Section III – Work Programme 2016

1. Introduction

Significant developments in the area of Justice and Home Affairs (JHA) are expected to have an impact on CEPOL in 2016. Whilst CEPOL has undertaken a thorough preparation process to re-calibrate its delivery to the renewed expectations stemming from the adoption of a new legal basis, the Work Programme 2016 needs to retain a degree of flexibility and adaptability.

On 16 July 2014 the European Commission published its proposal[25] for a Regulation of the European Parliament and of the Council establishing a European Union agency for law enforcement training (CEPOL), repealing and replacing Council Decision 2005/681/JHA. Although the Regulation (at the time of drafting this document) is foreseen to be approved by the end of November 2015, its date of application is provisionally set for the 1 July 2016. CEPOL is closely following the final phases of the legislative process as it prepares itself for the challenges its new mandate entails.

During the five years of the CEPOL strategy plan (2010-2014) implementation, CEPOL has become a mature organisation applying modern planning and monitoring tools, ensuring effective delivery of high quality training products.

However, new challenges lie ahead with the anticipated approval of the new legal basis.

The extension of CEPOL's target group to law enforcement officials, the changes in the agency's governance and its new coordination role, the renewed attention to the internal/external security nexus, the focus on quality and the adoption of a more structured analytical method for the identification of training needs (via, inter alia, the production of Strategic Training Needs Analysis or STNA), as well as the corresponding delivery of training activities imply a change of paradigm for European law enforcement training.

Towards this end, CEPOL has elaborated a detailed Impact Assessment encompassing the not only the implications of the new legal basis but also taking into account key strategic EU documents such as the European Law Enforcement Training Scheme[26] (LETS), the European Agenda on Security[27], as well as several other strategies and sub-strategies to properly frame European law enforcement training into the right policy context.

A detailed Change Management plan has also been elaborated, detailing the measures to be undertaken by the Agency as a whole in the areas of Governance and Stakeholders Relations, Human Resources and Administration, and Core Business. The plan runs through the end of the year 2017.

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[25] European Commission, Brussels, 16.7.2014 COM(2014) 465 final, 2014/0217 (COD)

[26] Communication from the Commission to the European parliament, The Council, the European Economic and Social Committee and the Committee of the Regions "Establishing a European Law Enforcement Training Scheme", COM(2013) 172 final, Brussels, 27.03.2013

[27] Communication from the Commission to the European parliament, The Council, the European Economic and Social Committee and the Committee of the Regions 'The European Agenda on Security', COM(2015) 185 final, Strasburg 28.04.2015

The Communication of the EU Commission on the resources of the decentralised agencies 2014-2020[28] is a call for synergies and rationalisation. CEPOL amongst the other EU agencies will have to compete for resources; the agency has already relinquished one establishment plan post due to the 5% cut imposed to all agencies. It is reasonable to anticipate that in the absence of new resources, in particular human and financial ones, the implementation of the tasks stemming from the new mandate of the agency will present significant challenges requiring enhanced efforts.

Equally, and in order to specifically satisfy the legitimate expectations of its extended network, in 2016 CEPOL will have to operate a strategic and tactical reflection on how to finance the participation of new actors into its training activities and actually prepare concrete measures for that purpose.

Activities listed in the Annual Work Programme 2016 take into account the CEPOL short-term strategy (2014-2017).

In the area of Serious and Organised Crime, the first fully-fledged EU Policy Cycle 2014-2017 will be in the third year of full cycle operation, hence calling CEPOL to deliver on its objectives, taking into account the excellent results achieved by the agency so far.

2. *Main planning principles*

Circular planning principles will continue to be applied to ensure the following:

- Evaluation results of the activities implemented in 2015 will be assessed to determine effectiveness of products delivered and any need of their adjustment;

- Depending on the state of play in reference to the development of a STNA methodology, CEPOL may begin to apply this instrument starting from 2016;

- Training Needs Analysis will be used as a key instrument in determining where and which training and learning activities are required;

- Clear links to the short-term Strategy of CEPOL will be established;

- CEPOL's management tools such as Risk Register and Management Plan will be coherently further developed as tools to accompany and monitor the implementation of the agency's Work Programme.

The Work Programme will continue contributing to the EU policies mentioned in the introduction. Furthermore, in the area of Serious and Organised Crime, the first fully-fledged EU Policy Cycle 2014-2017 will be in the third year of full cycle operation. CEPOL will continue to deliver on its objectives, taking into account the excellent results achieved by the agency so far.

Stakeholders' input and involvement at all stages of the planning will be ensured by the continued use of the results of specific surveys and regular consultations. The input of the CEPOL network of training institutes will still be the guiding reference.

CEPOL will plan its operational business, and will continue offering training products on the basis of its tried-and-tested multi-layered portfolio approach to thematic requirements.

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[28] Communication from the Commission to the European Parliament and the Council: *Programming of human and financial resources for decentralised agencies 2014-2020*, COM(2013) 519 final

3. *Work programme activities*

Strategy Goal 1: "An enhanced independent CEPOL capability that delivers satisfactory, effective and efficient training and education services"		
Specific activities for Goal 1		Performance indicator
1.1	Contribute to the development of a methodology for a four-year Strategic Training Needs Assessment (STNA) and annual Training Needs Analysis (TNA)	Input timely provided to European Commission and Contractor Target: requests replied to within specified timeframe Number of stakeholders consulted/involved: Target: 35
1.2	Education and training activities	Number of participants in CEPOL flagship activities Target: 220 Satisfaction with CEPOL activities Target: 90%
1.3	European Police Exchange Programme (EPEP): - Further alignment EPEP with EU priorities; - Ensure participation of candidate countries and ENP countries in the EPEP	All EU Policy Cycle priorities included: Target: 11 Number of participants from Candidate and ENP countries take part in EPEP Target: 30 Satisfaction with training provided by CEPOL (EPEP) Target: 90%
1.4	Contribute to the harmonisation of the training programs across EU through the use of Common Curricula.	Number of common curricula maintained Target: 9
1.5	Extend and further develop e-learning tools	Number of online courses implemented Target: 1 Satisfaction of training provided by CEPOL (webinars) Target: 90%
1.6	Finalisation of revised evaluation	Finalisation of revised evaluation

	methodology	methodology Target: 1
1.7	Assist the access to scientific and research material to stakeholders through further development of access to journals	Number of journals available Target: 15
1.8	Further develop Lecturers, Trainers and Researchers (LTR) database	Number of new registrations Target: 100

3.1 Portfolio based programming of CEPOL learning activities

Strategic Training Needs Assessment (STNA)

In 2016 a methodology for STNA will be developed in close cooperation with the European Commission- which will contract an external service provider for that purpose under its own funds. It is expected that relevant actors, such as the Member States represented within CEPOL's network, the European Commission itself, the Council of the European Union, the JHA agencies, as well as other international partners may contribute to the development of the methodology. Whilst it is reasonable to anticipate that the STNA methodology may not be delivered in its final, operable form prior to the 2nd half of 2016, CEPOL has nevertheless made budgetary provisions to address, at a minimum, the preparatory steps for the implementation of the first multiannual STNA.

Operational Training Needs Analysis (TNA)

Whilst developing the STNA, The TNA tool will continue to be applied for assessing needs, i.e. whether the EU level training is needed, and for the identification of the most suitable training and learning solutions to address identified themes and target groups. As in the case of STNA above, the use of externally contracted consultancy services for the further development of annual TNA methodology will be considered in light of the new CEPOL mandate.

Multi-layered portfolio approach to thematic education and training.

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

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

CEPOL will continue to select its learning and training themes from relevant EU policy instruments such as the ones cited in the previous sections of this document. It is expected

that a portfolio approach will be fully implemented for the EU Policy Cycle priorities. CEPOL will consider using the Grants instrument not only for implementing individual courses, but for developing full thematic portfolios comprising online learning as well as residential courses from 2016 onwards. In this manner, full complementarity would be achieved and identified needs would be met to a much greater extent.

3.2 Development of education and training products

Education and training activities

Residential (classroom) learning is one of the most effective tool for building homogenous skill and knowledge base in the international environment. It also facilitates effective network-building across the EU law enforcement arena. Therefore, residential activities such as courses, seminars and workshops will remain one of the key products of CEPOL, to be delivered primarily through the network of training institutes. Topics have been determined by the process described in the previous section; they derive from TNA, and are guided by the LETS principles. Training activities will form part of a portfolio-based approach to selected themes and will interface with other learning solutions, such as online modules. Online learning tools such as webinars may also be utilised for the preparation or follow up of residential activities.

Section IV.I lists the residential activities for 2016; these will be implemented in the following priority areas:

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

CEPOL may implement additional activities using underspending, particularly to cater for emerging training needs deriving from the European Agenda on Security, i.e. cybercrime, organised crime and counter-terrorism.

In 2016 CEPOL intends to implement the following flagship activities:

1) EU Leadership Programme
   CEPOL will continue implementing the EU Leadership Programme that began in 2015. The programme consists of five segments:
   o The European Joint Master Programme (EJMP), a two year accredited programme launched in October 2015, will continue to be implemented to provide science based competences in a European community of practice.
   o Two Future leaders modules aiming to strengthen skills, knowledge and competencies of future EU police leaders;

  o One Heads of Training Institutions workshop, with the participation of delegates from Police Chiefs, to discuss the training needs for future activities and national leadership development programmes

  o One EU CSDP Police Command and Planning Course, to prepare senior police personnel for leading positions in EU CSDP missions.

2) CEPOL 15th Anniversary Research and Science Conference
   This year's conference shall be dedicated to law enforcement global education trends and shall bring together researches and practitioners from the EU and beyond to explore the challenges of law enforcement training and education.

Residential activities are primarily implemented through CEPOL network training institutes via Grants. One Call for Applications is planned in 2016, with the following timeline:

Step	Date	Amount, €
Call for proposals	15 July 2015	EUR 1,815,000
Submission of Grant applications	23 October 2015	
Evaluation	November 2015	
Awarding decision	December 2015	
Conclusions of grant agreements	January-February 2016	

As CEPOL's target group will be extended as a result of the new mandate, the agency will extend the scope of Framework Partnership Agreements to encompass the following entities:

• EU law enforcement agencies and training institutions

• Research institutes and public universities that have working agreements with EU law enforcement institutions.

Therefore, a call for new Framework Partners (FP) 2017-2020 will be launched in 2016 with the following timeline:

22 January 2016 - launch of the call for FP

  o NCPs identify and disseminate the call to all potential partners (law enforcement institutions and research institutes, universities);

31 March 2016 – submission of applications
15 April 2016 – assessment of applications and awarding
30 June 2016 – signature of Framework Agreements

The selection, evaluation and award criteria for both grants and Framework Partners Calls are listed in section IV.III

The new Participants Management application will be piloted in 2016.

With the entry into force of new CEPOL mandate, which will not only enhance existing tasks but also bring new ones, the agency will assess the existing residential activities implementation model and may table alternative solutions to alleviate the administrative burden, especially for Framework Partners, thus bringing savings to human resources both at the agency and national level.

European Police Exchange Programme

The European Police Exchange Programme (EPEP) is a permanent feature of CEPOL's training portfolio. The programme has been evaluated in 2015 in the context of the agency's second 5 years Evaluation, which findings are not ready at the time of drafting this document. CEPOL will seek to implement eventual recommendations stemming from the evaluation of EPEP in 2016. EPEP will be continue to complement other training and learning activities offered by CEPOL, particularly the Leadership Programme and EU Policy Cycle priorities. Stronger links with operational learning needs will be ensured.

A multi-layered, interlocking approach should be adopted, giving the possibility of 'clustering' exchanges according to regional and/or thematic perspectives, but at the same time maintaining the utmost level of flexibility to meet the needs of the law enforcement community.

EPEP will continue to be extended to the EU Neighbourhood Policy and Eastern Partnership countries.

(Common) Curricula/Training manuals

By 2016 Common Curricula (CC) will on one hand be made available to wider audiences including CSDP Missions, International Organisations and Third Countries, and on the other hand will have determined their continued relevance in the harmonisation of practices across the EU and the move to a new business model in the area of harmonised training programs. CEPOL will continue to support the MS in the integration process of these training materials.

CEPOL will assess the need to develop new training material on hate crime in cooperation with the Fundamental Rights Agency.

Use of e-learning systems

Effective use of e-learning tools in learning process enables larger audience to be reached. Existing tools will be used to a greater extent in implementing the activities. CEPOL's Learning Management System (LMS) will become an integral part of courses and seminars as a learning and knowledge platform. Further e-learning opportunities will be sought in light of the extended mandate and the developments in IT.

Webinars will continue to evolve in a planned manner, as well as cater to ad-hoc training needs. However, planned large-audience targeted online seminars will be further incorporated into the Work Programme to allow adequate preparation both on the side of organisers and participants; the list of webinars for 2016 is given in section IV.II. In 2016 webinars will continue to be delivered across the CEPOL network and not only centrally, in application of the principle of direct involvement of the network in development and delivery of modern learning products. Given the demand for webinars has been constantly increasing, the agency will firstly investigate the possibility to streamline their

implementation, e.g. by a) extending further involvement of CEPOL partners and b) seeking outsourcing part of administration to alleviate technical workload both for the agency and its implementing partners. Secondly, CEPOL will seek to implement training activities using video solutions.

The first pilot online course on Police English language was implemented in the end of 2015. A full assessment of the process will be conducted and the applied methodology adjusted. On the basis of the piloted and adjusted methodology, guidelines for CEPOL Online courses will be developed in 2016. A new online course will be implemented applying the adjusted methodology. New module on English for Cybercrime experts will be incorporated in the online course curriculum.

In 2015, the assessment of CEPOL needs for a new online educational platform (e-NET) was completed, and a feasibility study produced via a consultancy contract. The process included CEPOL staff and the CEPOL network. In 2016 the following steps will be undertaken:

- Consultations on solutions proposed in the feasibility study with CEPOL NCPs and e-NET managers;

- Selection of the solution for future CEPOL e-NET on the basis of feasibility study;

- Development of technical specification for procuring the new e-NET;

- Launch and completion of the procurement

- Beginning of implementation of production.

Residential activities will continue to be supplemented by online modules:

- The existing 24 online modules continue to be offered to learners;

- The Europol module will be updated and a sub-module on writing SIENA reports will be incorporated

- A new module on EU Policy Cycle priority - synthetic drugs - will be developed in cooperation with EMPACT Team experts and EMCDDA.

Quality assurance of learning – education and training

The continuous improvement of CEPOL activities to achieve training of excellence calls for the application of a revised homogenous and comprehensive evaluation methodology, to be applied to all training and learning options (residential, online, EPEP).

In 2015 an expert group assessed CEPOL's evaluation methodology, and proposed a revised approach that includes the following features:

- Kirkpatrick's methodology continues to apply;

- Evaluation forms are streamlined and modified to suit various activities (a course, workshop, conference, seminar, online module, webinar etc.) assessing quality of content, participants, experts, learning environment, applied methodology etc.

- Gradual introduction of summative tests.

The proposed methodology envisages significant changes to the existing evaluation system, and requires considerable adaptation. Therefore, in 2016 consultations will be held with CEPOL stakeholders to finalise the methodology and prepare its adoption by the Governing Board.

CEPOL will be developed into a European law enforcement knowledge base

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 law enforcement agencies will be a priority. CEPOL will continue to provide the access to scientific journals.

Knowledge management will be one of the priorities of CEPOL operations. The agency shall work towards becoming a law enforcement knowledge and best practice repository, particularly considering the agency's role under the new mandate. Closer links between research findings and training and learning activities will be sought and applied, making research and findings of the law enforcement science an integral part of CEPOL's select thematic priorities, especially those dealing with emerging trends and applicable investigation and prevention techniques.

Lecturers Trainers and Researchers database will be made available online to ease its use.

3.3 External relations

Strategy Goal 2: "Strengthening the CEPOL network and enhancing the external relations"		
Specific activities for Goal 2		Performance indicator
2.1	Enhance Network Experts' involvement in activities related to Third Countries	Involvement of CEPOL network engaged per each Fact Finding Mission Target: 80%
2.2	Extend cooperation to European Neighbourhood Partnership countries, in particular Southern countries, as well as Strategic Partners of the EU	MENA training activities delivered to partner countries in the region Target: 80% Working Arrangement stipulated with a Strategic Partner Target: 1 Working Arrangement stipulated with a Southern ENP Partner Target: 1
2.3	Maintain close dialogue and cooperation with, as well as responsiveness to, the needs and inputs formulated by EU institutions and other JHA agencies	CEPOL-led JHA Scorecard activities implemented Target: 80%

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

CEPOL has already extended, through the years, its learning and training offer to participants from Third Countries, in particular those countries with an EU accession perspective (Candidate and potential Candidate Countries) as well as European Neighbourhood Policy partners and specifically those belonging to the Eastern Partnership; in 2016 will operationalise further its external relations efforts towards the MENA and MEDA regions, via specific projects such as the EU/MENA Counter Terrorism Training project and the EUROMED project. Efforts will be intensified with regard to Strategic Partners of the European Union, such as the United States of America. The possibility to include Third Countries more routinely into CEPOL key activities (included but not limited to activities such as the EU Policy Cycle) will be carefully looked at. However, due consideration must be given to the availability of resources and the relevance of Third Country participation to selected activities.

External Relations are fundamental in supporting CEPOL's role as a key JHA agency, and to promote a European approach to law enforcement training. This strand of work of the agency will continue to thrive in 2016, making sure that the Agency remains engaged at all relevant level of EU policy making in the JHA area and continues to contribute to better coordination and cooperation among other EU and international actors in the delivery of training. The External Relations function shall also contribute to communicating the Agency's key products and achievements among partners and stakeholders, and shall play a supporting role in fostering further effective coordination and synergy with other EU JHA agencies especially in view of CEPOL's coordinating training role.

CEPOL has launched or concluded negotiations for the stipulation of Working Arrangements with all countries which will have achieved Candidate Country status by 2015, and has expanded its reach to more Eastern Partnership countries within the ENP. In 2016, the agency will seek to conclude formal cooperation with at least one ENP southern country. Cooperation with Strategic Partners of the EU shall be further pursued, in line with the available resources and overall EU priorities.

CEPOL shall explore ways to further assist Third Countries, primarily the Candidate and ENP Eastern partners, to reach their European Partnership objectives by further involving them into CEPOL activities and by devising specific initiatives for their benefit. Engagement of CEPOL Network experts will be pursued in line with the resources available, to promote European best practices in cooperation with Third Countries.

Engagement with Third Countries other than Candidates and ENP partners shall be primarily pursued through ad-hoc projects funded outside of the main Community subsidy and shall nevertheless be undertaken only after a careful assessment of available resources.

The EU/MENA Counter-Terrorism Training Partnership project

This project is the result of an effort by the European Commission to work more closely with the MENA region on this crucial issue by using the EU Agencies' instrument. The overall objective of this programme is to sustain institutional capacity in Turkey, Lebanon, Jordan and Tunisia to prevent, investigate and prosecute terrorism offences. The activities will be

based on CEPOL's tried-and-tested learning methodologies and training products such as specialist residential training courses and staff exchange programmes, adjusted to the particular realities of the target countries. The project is worth 2.5 M EUR over a span of 18 months, and is funded under the Instrument Contributing to Stability and Peace (IcSP) managed by the Service for Foreign Policy Instruments.

The EUROMED Police IV

In July 2015 the European Commission published an invitation to participate in a tender for participation in the EUROMED Police IV project aiming to provide tailored capacity building in priority areas based on the identification of needs and promote the sharing of existing good practices and expertise. The specifications envisage involvement of CEPOL by providing a dedicated space on e-Net for creation of a Euromed Knowledge Base and the implementation of exchanges and study visits.

In 2016 CEPOL will be involved in setting up and making available the dedicated e-NET space and implementation of a study visit. Exchanges will be organised in the following year.

3.4 Governance and management of the Agency

Strategy Goal 3: "Maintaining and improving the effectiveness of the current governance structures and processes whilst preparing for future commitments"		
Specific activities for Goal 3		Performance indicator
3.1	Ensuring business continuity whilst adjusting to the requirements of the agency's new mandate	Implementation of change management plan actions foreseen for the year 2016 Target: 80%
3.2	Developing and strengthening the internal control mechanism	Implementation of Internal Control Plan Target 2016: 100% Timely closure of audit recommendations Target 2016: 100%
3.3	Ensuring full deployment of CEPOL's Human Resources capacity	Implementation of the Establishment Plan Target: 95%
3.4	Enhancing CEPOL's operational support and administrative capacities	Timely implementation of the Enterprise Content Management project (ECM) and the ISO 9001:2015 project (certification of the CEPOL Management System) Target: 80%

Agency Governance

Particular attention will be paid in 2016 to ensure the crucial phase of the transformation of the agency is dealt with in an effective and efficient manner, whilst not neglecting the need to ensure business continuity. The members of the Governing Board/Management Board will convene for two regular meetings in 2016, and on an ad-hoc basis when deemed necessary, either in presence or online. Transparency shall continue to be pursued as a matter of priority, paying particular attention to the timeliness and quality of submitted documents. Written procedures shall continue to be adopted to enable qualitative debates on priority topics during Board meetings. The Chairperson of the Governing/Management Board will continue to enjoy the full and committed support of the Director and the Agency as a whole in fulfilling her/his duties.

Change management

As described in the previous sections, 2016 will be the year of CEPOL's transformation in line with the requirements of the new legal basis. Towards this end, CEPOL will pay attention to business continuity whist implementing the Change Management measures which are foreseen to take effect in 2016. Among those, the governance arrangements necessary for CEPOL to function effectively will be given priority. As a matter of fact all except one measure (the decision on establishing a Scientific Committee) contained in the "Governance and Stakeholders" section of the Change Management Plan will have to be implemented by the end of the year.

Quality Management

Performance Management

Goals and objectives reflected in the CEPOL's short-term strategy 2014-2017 are subject to regular monitoring, analysis and reporting, both internally (management) and externally (Governing Board). Targets and indicators provide visibility and clarify accountability related to the Agency's performance expectations. Every effort is taken to ensure performance management processes are functioning properly, so as to tighten the link between strategic objectives and day-to-day actions.

The management continues to highlight the importance of communicating strategic objectives to the staff, which allows to use established goals as a basis for departmental and individual performance planning.

Effective goal setting (including timelines), combined with a method to track progress and identify opportunities for improvement, contributes to the overall success and achievement of expected results. All indicators analysed to date demonstrate that interim targets have been met or exceeded, and show progress in implementing the short-term strategy being on track. The work continues in 2016 with the same set of indicators as used in 2015, in order to sustain the measurement base and allow comparisons.

Certification of the CEPOL Management System

The Agency has committed to certify its Management System by the end of 2016, by taking into account principles in newly released international standard ISO 9001:2015. This

strategic initiative helps CEPOL to demonstrate its high commitment to quality and stakeholder satisfaction.

An in-depth focus will be given to management consistency and improvement of internal processes, which will further advance compliance with principles of legality and regularity.

It is a multi-annual project; the work has successfully started in 2015 and will progress as planned in 2016. External certification audit is foreseen to be performed in the fourth quarter of 2016.

Data Protection

Everyone has the right to the protection of personal data concerning her or him, it is the fundamental right. CEPOL is committed to process personal data fairly for specified purposes, and primarily on the basis of the consent of the person concerned.

In 2015, significant efforts have been made in improving business-as-usual and sensitive processing operations, such as operating the video-surveillance system, staff recruitment, staff evaluation, anti-harassment procedures.

The Agency is determined to finalise preparatory work in the domain of prior-checkable personal data processing operations in 2016, by intensifying internal collaboration among Data Controllers and Data Processors.

Effective Internal Control System

The financial workflow implemented by CEPOL is a partially decentralised model and follows the four eyes principle. CEPOL performs the ex-ante operational and financial verifications on each financial transaction.

In order to ensure functional discipline, creation and maintenance of an effective internal control system, CEPOL management adopts on an annual basis an Internal Control Plan based on which the ex post verifications are conducted within the agency as well as at the level of the grant beneficiaries.

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

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

The European Court of Auditors, or an external auditor, audits the annual accounts of the CEPOL every year.

