced methods and technologies in detection, investigation and prevention of cybercrime	Law enforcement officers responsible for disclosure, investigation and prevention of cybercrime	CEPOL
10	Cybercrime: Forensics and digital evidence	To raise awareness on the harmonisation of collection methods for electronic evidence	Police Members of Cybercrime units	CEPOL
11	Sexual Exploitation of children online	Raise awareness on new techniques used on the internet to groom children online and preventive methods adopted to protect them	Public webinar	
1.7. Firearms				
12	Firearms Trafficking Following OAP 2014	TBD	TBD	CZ/CEPOL

	Title	Aim	Target group	Organiser
1.8 Organised property crime				
13	Organised property crime	Following OAP 2014	TBD	CEPOL
2. Other organised crime				
3. Counter-terrorism				
14	Counter Terrorism	To raise awareness on the use of communications technology for terrorist purposes	Law Enforcement (senior officers, investigators, specialists dealing with counter-terrorism investigations)	CEPOL
4. Economic Crime				
15	Financial Crime	Raising awareness of Europol's capacity on financial crime and good practices of FIUs in the Member States	EU Law enforcement and/or FIUs (TBD)	CEPOL
16	Investigating and preventing corruption	To improve knowledge in various types of corruption, its investigation and prevention in the framework governmental authorities	Senior Police Officers participated in the problematic of the investigation and prevention of the corruption	FI
5. Law Enforcement Techniques				
17	Joint Investigation Teams	To raise awareness about the importance and future possibilities, and modern tools of operational law enforcement cooperation. Raising awareness about the joint operations, Joint Customs Operations (JCO), Joint Custom Police Operations (JCPO),	Police officers and magistrates from EU Member states involved in the investigation of serious crime who can potentially become involved in a JIT. Additional trainers and educators interested in the application of the CEPOL JITs online learning module or interested in the	CEPOL

	Title	Aim	Target group	Organiser
		COSPOL Projects, Frontex joint operations, Joint investigation teams (JITs) and other forms of the operational law enforcement cooperation.	training and course are also invited to attend this event.	
18	Social Media in Law enforcement	To understand impact of, and making best use of, social media in policing	TBD	UK
19	Crime Scene Investigation	Give an overview on the basic principles governing the crime scene investigation process	Forensic experts	EL
20	Fingerprints as a forensic find and how to collect them effectively	To raise awareness about forensic science - fingerprints	Forensic Experts	EL
21	Secure packaging and transport of forensic evidence for further evaluation in the Forensic	Give an overview on the basic principles governing the secure packaging of evidence	Forensic Experts	EL
22	Strategic Communication with the use of Social media	Identifying the reasons for which organisations should use social media as an official source of information in order to instantly inform the public. Analysing best practices in the use of social media	Experts belonging at Press offices and communication departments of Law Enforcement Agencies	EL
23	Communication in a Police environment = Communication Management of crisis Incidents	Analysing communicational principles and tools and identifying the reasons explaining the need of a stable communication channel between the Police and Media	Experts belonging at Press offices and communication departments of Law Enforcement Agencies	EL

	Title	Aim	Target group	Organiser
6. EU Cooperation				
24	Information on the European Police Exchange Programme - EXPRO 2014	To inform National Exchange Coordinators as well as prospective participants with information on aims and modalities of the Programme	TBD	CEPOL
25	Prüm Decision	To raise awareness about the Prüm decision, the Prüm helpdesk and Europol and its operational implementation as well as to give an introduction to the Prüm decision learning module	Police officers, EU Law Enforcement Officers and magistrates from EU Member States involved in cross-border cooperation, especially in the exchange of information between Member States' police and judicial authorities responsible for the prevention and investigation of criminal offences as well as the facilitation in combating cross-border crime more effectively. Trainers and educators interested in the application of the Prüm online learning module in training or courses	CEPOL
26	Europol	The aim of this webinar is to raise awareness about the important role of this EU agency in the information exchange flow between EU Member States by focusing on the modern tools of Europol	EU Police and Law Enforcement Officers, researchers, Trainers or Experts working in the field of international police cooperation; EU Police and Law Enforcement Officers registered on CEPOL's e-Net and interested in the elaborated topic	CEPOL
27	Pan-European football security	Enhance safety and security at football matches with an international dimension across Europe. To raise awareness on methodology of crowd management	Police officers, Football Intelligence Officers, spotters and NFIP personnel involved in the policing of football matches with an international dimension. Police officers involved in public order security	FR