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

The audit findings of the internal and external auditors are subject to specific action plans that are regularly monitored with regards to their implementation in view of continuously improving the operations of CEPOL. This approach will continue to be implemented in 2016.

Managing human resources as the greatest assets of CEPOL

A new legal basis and the new Financial Perspective (2014-2020) will have an influence on the Establishment Plan of CEPOL, and its human resource planning. Based on the current information, CEPOL will have one additional position in the Establishment Plan. This position – legal officer – has been a long requested position.

In order to be able to provide better service to CEPOL stakeholders, the Agency has launched the initiative to transform 3 SNE's positions (together with 2 positions that have been filled by interim staff for two years or longer) into 6 contract agent positions. The total costs of this transformation is approximately budgetary neutral although this will be depending also on the personal situation of successful candidates in the recruitment procedures to be launched.

CEPOL is closely following any development with regards to the Implementing Rules on the Staff Regulations in order to be able to prepare GB decision on the application or the request for deviation or opt out in a timely manner.

CEPOL has made great strides in the last years with regards to training of its staff. From a budget of less than € 5 000 in 2012, the Agency currently foresees to use € 40 000 for this purpose. Besides horizontal training to improve the organisation and the working environment (via training on ethics, prevention of harassment, training and appointment of confidential councillors) the training plan is also aimed at improving general competences (e.g. Microsoft products training as well as project management training) and individual competences based on the results of the annual appraisal procedure from the previous year, including language training.

Budget management ensures implementation of Annual Work Programme and contributes CEPOL's future innovation

2016 will be the third year of the MFF 2014-2020. The MFF 2014-2020 has been established in times of austerity. The expected new legal basis will add new tasks related to the implementation of LETS and the widening of the target audience for CEPOL activities.

During 2016 it is foreseen that the Enterprise Content Management (ECM) will be rolled out. As a tool, ECM will provide the formalised means of organising and storing document at CEPOL.

Additionally, the implementation of an archiving policy will enable CEPOL to comply with current EU policies for an electronic archive.

As the current budget planning does not foresee an increase in the budget it will be even more important for CEPOL to establish a close monitoring of all its activities and the timely intervention on those activities that – for whatever reason – are likely to be deviate significantly from their budgets. Due to the constraints of the financial regulation it is not realistic to expect that it will ever be possible to use the budget to its full amount – a certain margin for unforeseen development (e.g. exchange rate differences) will always be necessary

but the efforts made in the last years to decrease the over-budgeting of CEPOL activities from 30% to less than 10% will be further continued.

Stakeholder relations and communication

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

In 2016, CEPOL will be implementing the changes in its corporate and visual identity agreed by the Governing Board as a result of the "re-branding" project implemented by the agency in 2015.

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

The web will continue to be the main communications channel and CEPOL will therefore focus on developing communications materials that are web-friendly (for use of public website and e-Net), such as e-books and materials that can be disseminated through handheld devices. Social media will continue to play a role and shall be used to a greater extent to advertise and promote the work of the agency and its Network.

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

The fifteenth anniversary of the agency will open the door for the modernisation of its communications products. Even though key publications will still be produced (i.e. Annual report, Training catalogue, etc.), the concept underlying them shall be revamped to enhance user experience. Besides, CEPOL shall organise an Open Day event aimed at increasing public awareness of its activities.

Section IV.I – List of residential activities 2016

Following the Governing Board meeting in November 2015, four activities were withdrawn from the list. This is due to the fact that 11 activities were not applied for by CEPOL Framework Partners, and CEPOL staff could not ensure implementation of all of those. Priority was given to the Policy Cycle and counter-terrorism activities in line with the priorities of the European Agenda of Security:

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
1	EU Policy Cycle (2014-2017)	Illegal Immigration	Combating Illegal Immigration	3	28	Senior police officers and experts combating illegal immigration and/or related crimes	To enhance knowledge and competences on organised crime groups (OCGs) cases and explore the main transnational investigation techniques as well as developments and initiatives taken at the European Union level to combat illegal immigration	Analyse the complexity of the activities carried out by OCGs and their modus operandi Increase the knowledge of EU initiatives in the area of illegal immigration Evaluate and define more precisely the routes used between the source and destination countries for illegal immigration Examine repatriation possibilities Identify trends related to abuse of legal channels for migration including the use of fraudulent documents Increase the knowledge of types of international cooperation that can be provided, as defined by the Organized Crime Convention	To disrupt OCGs involved in facilitation of illegal immigration is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06-07.06.2013 (doc. 12095/13); Training activities will be implemented according to Operational Action Plans; CEPOL training should be aligned with the EU policy cycle on serious and organised crime priorities, as defined in EU SOCTA 2013 developed by Europol; At its meeting on 17 September 2013 COSI a tasked CEPOL t to provide the necessary support on all crime priorities.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
2	EU Policy Cycle (2014-2017)	Illegal Immigration	EU External Border Policy	4	20	Senior police officers and experts in immigration and fundamental rights	To analyse the core issues and roots of the problems related to migration flows from Northern Africa, with a special focus on the prevention policy and recent rescue activities carried out by EU MS on the EU external border in Mediterranean area.	• Deepen their knowledge of the relevant European legislation with the aim of facing the different problems in this field and sharing the operational initiatives which, from time to time, will be considered to be more appropriate • Acknowledge the EU legislation on migrant smuggling with a special focus on the prevention policy and rescue activities carried out in the Mediterranean area • Analyse the activities carried out by OCGs and their modus operandi and recognise the routes used for illegal immigration on the EU external border in Mediterranean area • Understand how to deal with the high-volumes of arrivals and examine relocation and resettlement possibilities • Recognise where financial investigations to seize and recover criminal assets may become relevant in migrant smuggling cases • Acknowledge the added value of working in partnership with third countries to tackle migration upstream and the use of available tools to gather information　40 • Describe the measures for safeguarding the fundamental rights	The training activity will deal with different aspects of the EU external border policy in relation to the need to protect the European frontiers, to ensure development opportunities to Third Countries and to safeguard the human fundamental rights. This activity will take place in Lampedusa.-

33/2015/GB (17.11.2015)

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
3	EU Policy Cycle (2014-2017)	Trafficking in Human Beings	Financial Investigation and Asset Recovery for THB Investigations	3	28	Policy developers within Home Affairs in the area of THB, law enforcement officials investigating THB crime as well as specialists on financial investigation with professional knowledge and experience on counter-trafficking and the fight against money laundering.	To enhance cooperation between specialists in the area of THB investigation and of financial investigation.	Demonstrate the importance of and benefits from financial investigations in the context of THB as a predicate offense • Outline all the steps in the process of identifying, investigating, seizing and confiscating the proceeds of THB crimes • Recognise where in THB cases financial investigations and asset recovery may become relevant and vice versa; Recognise indicators and techniques of financial crimes • Use of information sources including operational sources as well the private sector, NGO's, tax authorities, banks • Convert intelligence into evidence • Describe the national / international legal framework in the context of financial investigations and asset recovery • Identify how the law enforcement agencies and financial institutions can work together and strengthen the cooperation with the FIU and tax services at national level • Describe the possibilities of using Europol and the use of JITs in this context • Initiate or contribute to cross-border cooperation in the context of THB and financial investigations and asset recovery and explain the opportunities and challenges of these procedures	Disrupting OCGs involved in intra-EU human trafficking and human trafficking is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06-07.06.2013 (doc. 12095/13); CEPOL training should be aligned with the EU policy cycle on serious and organised crime priorities, as defined in EU SOCTA 2013 developed by Europol; It should also be noted that the training activities will be implemented according to Operational Action Plans; EU Strategy towards the Eradication of THB 2012-2016, in priority D "Enhance coordination and cooperation among key actors and policy coherence" Action 6, is tasking CEPOL to continue the training in this field Also the Communication from the Commission COM (2013) 172 final, Establishing a European Law Enforcement Training Scheme in Strand 3: "EU thematic policing specialism "tasks CEPOL to organise training on specific themes such as THB.

33/2015/GB (17.11.2015)

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No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
4	EU Policy Cycle (2014-2017)	Counterfeit goods	Counterfeit goods	4	28	For CEPOL: Senior law enforcement officers (police, customs), judiciary (prosecutors); For OHIM: Non-law enforcement public officials with inspective functions leading the investigation/detection (e.g. criminal investigation/ administrative inspection) of counterfeit goods; (relevant security clearance is required)	To recognize European criminal patterns on counterfeiting, share good practices on inter-agency and public-private cooperation, and identify the best investigative and administrative countermeasures. To focus on counterfeiting in general with a specific modules on how to combat the illicit traffic of counterfeit goods on the internet and how to proceed with financial investigative/asset recovery measures following successful investigation of cases counterfeiting.	• Identify traditional and emerging patterns of counterfeiting and other IPR infringements in the EU • Understand the advantages/weaknesses of the measures available to combat counterfeiting (e.g. criminal investigation, licensing, administrative inspections related to food, health and quality standards etc.) • Identify the potential points of intervention/disruption in the life cycle of counterfeit goods (manufacturing, online advertising, shipping, exporting/importing, warehousing, distribution, payment) • Recognise the most effective methods in the fields of prevention, detection and repression concerning online sales of counterfeit goods • Become familiar with guiding examples of public-private partnership in the field of Intellectual Property Rights • Acknowledge the added value of international cooperation instruments in the field • Recognise the necessity of the application of financial investigative and asset recovery Measures	To disrupt OCGs involved in the production and distribution of counterfeit goods is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06-07.06.2013 (doc. 12095/13); Training activities will be implemented according to Operational Action Plans.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
5	EU Policy Cycle (2014-2017)	Counterfeit goods	Pharmaceutical Crime	3	28	Senior law enforcement officers (mainly police and customs) involved in the investigation of pharmaceutical crime	To demonstrate and exchange good practices in the field of prevention, detection, investigation and repression of pharmaceutical crime in order to enhance the capacity of European law enforcement agencies to fight against the manufacture, sale and distribution of falsified and counterfeit medical products. To focus on the identification of innovative techniques of tackling online pharma crime the effective police cooperation methods with regard to the investigation of cross border pharmaceutical crime cases and on legislative issues.	• Identify traditional and emerging patterns of pharmaceutical crime in the EU and improve their professional skills and knowledge regarding various legislation in this field • Observe the range of measures available to combat pharmaceutical crime (e.g. criminal investigation, licensing, administrative inspections etc.) • Recognise the most effective methods in the fields of prevention, detection and repression of pharma crime in particular illicit online sales • Acknowledge the added value of international police cooperation instruments (e.g.: JITs) and EU/global initiatives in the field • Recognise the necessity of the application of financial investigative and asset recovery measures in order to deter organized crime groups	To disrupt OCGs involved in the production and distribution of counterfeit goods is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 6. - 7. 6. 2013 (doc. 12095/13); this particular type of counterfeiting is even more dangerous, because health of citizens is at stake. This problematic is very complex, as also breaching of intellectual property rights is involved, (copyrights, trademarks, etc.) and also other type of criminal activity

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
6	EU Policy Cycle (2014-2017)	Excise Fraud	Excise Fraud	3	28	Law enforcement experts who have working experience in the field of excise related criminal intelligence analysis	To apply criminal intelligence analysis tool in excise related investigations	• Interpret recent criminal trends, modus operandi of alcohol, tobacco and mineral oil fraud • Use advanced criminal intelligence analysis tools in tackling various forms of excise fraud • Describe best practices with regard to the investigation of cross-border excise fraud • Understand the role of Europol and other European/international cooperation instruments in the fight against excise fraud • Understand indications of fraudulent excise movements in the Excise Movement Control System	To disrupt the capacity of OCGs and specialists involved in excise fraud and Missing Trader Intra Community MTIC fraud is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06.07.06.2013 (doc. 12095/13); Training activities will be implemented according to Operational Action Plans; It should be noted that in the next period the Commission will adopt a Communication on a comprehensive strategy to fight cigarette smuggling.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
7	EU Policy Cycle (2014-2017)	Excise Fraud	Trafficking in Container Shipments	3	28	Senior and middle ranking police and customs officers responsible for combatting smuggling of illicit commodities in containers arriving to seaports	To 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 procedures	• Gain efficient understanding of pre-arrival and pre-departure risk assessment procedures at seaports performed by customs, and the common risk assessment framework stipulated in the Commission Regulation COM(2012) 793 • Identify possibilities for efficient police-customs cooperation in particular concerning the exploitation of information discovered during customs risk assessment procedures (prearrivals/ pre-departure manifests, bill of lading, SAD, etc.) • Apply knowledge on inter-agency cooperation as presented during the port visit • Assemble good practices on cooperation with the private sector/third countries • Utilise the services provided by OLAF and Europol (Focal Point SMOKE) regarding tobacco smuggling in container shipments • Recognize the impact of technological advances of container tracking on the operation of law enforcement	To disrupt OCGs involved in facilitation of excise fraud is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06-07.06.2013 (doc. 12095/13); Training activities will be implemented according to Operational Action Plans; CEPOL training should be aligned with the EU policy cycle on serious and organised crime priorities, as defined in EU SOCTA 2013 developed by Europol; In line with OAP 2015

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
8	EU Policy Cycle (2014-2017)	Excise Fraud	Cigarette Smuggling	3	28	Senior police and customs officers having leading role in anti-smuggling operations	To improve the knowledge of senior police and customs officers on combating tobacco smuggling, modern prevention, control and investigation techniques with particular emphasis on tracking and tracing, cooperation possibilities with the industry, the impact of technological innovations and the European dimension of the anti-smuggling effort	• Distinguish the main forms of illicit trafficking of tobacco in the EU and understand the range of challenges law enforcement faces due to the diverse modus operandi of cigarette smugglers • Recognise the significance of EU law enforcement instruments and actions combatting cigarette smuggling such as the Eastern Border Action plan, Focal Point SMOKE in Europol, Joint Customs Operations • Explain the importance of the Cooperation Agreements between European Commission (OLAF) and the leading multinational tobacco companies with particular focus on tracking and tracing, due diligence and supplementary payments • Compare the efficiency of contemporary anti-contraband measures of EU law enforcement agencies discussing key aspects of prevention, integrated border management, mobile control, investigation, inter-agency cooperation and anti-corruption • Explore how technological innovations facilitate control and investigation possibilities in the field of counter-smuggling • Explain how to detect and dismantle illegal cigarette factories	• Communication from the Commission to the Council and the European Parliament on Stepping up the fight against cigarette smuggling and other forms of illicit trade in tobacco products - A comprehensive EU Strategy; Brussels, 6.6.2013 COM(2013) 324 final • Commission Staff Working Document on Anti-smuggling Action Plan; Brussels, 6.6.2013, SWD(2013) 193 final • Council conclusions on stepping up the fight against cigarette smuggling and other forms of illicit trade in tobacco products in the EU, Economic and Financial Affairs Council meeting, Brussels, 10 December 2013

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
9	EU Policy Cycle (2014-2017)	Missing Trader Intra Community Fraud	Missing Trader Intra Community fraud (MTIC)	3	28	Law enforcement officers and tax officials investigating economic crimes, particularly VAT fraud	To enhance knowledge on the instruments and techniques in the fight against MTIC	• Describe the crime and the use of the "investigation handbook" on tackling MTIC • Summarise the need and the way to provide Europol with information on high level suspects • Identify ways to exchange information under different legal systems • Understand the role of multidisciplinary cooperation • Relate to various MS law enforcement structures and strengthen cooperation possibilities • Analyze case studies and identify best practice	To disrupt the capacity of OCGs and specialists involved in excise fraud and Missing Trader Intra Community MTIC fraud is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06.07.06.2013 (doc. 12095/13); Training activities will be implemented according to Operational Action Plans; It should be noted that in the next period the Commission will adopt a Communication on a comprehensive strategy to fight cigarette smuggling.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
10	EU Policy Cycle (2014-2017)	Synthetic drugs	Illicit laboratory dismantling - advanced	10	28	Law enforcement officers and forensic experts who deal with this form of drugs phenomenon, especially synthetic drugs on a regular basis	To train of law enforcement officers and forensic personnel, how in safe and secure way dismantling the illicit drug laboratories, and how in proper way conduct crime scene investigation of these sites	• Identify the synthesis/production methods of synthetic drugs as well as precursors • Identify the production equipment/chemicals found in the production units • Identify and assess hazards/threats whilst dismantling the illicit laboratories • Utilise various safety measures to prevent hazards which may appear during raid operations on illicit drug laboratories, including decontamination process • Plan and execute raids as well as collect evidence in a safe and secure way • Explain all Europol expert systems, which can be practically used when dealing with drug investigations • Describe the role and tools used by Europol and EMCDDA in identification and combating synthetic drugs • Explain how the Early Warning System on new psychoactive substances works in the European Union • Describe in general terms the modus operandi of drug operations in different countries across Europe	To reduce the production of synthetic drugs in the EU and to disrupt the OCGs involved in synthetic drugs trafficking is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06-07.06.2013; Also the Communication from the Commission COM(2013) 172 final, Establishing a European Law Enforcement Training Scheme, in Strand 3 is tasking CEPOL to organise training on specific themes such as Trafficking Drugs. This topic should be considered priority for CEPOL according to Commission opinion of 25.04.2012 relating to CEPOL WP 2013, par. 15; Also the Council within the EU drugs Strategy 2013-2020 (doc. 17547/12, adopted by the Council on 7 December 2012, par. 32.10) task all EU institutions to reinforce training on drug-related issues, both in the drug demand as well as the drug supply reduction field; In the EU Action Plan on Drugs 2013-2016 (objective 2, action 12; objective 14, action 49), CEPOL is tasked to strengthen the training for law enforcement officers in relation to illicit drug production and trafficking, particularly training methods and techniques and to enhance training for those involved in responding to the drugs phenomenon;

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
11	EU Policy Cycle (2014-2017)	Synthetic drugs	Illicit laboratory dismantling - follow-up	3	28	Law enforcement officers and forensic experts who deal with this form of drugs phenomenon (especially synthetic drugs), on a regular basis and have attended the 2-weeks course on Dismantling Illicit Laboratories in the previous year(s);	To refresh and deepen knowledge and understanding of methods of detecting and dismantling laboratories and to be able to work more independently during crime scene investigation in relation to the dismantling the illicit synthetic drugs laboratories. This course belongs to series of the training activities on dismantling illicit laboratories (step 1 is a webinar; step 2 is the ten-days-course 10/2016 and step 3 is the three-day course 11/2016).	• 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	To reduce the production of synthetic drugs in the EU and to disrupt the OCGs involved in synthetic drugs trafficking is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06-07.06.2013; Also the Communication from the Commission COM(2013) 172 final, Establishing a European Law Enforcement Training Scheme, in Strand 3 is tasking CEPOL to organise training on specific themes such as Trafficking Drugs. This topic should be considered priority for CEPOL according to Commission opinion of 25.04.2012 relating to CEPOL WP 2013, par. 15; Also the Council within the EU drugs Strategy 2013-2020 (doc. 17547/12, adopted by the Council on 7 December 2012, par. 32.10) task all EU institutions to reinforce training on drug-related issues, both in the drug demand as well as the drug supply reduction field; In the EU Action Plan on Drugs 2013-2016 (objective 2, action 12; objective 14, action 49), CEPOL is tasked to strengthen the training for law enforcement officers in relation to illicit drug production and trafficking, particularly training methods and techniques and to enhance training for those involved in responding to the drugs phenomenon;

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
12	EU Policy Cycle (2014-2017)	Cocaine trafficking	Cocaine smuggling	3	28	Law enforcement officers, including customs, detecting cocaine smuggled in containers or targeting cocaine supply chain and involved OCGs	To increase MS engagement in targeting cocaine smuggling to Europe	• Analyse the investigation opportunities linked to from various modus operandi of smuggling, including the rip-on/rip-off, underwater concealments an other • Identify further potential for improvement of cross-border investigations on OCG involved in cocaine smuggling • Share information about the recent modus operandi and concealment methods • Identify capability for cooperation with customs risk assessment teams responsible for risk assessment on container shipments • Establish contact to counterparts from Thirds Parties, particularly to cocaine source countries and other relevant countries with world-wide expertise of tackling cocaine trafficking, e.g. Colombia, USA • Utilize the products and services offered by Europol and Eurojust, mainly for information exchange, analytical support and JITs	To reduce cocaine and heroin trafficking to the EU and to disrupt the OCGs facilitating the distribution in the EU is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06-07.06.2013(doc.12095/13); It should also be noted that OAPs will be implemented within the policy cycle on drugs routes originating from West Africa.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
13	EU Policy Cycle (2014-2017)	Heroin trafficking	Heroin smuggling	3	28	Law enforcement officers, including customs, detecting heroin smuggled to EU and targeting OCGs involved in supply chain	To increase MS engagement capacity to tackle new modus operandi and new tools in heroin supply chain	• Collect experience on use of recent routes and modus operandi and share knowledge on use of undercover investigation techniques • Explore intelligence potential with regard information via customs – Balkan Information System and other • Identify opportunities for coordinated approach with global partners – UNODC, Interpol, Paris Pact Initiative • Examine intelligence potential of information contained in customs related documents (e.g. bill of lading, pre-arrival and pre-departure manifest) • Assess cooperation with private sector regarding heroin smuggled in postal parcels • Utilize the products and services offered by Europol and Interpol	To reduce cocaine and heroin trafficking to the EU and to disrupt the OCGs facilitating the distribution in the EU is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06-07.06.2013(doc.12095/13); It should also be noted that OAPs will be implemented within the policy cycle on drugs routes originating from West Africa.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
14	EU Policy Cycle (2014-2017)	Cocaine, Heroin, Synthetic drugs, Firearms	TOR and Darknet – Trafficking of Drugs and Firearms	5	20	Law enforcement officers (including customs) engaged in the fight against cross border crime, particularly drugs or firearms with interest and potential of being involved in crimes using the recent modus operandi – trafficking via internet/darknet (relevant security clearance is required).	To enhance cooperation on cross-border cases involving smuggling of drugs, firearms etc. by using TOR-networks and Darknet and to harmonise investigative methods between the EU and non EU law enforcement.	• Describe the use of internet and its tools to gather relevant information during online investigations, especially using TOR-networks and Dark net • Describe new trends and techniques in online investigations and forensics • Use international channels and organisations to improve the effectiveness on the fight against online cross border crime • Identify electronic evidence • Use international channels to exchange information packages related to electronic evidences within cross border cases • Describe investigative methods on how to investigate on internet (darknet/ TORnetworks) • Describe the fundamentals of covert operations on the internet	Police method and techniques using software anonymising Internet traffic (TOR) and anonym networks (darknet) in combatting various types of organised crime (drugs, firearms trafficking etc) practical exercises

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
15	EU Policy Cycle (2014-2017)	Cyber Crime - Child Sexual Exploitation	Combating Child Sexual Exploitation on Internet - Undercover Operations	4	28	Specialised police officers and officers from law enforcement institutions that are engaged in the fight against sexual exploitation of children and production and dissemination of child abuse material on internet	To enhance cooperation between law enforcement institutions from the EU Member states, the Associate countries and the Candidate countries encountering crimes linked to sexual exploitation of children and the production and dissemination of child abuse material on the internet also through organised crime groups To create or improve skills of specialised law enforcement officers to operate undercover via the internet in order to fight child sexual exploitation of children on the internet	• Describe the fundamentals of covert operations on the internet • List the main types of undercover operations to be done on the internet •Identify the most vulnerable aspects of undercover operations over the internet •List the international co-operation possibilities for undercover operations • Collect, preserve, analyse electronic evidence • Present reports related to the undercover activity	To combat cybercrimes committed by OCGs such as on-line and payment card fraud, cybercrimes which cause serious harm to their victims such as online Child Sexual Exploitation, and cyber-attacks which affect critical infrastructure and information systems in the EU is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06.07.06.2013 (doc. 12095/13); CEPOL was tasked to coordinate the design and planning of training courses to equip law enforcement with the knowledge and expertise to effectively tackle cybercrime: Joint communication to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions; Cyber security Strategy of the European Union: An Open, Safe and Secure Cyberspace. 7.2.2013 JOIN (2013) 1final, par.2.2.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
16	EU Policy Cycle (2014-2017)	Cybercrime - cyber attacks	First responders and cyber forensic	3	28	Law enforcement experts - cybercrime first responders	To enhance cooperation and to harmonise investigative methods between law enforcement institutions from the EU Member States, associate and candidate countries on how to intervene on the crime scene in case of cyber incident and deal with electronic evidence	• Identify electronic evidence • Search, collect and preserve electronic evidence on the crime scene • Make a report related to the collection and preservation of electronic evidence • Use international channels to exchange information packages related to electronic evidences within cross border cases	To combat cybercrimes committed by OCGs such as on-line and payment card fraud, cybercrimes which cause serious harm to their victims such as online Child Sexual Exploitation, and cyber-attacks which affect critical infrastructure and information systems in the EU is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06.07.06.2013 (doc. 12095/13); The Communication from the Commission COM(2013) 172 final, Establishing a European Law Enforcement Training Scheme, in Strand 3: "EU thematic policing specialism "is tasking CEPOL to organise training on specific themes such as cybercrime; Also, CEPOL was tasked to coordinate the design and planning of training courses to equip law enforcement with the knowledge and expertise to effectively tackle cybercrime: Joint communication to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions; Cybersecurity Strategy of the European Union: An Open, Safe and Secure Cyberspace. 7.2.2013 JOIN (2013) 1final, par.2.2. In line with OAP 2015

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
17	EU Policy Cycle (2014-2017)	Cybercrime -card fraud	Combating Card Fraud	3	28	Specialised police officers and law enforcement officers engaged in fight against card fraud	To enhance cooperation and to harmonise investigative methods between law enforcement institutions from the EU Member states, Associated countries and Candidate countries dealing with countering crimes in the field of the skimming devices and non-cash payment fraud investigations developing skills on forensic evidence collection	• Describe investigative methods on how to investigate credit card frauds on internet • Describe forensic methods on how to collect and preserve electronic evidences from on-line investigation and from physical devices which contain relevant data related to credit cards (e.g. skimming devices)	To combat cybercrimes committed by OCGs such as on-line and payment card fraud, cybercrimes which cause serious harm to their victims such as online Child Sexual Exploitation, and cyber-attacks which affect critical infrastructure and information systems in the EU is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06.07.06.2013 (doc. 12095/13); The Communication from the Commission COM(2013) 172 final, Establishing a European Law Enforcement Training Scheme, in Strand 3: "EU thematic policing specialism "is tasking CEPOL to organise training on specific themes such as cybercrime; Also, CEPOL was tasked to coordinate the design and planning of training courses to equip law enforcement with the knowledge and expertise to effectively tackle cybercrime: Joint communication to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions; Cybersecurity Strategy of the European Union: An Open, Safe and Secure Cyberspace. 7.2.2013 JOIN (2013) 1final, par.2.2. In line with OAP 2015

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
18	EU Policy Cycle (2014-2017)	Cybercrime	Targeting Technologies	3	28	Heads of Specialised Units and their deputies who are involved in dealing with cross-border cybercrime cases	To tackle cross-cutting areas for cybercrime; to identify common areas for Child Sexual Exploitation, Cyber Attacks, Payment Card Frauds in order to implement harmonised approach to the investigations within the national law enforcement units and teams	• Harmonise methods of exchange of electronic evidence for improvement of international cooperation • Make proper use of international channels for cross-border cybercrime cases (e.g. Europol, J-CAT, Interpol) • Request information and communicate with private sector in relation to the criminal compliance process • Be familiar with possibilities offered by the Europol Malware Analysis System (EMAS)	To combat cybercrimes committed by OCGs such as on-line and payment card fraud, cybercrimes which cause serious harm to their victims such as online Child Sexual Exploitation, and cyber-attacks which affect critical infrastructure and information systems in the EU is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06.07.06.2013 (doc. 12095/13); The Communication from the Commission COM(2013) 172 final, Establishing a European Law Enforcement Training Scheme, in Strand 3: "EU thematic policing specialism "is tasking CEPOL to organise training on specific themes such as cybercrime; Also, CEPOL was tasked to coordinate the design and planning of training courses to equip law enforcement with the knowledge and expertise to effectively tackle cybercrime: Joint communication to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions; Cybersecurity Strategy of the European Union: An Open, Safe and Secure Cyberspace. 7.2.2013 JOIN (2013) 1final, par.2.2. In line with OAP 2015

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
19	EU Policy Cycle (2014-2017)	Firearms	Firearms – Strategic Aspects in Law Enforcement	3	28	Senior law enforcement officers (managerial position) with decision making power in the area of firearms policy at national level	To enhance police and judicial cooperation in order to reduce firearms related crimes	•Recognise differences in legal situation in individual MS •Discuss ways of preventing diversion of legal firearms deliveries •Analyse possible steps for unification of deactivation standards in order to avoid illegal reactivation • Compare tools for prevention in various MS(e.g. keeping records/ control on a legal firearm during its lifecycle, prevent conversion of blank firearms, etc) • Utilise and develop contacts to specific regions and source countries and make use of international cooperation channels (Interpol, Europol, Eurojust, etc) •Plan building of working relations with other departments (traffic police) and beyond LE (administrative authorities, contacts with legal dealers) at national level	The Council set the Firearms as a new priority for 2014 -2017 'To reduce the risk of firearms to the citizen including combating illicit trafficking in firearms' for fight against organised and serious international crime; Moreover, the Communication from the Commission COM(2013) 716 final, 21.10.2013 'Firearms and the internal security of the EU: protecting citizens and disrupting illegal trafficking' calls on CEPOL with requirement 'targeting law enforcement training where it is most needed'.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
20	EU Policy Cycle (2014-2017)	Firearms	Firearms – Cross-Border Investigations	3	28	Law enforcement officers conducting cross-border investigations on firearms trafficking	To strengthen the capacity for successful international investigations linked to firearms by developing the skills supporting the prevention of illegal use of firearms and enhancing police cooperation in this field	•Explore possibilities for deploying firearms tracing as a routine procedure in your MS •introduce standardised debriefing in firearms trafficking cases and supply the respective databases and analytical systems (e.g. iARMS, EIS, FP Firearms) •explore the use of JITs and controlled deliveries; discuss the de-activation standards in various MS as a crime enabling factor for illegal re-activation • discuss the crime enablers regarding conversion of blank weapons; explore the possibilities of combating the internet trade via Darknet • promote EU cooperation (Europol, Eurojust, Interpol, third parties, etc); establish contacts with partners in specific regions and in source countries	To reduce the risk of firearms to the citizen including combating illicit trafficking in firearms is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06-07.06.2013; Training activities will be implemented according to Operational Action Plans; Also the Communication from the Commission COM(2013) 172 final, Establishing a European Law Enforcement Training Scheme , in Strand 3: "EU thematic policing specialism "tasks CEPOL to organise training on specific themes such as Trafficking in Firearms.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
21	EU Policy Cycle (2014-2017)	Firearms	Firearms – Western Balkans	4	28	Law enforcement officers from EU MS and WB countries	Enhance police and judicial cooperation with Western Balkans in order to prevent firearms trafficking	• Support Western Balkans LE officers in suppression of illegal firearms trade • Enhance cooperation with the newly created Firearms Expert network in WB/SEE (strategic & operational) • Find ongoing investigation of mutual interest • Organise joint action days targeting passengers trafficking firearms • Prevent various modus operandi on firearms (smuggling, reactivation of deactivated weapons, conversion of blank weapons, etc.)	EU Policy Cycle, EMPACT EDOC# 745563 OA 2.1 Western Balkans, LEWP Sub-group European Firearms Experts (EFE) OoPS 13th Nov 2014; Action Plan on illicit trafficking in firearms between the EU and the South-East Europe region (2015-2019)
22	EU Policy Cycle (2014-2017)	Organised property crime	Organised and Cross-Border Nature of Property Crime	3	28	Experienced law enforcement officers dealing with organised property crime on cross-border scale	To achieve better understanding of property crime as an organised crime area with cross-border impact	• Recognise various modus operandi • Detect organised elements in property crime appearing as local level problem • Discuss financial investigation options •Discuss new trends and preventive measures • Understand the capacities offered by Europol to be used for information exchange and analytical support in order to tackle cross-border dimension of organised property crime	To combat organised property crime committed by Mobile Organised Crime Groups is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06-07.06.2013; Training activities will be implemented according to Operational Action Plans;

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
23	EU Policy Cycle (2014-2017)	Organised property crime	Metal Thefts - Copper Theft	4	28	Investigators and other law enforcement officials and stakeholders involved in investigations on cross-border metal/copper thefts cases	To cascade the knowledge about legality and strategies to prevent and combat the phenomenon of copper thefts; to increase the knowledge of the phenomenon at European level and develop prevention strategies, as well as combat the crime; to share good practice among the EU Member States; to draft common guidelines; to set up professional networks	• Identify prevention and repression initiatives delivered by EU MS most affected by the phenomenon • Engage in the initiatives at European level, e.g. EMPACT OPC and their actions as given in Operational Action Plans • Engage in activities and measures promoted by the European Coalition Against Metal Theft • Analyse how staff responsible for security in companies providing public services (e.g. railway services) will implement their contribution to and cooperation with the law enforcement agencies • Analyse the real dimension of the metal theft's threat through to the visit to the control rooms in the companies which are affected by this phenomenon as well as those firms in which these thefts have been committed • Assess the possibility to draft some guidelines on best measures to be introduced	To combat organised property crime committed by Mobile Organised Crime Groups is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06-07.06.2013; Training activities will be implemented according to Operational Action Plans;

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
24			Presidency Conference - The Netherlands	3	40				
25			Presidency Conference – Slovakia	3	40				

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
26	Other organized international crime	Economic crime	Money Laundering	5	28	Financial crime experts and/or criminal investigation team leaders	To enhance knowledge and competences in financial crime investigations and money laundering in particular as well as transnational investigation techniques	• Explore common approaches to investigate money laundering and organised financial crime issues • Provide an overview of the role of Europol and other European and worldwide agencies in the fight against money laundering • Recognise the prevention work made by the competent authorities – FIUs, bank system, insurance companies, etc. • Utilise the existing international networks to trace, freeze and seize assets and the use of forensic financial analysis • Identify patterns on money laundering criminal investigations • Work on best practices for teams investigating money laundering and organised financial Crime	Council of the EU on the JHA meeting at Luxemburg, 06-07.06.2013, calls for considering disrupting OCGs involved in money laundering. This topic is a priority for CEPOL, according to Commission opinion of 25.04.2012 within the framework of Council Decision 681/JHA/2005, relating to CEPOL Work Programme 2013, par. 17.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
27	Other organized international crime	Financial crime	Financial investigations	3	28	Law enforcement and other experts responsible for organised crime investigations with financial crime links, especially large scale financial investigations other than VAT fraud	To enhance knowledge on gathering proof of crime through financial investigations including forensic financial analysis	• Identify opportunities for financial investigations, e.g. large banking frauds, investment frauds • Understand forensic financial analysis • Discuss asset identification, valuation and investigative measures • Explain structures in place for financial investigation assistance • Understand risk analysis and profiling • Define administrative and multidisciplinary approaches • Present non-conviction measures	JUSTICE and HOME AFFAIRS Council Conclusions Luxembourg, 6 and 7 June 2013 setting out the EU's priorities for the fight against serious and organised crime between 2014 and 2017 The Communication from the Commission COM (2013) 172 final, Establishing a European Law Enforcement Training Scheme in Strand 3: ""EU thematic policing specialism"" is tasking CEPOL to organise training on specific themes such as confiscation of criminal assets, and financial investigations. Manual of Best Practices in Fight against Financial Crime, 9741/13 of 04.06.2013

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
28	Other organized international crime	Asset Recovery	Asset Recovery	4	28	Senior law enforcement officers investigating organised crime with a transnational asset dimension	To enhance the ability to seize, freeze and confiscate assets of organised crime groups through financial investigations	• Examine and compare national and EU legal approaches to identifying, tracing and confiscating proceeds of crime • Analyse legislative regulations of seized assets administration in EU countries • Describe non-conviction based confiscation • Understand administrative approach to identification, freezing and confiscation of assets • Explain good practices of seized assets administration • Discuss asset declarations institute • Describe best practices in this field in EU countries • Discuss the practices regarding management of confiscated assets	The new proposed activity follows the 2015 EMPACT/OAP actions related to the EU policy cycle priorities. The course is also aimed to share among all the MSs and disseminate the results of the various initiatives realised during 2015 and the guidelines and best practices collected.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
29	Other organized international crime	EU anticorruption	Investigating and Preventing Corruption – Cooperation with NGOs	5	28	Officials responsible for preventing and investigating internal corruption matters within law enforcement	To exchange best practises with regard to the integrity test practice, the control/check of law enforcement officials' activities so as to collect those methods and approaches witch support reducing the risk of corruption within the law enforcement bodies; to identify and share opportunities of cooperation with NGOs in the field of fight against corruption To improve professional skills in fight against corruption	• Apply the best practices in the fight against corruption considering the different aspects of integrity testing and cooperation • Cooperate more efficiently with the international partners • Cooperate more coordinated along the general anti-corruption strategies • Prevent corruption more effectively by exploring the main factors of corruption • Provide an overall view of corruption enablers, transparency standards and legislation in the fight against corruption • Describe investigative tools and techniques of investigation and prevention • Discuss large scale investigation of corruption and corrupt practices e.g. in public procurement • Discuss small scale corruption and corrupt practices, e.g. abuse of official power and its impact on public institution credibility	Communication from the Commission to the Council, the European Parliament and the European Economic and Social Committee - On a comprehensive EU policy against corruption [COM(2003) 317 final - Not published in the Official Journal]

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
30	Counter Terrorism	Counter Terrorism	Foreign Fighters	3	28	Law enforcement specialist on counter-terrorism	To improve joint approach toward solutions for response to foreign fighters phenomenon	Discuss current issues related to foreign fighters and describe the current situation in the EU • Describe how police can identify Internet use for fighters` recruitment purposes • Search, collect and preserve electronic evidence related to radicalisation and recruitment of fighters • Show the diverse routes used by foreign fighters to and from war zones • Define application of Article 36 of the SIS II Regulation in detecting and addressing suspicious travel • Know the use of administrative and judicial sanctions for returnees • Identify opportunities for coordinated approach of police and judicial authorities in the MS • Identify and describe best practice in EU countries • Recognize recent trends in terrorism / of radicalization • Provide support when developing trainings for first-line practitioners • Recognise effective strategies	Situation in the EU regarding numbers and background of foreign fighters in the MS Existing solutions regarding the repressive and preventive approach Future solutions regarding the repressive and preventive approach

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
31	Counter Terrorism	Radicalisation	De-radicalisation of Foreign Fighters	3	28	Leaders and specialists of responsible law enforcement units and other responsible authorities	To build joint practice at the EU level in order to increase the capabilities for de-radicalisation. To incorporate appropriate research results and practical programs in the EU regarding the deradicalization of foreign fighters	• Discuss and describe the current situation in the EU • Improve professional skills to initiate and lead de-radicalisation activities • Understand the process of radicalisation and how extremists use internet • Recognise effective strategies and identify best practises • Become familiar with legal aspects / legal systems • Describe training possibilities for law enforcement in this area • Discuss ways of development of future solutions	Regarding the increasing numbers of Islamic foreign fighters which came from the EU and will return the MS of the EU on the one hand and the limited resources and the scope of police powers on the other hand, it makes sense, to analyze the reasons for radicalisation. If we know these reasons, we could develop preventive measures and stop the radicalisation of an increasing number of possible future foreign fighters at the beginning of the process. This could open the gate to a more effective way of tackling all kinds of terrorism esp. Islamic terrorism.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
32	Counter Terrorism	Radicalisation	Radicalisation -- Opportunities for Prevention	3	56	Responsible law enforcement leaders and specialists in counter terrorism area	To strengthen joint response to radicalisation and improve the response based on existing research results in the field of radicalisation; to understand the context of radicalisation including how extremists use internet	• Describe the radicalisation process and its nuances • Explain how police can identify Internet use for radicalisation • Acknowledge good practice (e.g. hot lines) for preventing enrolment and departure of minors • Describe current research results and proposed action • Develop awareness programmes • Identify and recognise climate which could promote terrorism such as religion, childhood, social status etc. • Identify best practices and support networks • Discuss possible approaches for transformation in the police work	Regarding the increasing numbers of Islamic foreign fighters which came from the EU and will return the MS of the EU on the one hand and the limited resources and the scope of police powers on the other hand, it makes sense, to analyze the reasons for radicalisation. If we know these reasons, we could develop preventive measures and stop the radicalisation of an increasing number of possible future foreign fighters at the beginning of the process. This could open the gate to a more effective way of tackling all kinds of terrorism esp. Islamic terrorism.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
33	Counter Terrorism	Counter Terrorism	European Explosive Ordnance Disposal	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	• Discuss the newest tendencies • Identify best practice • Have awareness on the Protocols • Describe training possibilities in the area • Recognise effective strategies	European Parliament resolution of 14 December 2011 on the EU Counter-Terrorism Policy: main achievements and future challenges (2010/2311(INI)) underline that training and awareness-raising must be a priority in order to improve readiness across the European Union in the fight against terrorism, pct.13. Annual report on the implementation of the EU Counter-Terrorism Strategy (doc.16471/12 ADD 1 REV 1, pag.21) submitted on 7 December 2012 to the Council by the EU Counter-Terrorism Coordinator (CTC) states that CEPOL, as from 2013, will start to contribute to the organisation of EEODN's conferences and training courses. It should be noted that the Commission is currently working on new proposals on Chemical, Biological, Radiological, Nuclear and Explosives (CBRN-E) security at EU level and will propose a new approach on European Critical Infrastructure protection. Consequently, training in this field should remain as a priority for CEPOL.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
34	Counter Terrorism	Counter Terrorism	ATLAS Network	5	37	Special police officers on the level of head of section operation or commanders of an ATLAS Special Intervention Units	To strengthen the cooperation between ATLAS Special Intervention Units (SIU) and the ability to work with the Standard Operation Procedure (SOP) and the Standard Manual of Guidance (MOG) for all ATLAS SIU. To develop common operational solutions for any kind of special police cases	• Act upon briefing on emerging incident • Apply the "Manual of Guidance - Command and Control" (MoG C2) and the ATLAS "Special Operations Procedures" (SOP) on the occasion of a mass hostage incidents • Develop and present solutions in line with MoG C2, such as Mission Planning C2 Command Relationship, Communication Plan, Risk Assessment and Execution checklist for hostage release operations • Identify challenges and share good practices at C2 issues , as well as facilitate international cooperation among ATLAS SIU and counter terrorism tactics in critical infrastructure • Apply the standardized ATLAS tactical language • Identify possibilities for using liaison officers for communication • Understand the procedures and organisational structures in C2 issues, as well as facilitate international cooperation among ATLAS SIU • Identify further areas for C2 and topics for potential joint events in the future • Compare scenarios and approach to hostage release operation in critical infrastructure • Identify best practice in terms of joint ATLAS counter terrorism operations	The general background for the activities is the EU Internal Security strategy adopted in 2010 in particular: - Disrupting international crime network - Preventing terrorism and addressing radicalisation and recruitment with the priority on: - Crime prevention and combating cross-border, serious and organised crime, including terrorism - Enhancement of the capacity of Member states and EU to manage effectively security related risks and crises, and preparing for the protection of people and critical infrastructure

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
35	Counter Terrorism	Counter Terrorism	Preventing Attacks on Critical Infrastructures	4	28	Law enforcement officers and other experts involved in planning of countermeasures to protect public infrastructures from terrorist/extremist attacks	To build advanced capabilities for effective protection of critical infrastructure, thus mitigating terrorist attacks and threats	• Identify the need for systematic protection of public infrastructures • Understand the procedure/steps of target analysis • Improve their professional skills on safeguarding targets • Use professional tools (intelligence analysis, vulnerability reports, etc.) • Cooperate effectively with private sector • Establish a professional network with other colleagues	European Parliament resolution of 14 December 2011 on the EU Counter-Terrorism Policy: main achievements and future challenges (2010/2311(INI)) underline that training and awareness-raising must be a priority in order to improve readiness across the European Union in the fight against terrorism, pct.13.
36	Counter Terrorism	PNR Analysis	Passenger Name Record (PNR) Information Analysis – Train the Trainers	3	28	Analysts working in a national Passenger Information Unit (PIU's) who will cascade the training in their countries	To train analysts regarding processing of Passenger Name Record (PNR) data with assessment criteria in order to identify persons who may be involved in a terrorist offence or serious transnational crime	• Use and update assessment criteria for the automated processing of PNR data • Create pre-defined, targeted, specific, proportionate and fact-based assessment criteria that are founded on experience and criminal intelligence • Analyse data in order to identify persons who may be involved in a terrorist offence or serious transnational crime and who may require further examination • Summarize monitoring procedures • Ensure that the assessment criteria are not based on sensitive data (persons' race or ethnic origin, religious or philosophical belief, political opinion, etc.) • Reduce the vulnerabilities of the air transport	COM 654/2007 and Council document 11304/07 on PNR data exchange with USA. New Commission Directive proposal COM 32/2011 Informal meeting of Justice and Home Affairs ministers in Riga on 29 and 30 January 2015 Council document 5855/15

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
37	Special Law Enforcement Techniques	Forensic Science	Forensic Science and Policing Challenges	4	28	Police officers and forensic experts who are involved in aspects 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	• Discuss application of Prüm instruments • Identify peculiarities of the validation of matches, near-matches and "wild-cards" in the DNA profiles exchange process • Recognise physiognomic comparison techniques • Examine ways of acquiring digital evidence • 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	According to it's mandate established by Council Decision 681/JHA/2005, par. 6 (2) and 7 (c) CEPOL is tasked to provide specialist training for police officers playing a key role in combating cross-border crime and to improve knowledge of international and Union instruments, as: The Swedish Initiative - Council Framework Decision 2006/960/JHA, OJ L 386, 29.12.2006; Council Decision 2008/615/JHA, Council Decision 2008/616/JHA, OJL 210, 6.8.2008 (Prüm information exchange and Europol's criminal intelligence data bases); Schengen Information System - Convention implementing the Schengen Agreement of 14 June 1985, OJ L 239, 22.9.2000; European Arrest Warrant - Council Framework Decision 2002/584/JHA of 13 June 2002 on the European arrest warrant and the surrender procedures between Member States, OJ 190, 18.7.2002.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
38	Special Law Enforcement Techniques	Forensic Science	New Technologies to Detect False Documents	4	28	Law enforcement experts/ trainers in false documents and border police, forensic experts	To explore and share information and best practices in order to enhance false document detection and security standards at border crossing points and forensic laboratories throughout the national territory. To disseminate the contents of the update document FAUXDOC in according to the new techniques	• Explore their in-depth knowledge of the new technologies that are used and/or applicable to identify genuine travel documents applicable at border crossing points and the relevant pros and cons including biometrics, ICAO standards and breeder documents • Utilise the ability to deal with the role played in travel and identity documents as well as at border crossing points, focusing on types, use and security requirements • Engage with investigators and forensic experts based on border and territory aspects • Explain the updated EU legal framework in the field	The course will follow the activities run during the Italian Presidency in order to update the contents of the document FAUXDOC 11 of 7 October 2004 in according to the new techniques . The activities of the Expert Working Group within the LEWP were agreed and shared with many Member States and with EU Commission, ENFSI, Frontex and Europol. The aim of the course is to disseminate the results of the WGT to all the Countries and to harmonise the technologies both at the EU borders and in the EU territory, bearing in mind the 2015 deadline for the adoption of ICAO standards for travel documents. The EWG is finalising the document after a training session held in Rome last October 2014.-