	Title	Aim	Target group	Organiser
28	Introduction to the EMCDDA	Raise awareness of EMCDDA relevance and usefulness for law enforcement purposes	Senior police officers, strategic analysts	CEPOL/ EMCDDA
29	Data Protection under SIS II	TBD	TBD	CEPOL
30	Deletion of Data, in particular alerts on vehicles	TBD	TBD	CEPOL
7. Management				
31	Corporate social responsibilities (CSR)	The objective would be to raise awareness about CSR and its application in police service	Senior Police Officers	BE
32	Quality assurance in Police and Law Enforcement Training	To improve knowledge of quality assurance in Police and Law Enforcement training (methods, processes, etc.)	Police educators, trainers, training developers and Police management responsible for the Police and Law Enforcement Training quality assurance	FI
33	Police women in decision-making positions	TBD	TBD	CEPOL
8. Fundamental rights				
34	Police and Human Rights	Increase awareness of importance of respecting and protecting fundamental rights to help foster trust between police services and society as a whole; explore link between trust in authorities and enjoyment of fundamental rights, and how this can help combat crime, increase reporting by victims and help them access justice	Middle ranked Law Enforcement Officials	DE

	Title	Aim	Target group	Organiser
35	Hate Crime	To raise awareness of the phenomenon of hate crime among law enforcement agents; 'making hate crime visible': including the importance of acknowledging victims of hate crime and protecting them against repeat victimisation; phenomenon of underreporting to police by victims of hate crime, possible reasons and solutions	Law Enforcement officers	CEPOL
36	Diversity and non- discrimination	Increase awareness of importance of diversity and non-discrimination; discuss need for building capacity and strengthening safeguards against institutional discrimination in police services; promising practices/challenges at both national and EU level; other	Law Enforcement officers	CEPOL
37	LGBT and law enforcement: access to justice, and addressing under-reporting	To raise awareness and contribute to tackling discrimination of lesbian, gay, bisexual and transgender (LGBT) communities	Public Webinar	CEPOL
9. Crime prevention				
38	Theft of cultural heritage/artworks	To improve knowledge in developing preventive strategies and to develop cooperation with international organisations and public private partners involved in fight against theft of cultural heritage/artworks	Police officers involved on fighting against theft of cultural heritage/Artworks. Additionally, trainers, police and law enforcement officers interested in the subject are welcome invited to attend the online event	FR

	Title	Aim	Target group	Organiser
39	Gender based violence against women	Raising awareness; training on how to deal with victims of gender-based violence, explaining rights of victims to them and helping them gain support and access justice; referral mechanisms and cooperation between police and victim support services	Restricted to JHA, police and EIGE	CEPOL/EIGE
40	An introduction to New Psychoactive Substances in Europe	To present the basic facts about the phenomenon of new psychoactive substances ('legal highs') in Europe	Senior police officers, strategic analysts	CEPOL/ EMCDDA
10. Learning and Training				
41	E-learning	The aim of this webinar is to raise awareness of the importance of this quite new type of teaching-learning method including its advantages in distant learning. To give ideas to the teachers and IT experts on how to create an e-learning teaching material from the existing course book	Any teachers, trainers, educators and IT experts of the Police Academies interested in this method of teaching and learning	CEPOL
42	Organising CEPOL webinars	Raising awareness of procedures for organising official CEPOL webinars	Educators and training officers involved in the preparation and implementation of CEPOL webinars	CEPOL
43	LMS Training of Course Organizers	Coaching of Course Organisers regarding the use of LMS for their activities	Course managers, administrators, trainers	EL

	Title	Aim	Target group	Organiser
44	Webinar: Good practices for educators	Training of webinar educators, in order to enable them to prepare, implement and organize webinars with expert presenters, for police officers in the E.U. Member States	Police educators and training developers	EL