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
39	Special Law Enforcement Techniques	Social Media	Social Media implications in Law Enforcement	5	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	To improve the visibility of police communication using various social media (e.g. Twitter, Facebook, YouTube etc.), the application of social media communication for law enforcement purposes and for sharing good professional practice	• Demonstrate sufficient theoretical and empirical knowledge about most relevant social media channels • Comprehend the effects of various social media on law enforcement procedures and operations • Reflect on new investigative opportunities as well as legal, ethical and professional limits • Understand the impact of social media for cross-border and transnational police cooperation • Discuss how to intervene in practical situations (e.g. with regard to bullying via social media, online sexual abuse, use of social media in public riots, combat radicalisation through social media, etc.) • Explore possibilities for cooperation with private sector in order to motivate the service providers to preventive measures and interventions avoiding misuse of their platforms for crime	European Parliament resolution of 14 December 2011 on the EU Counter-Terrorism Policy: main achievements and future challenges (2010/2311(INI)) underline that training and awareness-raising among judicial and police authorities must be a priority, pct.13; According to his mandate established by Council Decision 681/JHA/2005, par. 6 (2) and 7 (c) CEPOL is tasked to provide specialist training for police officers playing a key role in combating cross-border crime and to improve knowledge of international and Union instruments, as: The Swedish Initiative - Council Framework Decision 2006/960/JHA, OJ L 386, 29.12.2006; Council Decision 2008/615/JHA, Council Decision 2008/616/JHA, OJL 210, 6.8.2008 (Prüm information exchange and Europol's criminal intelligence data bases); Schengen Information System - Convention implementing the Schengen Agreement of 14 June 1985, OJ L 239, 22.9.2000; European Arrest Warrant - Council Framework Decision 2002/584/JHA of 13 June 2002 on the European arrest warrant and the surrender procedures between Member States, OJ 190, 18.7.2002.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
40	Special Law Enforcement Techniques	Hostage negotiation	Crisis Hostage Negotiation	3	28	Law enforcement officers working in crisis hostage units	To address the fundamental pre-requisites for a successful hostage negotiation involving nonnationals	• Analyse the several stages of a crisis hostage negotiation process • Discuss on new models/practices developed by the several countries on crisis hostage negotiation • Identify the most important psychological factors involved on a crisis hostage negotiation • Apply the gained knowledge on a simulation activity • Compare communication theories and techniques based on psychological and sociological principles known to help diffuse emotional and instrumental crises	Hostage situations deriving from political or other reason and involving nationals from other EU MS/ countries require not only consultations with external law enforcement agencies, but also an understanding on the culture/ motives of the perpetrator (s) and/ or victims. Building a network of EU specialists and a common strategy to address hostage situations involving non-nationals will certainly be very useful

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
41	Special Law Enforcement Techniques	Undercover Operations	Undercover Operations	4	28	Police officers with expertise in application of undercover techniques in their investigation	To improve knowledge, cross border cooperation and understanding of the implications and requirements for undercover operations	• 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 • Identify best practice	European Parliament resolution of 14 December 2011 on the EU Counter-Terrorism Policy: main achievements and future challenges (2010/2311(INI)) underline that training and awareness-raising among judicial and police authorities must be a priority, pct.13; According to his mandate established by Council Decision 681/JHA/2005, par. 6 (2) and 7 (c) CEPOL is tasked to provide specialist training for police officers playing a key role in combating cross-border crime and to improve knowledge of international and Union instruments, as: The Swedish Initiative - Council Framework Decision 2006/960/JHA, OJ L 386, 29.12.2006; Council Decision 2008/615/JHA, Council Decision 2008/616/JHA, OJL 210, 6.8.2008 (Prüm information exchange and Europol's criminal intelligence data bases); Schengen Information System - Convention implementing the Schengen Agreement of 14 June 1985, OJ L 239, 22.9.2000; European Arrest Warrant - Council Framework Decision 2002/584/JHA of 13 June 2002 on the European arrest warrant and the surrender procedures between Member States, OJ 190, 18.7.2002.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
42	Special Law Enforcement Techniques	Informant Handling	Informant Handling	4	28	Experienced Law Enforcement informant controllers	To improve knowledge on existing informant practices. To enhance cross-border cooperation and build on mutual understanding of national legal practices related to informants. To increase use of Europol products as the basis for good informant handling practices across the EU and beyond.	• Upon completion of the activity the participants will be able to: • 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 informants	According to it's mandate established by Council Decision 681/JHA/2005, par. 6 (2) and 7 (c) CEPOL is tasked to provide specialist training for police officers playing a key role in combating cross-border crime and to improve knowledge of international and Union instruments, as: The Swedish Initiative - Council Framework Decision 2006/960/JHA, OJ L 386, 29.12.2006; Council Decision 2008/615/JHA, Council Decision 2008/616/JHA, OJL 210, 6.8.2008 (Prüm information exchange and Europol's criminal intelligence data bases); Schengen Information System - Convention implementing the Schengen Agreement of 14 June 1985, OJ L 239, 22.9.2000; European Arrest Warrant - Council Framework Decision 2002/584/JHA of 13 June 2002 on the European arrest warrant and the surrender procedures between Member States, OJ 190, 18.7.2002.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
43	Special Law Enforcement Techniques	Witness Protection	Witness Protection	4	28	Senior police officers and experts 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	• Upon completion of the activity the participants will be able to: • 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. • Discuss Entry and exit strategies including handling non-compliance issues.	According to it's mandate established by Council Decision 681/JHA/2005, par. 6 (2) and 7 (c) CEPOL is tasked to provide specialist training for police officers playing a key role in combating cross-border crime and to improve knowledge of international and Union instruments, as: The Swedish Initiative - Council Framework Decision 2006/960/JHA, OJ L 386, 29.12.2006; Council Decision 2008/615/JHA, Council Decision 2008/616/JHA, OJL 210, 6.8.2008 (Prüm information exchange and Europol's criminal intelligence data bases); Schengen Information System - Convention implementing the Schengen Agreement of 14 June 1985, OJ L 239, 22.9.2000; European Arrest Warrant - Council Framework Decision 2002/584/JHA of 13 June 2002 on the European arrest warrant and the surrender procedures between Member States, OJ 190, 18.7.2002.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
44	Special Law Enforcement Techniques	Operational analysis	Operational Intelligence Analysis	5	28	Law enforcement officials who have knowledge and working experience in the field of criminal analysis	To provide an in-depth understanding of operational intelligence analysis and its context.	• Upon completion of the activity the participants will be able to: • use the concepts of intelligence and intelligence cycle • describe and use available sources of criminal intelligence • describe a collection plan for an analytical assignment • explain and use the 4 x 4 information evaluation model and assess the source in terms of its intelligence value • understand and apply critical thinking: in deductive and inductive logic, hypotheses development, when constructing conclusions and intelligence requirements • explain and apply criminal case mapping • apply database model in criminal intelligence analysis • use written and oral reporting formats in analysis	According to it's mandate established by Council Decision 681/JHA/2005, par. 6 (2) and 7 (c) CEPOL is tasked to provide specialist training for police officers playing a key role in combating cross-border crime and to improve knowledge of international and Union instruments, as: The Swedish Initiative - Council Framework Decision 2006/960/JHA, OJ L 386, 29.12.2006; Council Decision 2008/615/JHA, Council Decision 2008/616/JHA, OJL 210, 6.8.2008 (Prüm information exchange and Europol's criminal intelligence data bases); Schengen Information System - Convention implementing the Schengen Agreement of 14 June 1985, OJ L 239, 22.9.2000; European Arrest Warrant - Council Framework Decision 2002/584/JHA of 13 June 2002 on the European arrest warrant and the surrender procedures between Member States, OJ 190, 18.7.2002.

No	Category	Topic	Title	Days	Participants	Target Group	Aim	Learning outcomes	Justification
45	Special Law Enforcement Techniques	Social network analysis	Social Network Analysis	5	28	Law enforcement analysts specialised on Social Network Analysis (SNA).	To map and measure network relationships, interactions or behaviour and handle large complex volumes of data in order to explore criminal structures.	• Upon completion of the activity the participants will be able to: • explain the importance of network thinking and applications • present a conceptual analytical framework consisting of Centrality, Sub-groups, Components, Cut points and Key Player measures • identify various sources and types of network data in operational projects • analyse various network data sets using SNA tools (e.g., NetDraw, Ucinet, Key Player and Analysts' Notebook 8)	According to it's mandate established by Council Decision 681/JHA/2005, par. 6 (2) and 7 (c) CEPOL is tasked to provide specialist training for police officers playing a key role in combating cross-border crime and to improve knowledge of international and Union instruments as: The Swedish Initiative - Council Framework Decision 2006/960/JHA, OJ L 386, 29.12.2006; Council Decision 2008/615/JHA, Council Decision 2008/616/JHA, OJL 210, 6.8.2008 (Prüm information exchange and Europol's criminal intelligence data bases); Schengen Information System - Convention implementing the Schengen Agreement of 14 June 1985, OJ L 239, 22.9.2000; European Arrest Warrant - Council Framework Decision 2002/584/JHA of 13 June 2002 on the European arrest warrant and the surrender procedures between Member States, OJ 190, 18.7.2002.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
47	Special Law Enforcement Techniques	Regional cooperation	Joint Investigation Team - Western Balkans	3	22	Senior Law Enforcement officials, judges and prosecutors from PCCSEE contracting countries particularly those involved or likely to be involved as potential leaders and members of Joint Investigation Teams	To enhance the competences and deepen the understanding about the set- up and functioning of Joint Investigation Teams and at identifying the roles and responsibilities of JITs leaders, members and participants in order to create synergies and reinforce mutual trust and cooperation between prosecutors, judges and senior police officers leading/operating in a Joint Investigation Team	• Compare JIT with other form of criminal investigations • Apply the concept of JITs • Select appropriate services offered by the European Union to support JITs • Understand team leadership • Differentiate the respective role of the Team leader, members and participants in a JIT • Illustrate how to set up and operate JIT • Identify and select upon which appropriate international and EU relevant legal instruments a JIT can be established • Identify procedural issues in JITs • Draft a JIT agreement based on the model agreement available in the JITs Manual • Complete and submit applications for JIT funding • Prepare an operational action plan	Framework Decision 2002/465/JHA on Joint Investigation Teams (OJ L 162 20.06.2002) and Council Resolution of 26 February 2010 on a Model Agreement for setting up a Joint Investigation Team (JIT) PCCSEE agreement on enhancing cooperation.

No	Category	Topic	Title	Days	Parti-pants	Target Group	Aim	Learning outcomes	Justification
48	EU Police and Judicial Cooperation and networks	Policing in Europe	European Joint Master Programme		30	Senior Officers with minimum of 180 ECTS credits aiming at a Master Degree in "Policing in Europe"	In a two year part time study to provide a Master Diploma with 60 ECTS credits aiming to provide added value at an academic level enabling participants to carry out (comparative) research into particular and international aspects of policing and transforming academic findings into operational recommendations, scenarios, projects plans or job devices and to provide an opportunity for participants to analyse practices or cases in the light of academic findings.	• Upon completion of the Module I, participants will be able to: • Understand the new challenges of the European society; analyse differences between the Member States • Recognise real and potential tensions and conflict situations in the diverse European society • Plan adequate law enforcement responses in different societal scenarios and apply shared good practices • Understand and accept the necessity of the common European law enforcement culture	According to it's mandate established by Council Decision 681/JHA/2005, par. 5 and 7 (c), CEPOL is tasked to develop a European approach to the main problems facing Member States and to provide specialist training for police officers playing a key role in combating cross-border crime, with a particular focus on organised crime. Programme adopted by CEPOL Governing Board

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
49	EU Police and Judicial Cooperation and networks	Schengen	Training for SIRENE Officers	4	28	SIRENE operators with at least 6 month work experience in the SIRENE, who have knowledge of the SIS II legal instruments as well as the SIRENE Manual, and who apply the relevant articles within their national legislation	To support the effective functioning of SIRENE cooperation on the basis of the SIS II legal instruments, the SIRENE Manual, the Best Practice Catalogue and the document "Data Exchange Between SIRENE (DEBS)" in order to make information exchange more efficient	• Recall the SIRENE Manual as well as the articles of the SIS II legal instruments • Define which kind of information should be provided by means of messages and forms so that colleagues in the other SIRENE Bureaux are enabled to handle specific cases • Summarise the main procedures for all relevant articles in the SIS II legal instruments • Apply the SIRENE Manual as well as the articles of the SIS II legal instruments • Identify urgency • Select the appropriate SIRENE forms and complete them in the correct way • Complete the forms following the instructions given in DEBS in order to ensure that SIRENE operators in the other Schengen States can process the information • Utilise the Fact Sheets following the recommendations provided by the Catalogue on Best Practice in SIS/SIRENE and use the CEPOL Learning Management System (LMS) in the daily work • Differentiate between work procedures in one's own SIRENE Bureau and those in the other Schengen States • Integrate the standard procedures into their daily work	Schengen Information System - Convention implementing the Schengen Agreement of 14 June 1985, OJ L 239, 22.9.2000;

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
50	EU Police and Judicial Cooperation and networks	Schengen	Training for SIRENE Officers - specialised	4	28	Experienced SIRENE operators who have sound knowledge of the legal framework and operational practice, including national procedures. Furthermore, their level of experience and knowledge should enable them to generate creative solutions within this complex environment	To support the effective functioning of cooperation within the Schengen on the basis of the SIS II legal instruments, the SIRENE Manual and the Catalogue of Recommendations and Best Practice for SIS/SIRENE in order to enhance security within the Schengen Area.	• Recognise how other countries apply the specific procedures • Reiterate newly gained knowledge concerning previously known specific topics and general procedures • Identify and explain country-specific procedures and their reasons • Describe general procedures • Transfer newly gained information to their work environment • Apply general rules as well as country-specific exceptions within the context of specific cases •Use the relevant elements of the SIS II legal instruments and SIRENE Manual as a common point of reference for application within the framework of national procedures • Cooperate in a more efficient and effective way following a common practical approach as far as possible • Analyse, 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 • Draft and propose, within the scope of their work remit, new/improved internal work procedures based on the SIRENE fact sheets, and also in the cooperation with other law enforcement and other relevant institutions • Support the use of SIRENE fact sheets and the	Schengen Information System - Convention implementing the Schengen Agreement of 14 June 1985, OJ L 239, 22.9.2000;

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No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
51	EU Police and Judicial Cooperation and networks	Schengen	Schengen Evaluation	5	20	Leading experts and evaluators participating in the Schengen Evaluation Missions in the field of police cooperation and SIS/SIRENE	To prepare leading experts and evaluators for Schengen Evaluation Missions in the field of police cooperation and SIS/SIRENE	• 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 • Define applicable data protection rules	Regulation of the European Parliament and of the Council on the establishment of an evaluation and monitoring mechanism to verify the application of the Schengen acquis (COM(2011) 559 final - 16.9.2011; Schengen Governance legislative package - Council of the European Union (doc. 10239/13/0 May 2013).

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
52	EU Police and Judicial Cooperation and networks	Schengen	SIS II for SIRENE	2	56	SIRENE operators and future SIRENE trainers with potential for multiplying the training (train-the-trainer approach).	Overall aim of 'SIS II for SIRENE course' is to provide an overview of eu-LISA and SIRENE relations, of the legal background, SISII technical topics relative to SIRENE, of the escalation procedure for SIRENE and the role of the SIRENE in eu-LISA change management procedure. Current update on SIRENE topics will be provided as well. Finally, the course participants will be trained on appropriate training methodology in order to further spread acquired knowledge to the peers (national administrators/operators).	After completion of this course the trainee will obtain the general overview on eu-LISA and SIRENE relations and SIS II Technical and operational aspects related to SIRENE. The Train the Trainer module will be offered to participants allowing them to learn how to effectively spread acquired knowledge.	SIS II (facilitates the exchange of information on persons and objects between national border control authorities, police, customs, visa and judicial authorities throughout the Schengen Area) VIS (facilitates border control by enabling dedicated national authorities to enter and consult data, including biometrics, for short-stay visas for the Schengen Area) EURODAC (it is an information system for comparing the fingerprints of asylum seekers and irregular border-crossers. It facilitates the application of the Dublin II Regulation). Each Member State has its own institutional setup for the management of those systems. In the majority of the Member States SISII is managed by the Ministry of Interior. List of National Institutions (Ministries) responsible for the management of SISII is listed in the Target Group section below. The use of SIS II concerns all end users of the system (Police and SIRENE officers included).

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
53	EU Police and Judicial Cooperation and networks	Schengen	Train the technical trainer SIS II	2	56	First line: National system operators, medium and senior level users, two participants per Member States (future trainers of the national IT operators) Second line: National IT operators managing the systems on national level (number differ between the MS)		• Introduction to technical aspects and use of the SISII System and creation of the group of Trainers on SISII System at National level. Topics: • Train the trainer course • Functionalities and correct use of SISII System from the Technical point of view. • Best practices	Consequently, a correct functioning of the system at national level is essential. The training of the national IT operators managing the system at national level is a constant request from the Member States. Therefore, the eu-LISA would like to offer the training course to the national IT operators of the SISII system, composed also of police officers. That group is here indicated as first line target group. Maximum two representatives from the Member States, medium or senior level user of the SISII System, would be invited to attend the training. That first line target group would be trained, firstly to became high quality trainers and secondly to obtain specific knowledge and updates on the technical use of the system under their responsibility.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
54	EU Police and Judicial Cooperation and networks	JIT's	Joint Investigation Team - Implementation	4	28	Law enforcement officials and prosecutors	To enhance the competences and deepen the understanding of the participants of the set-up and functioning of Joint Investigation Teams	• 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	Framework Decision 2002/465/JHA on Joint Investigation Teams (OJ L 162 20.06.2002) and Council Resolution of 26 February 2010 on a Model Agreement for setting up a Joint Investigation Team (JIT)

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
55	EU Police and Judicial Cooperation and networks	JIT's	Joint Investigation Team - Leadership	4	28	Law enforcement officials and prosecutors, including potential leaders of Joint Investigation Teams	To enhance the competences and deepen the understanding of leading, set-up and functioning of Joint Investigation Teams	• 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 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	Framework Decision 2002/465/JHA on Joint Investigation Teams (OJ L 162 20.06.2002) and Council Resolution of 26 February 2010 on a Model Agreement for setting up a Joint Investigation Team (JIT)

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
56	EU Police and Judicial Cooperation and networks	EU networks	ENFAST (European Network on Fugitive Active Search Teams)	3	28	Police officers within the ENFAST Network and officers dealing with the search of wanted persons	To promote cooperation and enhance the knowledge on innovative methods and techniques for active fugitive search, particularly internet based	• Discuss challenges and good practices related to application of the European Arrest Warrant • Enhance European cooperation on search for fugitives • Discuss the main security threats and precautionary measures via case studies • Identify international search techniques • Apply online search techniques – interned based open sources searches • Assess security risks related to arrest and transport of fugitives	Council Resolution on ENFAST - European Network on Fugitive Active Search Teams (doc. 15382/10 of 27 October 2010) is also tasking CEPOL to organise training activities in this field.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
57	EU Police and Judicial Cooperation and networks	EU networks	Disaster Victim Identification Management	4	28	Disaster Victim Identification (DVI) trained personnel with coordinating and management tasks. Participants must have experience and knowledge on DVI work on the basis of their work experience or of their participation in a basic DVI course; this training activity can also be useful for DVI Commanders or Head of DVI Units to attend	To establish enhanced coordination and management of national and international DVI operations and to enhance and harmonise the level of knowledge of law enforcement personnel in the different countries involved in coordinating and managing Disaster Victim Identification as well as in the identification of all types of victims, e.g. missing persons	• Set up a DVI Team or improve the DVI capabilities in their country • Provide an overview of the different tasks and requirements within all stages of the DVI process, with a specific focus on the multidisciplinary dimension • Maintain a high level of quality assurance across the entire operation • Apply the Interpol DVI Standards • Manage political and media pressure • Organise and coordinate a methodical recovery of human remains and personal belongings as well as scene management • Handle human remains and / or personal belongings in a dignified way and take care of their release • Organise and coordinate the ante-mortem investigative process • Organise and coordinate the post-mortem investigative process • Organise and coordinate the reconciliation investigative process • Organise and coordinate the Identification Board and the subsequent release of human remains and personal belongings	

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
58	External dimension of the area of Freedom, Security and Justice	CSDP and External Aspects of Internal Security	CSDP/ FSJ Nexus, Structures and Instruments	2	28	Senior officers deployed or to be deployed in key operational positions in EU missions (former, current and prospective mission members)	To improve the knowledge of officials deployed or to be deployed on missions, on the link between the EU internal (Freedom Security and Justice - FSJ) and external (Common Security and Defence Policy - CSDP) security in order to enhance the exchange of information	• Understand the general security structures of CSDP and FSJ after the Lisbon Treaty • Analyse links between CSDP and FSJ, considering existing EU instruments • Evaluate the developments and efforts enhancing the interaction between CSDP and FSJ instruments with particular emphasis on the Council Road Map on Strengthening ties between CSDP and FSJ • Be aware of the major role of Europol and Frontex in the exchange and analysis of intelligence/ information	European External Action Service-Strengthening Ties between CSDP and FSJ road map implementation, Area 5, action no. 3 is tasking CEPOL to implement training activities in this field, particularly Training Package on the CSDP/FSJ nexus, structures and instruments, Training Package on Security Sector Reform and Training Package on Mentoring, Monitoring and Advising (MMA) tasks for Police Officers in CCM contexts; Also the Communication from the Commission COM (2013) 172 final, Establishing a European Law Enforcement Training Scheme in Strand 4: "Civilian missions and capacity-building in third countries" tasks CEPOL to include training in this field in future programmes; According to his mandate established by Council Decision 681/JHA/2005, par.7 (e), CEPOL is tasked to develop and provide training to prepare police forces for participation in non-military crisis management.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
59	External dimension of the area of Freedom, Security and Justice	Crisis Management	EU CSDP Police Command and Planning	10	28	Senior Law Enforcement Officials, preferably possessing the competence developed by the generic training, likely to be deployed to a CSDP 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 course is also open to EU Police planning personnel and National Heads of Non-Military Crisis Management Training	To provide command and control competences in terms of mission planning, implementation, management and evaluation to Senior Law Enforcement Officials eligible for high level positions within the EU crisis management missions and operations allowing them to adapt to operational environment	• Understand CSDP, in particular the EU institutional framework as well as the current policies • Be able to contribute to the CSDP planning and better understand the decision-making processes • Be capable of implementing the mission's mandate in concrete actions, mainstreaming Human Rights and other EU fundamental principles • Be able to contribute to reporting and evaluation of missions • Be able to use appropriate tools in managing and leading the Police components of missions, including aspects of cooperation and coordination with stakeholders	European External Action Service-Strengthening Ties between CSDP and FSJ road map implementation, Area 5, action no. 3 is tasking CEPOL to implement training activities in this field, particularly Training Package on the CSDP/FSJ nexus, structures and instruments, Training Package on Security Sector Reform and Training Package on Mentoring, Monitoring and Advising (MMA) tasks for Police Officers in CCM contexts; Also the Communication from the Commission COM (2013) 172 final, Establishing a European Law Enforcement Training Scheme in Strand 4: "Civilian missions and capacity-building in third countries" tasks CEPOL to include training in this field in future programmes; According to his mandate established by Council Decision 681/JHA/2005, par.7 (e), CEPOL is tasked to develop and provide training to prepare police forces for participation in non-military crisis management.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
60	External dimension of the area of Freedom, Security and Justice	Crisis Management	Security Sector Reform	2	28	Primarily police officers working on Institution Building with a particular focus on Police Services	To understand the SSR concept developed for CSDP Missions and the internal/external security nexus for officials deployed on missions with a view to enhance knowledge of instruments for the exchange of information	• Apply EU SSR principles: International Human Rights Standards, respect of local ownership, coherence with other areas of EU external action • Explain Police assistance in EU SSR and good practice • Compare with other SSR approaches such as United Nations, African Union and NATO • 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, monitoring and advising as effective tools for its achievement	European External Action Service-Strengthening Ties between CSDP and FSJ road map implementation, Area 5, action no. 3 is tasking CEPOL to implement training activities in this field, particularly Training Package on the CSDP/FSJ nexus, structures and instruments, Training Package on Security Sector Reform and Training Package on Mentoring, Monitoring and Advising (MMA) tasks for Police Officers in CCM contexts; Also the Communication from the Commission COM (2013) 172 final, Establishing a European Law Enforcement Training Scheme in Strand 4: "Civilian missions and capacity-building in third countries" tasks CEPOL to include training in this field in future programmes; According to his mandate established by Council Decision 681/JHA/2005, par.7 (e), CEPOL is tasked to develop and provide training to prepare police forces for participation in non-military crisis management.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
61	External dimension of the area of Freedom, Security and Justice	Crisis Management	Mentoring, Monitoring and Advising (MMA)	3	28	Police officers deployed or to be deployed on missions	To strengthen skills to carry out the MMA efficiently	• Identify, describe, summarise and compare MMA methods (best practices identified via the case studies presented) • Explain the MMA relationship process for the formal and informal transmission of knowledge and demonstrate the appropriate presentation techniques • Demonstrate the development of handbooks and manuals • Discuss MMA good practices and formulate successful MMA in line with mission mandate • Evaluate action plans and achievement of local host nation ownership • Develop skills to integrate local knowledge and traditions into the transitional process, in the implementation of internationally accepted standards; • Compare the EU and EGF standard methods of mentoring supporting the evaluation process of the mission	European External Action Service-Strengthening Ties between CSDP and FSJ road map implementation, Area 5, action no. 3 is tasking CEPOL to implement training activities in this field, particularly Training Package on the CSDP/FSJ nexus, structures and instruments, Training Package on Security Sector Reform and Training Package on Mentoring, Monitoring and Advising (MMA) tasks for Police Officers in CCM contexts; Also the Communication from the Commission COM (2013) 172 final, Establishing a European Law Enforcement Training Scheme in Strand 4: "Civilian missions and capacity-building in third countries" tasks CEPOL to include training in this field in future programmes; According to his mandate established by Council Decision 681/JHA/2005, par.7 (e), CEPOL is tasked to develop and provide training to prepare police forces for participation in non-military crisis management.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
62	External dimension of the area of Freedom, Security and Justice	Crisis Management	Civilian Crisis Management Mission - Train the Trainers	5	20	Officials who are to be used as trainers for staff to be deployed on missions or officials who are deployed as trainers in missions	To prepare trainers for mission learning situations and organise appropriate learning environments using modern adult training methods and blended learning techniques	• Define the different phases for the planning of a mission • Summarise the theories, factors and processes of learning in challenging situations • Identify the different methods and techniques of learning • Distinguish different methods and techniques of learning and skills in their specific use in order 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 missions • Demonstrate the capacity to use presentation techniques	European External Action Service-Strengthening Ties between CSDP and FSJ road map implementation, Area 5, action no. 3 is tasking CEPOL to implement training activities in this field, particularly Training Package on the CSDP/FSJ nexus, structures and instruments, Training Package on Security Sector Reform and Training Package on Mentoring, Monitoring and Advising (MMA) tasks for Police Officers in CCM contexts; Also the Communication from the Commission COM (2013) 172 final, Establishing a European Law Enforcement Training Scheme in Strand 4: "Civilian missions and capacity-building in third countries" tasks CEPOL to include training in this field in future programmes; According to his mandate established by Council Decision 681/JHA/2005, par.7 (e), CEPOL is tasked to develop and provide training to prepare police forces for participation in non-military crisis management.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
63	External dimension of the area of Freedom, Security and Justice	CSDP missions	Intelligence-Led Policing related to Common Security and Defence Policy (CSDP)	2	28	Senior law enforcement officers and experts to be deployed on missions	To understand the concept and guidelines of Intelligence-Led Policing related to CSDP missions	• Describe Intelligence-Led Policing (ILP) concepts • Explain mission related use of ILP • Demonstrate the use of the ILP Toolbox • Summarise the guidelines for development of the ILP in CSDP missions	A comprehensive approach is a key asset to tackle the complex, multi-actor and multidimensional crises and growing security threats of today and tomorrow, as highlighted in the European Security Strategy. As part of a broader effort to enhance consistency between the internal and external dimensions of security, work was taken forward through the Political and Security Committee (PSC) and the Standing Committee on Internal Security (COSI) to implement the roadmap on strengthening ties between the Common Security and Defence Policy and actors dealing with Freedom, Security and Justice (doc. 15562/11 from 17 October 2011) where in Area 5 (Capabilities: Human Resources and Training) under item 3 CEPOL was tasked to establish proposals for new training courses for police to be deployed in the wider Rule of Law operations within the CSDP framework and FSJ external activities, taking into account the European Training Scheme policy (ETS). This Communication document from the Commission (2013) no 172 final from 27 March 2013 tasks CEPOL in Strand 4 "Civilian missions and capacity building in third countries" to include trainings in this field in future programs.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
64	External dimension of the area of Freedom, Security and Justice	CSDP missions	EU Missions and Operations - Strategic Planning	3	28	Senior Police and Military personnel (rank OF-5 equivalent) from EU MS likely to be deployed to a civilian crisis management mission/operation, or to relevant EU bodies (mixed audience, max 20 each, Police and Military)	To understand the conditions of the strategic planning of EU missions and operations with a focus on police and military capabilities	• Explain the Common Security and Defence Policy within the Common Foreign and Security Policy • Describe how political governance translates into the European civilian crisis management planning process • Understand the EU planning mechanism and documents • Discuss and outline the various planning steps of CSDP missions and operations (civilian and military) at a strategic level • Take the opportunity to establish a network of people working in this field to enhance international civilian-military cooperation	A comprehensive approach is a key asset to tackle the complex, multi-actor and multidimensional crises and growing security threats of today and tomorrow, as highlighted in the European Security Strategy. As part of a broader effort to enhance consistency between the internal and external dimensions of security, work was taken forward through the Political and Security Committee (PSC) and the Standing Committee on Internal Security (COSI) to implement the roadmap on strengthening ties between the Common Security and Defence Policy and actors dealing with Freedom, Security and Justice (doc. 15562/11 from 17 October 2011) where in Area 5 (Capabilities: Human Resources and Training) under item 3 CEPOL was tasked to establish proposals for new training courses for police to be deployed in the wider Rule of Law operations within the CSDP framework and FSJ external activities, taking into account the European Training Scheme policy (ETS). This Communication document from the Commission (2013) no 172 final from 27 March 2013 tasks CEPOL in Strand 4 "Civilian missions and capacity building in third countries" to include trainings in this field in future programs.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
65	Maintenance of Law and Order and Public Security	Football security	Pan-European Football Security	5	56	Police football commanders/NFIP contacts/football intelligence officers	To enhance safety and security by increasing the effectiveness and harmonisation of the policing of football matches with an international dimension within Europe	• Strengthen the international partnerships between the delegations regularly involved in fixtures discuss, critically evaluate and learn from the latest knowledge, research and good practice from across Europe • Expand the philosophy of safety-oriented public order management and intelligencebased policing • Develop and enhance international good practice by creating a platform for understanding the links between local practices, existing policy, evidence and theory • Gain an understanding of current crowd dynamics theory, and how it applies to active policing during football events	At the last meeting of the EU Think-Thank on football security CEPOL was requested to deliver training on this issue.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
68	Leadership, Learning Training and Language Development	Leadership	European Police Leadership – Future leaders	10 (2*5days)	28	Future Leaders - Senior law enforcement officers with prospects of becoming decision makers; members of chief officer team; including EU agencies and international organisations/ bodies	Foster the network of future leaders in policing; encourage collaborative way of working across the EU law enforcement	• Recognise the critical factors of a successful change or innovation • Assess how to bring EU instruments/ legislation into police practice • Apply efficient motivation tools and techniques in a multicultural environment •Apply efficient time and resources management • Employ efficient communication with internal and external audience in a multinational context • Analyse task, assemble information and recommend solutions • Assess how to bring EU instruments/ legislation into police practice and employ the possibilities for joint approach within the EU • Evaluate possibilities for proactive working with political level • Estimate options for interaction with private sector •Diagnose the potential public response to police action influenced by social inequality • Prioritise in a way enabling to foster the "value for money" approach • Identify needs of a police leader with European perspective (training gaps)	According to it's mandate established by Council Decision 681/JHA/2005, par. 6 (2), par. 7 (a) and (i), CEPOL is tasked to provide training sessions for senior police officers. European Police Chiefs Convention in 2013 asked CEPOL to design and deliver comprehensive training on leadership.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
69	Leadership, Learning Training and Language Development	Leadership	European Police Leadership – Heads of Training Institutions	2	20	Leaders in providing training – Heads of national training institutions	Promote joint European approach to leadership training; Support development of cohesive training opportunities for police leaders in an international environment	• Detect significant elements from wider environment having impact on leadership training needs • Compare national approaches to leadership training • Analyse the differences between private and LE human resources development • Identify competencies of a police leader with EU perspective - analyse the leadership training Gaps	According to it's mandate established by Council Decision 681/JHA/2005, par. 6 (2), par. 7 (a) and (i), CEPOL is tasked to provide training sessions for senior police officers. European Police Chiefs Convention in 2013 asked CEPOL to design and deliver comprehensive training on leadership.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
71	Leadership, Learning Training and Language Development	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	To improve operational cooperation between law enforcement authorities by increasing language abilities and increase participants' knowledge of European police systems and instruments of cooperation	• Communicate in English more efficiently in professional environment • Demonstrate increased use of police terminology especially the use of legal and technical terms • Compare and contrast at least three different policing systems within the European context • Demonstrate increased knowledge of at least three European Union institutions	According to its mandate established by Council Decision 681/JHA/2005), par. 7 (i), CEPOL is tasked to enable the senior police officers to acquire relevant language skills.
72	Leadership, Learning Training and Language Development	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	To improve operational cooperation between law enforcement authorities by increasing language abilities and increase participants' knowledge of European police systems and instruments of cooperation	•Communicate in English more efficiently in professional environment • Demonstrate increased use of police terminology especially the use of legal and technical terms • Compare and contrast at least three different policing systems within the European context • Demonstrate increased knowledge of at least three European Union institutions	According to its mandate established by Council Decision 681/JHA/2005), par. 7 (i), CEPOL is tasked to enable the senior police officers to acquire relevant language skills.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
73	Leadership, Learning Training and Language Development	E-learning	International Law Enforcement Cooperation – Train the Trainers	5	28	Teachers/trainers of national law enforcement higher educational institutions (Police academies, universities) responsible for teaching the subject of international law enforcement cooperation and international criminal information exchange; officers from Single Point Of Contacts (SPOC)	To create a standard minimum knowledge in the field of international police cooperation and international criminal information exchange. To train teachers/trainers of national law enforcement higher institutions for the above mentioned basic knowledge in order to cascade this knowledge with law enforcement officials at national level	•Share effectively the application of the most modern instruments and channels • Share the most up-to-date knowledge by acquiring the modern best practices • Bridge the gap between the field and the education content with the help of the training • Cooperate more efficiently by understanding the challenges of cooperation in the field of information exchange • Apply the best practices of information exchange during the daily work	According to its mandate established by Council Decision 681/JHA/2005), par. 7 (b), (i) and (h), CEPOL is tasked to provide training for trainers.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
74	Leadership, Learning Training and Language Development	Train the Trainers	Train the Trainers - Step 1	4	20	National trainers/experts and police officers, members of CEPOL Lecturers, Trainers, Researchers (LTR) database, who wish to increase their competences towards training, group working and understanding diversity in a 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	• 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	According to its mandate established by Council Decision 681/JHA/2005), par. 7 (b), (i) and (h), CEPOL is tasked to provide training for trainers.

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No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
75	Leadership, Learning Training and Language Development	Train the Trainers	Train the Trainers - Step 2	4	20	National trainers/experts and police officers, members of CEPOL Lecturers, Trainers, Researchers (LTR) database, who wish to increase their competences towards training, group working and understanding diversity in a 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	• 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	According to its mandate established by Council Decision 681/JHA/2005), par. 7 (b), (i) and (h), CEPOL is tasked to provide training for trainers.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
76	Research and Science and Crime prevention	Research and Science	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 | The R&S conference is a flagship CEPOL activity to facilitate and foster a stimulating intellectual environment, where senior police officers, educational experts and scientific scholars come together to inform and be informed about new scientific findings, ongoing research projects and challenges for police and policing lying ahead. With a (non-exclusive) emphasis on European issues, projects and insights, sharing of new evidence-based knowledge is as well as part of the event as the invitation of new perspectives and encouragement of critical debate. Ultimately, the conference shall serve as an established forum of bringing together ideas and perspectives of police practitioners and academic scholars alike. | • Participants will learn about • findings of new specific research projects; •the latest developments in police science with an emphasis of the European dimension

• methods of analysis of emerging police issues and relevant trends in society

• international standards of knowledge production and distribution in the field of police science and research. | According to it's mandate established by Council Decision 681/JHA/2005, par. 7 (d), CEPOL is tasked to disseminate best practice and research findings. |

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
77	Research and Science and Crime prevention	Crime Prevention	Hotspots – Tackle Crime and Insecurity	2	28	Law enforcement officers making decision on approach in community policing at national level	To prevent and fight crime and insecurity through hotspot policing and through addressing hotspots with a cross-sector approach involving also the municipality, local schools, business etc.	• Discuss tools to reduce crime and insecurity by working with crime prevention at a strategic and operational level in deprived areas. • Engage in the collaboration between police, schools, municipality etc. • Analyse selected geographical area and to find solutions that changes the area physically and socially • Deploy a problem oriented policing-approach (POP), stressing analysis, planning and collaboration • Understand the way of working in formal (public/private) partnerships • Compare the way of working applied in Rotterdam and Copenhagen where they have worked with the hotspot approach.	To reduce crime such as drug trafficking and gang crime and to reduce insecurity. According to it's mandate established by Council Decision 681/JHA/2005, par. 7 (d), CEPOL is tasked to disseminate best practice and research findings.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
78	Fundamental Rights	Hate crime	Hate Crimes	4	28	Police officers specialised in hate crime investigation and prevention	To provide law enforcement officials with the up-to-date information in identifying hate crimes, including hate speech, and in taking appropriate actions to investigate these crimes	•Discuss the EU legislation criminalising hate crime and its implementation in MS and realise that hate crime victimisation is a serious problem • Use critical thinking skills to synthesise historical information and relate it to their own culture's ethnic/gender perception • Identify the typically target groups: African, Jews, new immigrants, lesbians, gay • Identify the unique features of hate crimes and understand the devastating trauma of hate crimes •Discuss conscious and unconscious bias • Identify options to reduce and prevent hate crimes • Discuss the reasons of under reporting of hate crimes • Discuss the investigative strategies and collection and preservation of evidence • Examine the types of hate speech listed in the EU framework decision on racism and xenophobia and their constituent elements in the light of freedom of expression	The Council Framework Decision 2008/913/JHA of 28 November 2008 on combating certain forms and expressions of racism and xenophobia by means of criminal law, defines a common EU-wide criminal law and criminal justice approach to combating racism and xenophobia, as well as the anti-discrimination. The Justice and Home Affairs Council adopted conclusions on combating hate crime in the EU at its meeting on 6 December 2013. The Council invited CEPOL to continue its efforts to counter hate crime and highlighted the importance of training for practitioners coming into contact with victims of hate crime in order to increase their awareness of the needs of victims of hate crime and to enable them to deal with these victims in a respectful and professional manner, inter alia with a view to facilitate reporting of this type of crime.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
79	Fundamental Rights	Fundamental Rights	Fundamental Rights and Police Ethics - Step 1	4	28	Senior police officers and trainers involved in the practice, training and/or promotion of integrity, ethics and fundamental rights in policing as well as managing diversity	To raise awareness about the importance of ethical behaviour in day to day police work and to enhance the integration of diversity issues into police management	• 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 human rights • Discuss experiences within the European police services and police education	Based on communication from the Commission - Strategy for the effective implementation of the Charter of Fundamental Rights by the European Union (COM(2010) 573 final - 19.10.2011) CEPOL should address training in tit's field. According to it's mandate established by Council Decision 681/JHA/2005, par.6 (3), CEPOL is tasked to provide appropriate training with regard to respect for democratic safeguards.
80	Fundamental Rights	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	To raise awareness about the importance of ethical behaviour in day to day police work and to enhance the integration of diversity issues into police management	• Compare and 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	Based on communication from the Commission - Strategy for the effective implementation of the Charter of Fundamental Rights by the European Union (COM(2010) 573 final - 19.10.2011) CEPOL should address training in tit's field. According to it's mandate established by Council Decision 681/JHA/2005, par.6 (3), CEPOL is tasked to provide appropriate training with regard to respect for democratic safeguards.

No	Category	Topic	Title	Days	Partici-pants	Target Group	Aim	Learning outcomes	Justification
81	EU Policy Cycle (2014-2017)	Cyber Crime - child sexual exploitation	Victim identification in the area of Child Sexual Exploitation	10	28	Specialised police officers and officers from law enforcement institutions that will be engaged in the identification of victims of child sexual abuse from material distributed online depicting their exploitation and abuse. The officers should be recognised by their authorities as Victim Identification Specialists, be part of the national unit and responsible for feeding the ICSE database.	To enhance cooperation between law enforcement institutions from the EU Member states, the Associate countries and the Candidate countries in the identification of child victims of sexual exploitation. To create or improve skills of specialised law enforcement officers in the task of Victim Identification at a national and international level.	• Describe the victim identification process • Detail the types of undercover investigations likely to benefit them in victim identification • Identify the most vulnerable aspects of undercover operations over the internet • List the international co-operation possibilities for victim identification • Carry out detailed analysis of image and video files and their Exif data • Explain different methods of carrying out open source investigations on the internet • Show electronic forensic awareness in the approach to onsite victim identification • Collect, preserve, analyse electronic evidence • Present reports related to victim identification	To combat cybercrimes committed by OCGs such as on-line and payment card fraud, cybercrimes which cause serious harm to their victims such as online Child Sexual Exploitation, and cyber-attacks which affect critical infrastructure and information systems in the EU is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06.07.06.2013 (doc. 12095/13); CEPOL was tasked to coordinate the design and planning of training courses to equip law enforcement with the knowledge and expertise to effectively tackle cybercrime: Joint communication to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions; Cyber security Strategy of the European Union: An Open, Safe and Secure Cyberspace. 7.2.2013 JOIN (2013) 1final, par.2.2.

Section IV.II - List of webinars for 2016

Ref. no.	Title	Aim	Target group	Organiser	Proposed by
EU Policy Cycle					
1	European Agenda on Security	To enhance awareness of the content and process of the revised Internal Security Strategy	Law Enforcement Professionals dealing with internal and/or external security strategies and policies; including operational levels.	CEPOL	FI
Illegal immigration					
2	EMPACT priority: Illegal Immigration Title TBC	Following OAP 2016	Following OAP 2016	CEPOL	EMPACT
Trafficking in human beings					
3	EMPACT priority: Trafficking in Human Beings Title TBC	Following OAP 2016/To enhance the knowledge of law enforcement officers about the structured cooperation efforts at EU level on THB through the EU Policy Cycle and EMPACT Groups	Law enforcement officers working in the field of THB.	CEPOL	EMPACT
Counterfeit goods					
4	EMPACT priority: Counterfeit goods	Following OAP 2016	Following OAP 2016	CEPOL	EMPACT
Excise fraud					
5	EMPACT priority: Excise Fraud Title TBC	Following OAP 2016	Following OAP 2016	CEPOL	EMPACT
MTIC fraud					
6	EMPACT priority: MTIC fraud Title TBC	Following OAP 2016	Following OAP 2016	CEPOL	EMPACT
Synthetic drugs					
7	New Psychoactive Substances (NPS) in the EU	To enhance awareness among EU LE officers of the effects and availability of NPS in Europe and the implications for police work	LE officers working in the field of drugs	CEPOL	EMCDDA
8	Introduction to the EMCDDA	To enhance awareness among EU LE officers of the mandate and the activities of the EMCDDA	Law enforcement officers working in the field of drugs	CEPOL	EMCDDA
9	EMPACT priority: Synthetic drugs Title TBC/ Synthetic drugs - operational and investigative instruments to combat synthetic drugs	Following OAP 2016/ Development and acquiring of new operational and investigative instruments to combat synthetic drugs	Following OAP 2016	CEPOL	EMPACT/ RS
10	ILLICIT psychoactive substance laboratory	Improve knowledge and raise awareness of the necessary safety	All police officers involved in this type of complex	RS	RS

	detection and dismantling	measures	operations		
Cocaine and Heroin					
11	EMPACT priority: Cocaine and Heroin trafficking Title TBC	Following OAP 2016	Following OAP 2016	CEPOL	EMPACT
Cybercrime					
12	Combating payment card fraud - Airline Fraud Investigation Procedure	To improve and share knowledge on combating payment card fraud in aviation sector. Objectives: - Present successful case studies that have derived from the implementation of a project on fighting airline fraud on daily basis through a close cooperation with airline companies, travel agencies and international airport. - Assess co-operation with private sector(airline companies, travel agencies, financial institutions) regarding payment card fraud - Identify trends -fraud patterns related to payment card fraud in aviation sector - Connection of payment card fraud with other types of crimes - Enhance international cooperation	Police officers from cybercrime divisions and airport police.	EL	EMPACT/ EL
13	EMPACT priority: Cybercrime - CSE Title TBC	Following OAP 2016	Following OAP 2016	CEPOL	EMPACT
14	EMPACT priority: Cyber-attacks Title TBC	Following OAP 2016	Following OAP 2016	CEPOL	EMPACT
15	EMPACT priority: Cyber –attacks Investigation tool – practical exercise	To introduce the investigation tool FIRST and run a practical exercise	First responders – officers who investigate organised crime and need to deal with basic cyber aspects of investigation	CEPOL in cooperation with ECTEF and EC3	ECTEG
16	Cybercrime: Trends	Following OAP 2016	Following OAP 2016	CEPOL	CZ/LV/PL
Firearms					
17	EMPACT priority: Firearms trafficking Title TBC	Following OAP 2016/ To introduce CEPOL Online Module on Firearms	Following OAP 2016	CEPOL	EMPACT
Organised property crime					
18	EMPACT priority: Organised property Crime Title TBC	Following OAP 2016	Following OAP 2016	CEPOL	EMPACT
Other organised and International Crime					

19	Combating and preventing the corruption	To learn about international trends and good practises. To give example of national fight against corruption. (Including appropriate legislation, methods of detecting corruption, preventive measures, public procurement etc.)	Law enforcement staff involved in the corruption crimes investigating.	CZ	CZ/HU
20	Asset recovery	Aim of this webinar is to raise awareness of asset recovery importance at international level: Asset Recovery Network, CARIN network.	Police and Law Enforcement	HU	HU
21	Money Laundering regarding to VAT frauds in intra community supply of goods	To present modus operandi about the area of goods.	Law enforcement authorities involved in economic crime	CEPOL	PL
22	Wildlife Trafficking (Exact title TBC)	TBD	TBD	CEPOL	EU Commissi on
23	Illegal gambling and organised Crime	To increase the European attention on this matter.	Experts in the field involved in transnational investigations. The webinar is open only to	IT	IT
Counter terrorism					
24	Counter-terrorism (Exact title TBC)	TBD	TBD	CEPOL	PL
Special law enforcement techniques					
25	Drones: Uses, Legislations and Perspectives in Europe.	To improve the response of the law enforcement facing increasing using drones by developing the knowledge of participants on the legislation and capacity of Drones.	Law enforcement officers and experts facing use of Drones.	FR	FR
26	Traffic Safety and Crime Control - Integrative Approach	To raise awareness about Traffics safety and related aspects of policing at international level. To encourage an integrative approach towards Road Policing.	Deciders on strategic Level, high and middle Management (Gold and silver Level) with responsibility for traffic and operational management	DE	DE
27	Explosive device analysis	Acquiring and modernizing methods, introduction to up-to-date equipment	Crime Scene Investigators	CEPOL	RS
28	Forensic work on the crime scene	Acquiring new methods of analysing crime scene evidence	Crime Scene Investigators	CEPOL	RS
29	ID analysis - document protection features	Acquiring up-to-date methods of ID analysis	Crime Scene Investigators	CEPOL	RS
30	Evaluation of Mixed DNA profiles (i.e. profiles resulting from more than one donor).	To educate/train DNA experts in statistical methods of interpretation as well as other parameters involved in the analysis of mixed DNA profiles	Forensic DNA experts	CEPOL	EL