Reserve List				
45	Drug prevention: Cooperation between different state structures, international bodies, local governments and NGOs			TBD
46	European Police and Judicial Instruments			TBD
47	Illicit drug laboratory dismantling			TBD
48	Response to terrorist attack against a nuclear power plant			TBD
49	Itinerant groups			TBD
50	Training to border guards on SIS II, especially on refusal of entry alerts			TBD

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

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

Evaluation criteria

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

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

Evaluation criteria for single activities:

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

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

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

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

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

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

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

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

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

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

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

4.8 *Awarding criteria*

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

- reaching the threshold

and

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

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

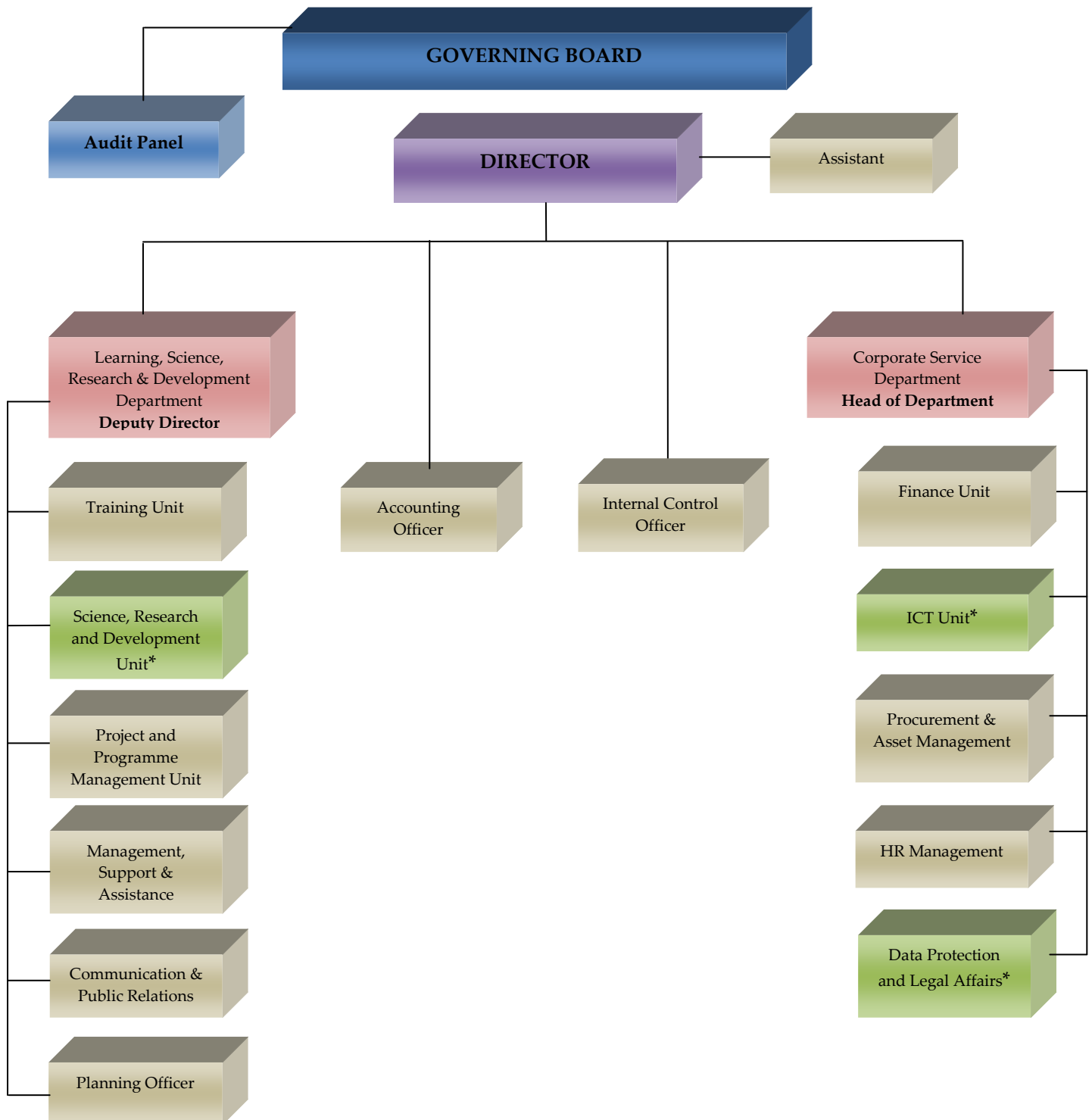
Financial Provisions:

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

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

Activities	Budget Line / Chapter	Financial Resources, Title 3, €		Human Resources, % 2014
		Allocations 2013	Allocations 2014	
Governance	300	195,000	80,000	4
Working Groups	301	115,000	80,000	4
Network Meetings	302	0	95,000	4
Training Activities	310	1,937,000	1,630,000	19
Travel for participants	311	858,000	872,000	8
e-Learning	313	120,000	80,000	9
Common Curricula	320	40,000	20,000	5
Research and Science	321	40,000	40,000	5
Electronic Network	322	70,000	70,000	3
European Police Exchange Programme	324	249,200	304,990	12
External Relations	325	15,000	10,000	9
Missions	351	140,000	120,000	3
Communications	370	49,300	30,000	5
Internal Control			-	6
Admin support			-	4
TOTAL		<u>3,828,500</u>	<u>3,431,990</u>	<u>100</u>

Annex E: CEPOL's Organisational Structure



Situation as at 30 September 2013

* These units/functions are not yet established

Annex F: Risk Management

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

Strategic objectives affected	Identified critical risks	Likelihood of occurrence	Mitigating response action
All	1. Uncertainty of CEPOL's future developments may affect commitment of internal and external stakeholders as well as the agency's staff.	H	1.1 Conduct intensive communication with key external stakeholders, such as the European Commission, Council and the Parliament 1.2 Well established change management policy in CEPOL 1.3 Consistent and transparent communication
	2. Possible relocation of the agency may result in staff leaving the agency	H	2.1 Staff vacancies in critical areas should be replaced by interim staff.
	3. Budgetary and personnel cuts will significantly hamper CEPOL's further development	H	3.1 Close cooperation with the stakeholders 3.2. Continuous training needs assessment and implementation of its findings; strict prioritisation plan
1.1. Delivering quality training courses on specific subjects.	1. Constrained or lack of implementation of the recommended interventions of the Strategic Training Needs Assessment will affect further development and streamlining of the agency action.	H	1.1 Increasing a dialogue within CEPOL and its Network;

	<p>2. CEPOL will not maintain comprehensive training needs assessment due to:</p> <ul style="list-style-type: none"> - Insufficient input by stakeholders; - Insufficient human resources inside the agency. 	M	<p>2.1. CEPOL will prioritise the delivery of operational TLNA;</p> <p>2.2. Stakeholders will be proactively contacted during the assessment</p> <p>2.3. Prioritisation plan will include TLNA as a key area</p>
	<p>3. Participation in residential activities may be constrained if participants' flights cannot be covered due to other operational priorities and development needs.</p>	M	<p>3.1. If all participants' flights cannot be covered, Member States will be offered extended funded flight scheme.</p>
	<p>4. Flights cannot be booked due to staff shortages</p>	H	<p>4.1. Back-up plan will address staff reallocation as well as engagement of interim staff</p>
	<p>5.1 In cybercrime training CEPOL will be unable to find a suitable agreement with other stakeholders due to:</p> <ul style="list-style-type: none"> • Overlap in the mandated areas • Differences in priorities <p>5.2 Lack of internal capacity</p>	H	<p>5.1.1. Negotiations may be needed with key stakeholders</p> <p>5.1.2 Priorisation and re-tailoring of CEPOL's training approach</p> <p>5.2.1 More stable staffing solutions may have to be explored and negotiated with the European Commission</p>
<p>1.3. Exchange programmes are an essential element of learning promotes, facilitates and develops cooperation</p>	<p>1. CEPOL will not be able to implement European Police Exchange Programme at envisaged scale due to:</p> <ul style="list-style-type: none"> - Lack of budget - Lack of commitment from the stakeholders; - Insufficient resources at the 	H	<p>1.1. Budget consumption will be monitored closely and released funds will be made available for the European Police Exchange Programme</p> <p>1.2. Information on planned stages will be communicated to the MS early in the year;</p> <p>1.3. MS to be encouraged to devote SNEs to the European Police Exchange Programme; COM to be</p>

	agency		asked to authorise the use of Contract Agent posts
1.6. Developing further and easier access to e-learning systems	<p>1. CEPOL may not be able to cater to all new requirements for e-learning products due to:</p> <ul style="list-style-type: none"> - Insufficient internal resources; - Insufficient expertise available 	H	<p>1.1 New requirements will be evaluated against the resources available and implementation strictly planned to ensure delivery of the committed products;</p> <p>1.2 Stakeholders requiring new products will be asked to contribute with expertise</p>
<p>1.6. Delivering quality training courses on specific subjects.</p> <p>1.8. Budget management ensures implementation of Annual Work Programme and contributes to CEPOL's further innovation</p>	<p>1. Budget underspending in the area of residential activities remains relatively high</p>	M	<p>1.1 Member States are asked to avoid over budgeting of the financial proposals;</p> <p>1.2 Aspect of value for money in the grant procedure facilitate realistic budgeting;</p> <p>1.3 Framework partners will be reporting early on possible underspending</p>
2.4 Foundation and maintenance of European database of trainers and law enforcement researchers, scientists and research	<p>1. Further extension of the database fails because:</p> <ul style="list-style-type: none"> - of technical obstacles; - social reasons (researchers are hesitant to register/join) 	M	<p>1.1. Negotiations with e-Net service provider</p> <p>1.2. The NCPs and RSCs will be functional in promoting the database as a European wide service.</p>

Annex G: Procurement - Financing Decision

Legal basis:

- Council decision 2005/681/JHA of 20 September 2005 establishing the European Police College (CEPOL)

The operational procurement overview is prepared in line with Article 60 of CEPOL Financial Regulations. It includes the following information:

- main operational procurement initiatives;
- their link to specific activities of the Work Programme 2014;
- estimated value of contracts having an effect on the budget 2014;
- indicative number and type of contracts

In 2014 CEPOL estimates that total budget for operational procurement will be indicatively EUR 1,935,200

Ref. no.	Procurement initiative (Subject of the contract)	Reference to specific activities of the CEPOL Work Programme 2014	Estimated value for 2014, €	Indicative time frame for launching the procurement	Indicative number of contracts and their type
1	Supply and distribution of CEPOL branded merchandise	4.7.2 Marketing and communications support	15,000	Q1 - Q4 2014	6, specific orders in execution of existing framework supply contract CEPOL/CT/2011/012
2	Editorial and design services related to communications	4.7.2 Marketing and communications support 4.7.4 Publications to be developed according to different target groups	7,000	Q1 – Q4 2014	Service level agreement with Publications Office

Ref. no.	Procurement initiative (Subject of the contract)	Reference to specific activities of the CEPOL Work Programme 2014	Estimated value for 2014, €	Indicative time frame for launching the procurement	Indicative number of contracts and their type
3	Supply of commemorative coins branded with CEPOL and presidency logo	4.7.2 Marketing and communications support	4,000	Q2, Q4 2014	2, specific orders in execution of existing framework supply contract CEPOL/CT/2011/007
4	Design and implementation of new website template	4.7.2 Marketing and communications support	4,000	Q1 2014	1, framework contract
5	Travel a arrangement and other services related to the implementation of training activities	<p>1.1.1 Residential training and webinars are aligned with defined priority areas applying thematic portfolio based approach</p> <p>1.1.2 Training on the EU Policy Cycle 2014-2017 priorities is aligned to the training needs deriving from Operational Action Plans</p> <p>1.1.3 CEPOL implements holistic and balanced residential training on civilian crisis management</p> <p>1.6.1 Further development towards an accredited masters course in international Police and Judicial Cooperation</p>	1,200,000	Q1-Q4 2014	Multiple specific orders in execution of the existing framework service contract no. CEPOL/CT/2012/002