31	Image and Video Processing	Knowledge exchange. Learn new practices on image and video processing.	Learning new techniques on image and video processing. Presentation of new software Forensic video and image examiners.	TBD	EL
32	Image Comparison	Knowledge exchange. Learn new practices on image comparison.	Learning new techniques on image comparison. Presentation of new software, which can be used on image comparison. Forensic image examiners.	TBD	EL
33	Digital Video Recorders (DVR) Examination	Knowledge exchange. Learn new practices on DVR examination.	Learning new techniques on DVR examination. Forensic video examiners.	TBD	EL
34	Crime Scene Photography	To share best practices in photography techniques during investigation of a crime scene	Forensics officer and specialized investigators	TBD	EL/FR
35	Latent Print Photography	Knowledge exchange. Learn new practices on latent print photography	Learning new techniques on latent print photography. Latent print photographers. Forensic photographers.	TBD	EL
36	Suggestibility and false confessions. Potential risks in investigative interviewing	To reveal psychological aspects of suggestibility in human memory and false confessions.	Criminal police officers	LT	LT
EU Police and Judicial cooperation and networks					
37	Schengen Evaluation Procedures according to Regulation 1053/2013 (in Greek)	To provide webinar audience with basic knowledge about the Schengen Evaluation procedures, according to the new mechanism, defined by Regulation 1053/2013. To familiarise police services with the current Schengen Evaluation mechanism. To inform the police authorities about the new features introduced in Regulation 1987/2006. To identify the role and necessary steps that have to be taken by each stakeholder during a Schengen Evaluation Procedure	Police officers who were nominated "contact points" for Schengen Evaluation matters, coming geographically from all police authorities in Greece.	EL	EL

38	International Police Cooperation in Greece – EUROPOL, Interpol, SIRENE Channels – Liaison Officers (in Greek)	To give webinar audience comprehend picture of international police cooperation in Greece, in national and international context, and the allocation of the different competences to International Police Cooperation Division. To raise awareness on the application the Information Systems and databases of all channels (SIS II, I24/7, e-ASF, EIS, SIENA). To describe thoroughly the different jurisdictions of each Sector of International Police Cooperation Division To identify the role of police cooperation features i.e. Swedish Framework Decision and Prüm Decisions application.	Police officers who were nominated "contact points" for SIRENE. and Schengen acquis matters, and whose mandate was also extended to police cooperation subjects. These police officers were selected according to their educational background, job experience and knowledge of international law.	EL	EL
39	Mandate and operational action of Hellenic SIRENE Bureau - Procedures regarding alerts, hits and new features on SIS II (in Greek)	To raise awareness on the application and new features of SIS II. To inform the police authorities on the various SIRENE. Bureau jurisdictions. To increase of SIS II use, from Greek police authorities. To build a network of core trainers, who could transfer and deliver trainings, in distant (from the capital) places.	Police officers who were nominated "contact points" for SIRENE and Schengen acquis matters. These police officers were selected according to their educational background, job experience, knowledge on Schengen issues and other relevant parts.	EL	EL
340	Use of Europol tools for the investigation of cases	To provide officers investigating criminal offences with all the available tools that can be provided by Europol for the investigation of their cases. To provide an overall awareness of Europol products/tools. To provide an overview of the services provided by Europol.	Law Enforcement Officials.	CEPOL	CY
41	Single Point of Contact (SPOC) concerning cross-border police cooperation and information exchange.	To provide SPOC operators an overview of all information exchange systems, legal bases and instruments available to Law Enforcement Authorities involved in international information exchange. SPOC operators must distinguish the three main channels of police cooperation, INTERPOL, EUROPOL and SIRENE. SPOC operators will analyse the different procedures in place for the routine info exchange. SPOPC operators will manage direct information exchange through different channels.	Law Enforcement Officers from International Police Cooperation Directorate (INTERPOL, EUROPOL and SIRENE).	CEPOL	CY
42	Privacy Impact Assessment plan, management and monitoring	To provide practical guidance on how to efficiently plan, manage and conduct PIA in specific situations arisen in complex environments from the police sector (such as data sharing, new systems for storage and access,	The webinar is aimed at professionals who are responsible for ensuring that their organization is fully compliant with its data privacy obligations. This	CEPOL	RO

		surveillance and monitoring, using existing information in new ways)	includes Data Privacy/Protection, HR, IT.		
43	Use of INTERPOL's tools for the prevention and detection of crime.	To provide officers investigating criminal offences to familiarise with the tools and services offered by INTERPOL for the facilitation of the investigation of criminal cases. To provide an insight of INTERPOL's expertise, priority areas, products and tools. To increase the ability of the investigators in the use of INTERPOL's alerts on new M.O. and adoption of appropriate preventive measures.	Police and Law Enforcement Officers dealing with the investigation of cases for which INTERPOL.	CEPOL	CY
44	Joint Investigation Teams (Exact title TBC)	To raise awareness about the importance and future possibilities, and modern tools of operational law enforcement cooperation. Raising awareness about the join operations, Joint Customs Operations (JCO), Joint Custom Police Operations (JCPO), COSPOL Projects, Frontex joint operations, Joint investigation teams (JITs) and other forms of the operational law enforcement cooperation.	Officers from police, customs and law enforcement & judicial authorities from EU Member states involved in the investigation of serious crime who can potentially become involved in a JIT.	CEPOL	LV
45	Schengen Evaluation	The awareness of Police officers related to Schengen Evaluation	Law Enforcement officials	CEPOL	CY/RO
46	Exchange of information and best practices regarding the alerts for arrest for surrender or extradition purposes and alerts on missing minors-art.26 and art. 32- SIS II	To share information on national procedures and methods aimed to provide an equivalent level of knowledge for the SIRENE operators with responsibilities art.26 SIS II and art.32 SIS-minors.	SIRENE operators with responsibilities alerts art.26 and art.32 SIS	CEPOL	RO
47	Practical experiences of MS in implementing art.36.3 and art. 38 as linked alerts	To share the experiences of different MS in the implementation of this new measure and assessing the effectiveness of it.	Law enforcement authorities	CEPOL	RO
48	The Hot Pursuit operations according to the rules foreseen by the Convention Implementing the Schengen Agreement (Art. 41 CISA)	To raise the awareness of all the branches of the national police about this kind of police cooperation, especially prone to happen in all the internal border area of the Schengen member state. The hot pursuit is highly probable to happen in the area of the internal borders, so the police officers must be prepared to perform a pursuit, including on the territory of the neighbouring Schengen member state. Thus, all the details, including	All the police branches, especially the field police officers, traffic police and public order police officers.	CEPOL	RO

		from the judicial point of view, must be clear and already tested and practised.			
49	The Cross-border Surveillance operations according to the rules foreseen by the Convention Implementing the Schengen Agreement (Art. 40 CISA)	To raise the awareness of the special branches of the national police from all the Schengen Member States about this kind of police operation.	Special operations branches of the police (designated to perform operative surveillance) and the criminal investigations branches of the police (that have the possibility to authorize surveillance and to use the material gathered on their penal proceedings/inquiries).	CEPOL	RO
50	The outcome of the study on integrating entry bans and return decisions into SIS	TBD	TBD	CEPOL	EU Commission
51	The outcome of the SIS architecture study	TBD	TBD	CEPOL	EU Commission
52	The outcome of the SIS overall evaluation	TBD	TBD	CEPOL	EU Commission
53	VIS basic	TBD	TBD	CEPOL	EU-LISA
54	Introduction of the EU-LISA	TBD	TBD	CEPOL	EU-LISA
External dimension of the area of Freedom, Security and Justice					
55	PCC SEE: Connecting EU and the Western Balkans	To inform participants about the PCC SEE and its role towards better cross-border police cooperation	Police and other law enforcement authorities, Teachers and trainers from law enforcement training institutions, experts working in the field of international cooperation.	PCC SEE	PCC SEE
Maintenance of law order and public security					
56	Kynopol network - future needs and possibilities	To examine the needs and inform the EU countries on the future possibilities of using the Kynopol network.	Public webinar	HU	HU
57	Emergency Situations Management	To improve the cooperation among national authorities for disaster management. To maintain the law and order and public safety during and after a disaster.	Officers and staff involved in managing emergency situations	CEPOL	RO

Leadership, learning, training and language development					
58	Leadership and Police Performance	To raise awareness and knowledge about the relation between different leadership styles and the performance of a police organisation	Public Webinar	DE	DE
59	Innovative Training Methods and Teaching tools.	To get familiar with new teaching technologies. To get latest updates about new teaching methods and tools. To raise awareness about the topical methods of training quality assessment	Law enforcement officials involved in the training.	CEPOL	LT
60	Training quality assessment methods within EU Law Enforcement training institutions.	To present the most topical methods of training quality assessment	Law enforcement officers working in the training area.	CEPOL	LT
61	LMS support to learning and training activities / Course Image 8.0	Introduce the CEPOL template for LMS support for residential learning and training activities to trainers, teachers and educators.	Managers of courses, seminars, conferences, and other CEPOL activities supported by the LMS, National and Organisational e-Net Managers.	CEPOL	CEPOL
62	CEPOL Webinars: A tool for professionalisation in stand-alone and blended training contexts	Introduce webinar as an instrument in a wider educational and training context than a isolated and stand-alone tool for professionalisation.	Educators, trainers, teachers and HR officers from police, law enforcement and judicial authorities	CEPOL	CEPOL
63	European Police Exchange Programme 2016	Introduce EPEP 2016's objectives, procedures, the platform on the LMS and the expected outcomes to prospective exchanges.	Prospective candidates for exchanges in the EPEP 2016 programme.	CEPOL	CEPOL
Research and science, prevention					
64	Internal Validation Procedures for forensic DNA labs	To educate DNA experts in the need to validate methods in the context of ISO 17025 for forensic laboratories To introduce reporting of internal Validation of DNA analysis methods-STR typing according to ISO/IEC 17025 paragraph 5.4	Forensic DNA Experts	CEPOL	EL
Fundamental rights					
65	Interviewing children victims and witnesses of crime	To raise awareness about different forms of gender based violence – from physical violence to sexual harassment and stacking – and exchange promising practice examples on how violence against women can be addressed at the level of law enforcement.	Police officers, judiciary, prosecutors	CEPOL	FRA
66	Persons with disabilities	To raise awareness about the rights of persons with disabilities, and how these can be best protected in the work of law enforcement.	Police and Law Enforcement	CEPOL	FRA

67	Roma integration strategies: challenges for law enforcement?	To raise awareness about challenges experienced by Roma communities in different EU Member States and discuss how these can be best taken into account in the police work.	Police and Law Enforcement	CEPOL	FRA
68	LGBTI and law enforcement	To raise awareness about challenges experienced by Roma communities in different EU Member States and discuss how these can be best taken into account in the police work.	Police and Law Enforcement	CEPOL	FRA
69	Diversity, non-discrimination or discriminatory ethnic profiling	To raise awareness about different forms of discrimination; to critically examine cultural stereotypes that are often held by the community and within police services that serve that community, and to exchange promising practices.	Police and Law Enforcement	CEPOL	FRA
70	Police and Public relations/ media cooperation in a diverse society	To raise awareness and share good practices of effective strategies for police cooperation with media. How to communicate about crime and security challenges, at the same time respecting fundamental rights of victims and suspects? How to ensure transparent and objective communication with the media, while respecting culturally, socially and ethnically diverse society?	Police and Law Enforcement	CEPOL	FRA
71	Police human resources management in a diverse society	To inform about the basic principles related to managing diversity through human resources management in police services; to raise awareness about how diversity skills directly affect law enforcement work; and to exchange practices in diversity-conscious human resources management.	Police and Law Enforcement	CEPOL	FRA
72	Hate crime: encouraging reporting and ensuring recording of bias motivated incidents	To discuss concrete steps how hate crimes can be recognised in practice (thereby ensuring that bias motive is taken into account in the process of investigation) and to raise awareness of the reasons why victims of hate crime often do not report the most serious cases of violence (and what can be done to build victims' trust and encourage reporting).To introduce/raise awareness about different areas of hate crime, such as anti-Semitism.	Police and Law Enforcement	CEPOL	FRA
73	Ensuring rights of victims of crime	To discuss what can be done to build victims' trust and encourage reporting by exchanging promising practices in the field, and discussing how law enforcement can work together with victim support services to provide essential help to victims of crime at the earliest stage possible.	Police and Law Enforcement	CEPOL	FRA

74	Severe forms of labour exploitation – cooperation between police and labour inspectorates	To raise awareness about criminal exploitation of the work of EU and non-EU migrants; and discuss how these crimes can be effectively addressed by law enforcement, ensuring that these crimes are detected and reported, and victims' have effective avenues to access justice.	Police and Law Enforcement	CEPOL	FRA
75	Gender based violence	To raise awareness about different forms of gender based violence – from physical violence to sexual harassment and stacking – and exchange promising practice examples on how violence against women can be addressed at the level of law enforcement.	Police and Law Enforcement	CEPOL	FRA
76	Human Rights and Police Ethics/ Detention conditions and handling of Detained persons.	To raise awareness about the importance of ethical behaviours in day to day police work and to enhance the integration of diversity issues into police management. To promote European analysis concerning Human rights and police ethics. To raise awareness about rights of detained persons and human rights of citizens.	Law Enforcement officers and trainers involved in the practice, training and/or promoting of integrity, ethics and human rights in policing.	CEPOL	FRA/PL/CY
77	Data Protection and Handling/Processing of Personal data according to EU Legislation	Knowledge of the relevant legislation in the EU and latest development. Knowledge of the basic principles regarding data protection. Case law regarding data protection.	Law Enforcement officials	CEPOL	CY
78	Effective steps against bullying and cyber bullying	The webinar aims to inform its attendees on bullying behaviours. To provides practical information on how to recognise and handle bullying in schools and cyber bullying. To introduce first and only anti-bullying program in Hungary.	Public webinar	HU	HU
79	How can I claim my rights at the European Court of Human Rights? The Individual Complaint Procedure under Article 34 of the European Convention of Human Rights	TBD	Public Webinar	DE	DE

Section IV.III - Grant Agreements - Selection, Evaluation, Award and Financing Criteria

Grants

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 proposals. 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 how to complete Grant Application").

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 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

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.

Evaluation criteria assess the following areas:

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

Total maximum points 100

Evaluation criteria for a set of activities:

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

a) 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

b) 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.

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 set of activities.

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

Evaluation criteria assess the following areas:

- Content   – maximum points   30

- Learning outcomes (for courses/seminars/workshops) or

- Objectives (for conferences only)   – maximum points   10

- Delivery/methodology   – maximum points   30

- Organisation   – maximum points   10

- Cost effectiveness   – maximum points   20

    Total   maximum points 100

Awarding criteria

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

- reaching the threshold, and

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

Note: In case of activities 10/2016, 11/2016, 33/2016, where the course content is developed and delivered by Europol in close cooperation with CEPOL and in case of 59/2016, where the course content had been developed by CEPOL expert groups sections of the Application Form: 2.1.3-2.1.5; 2.2; 2.3.1-2.3.3; 2.3.6; 2.4 shall not be completed. Maximum number of points will be automatically allocated for these sections.

It is different for the activities 57/2016, 68/2016, 69/2016, where the course curriculum developed by CEPOL expert groups shall be followed when developing the content by the applicant. For these activities the content will be evaluated and it is required that the applicant offers the content in line with these course curricula.

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.

Framework Partners

1. Eligible organisations

Due to the specific scope, content and target groups of CEPOL's courses, seminars and conferences, the framework partnerships will be concluded with:

- law enforcement agencies and training institutions;

- research institutions and public universities which have existing cooperation with respective national law enforcement agencies or law enforcement training institutions.[29]

They should be interested and have the **operational capacity** to carry out at least one activity per calendar year in line with CEPOL rules stipulated in Governing Board Decision 30/2006/GB.

With regard to this criteria CEPOL reserves the right to conclude a single framework partnership agreement if more than one application is received from subordinate parts of the same legal entity. CEPOL will liaise with this legal entity beforehand.

The future partner/s should either have responsibilities on a national or state level and they should have the competent resources to deal with:

- law enforcement personnel as main target group for the learning activities;

- specifically required law enforcement and judicial topics and content;

- the broad European context of the latter.

Natural persons, international organisations, private-sector bodies and public bodies not involved in police training are not eligible to become framework partners.

2. Duration of the partnerships

The framework partnerships will be concluded for a period of four years. CEPOL is not committed to publishing further calls for proposals for framework partnerships before 2020. However, an earlier call is not excluded if relevant needs are identified. Such a need can be extension of CEPOL's mandate, the widening of CEPOL's network as a result of the enlargement of the EU.

3. Areas of activities undertaken within Framework Partnerships

All courses, seminars and conferences as defined in CEPOL Annual Work Programme, particularly list of activities.

4. Conditions and Modalities

Funding Conditions

a) The maximum duration of the framework partnership agreements will be 4 years, after which a new call will be launched for the following four-year long cycle.

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[29] Or with the public body legally competent as signatory authority regarding the framework and grant agreements with CEPOL, established in the EU Member States.

b) For actions to be undertaken by framework partners, co-funding of up to 95 % of the total costs will take place. However, the 95% co-funding will not exceed the total costs reimbursable under CEPOL Governing Board decision 30/2006 (consolidated version).

c) Every framework partner funds at least 5% of the total costs.

5. Exclusion criteria

The following exclusion criteria will be applied:

a) Applicants shall be excluded from participating in this call for proposals if they are in one or more of the situations listed in Articles 106 or 107 of the Financial Regulation.[30]

b) Applications must be submitted on the **application form** for framework partners; no other form will be accepted; all sections of the form must be completed and it must be accompanied by all documents listed in the call for framework partners.

c) Application must be posted to CEPOL by the **deadline** for the applications.

6. Selection criteria

Proposals for framework partnerships shall be evaluated on the basis of the following criteria:

a) **operational responsibilities** of the applicant organisation, with a particular view to its statutory responsibilities and their conformity with the majority of courses, seminars and conferences as included in CEPOL's Annual work programme.

b) **professional capacity and experience of the applicant organisation** required for a long-term cooperation with CEPOL for implementing the relevant activities; insight in the latter can be provided by submitting an overview of training programmes for an international audience of law enforcement personnel in the last calendar year(s).

Framework partners will be selected on the basis of the information in the application form and annexed documents provided by the applicant. CEPOL may contact applicants to request additional proof or clarification of supporting documents accompanying the application or to validate the correction of a manifest error.

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[30]REGULATION (EU, EURATOM) No 966/2012 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 25 October 2012 on the financial rules applicable to the general budget of the Union and repealing Council Regulation (EC, Euratom) No 1605/2002, Official Journal L298 of 26/10/2012

ANNEX: I – Resource allocation per Activity

Activity Based Budget 2016 (ABB)[31]	Allocated human resources (FTE)				Allocated budget resources (EUR)			
Activity area	TA	CA	SNE	Total HR	Indirect cost (T1 & T2)	Direct cost (Title 3)	CT MENA[32] (Title 4)	Total budget
Portfolio based programming of CEPOL learning activities	7.80	7.10	2.60	17.50	1,432,500	3,642,500	0	5,143,000
Development of education and training products	2.00	0.90	0.40	3.30	255,500	582,200	0	715,700
External Relations	1.85	5.50[33]	0.90	8.25	638,800	48,000	1,650,700	688,800 (+1,650,700)
Governance and management of the Agency	16.35	6.50	0.10	22.95	1,777,000	264,500	0	2,093,500
Subtotals / Totals	**28**	**20**	**4**	**52.00**	**4,103,800**	**4,537,200**	**1,650,700**	**8,641,000 (+1,650,700)**

[31] The allocation of indirect costs (Titles 1 and 2) are driven by the FTE allocation per activity area

[32] The cost of CT MENA project reflects a estimated cost of 12 months for the project (for year 2016 only)

[33] This figure included the four (4) Contract Agent (CA) post for the CT MENA project

ANNEX: II – Human and Financial Resources (Tables) 2016-2018

Annex II - Table 1: Expenditure

Expenditure	2015		2016	
	CA	PA	CA	PA
Title 1	3,547,500	3,547,500	3,662,800	3,662,800
Title 2	494,500	494,500	441,000	441,000
Title 3	4,429,000	4,429,000	4,537,200	4,537,200
Title 4 (R0)	300,000	300,000	1,650,700	1,650,700
Total expenditure	8,771,000	8,771,000	10,291,700	10,291,700

	Commitment appropriations						
Expenditure	Executed Budget 2014	Budget 2015	DB 2016 Agency request	DB 2016 Budget forecast	VAR 2016 / 2015	Envisaged in 2017	Envisage in 2018
Title 1 Staff Expenditure	4,385,573	3,547,500	3,662,800	3,662,800	103.25%	3,733,656	3,805,930
11 Salaries & allowances	3,846,361	2,981,600	2,940,000	2,940,000	98.60%	2,998,800	3,058,777
- of which establishment plan posts	3,148,349	2,089,800	2,243,000	2,243,000	107.33%	2,287,860	2,333,617
- of which external personnel	698,012	891,800	697,000	697,000	78.16%	710,940	725,160

12 Expenditure relating to Staff recruitment	34,400	40,000	40,000	40,000	100.00%	40,000	40,000
13 Mission expenses	79,400	30,000	35,000	35,000	116.67%	35,000	35,000
14 Socio-medical infrastructure	71,710	321,400	407,800	407,800	126.88%	415,956	424,275
15 Training	30,190	40,000	40,000	40,000	100.00%	40,000	40,000
16 External Services	316,512	130,000	195,000	195,000	150.00%	198,900	202,878
17 Receptions and events	3,500	2,500	3,000	3,000	120.00%	3,000	3,000
Social welfare	3,500	2,000	2,000	2,000	100.00%	2,000	2,000
Other staff related expenditure	0	0	0	0		0	0
Title 2 Infrastructure and operating expenditure	647,976	494,500	441,000	441,000	89.18%	452,000	462,500
20 Rental of buildings and associated costs	94,698	45,000	38,000	38,000	84.44%	40,000	42,000
21 Information and communication technology	451,166	330,000	290,000	290,000	87.88%	295,000	300,000
22 Movable property and associated costs	11,258	12,300	14,500	14,500	117.89%	15,000	15,500
23 Current administrative expenditure	85,889	95,700	87,000	87,000	90.91%	90,000	92,500
24 Postage / Telecommunications	4,965	11,500	11,500	11,500	100.00%	12,000	12,500

25 Meeting expenses	0	0	0	0		0	0
26 Running costs in connection with operational activities	0	0	0	0		0	0
27 Information and publishing	0	0	0	0		0	0
28 Studies	0	0	0	0		0	0
Other infrastructure and operating expenditure	0	0	0	0		0	0
Title 3 Operating expenditure	3,335,069	4,429,000	4,537,200	4,537,200	102.44%	4,627,344	4,857,570
30 Bodies and organs	231,767	311,000	234,000	234,000		238,680	250,000
31 Courses and seminars	2,456,007	3,159,000	3,173,200	3,173,200		3,236,664	3,431,570
32 Other programme activities	455,798	629,000	940,000	940,000		958,000	975,000
33 Evaluation	0	100,000	0	0		0	0
35 Missions	147,000	150,000	140,000	140,000		143,000	148,000
37 Other operational activities	44,497	80,000	50,000	50,000		51,000	53,000
Title 4 Operating expenditure	0	300,000	1,650,700	1,650,700	550.23%	549,300	0
41 Expenditure relating to persons working for CT MENA project		300,000	816,000	816,000		269,620	0
42 Travel			422,000	422,000		141,964	0

43 Equipment and supplies			6,900	6,900		2,300	0
44 Local office			10,800	10,800		3,600	0
45 Other costs, services			195,000	195,000		65,000	0
46 Other			0	0		0	0
47 Indirect costs			116,700	116,700		38,933	0
48 Provision for contingency reserve			83,300	83,300		27,883	0
49 Taxes			0	0		0	0
TOTAL EXPENDITURE	8,368,618	8,771,000	10,291,700	10,291,700	117.34%	9,362,300	9,126,000