Ref. no.	Procurement initiative (Subject of the contract)	Reference to specific activities of the CEPOL Work Programme 2014	Estimated value for 2014, €	Indicative time frame for launching the procurement	Indicative number of contracts and their type
6	Travel and accommodation for staff missions	<p>GOAL 1: The CEPOL network functions as a European law enforcement education platform on the highest level of international excellence</p> <p>GOAL 2: CEPOL will be developed into a European law enforcement knowledge base</p> <p>GOAL 3: External relations will be considered and dealt with as the corner stone of partnerships</p> <p>GOAL 4: CEPOL will be lead and managed as a top ranking innovative EU agency</p>	60,000	Q1-Q4 2014	Multiple specific orders in execution of the existing framework service contract no. CEPOL/CT/2012/002
7	Taxi services related to staff missions	All activities	40,000	Q1-Q4 2014	Multiple specific orders in execution of the existing framework service contract no. CEPOL/CT/2011/003
8	Travel arrangement services related to Governing Board and network	4.1.2 CEPOL's streamlined governance is fully operational	150,000	Q1-Q4 2014	Multiple specific orders in execution of the existing framework service contract no. CEPOL/CT/2012/002

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Ref. no.	Procurement initiative (Subject of the contract)	Reference to specific activities of the CEPOL Work Programme 2014	Estimated value for 2014, €	Indicative time frame for launching the procurement	Indicative number of contracts and their type
9	Travel arrangement services related to Working Groups	4.1.2 CEPOL's streamlined governance is fully operational	30,000	Q1-Q4 2014	Multiple specific orders in execution of the existing framework service contract no. CEPOL/CT/2012/002
10	Editorial services for review/update of two existing modules	1.5.1 Review and update of two (2) existing e-learning modules	42,500	Q3 2014	2, service contracts
11	Renewal of GoToWebinar subscription	1.5.3 Delivery of webinars targeted at the learning and training needs of EU police and law enforcement officers	5,500	Q4 2014	1, specific contract in execution of existing framework contract no. DI/06820
12	Production of recorded webinars	1.5.3 Delivery of webinars targeted at the learning and training needs of EU police and law enforcement officers	32,000	Q1-Q4 2014	Multiple orders under Service Level Agreement with the Publications Office
13	Travel and accommodation arrangement services related to the Exchange Programme	1.3.1 European Police Exchange Programme 2011-2014 to be implemented 1.3.2 European Police Exchange Programme continues to be available for EU Candidates (notably the Western Balkans and Turkey) and the Eastern Partnership countries	227,200	Q1-Q4 2014	Multiple specific orders in execution of the existing framework service contract no. CEPOL/CT/2012/002

Ref. no.	Procurement initiative (Subject of the contract)	Reference to specific activities of the CEPOL Work Programme 2014	Estimated value for 2014, €	Indicative time frame for launching the procurement	Indicative number of contracts and their type
14	Publication services related to the Exchange Programme	1.3.1 European Police Exchange Programme 2011-2014 to be implemented 1.3.2 European Police Exchange Programme continues to be available for EU Candidates (notably the Western Balkans and Turkey) and the Eastern Partnership countries	2,000	Q4 2014	1 order under Service Level Agreement with the Publications Office
15	Hosting, maintenance and support of the e-Net	4.6.1 Implementation of ICT strategy will be prepared, technical solutions improved	70,000	Q1 - Q4 2014	3, specific contracts in execution of existing framework service contract no. CEPOL/CT/2012/014
16	Purchase of electronic subscriptions to content of selected journals related to police science	2.1 – Changing the accessibility architecture of the e-Library: making scientific collections public	30,000	Q3 2014	1 service contract
17	Printing of the European Police Science and Research Bulletin	2.3.2 – Two special topic issues of the Research and Science Bulletin will be published	2,500	Q1 2014	1, service contract
18	Software development service regarding the e-Library functionality of the e-Net	2.1 – Changing the accessibility architecture of the e-Library: making scientific collections public	7,500	Q1, 2014	1, specific contract in execution of existing framework service contract no. CEPOL/CT/2012/014

CEPOL- WORK PROGRAMME 2014

Ref. no.	Procurement initiative (Subject of the contract)	Reference to specific activities of the CEPOL Work Programme 2014	Estimated value for 2014, €	Indicative time frame for launching the procurement	Indicative number of contracts and their type
19	Local restaurant services	All activities	6,000	Q1 - Q4 2014	Multiple specific orders under existing framework contract CEPOL/CT/2012/011
TOTAL, €			1,935,200		