Expenditure	Payment appropriations						
	Executed Budget 2014	Budget 2015	DB 2016 Agency request	DB 2016 Budget forecast	VAR 2016 / 2015	Envisaged in 2017	Envisage in 2018
Title 1 Staff Expenditure	4,249,829	3,547,500	3,662,800	3,662,800	103.25%	3,733,656	3,805,930
11 Salaries & allowances	3,846,361	2,981,600	2,940,000	2,940,000	98.60%	2,998,800	3,058,777
- of which establishment plan posts	3,148,349	2,089,800	2,243,000	2,243,000	107.33%	2,287,860	2,333,617
- of which external personnel	698,012	891,800	697,000	697,000	78.16%	710,940	725,160
12 Expenditure relating to Staff recruitment	19,046	40,000	40,000	40,000	100.00%	40,000	40,000
13 Mission expenses	72,864	30,000	35,000	35,000	116.67%	35,000	35,000
14 Socio-medical infrastructure	71,710	321,400	407,800	407,800	126.88%	415,956	424,275
15 Training	21,981	40,000	40,000	40,000	100.00%	40,000	40,000
16 External Services	213,332	130,000	195,000	195,000	150.00%	198,900	202,878
17 Receptions and events	2,305	2,500	3,000	3,000	120.00%	3,000	3,000
Social welfare	2,230	2,000	2,000	2,000	100.00%	2,000	2,000
Other staff related expenditure	0	0	0	0		0	0

Title 2 Infrastructure and operating expenditure	383,241	494,500	441,000	441,000	89.18%	452,000	462,500
20 Rental of buildings and associated costs	111,854	45,000	38,000	38,000	84.44%	40,000	42,000
21 Information and communication technology	162,159	330,000	290,000	290,000	87.88%	295,000	300,000
22 Movable property and associated costs	6,861	12,300	14,500	14,500	117.89%	15,000	15,500
23 Current administrative expenditure	98,225	95,700	87,000	87,000	90.91%	90,000	92,500
24 Postage / Telecommunications	4,142	11,500	11,500	11,500	100.00%	12,000	12,500
25 Meeting expenses	0	0	0	0		0	0
26 Running costs in connection with operational activities	0	0	0	0		0	0
27 Information and publishing	0	0	0	0		0	0
28 Studies	0	0	0	0		0	0
Other infrastructure and operating expenditure	0	0	0	0		0	0
Title 3 Operating expenditure	3,208,030	4,429,000	4,537,200	4,537,200	102.44%	4,627,344	4,857,570
30 Bodies and organs	180,208	311,000	284,000	234,000		238,680	250,000

31 Courses and seminars	2,353,947	3,159,000	3,363,200	3,173,200		3,236,664	3,431,570
32 Other programme activities	480,146	629,000	690,000	940,000		958,000	975,000
33 Evaluation	0	100,000	0	0		0	0
35 Missions	140,437	150,000	150,000	140,000		143,000	148,000
37 Other operational activities	53,292	80,000	50,000	50,000		51,000	53,000
Title 4 Operating expenditure	0	300,000	1,650,700	1,650,700	550.23%	549,300	0
41 Expenditure relating to persons working for CT MENA project		300,000	816,000	816,000		269,620	0
42 Travel			422,000	422,000		141,964	0
43 Equipment and supplies			6,900	6,900		2,300	0
44 Local office			10,800	10,800		3,600	0
45 Other costs, services			195,000	195,000		65,000	0
46 Other			0	0		0	0
47 Indirect costs			116,700	116,700		38,933	0
48 Provision for contingency reserve			83,300	83,300		27,883	0
49 Taxes			0	0		0	0
TOTAL EXPENDITURE	7,841,100	8,771,000	10,291,700	10,291,700	117.34%	9,362,300	9,126,000

Annex II - Table 2: Revenue

	2014	2015	2016		VAR 2016/ 2015 (Budget forecast)
REVENUES	Executed Budget	Revenues estimated by the agency	As requested by the agency	Budget Forecast	
1 REVENUE FROM FEES AND CHARGES					
2. EU CONTRIBUTION	8,575,858.50	8,471,000.00	8,641,000.00	8,641,000.00	102.01%
of which assigned revenues deriving from previous years' surpluses	869,000.00	793,000.00	0.00		0.00%
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)	0.00	0.00	0.00	0.00	
Of which EFTA					
Of which Candidate Countries					
4 OTHER CONTRIBUTIONS	0.00	0.00	0.00	0.00	
Of which additional EU funding stemming from ad hoc grants (FFR Art. 7)					
Of which additional EU funding stemming from delegation agreements (FFR Art. 8)					
5 ADMINISTRATIVE OPERATIONS					

Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)					
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT					
7 CORRECTION OF BUDGETARY IMBALANCES					
TOTAL REVENUES	8,575,858.50	8,471,000.00	8,641,000.00	8,641,000.00	102.01%

Annex II- Table 3: Budget outrun and cancellation of appropriations

Calculation budget outrun

Budget outturn	2012	2013	2014
Revenue actually received (+)	8,588,853.65	8,617,246.89	8,877,936.05
Payments made (-)	-6,707,148.85	-7,277,639.66	-7,140,188.36
Carry-over of appropriations (-)	-1,669,927.86	-891,405.38	-1,511,570.62
Cancellation of appropriations carried over (+)	705,441.52	303,735.60	57,272.36
Adjustment for carry-over arising from assigned revenue	272,860.83	60,673.19	72,556.37
Exchange rate differences (+/-)	-59,980.24	45,845.42	-125,890.90
Adjustment for negative balance from previous year (-)			
Total (Balance of the outturn account)	1,130,099.05	858,456.06	230,114.90

Result of year 2013 (+/-)		
Surplus from 2013 reimbursed to the EU budget (-)		
Surplus to be reimbursed to the EU budget for 2013		230,114.90

Descriptive information and justification on:

Budget outturn

The balance of the budget outturn for the year 2014 (230,114 €) is the open pre-financing from the 2014 budget that has to be returned to the EC. In comparison to the last three years the significant reduction in the amount to be reimbursed reflects increasingly higher consumption of the budget over this period.

Cancelation of commitment appropriations, cancelation of payment appropriations for the year and payment appropriations carried over

During 2014 the total commitment appropriation of the fresh C1 budget has reached 97.40% consumption. Only 2.40% for a total amount of 227,927 € of the total fresh budget has not been used and therefore cancelled at end of year 2014. In addition CEPOL has registered a cancellation of C8 commitment appropriation 124,829 euro carried over from 2013 to 2014.

As the agency does not have dissociated credit the situation of commitment appropriation and payment appropriation for the year and for the carried over appropriation remain identical

ANNEX: III – Human Resources quantitative

Annex III – Table 1: Staff population and its evolution. Overview of all categories of staff

Staff population		Staff population actually filled in 31.12.2013[34]	Staff population in EU Budget 2014[35]	Staff population actually filled at 31.12.2014[36]	Staff population in voted EU Budget 2015[37]	Staff population in Draft EU Budget 2016	Staff population envisaged in 2017[38]	Staff population envisaged in 2018[39]
Officials	AD	0	0	0	0	0	0	0
	AST	0	0	0	0	0	0	0
	AST/SC	0	0	0	0	0	0	0
TA	AD	16	16	16	16	17	19	19
	AST	11	11	10	11	11	11	11
	AST/SC	0	0	0	0	0	0	0
Total[40]		27	27	26	27	28	30	30
CA GF IV		0	0	0	0	5[41]	4[42]	3
CA GF III		0	2	0	2	4[43]	3[44]	2

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[34] Offer letters sent should be counted as posts filled in with a clear reference in a footnote **with a number how many posts/positions it concerns.**

[35] As authorised for officials and temporary agents (TA) and as estimated for contract agents (CA) and seconded national experts (SNE).

[36] Offer letters sent should be counted as posts filled in with a clear reference in a footnote **with a number how many posts/positions it concerns.**

[37] As authorised for officials and temporary agents (TA) and as estimated for contract agents (CA) and seconded national experts (SNE).

[38] Figures should not exceed those indicated in the Legislative Financial Statement attached to the founding act (or the revised founding act) minus staff cuts in the context of 5% staff cuts over the period 2013-2017.

[39] *Ibid.*

[40] Headcounts

[41] 3 New positions as replacement of SNEs/structurally used interim staff plus 2 Positions for CT MENA project

[42] Including 2 positions for CT MENA project for 6 months

[43] Including 2 positions for CT MENA

Staff population	Staff population actually filled in 31.12.2013[34]	Staff population in EU Budget 2014[35]	Staff population actually filled at 31.12.2014[36]	Staff population in voted EU Budget 2015[37]	Staff population in Draft EU Budget 2016	Staff population envisaged in 2017[38]	Staff population envisaged in 2018[39]
CA GF II	7	7	7	7	10[45]	10	10
CA GF I	1	1	1	1	1	1	1
Total CA[46]	8	10	8	10	20	18	16
SNE[47]	6	5.5	5	10	4[48]	4	4
Structural service providers[49]	-	-	-	-	-	-	-
TOTAL	41	42.5	39	47	52	52	50
External staff[50] for occasional replacement[51]			0				

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[44] Including 2 positions for CT MENA for 6 months

[45] 4 new positions as replacement of SNEs/structurally used interim staff

[46] FTE

[47] FTE

[48] Including 1 Free SNE

[49] **Service providers** are contracted by a private company and carry out specialised outsourced tasks of horizontal/support nature, for instance in the area of information technology. At the Commission the following general criteria should be fulfilled: 1) no individual contract with the Commission; 2) on the Commission premises, usually with a PC and desk; 3) administratively followed by the Commission (badge, etc.) and 4) contributing to the value added of the Commission. FTE

[50] FTE

[51] For instance replacement due to maternity leave or long sick leave.

Annex III- Table 2: Multi-annual staff policy plan Year N+1-Year N+3

Category and grade	Establishment plan in EU Budget 2014		Filled as of 31 December 2014		Modifications in 2014 in application of flexibility rule[52]		Establishment plan in voted EU Budget 2015		Modifications in 2015 in application of flexibility rule[53]		Establishment plan in Draft EU Budget 2016		Establishment plan 2017		Establishment plan 2018	
	O[54]	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA
AD 16																
AD 15																
AD 14																1
AD 13		1		1				1				1		1		
AD 12																
AD 11												1		2		2
AD 10		2		2				2				2		2		3
AD 9		3		3				3				2		1		
AD 8																1
AD 7		1		1				1				2		2		1
AD 6												3		6		9
AD 5		9		9				9				6		5		2
Total AD		**16**		16	0	0	0	**16**	0	0	0	**17**	0	**19**	0	**19**
AST 11																
AST 10																
AST 9																
AST 8																
AST 7																

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[52] In line with Article 32 (1) of the framework Financial Regulation, the management board may modify, under certain conditions, the establishment plan by in principle up to 10% of posts authorised, unless the financial rules of the body concerned allows for a different % rate.

[53] *Ibid*.

[54] O = Officials

Category and grade	Establishment plan in EU Budget 2014		Filled as of 31 December 2014		Modifications in 2014 in application of flexibility rule[52]		Establishment plan in voted EU Budget 2015		Modifications in 2015 in application of flexibility rule[53]		Establishment plan in Draft EU Budget 2016		Establishment plan 2017		Establishment plan 2018	
	O[54]	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA
AST 6												1		1		2
AST 5		2		2				2				2		3		4
AST 4		2		2				2				4		6		5
AST 3		7		6				7				4		1		
AST 2																
AST 1																
Total AST		**11**		**10**	0	0	0	**11**	0	0	0	**11**	0	**11**	0	**11**
AST/SC6																
AST/SC5																
AST/SC4																
AST/SC3																
AST/SC2																
AST/SC1																
Total AST/SC				0												
TOTAL		**27**		**26**	0	0	0	**27**	0	0	0	**28**	0	**30**	0	**30**

ANNEX: IV – Human Resources qualitative

Annex IV, Section A: Recruitment Policy

1. **Recruitment policy**

The CEPOL recruitment policy has been reviewed in the end of 2013 and the beginning of 2014; a new Director's decision on the CEPOL recruitment policy is in force since 1 March 2014. This new recruitment policy includes process descriptions and templates (such as vacancy notice, decision for appointing the Selection Committee, appointing authority decision, conditional offer/confirmation offer/reserve list/regret letters etc.). In addition, a checklist containing all key controls to be completed throughout the recruitment procedure to assist HR during the process and also to review that the documents resulted following each step of the recruitment procedure will be developed. To assist the selection committee members and reach consistency in the recruitment process, guidelines have been developed. The recruitment policy will be reviewed in the first quarter of 2015 to see where it can be further improved.

In October 2015 the Governing Board has agreed to the application of the model decision on engagement of Temporary Agents 2(f) by written procedure. It will be then necessary to review the recruitment policy in order to ensure alignment with this decision.

1.2. Officials

CEPOL does not employ any officials.

1.1. Temporary agents

1.2.1. Type of key functions

As CEPOL is a lean organisation, all positions have to be considered as key functions.

The following table describes the allocation and designation of Temporary Agents within CEPOL, including the entry grade for each position. This table is based on the organisation chart per 31 December 2014 and does not take into consideration possible additional positions as a result of the legislative process leading to a new CEPOL regulation.

Unit	Position	Entry grade	Job summary
Office of the Director			
	Director	AD-13	The Director is the Authorising Officer by delegation for CEPOL. According to the Council decision he is legally representing CEPOL. He works closely with the CEPOL Governing Board and Committees on defining CEPOL's strategy and Annual Work Programme. Mandatory position.
	Internal Control Officer	AD-5	This post is primarily concerned with ensuring compliance with the Commission Internal Control Standards. Specifically, it provides advice and support to the Director in all aspects of internal and external auditing, as well as on controlling, reporting obligations and related tasks. It further provides assurances advice in management and specific policy areas within the Agency.
Corporate Services Department			
	Head of Corporate Services	AD-10	Department manager and Head of Administration. Overall management responsibility for all functions within the department: Finance, HR, Procurement and ICT. This post has the attributions of Authorising Officer by sub-delegation and is considered mandatory to ensure the segregation of duties.
Finance Unit	Head of Finance	AD-9	Head of Finance Unit and deputy to Head of Department to ensure business continuity in compliance with the Internal Control Standards.
	Budget and Finance Officer	AD-7	This post is concerned with planning and monitoring the budget, and ensures the consistency with the budget of CEPOL and the EU financial regulations.
	Financial Contact Person	AD-5	CEPOL has signed an agreement with DG BUDG on the outsourcing of the

Unit	Position	Entry grade	Job summary
			accounting function of the Agency to the Accounting Services from the European Commission from 1 April 2014. The post of Financial Contact Person replaces the Accounting Officer position with a change of tasks
	Budget and Finance Support Assistant	AST-3	Support for Head of Finance Unit and Budget and Finance Officer as well as the Procurement Officer.
HR Management	Human Resources Officer	AST-5	This post is designated to prepare HR analysis and reporting to support the management and to provide HR support services to the organisation. This post is considered to be mandatory to ensure compliance with the Staff Regulations and compliance with the Internal Control Standards.
ICT	IT Officer	AST-5	Development of ICT Strategy. First and second level ICT support for the organisation, back-office systems and user administration.
	ICT Assistant	AST-3	Support for the ICT officer and functional back up to that post to ensure business continuity in accordance with the Internal Control Standards.
Procurement and Asset Management	Procurement Officer	AST-3	Procurement and asset management services to the organisation to ensure compliance with the Financial Regulations.
Travel & Logistics	Travel & Logistics team leader	AST-3	This post is coordinating and allocating the work of the travel and logistic team between the team members.
Legal Affairs	Legal Officer	AD6	This post will provide legal advice to the CEPOL management on its different activities: HR, Procurement and operational activities.

Unit	Position	Entry grade	Job summary
Operations Department			
	Head of Operations Department (Deputy Director)	AD-10	This post is responsible for CEPOL's core business - the development of an effective learning environment for law enforcement officers in the EU Member States. In particular this post is responsible for the effective planning and implementation of the CEPOL Annual Work Programme. This post has the attributions of Authorising Officer by sub-delegation and is considered mandatory to ensure the segregation of duties.
Management Support and Assistance	Management Support Assistant	AST-4	This post is designated to provide support to the Head of Operations Department (Deputy Director)
Training & Research Unit	Head of Unit	AD-9	The primary responsibility of this post is to manage the development and implementation of CEPOL's core activities in accordance with the Annual Work Programme. This post also provides back-up to the Head of Department to ensure business continuity in accordance with the Internal Control Standards.
	Programme Officer (Common Curricula /capacity building)	AD-5	This post is designated to the preparation and implementation of the CEPOL work programme particularly to ensure the development of training manuals and common curricula. The post manages CEPOL's contribution to projects where CEPOL is a partner. Additionally it coordinates CEPOL's contribution to designated priorities of the EU Policy Cycle.
	Programme Support	AST-3	This post is designated to conduct evaluation of and support implementation of CEPOL residential activities. The post gives administrative support to grant

Unit	Position	Entry grade	Job summary
	Officer		management process and implementation of residential activities. Additionally it coordinates CEPOL's contribution to designated priorities of the EU Policy Cycle.
	E-Learning Officer	AD-5	This post is concerned with the design, development and implementation of e-learning programmes as well as establishing of an e-learning culture within the CEPOL network. This post is also concerned with the development and delivery of web-enabled seminars. The post coordinates the work of e-Learning Team. Additionally it coordinates CEPOL's contribution to designated priorities of the EU Policy Cycle.
	Programme Officer (residential activities)	AD-5	The post is designated for the coordination, preparation and implementation of the CEPOL Work Programme to ensure the development, implementation, monitoring and follow-up of courses and seminars. The post coordinates overall CEPOL's contribution to the EU Policy Cycle as well as specifically designated priorities. The post coordinates the work of Training Team.
	Programme Officer (EPEP)	AD-5	The post is designated to preparation and coordination of implementation of the EPEP. Additional responsibilities include implementation of the residential activities and coordination of CEPOL's contribution of designated priorities of the EU Policy Cycle. The post coordinates the EPEP Team
	Finance and Budget Support Officer	AST-3	This post is designated for the processing of all reimbursement claims from Member States and invoices form service providers related to residential activities.
	Research and Knowledge Management Officer	AD-5	The main responsibilities of this post include the collection of research findings and good practices within the Police, Universities and Institutes related to Police matters and disseminating research findings and good practices to the national police

Unit	Position	Entry grade	Job summary
			colleges and the organisers of CEPOL courses and seminars.
Strategic Affairs Unit	Head of Unit	AD-9	This post is designated as Head of Unit responsible for the horizontal/coordination tasks in support of CEPOL's core business such as Governance, Communications, External Relations, and Quality Management.
	Planning Officer	AD-5	This post is designated to provide planning expertise across the Annual Work Programme and other organisational plans.
	Communications officer	AST-4	This post is designated to be responsible for CEPOL's communications and publicity. These responsibilities include raising awareness of CEPOL, editing publications, and responding to enquiries from the press and public as well as coordinating communication within CEPOL and the CEPOL Network.
	Governance Assistant	AST-3	This post is responsible for the administration and organisation of Agency governance meetings as well as National Contact Points meetings, with particular reference to Governing Board matters.
	Quality Management Officer and Data Protection Officer	AD-5	This post is responsible for CEPOL's quality management development, especially the core activities. The role of Data Protection Officer is considered to be mandatory to enable compliance with the Data Protection Regulations. One officer fulfils both roles at present.

1.2.2. Selection procedure

All Temporary Agents are recruited via formal selection procedures according to the CEPOL Recruitment Guide. The CEPOL recruitment guide will be amended to ensure alignment with the external selection procedure as outlined in the model decision on engagement of Temporary Agents 2(f). Main change will be that there will be the possibility for internal selection, inter-agency selection and external selection.

CEPOL's current external selection procedure which is applicable to both temporary agents and contract agents is based on the following principles:

Development of a business case to decide on the need to fill a position or to re-allocate a position that will come available.

Development of the vacancy notice and (amended) job description.

Publication of a vacancy notice on CEPOL's website and on the EPSO website, indicating eligibility and selection criteria, indicating type and duration of contract as well as the recruitment grade.

Appointing a selection panel; a representative from HR will in all panels be present as secretary and to ensure compliance with the recruitment policy. When justified by the level (panel members need to be employed at the same or a higher grade) or the required expertise of a post, one or more external members to the recruitment panel can be appointed. For each recruitment procedure, the Staff Committee is invited to nominate one staff member to represent the Staff Committee; this is not necessarily a member of the Staff Committee itself.

Pre-selection of candidates by the selection panel on the basis of required documents, permitting the evaluation of defined application eligibility and selection criteria.

Interview of candidates by the selection panel on the basis of pre-determined competency based questions covering the specific competencies in the area of expertise, knowledge of European Institutions, general aptitudes and language abilities as outlined in the published vacancy notice.   A written assessment test is set for each.

The selection panel proposes a list of suitable candidates in a report sent to the Director acting as Appointing Authority or Authority authorised to conclude contracts respectively.

The Director acting as Appointing Authority makes the final selection from a list of suitable candidates.

1.2.3. Entry grades

As stated elsewhere in this document CEPOL has not yet developed and/or implement a promotion policy. From 2016 this will change; however, as a consequence it means that all staff in the current grades are in the entry grade for each position.

When CEPOL was established the (entry) grades for its staff were set low in comparison to similar posts in other agencies. For this reason, CEPOL will keep the current grades as entry grades. This will then lead in the future to the bandwidth for different positions, over time CEPOL would have a positions in the following bandwidths.

AST	Assistants	AD	Experts, Managers and Directors		
		16			
		15			
		14			Director
		13		Head of Department	Director
		12	Administrator (Officer Functional / Operational)	Head of Department	
11		11	Administrator (Officer Functional / Operational)	Head of Department	
10		10	Administrator (Officer Functional / Operational)	Head of Unit	
9	Assistant	9	Administrator (Officer Functional / Operational)		
8	Assistant	8	Administrator (Officer Functional / Operational)		
7	Assistant	7	Administrator (Officer Functional / Operational)		
6	Assistant	6	Administrator (Officer Functional / Operational)		
5	Assistant	5	Administrator (Officer Functional / Operational)		
4	Assistant				
3	Assistant				
2	Assistant				
1	Assistant				

Managers provide operational or administrative management in support of the implementation of the CEPOL mandate. They are responsible and accountable for the delivery of expected outputs in respect of the CEPOL Strategy and associated planning and the Annual Work Programme whilst ensuring sound financial management and supervision of their respective departments/units as applicable. To date the post of Director is graded at AD13, Heads of Department posts at AD10 and Heads of Unit at AD9.

Programme Officers are staff requiring specific expertise and/or having a particular function contributing to the delivery of tasks, projects or coordinate complex sets of activities and financial and human resources under the authority of a Senior or Middle Manager. Typically and in comparison with other EU agencies and the European Commission these posts would be filled by Temporary Agents at grade AD7. However, at CEPOL due to historical reasons officers having high level specialisation in various fields are graded at AD5.

Assistants provide support in the implementation of the Annual Work Programme, drafting of documents and assistance in the implementation of policies and procedures in following the instructions of line management. An Assistant may also provide specialised assistance in financial or human resource management activities. Assistants play a supporting or service role in operational, administrative tasks under the supervision of a Senior Assistant and or a higher level function.

1.2.4. Length of contracts

As a general rule CEPOL issues initial contracts to Temporary Agents for a 5 year period. These initial contracts can be renewed once for a fixed term up to 5 years; any subsequent renewal will be for an indefinite period.

1.3. Contract agents

Whilst there is no specific model decision or implementing rule on engagement of Contract Agents CEPOL plans to apply the external recruitment policy as outlined in the model decision on engagement of Temporary Agents 2(f) by analogy for Contract Agents.

1.3.1. Key functions

As CEPOL is a small size organisation, all positions have to be considered as key functions.

The following table describes the allocation and designation of Contract Agents within CEPOL, including the function group for each position. This table is based on the organisation chart per 31 December 2014 and does not take into consideration possible additional positions as a result of the legislative process for a new CEPOL regulations.

Unit	Job Title	Function group (Entry)	Job summary
Office of the Director			
	Secretary to the Director	FG-I	This post provides secretarial support to the Director and the Head of Operations Department (Deputy Director).
Corporate Services Department			
	Finance Assistant	FG-II	One Data Entry/Financial Administrator post. One financial initiator. These posts are considered mandatory in order to ensure the correct division of responsibilities according to the Financial Regulations and business continuity according to the Internal Control Standards
	HR Assistant	FG-II	Support for the HR Officer to ensure compliance with the Staff Regulations and payroll officer for the agency. This post is considered to be mandatory to ensure HR business continuity and compliance with the Internal Control Standards
	Procurement Assistant	FG-III	Support for the Procurement Officer to ensure compliance with the Financial Regulation and Procurement Vademecum. This post of considered to be mandatory to ensure procurement business continuity and compliance with Internal Control Standards

Unit	Job Title	Function group (Entry)	Job summary
	Travel and Missions Support Officer	FG-II	Three posts. Travel booking for operational travel (course, training attendees and EPEP), network and staff missions booking. Posts provide logistical support to CEPOL events
	e-Net/ECM Support	FG-IV	To provide support to the new e-Net (support to in- and external users) and the ECM developments (internal document management system)
Operations Department			
MENA Project	Project manager	FG-IV	This post (foreseen for the project duration of 18 months) will support all steps of the of the EU/ Middle East and North Africa (MENA) region project (inception phase, implementation, monitoring, reporting and evaluation) supporting training cooperation on counter-terrorism with selected countries in the geographical area concerned.
	Senior Project Officer	FG-IV	This post (foreseen for the project duration of 18 months) will support all steps of the of the EU/ Middle East and North Africa (MENA) region project (inception phase, implementation, monitoring, reporting and evaluation) supporting training cooperation on counter-terrorism with selected countries in the geographical area concerned.
	Project assistants	FG-III	These two post (foreseen for the project duration of 18 months) be tasked to provide administrative, financial and operational support throughout all steps of the EU/ Middle East and North Africa (MENA) region project supporting training cooperation on counter-terrorism with selected countries in the geographical area concerned. This includes inception phase, implementation, monitoring, reporting and evaluation.

Unit	Job Title	Function group (Entry)	Job summary
Training and Research Unit	E-Learning Assistant	FG-III	The post is tasked with supporting the development and implementation of online learning activities and administering Learning Management System
	Cyber Crime assistant	FG-IV	The post is designated to manage the portfolio of CEPOL cyber training. The post coordinates CEPOL's contribution to the EU Policy Cycle Cybercrime priority.
	European Police Exchange Programme	FG-II	Two posts to support the organisation of the European Police Exchange Programme
Strategic Affairs Unit	Web & Communications Assistant	FG-II	This post is designated for the updating and maintaining the CEPOL website. This post is also the focal point for the National e-Net Managers and assisting with e-Net user management related issues.
	Governance Assistant	FG-II	This post provides administrative support to the department, in particular for organising governance meetings and the communication flow related to this.
	Policy Officer-External relations	FG-IV	This post will provide administrative and advisory tasks related to the implementation of CEPOL's mandate in the area of external relations, with particular reference to inter-institutional and inter-agency coordination, capacity building in and relations with Third Countries.

Annex IV, Section B: Appraisal of performance and reclassification/promotions

Table 1 - Reclassification of temporary staff/promotion of officials

Category & Grade	Staff in active employment at 1 January 2014		How many staff members were reclassified in 2015		Average number of years in grade of reclassified staff members
	Officials	TA	Officials	TA	
AD 16					
AD 15					
AD 14					
AD 13		1			
AD 12					
AD 11					
AD 10		2			
AD 9		3			
AD 8					
AD 7		1			
AD 6					
AD 5		8			
Total AD		15		0	
AST 11					

Category & Grade	Staff in active employment at 1 January 2014		How many staff members were reclassified in 2015		Average number of years in grade of reclassified staff members
	Officials	TA	Officials	TA	
AST 10					
AST 9					
AST 8					
AST 7					
AST 6					
AST 5		1			
AST 4		2			
AST 3		7			
AST 2					
AST 1					
Total AST		10		0	
AST/SC 1					
AST/SC 2					
AST/SC 3					
AST/SC 4					
AST/SC 5					

Category & Grade	Staff in active employment at 1 January 2014		How many staff members were reclassified in 2015		Average number of years in grade of reclassified staff members
	Officials	TA	Officials	TA	
AST/SC 6					
Total AST/SC		0			
TOTAL		25		0	

Table 2 - Reclassification of contract staff

Function Group	Grade	Staff in activity at 1 January 2014	How many staff members were reclassified in 2015	Average number of years in grade of reclassified staff members
FG IV	18			
	17			
	16			
	15			
	14			
	13			
FG III	12			
	11			

Function Group	Grade	Staff in activity at 1 January 2014	How many staff members were reclassified in 2015	Average number of years in grade of reclassified staff members
	10			
	9			
	8			
FG II	7			
	6			
	5	6		
	4	1		
	3			
	2			
	1	1		
TOTAL		8	0	N.A.

In anticipation of the Implementing Rules on Promotion (for Temporary Agents) and Reclassification (for Contract Agents) it is be necessary to foresee this in the establishment plan. As a general principle, CEPOL will offer each staff member the chance for promotion approximately every third year. As CEPOL has in its history never used this promotion tool before, in the first two years of this policy (2016 and 2017) a slightly higher percentage of staff members will be given the opportunity for promotion/reclassification. At present a model decision on promotion is expected to be communicated in the last two months of 2015 or early 2016. CEPOL is planning to request the GB to apply this decision with early effect and not to wait until the regulatory nine months have passed.

CEPOL's GB has approved in October 2015 the decision based on the model decision agreed in the Standing Working Party on appraisal and for Temporary Agents and Contract Agents under articles 43 and 44 of the Staff Regulations. This procedure will be used from the annual appraisal over the period 2015.

Each member of CEPOL staff has an agreed individual activity plan including training possibilities which is drawn up at the beginning of the year laying down the objectives and the indicators of the staff member in relation to the Work Programme. An individual's appraisal is then scheduled according to their start date and end of probation for bi-annual review on the basis of the performance indicators of the activity plan.

Where indefinite contracts for CEPOL staff are concluded, the model decision for agencies on promotion shall apply; any promotion/reclassification shall be subject to the prior agreement of the Governing Board.

As there was no promotion/reclassification policy in place in 2014 there were no promotions/reclassifications for CEPOL staff members.

Contract staff follows the same appraisal policy as outlined for temporary agents above. Similarly, there was no reclassification policy in place for Contract Agents and therefore reclassification has not taken place in 2014.

Annex IV, Section C: Mobility policy

Internal mobility

Internal candidates are encouraged to apply for suitable positions within the agency. Vacancy notices are made accessible internally to all staff via the website.

In 2012 CEPOL implemented a Staff Appraisal scheme. The key features of the scheme are to establish an annual dialogue with management / superior on performance, to set up clear and measurable objectives, to put in place meaningful indicators to measure performance against individual objectives and to guide possible promotion opportunities. The Staff Appraisal scheme is established in accordance with the revised Commission Implementing Rule, with CEPOL being an early adopter of this defined approach.

Mobility between Agencies

CEPOL currently posts all Vacant Notices on its website and also on the EPSO website. CEPOL has signed up for the Inter-agency Job Market but has not yet used this recruitment mechanism, although this is not precluded for the future. CEPOL has the expectation that the introduction of the Implementing Rules for Temporary Agents 2(f) might be helpful in increasing mobility between Agencies; however, due to the relative low grading of CEPOL positions and the low correction coefficient in Hungary there is a significant risk that this will be mainly a vehicle for outwards mobility to other Agencies.

In October 2015 the CEPOL Governing board decided on applying the model decision on engagement of temporary agents 2(f); this decision indicates clearly the need to launch vacancies in principle internally, as inter-agency procedure and externally.

Mobility between the Agencies and the institutions

CEPOL has been successful in recruiting experienced staff from other agencies and institutions. 50% of staff currently employed joined from other agencies or institutions. In 2014, 2 posts became vacant due to staff leaving CEPOL for comparable but higher graded posts in other agencies.

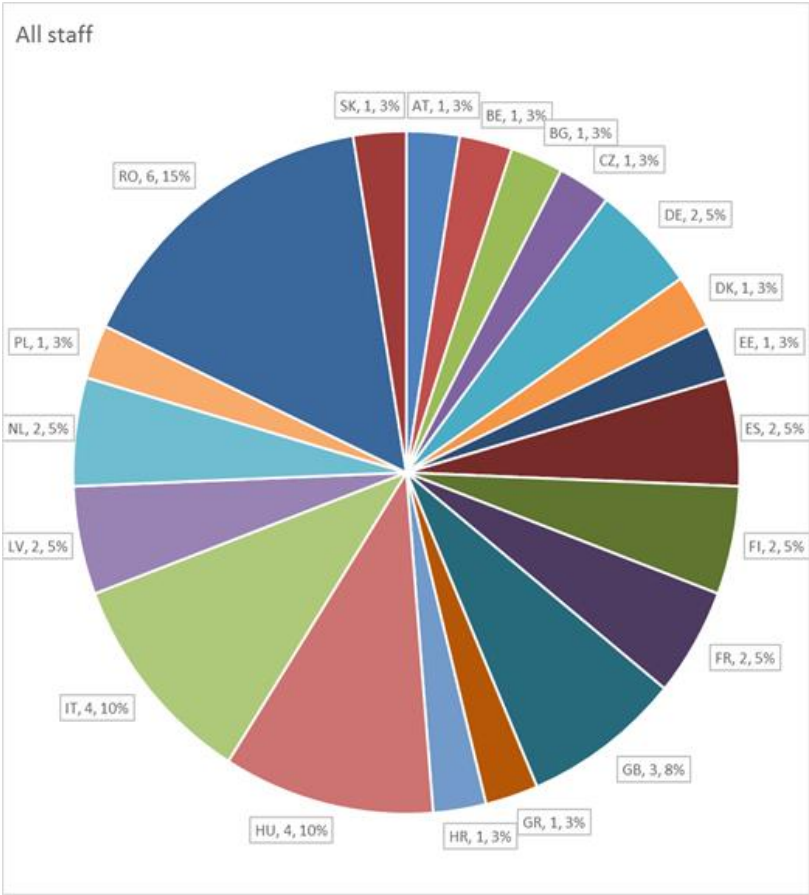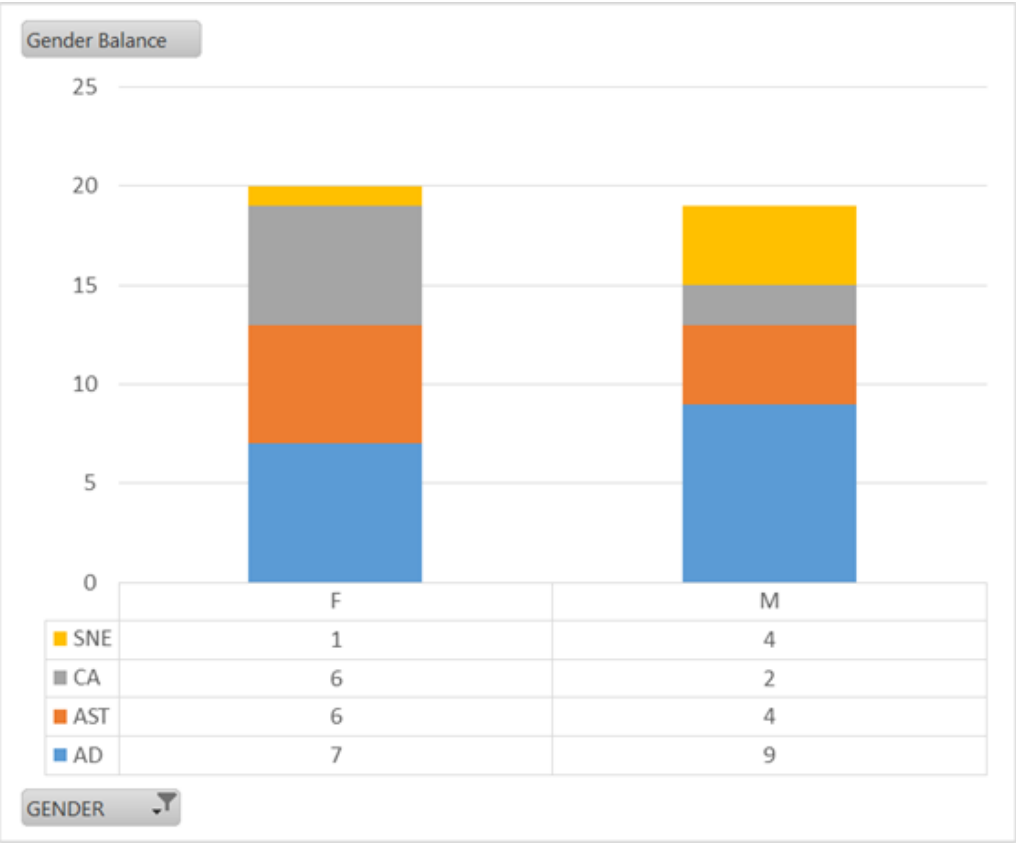## Annex IV, Section D: Gender and geographical balance

At present there is a reasonable gender balance in CEPOL. The ratio between man and women employed by CEPOL is 19 / 20. Within the different staff categories there are some bigger differences in this ratio, especially with regards to SNEs and CAs.
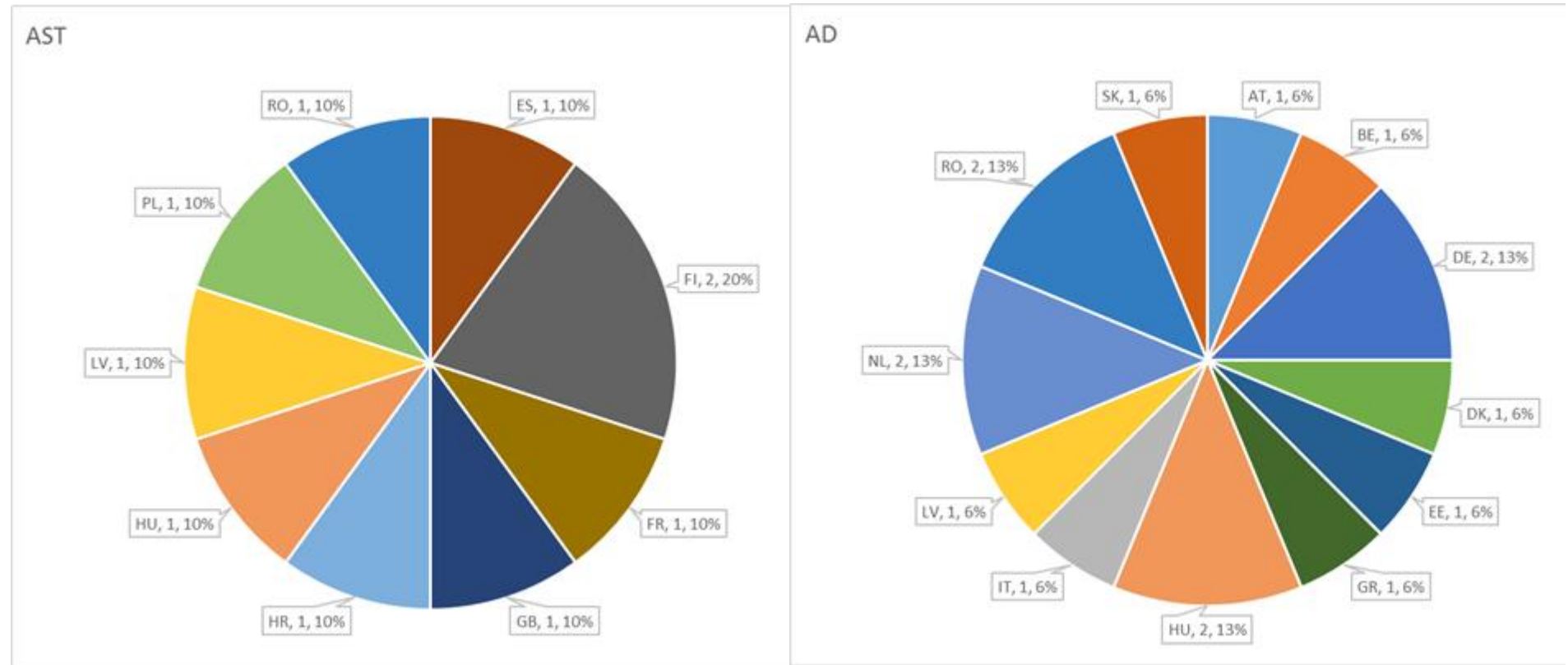
The overrepresentation of men in the category SNEs (4 / 1 on 31 December 2014) has already been addressed when a new SNE started her secondment on 5 January 2015.
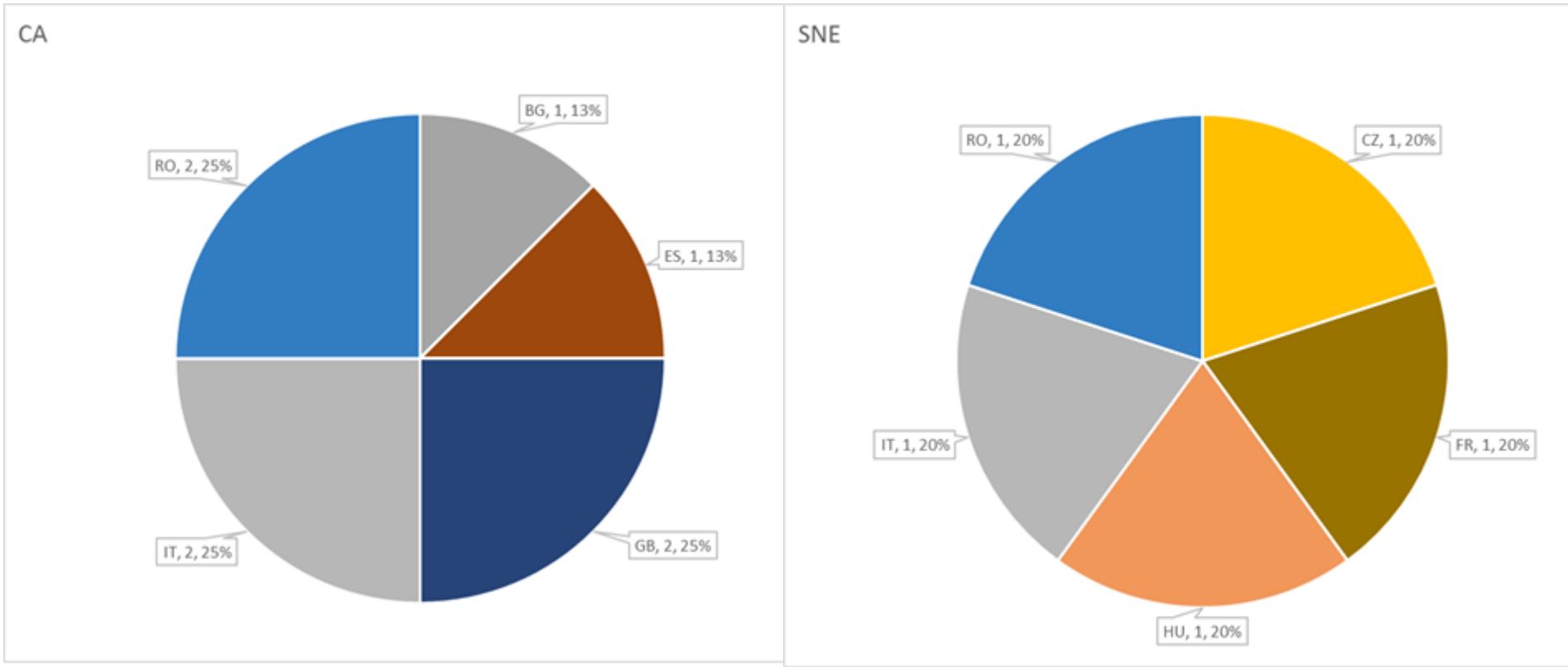
The overrepresentation of women in CAs (6 / 2) has changed as well, as two female CAs have terminated their contracts on 31 December 2014. However, in general there seems to be an overrepresentation of women applying for CAs posts.

As there is at present not a significant gender imbalance in CEPOL there are no direct measures foreseen. CEPOL's recruitment is based on a fair and open competition regardless of race, political, philosophical or religious beliefs, gender or sexual orientation, disability or age and without reference to marital status or family situation. CEPOL strives to ensure a gender balance in all its recruitment selection panels.

As there is at present not a significant geographical imbalance in CEPOL there are no direct measures foreseen. CEPOL's recruitment is based on a fair and open competition regardless of race, political, philosophical or religious beliefs, sex or sexual orientation, disability or age and without reference to marital status or family situation. CEPOL strives to ensure geographical balance in all its recruitment selection panels.

Gender Balance

	F	M
SNE	1	4
CA	6	2
AST	6	4
AD	7	9

GENDER

All staff

SK, 1, 3% · AT, 1, 3% · BE, 1, 3% · BG, 1, 3% · CZ, 1, 3% · DE, 2, 5% · DK, 1, 3% · EE, 1, 3% · ES, 2, 5% · FI, 2, 5% · FR, 2, 5% · GB, 3, 8% · GR, 1, 3% · HR, 1, 3% · HU, 4, 10% · IT, 4, 10% · LV, 2, 5% · NL, 2, 5% · PL, 1, 3% · RO, 6, 15%

CA

BG, 1, 13%

RO, 2, 25%

ES, 1, 13%

IT, 2, 25%

GB, 2, 25%

SNE

RO, 1, 20%

CZ, 1, 20%

IT, 1, 20%

FR, 1, 20%

HU, 1, 20%

Annex IV, Section E: Schooling

There is no European School in Budapest or at a reasonable distance from Budapest. Also, there is no European section in a national school. On the basis of current information, this situation is not foreseen to change in the coming years.

This would lead to the situation where staff members of CEPOL are disadvantaged for not being able to avail their children with education in their mother tongue compared to staff members of other EU institutions and bodies where there is a European school close to their place of employment.

It would also be extremely difficult to promote geographical balance among the staff of the agency if there would not be a facility to provide schooling of the children of staff in a different language than Hungarian.

Based on these considerations, the CEPOL Governing Board decided that CEPOL shall pay the school fees. As a consequence, the school shall be considered as non-fee paying and the staff member concerned shall not receive the education allowance provided for in Article 3 of Annex VII of the Staff Regulations. The costs covered by CEPOL shall be:

a. The registration and attendance fees

b. The transportation costs.

All other costs are excluded, in conformity with Commission decision C(2004)131-53-2004 on general implementing provisions for the grant of the education allowance.

ANNEX: V – Building Policy

Current building(s)

	Name, location and type of building	Other Comment
Information to be provided per building:	CEPOL Headquarters 1066 Budapest Ó utca 27. Hungary	
Surface area (in square metres) Of which office space Of which non-office space	2,123.23 m2 (footing area) 978.03 m2 1,145.3 m2	
Annual rent (in EUR)	0	
Type and duration of rental contract	According to the host agreement signed between CEPOL and the Hungarian authorities, Hungary provides accommodation for CEPOL for 10 years free of charge as from 1 September 2014.	
Host country grant or support	Office accommodation is currently provided for free by the Hungarian authorities in accordance with the signed host agreement. Hungary covers also the utility fees, maintenance of the building, the security and reception services. However, CEPOL pays for telephony and internet services.	
Present value of the building	N/A	

Building projects in planning phase

N/A

Building projects submitted to the European Parliament and the Council

N/A

ANNEX: VI – *Privileges and immunities*

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
CEPOL can request the reimbursement of incurred VAT in line with the HQ agreement signed and the applicable Hungarian regulations	CEPOL staff, with the exception of Hungarian nationals are issued a special identity card similar to those issued for members of diplomatic corps of the Member States of the EU in Hungary	There is no European School in Budapest or at a reasonable distance from Budapest. Also, there is no European section in a national school. On the basis of current information, this situation is not foreseen to change in the coming years.
	CEPOL Staff is entitled to enjoy the privileges and immunities, exemptions and facilities granted by Hungary to members of the diplomatic corps of the Member States of the European Union in Hungary.	CEPOL Governing Board decided that CEPOL shall pay the school fees. As a consequence, the school shall be considered as non-fee paying and the staff member concerned shall not receive the education allowance provided for in Article 3 of Annex VII of the Staff Regulations. The costs covered by CEPOL shall be:
	The Protocol of privileges and immunities applies to the Director of CEPOL and the staff of its Secretariat, with the exception of staff seconded from the Member States and Hungarian nationals.	• The registration and attendance fees • The school transportation costs.
	Staff is entitled to reimbursement of VAT in accordance with the relevant rules foreseen for resident officials of international organizations in Hungary, up to 300.000 HUF of value of VAT/year during the first 2 years of employment in Hungary.	All other costs are excluded, in conformity with Commission Decision C (2004)131-53-2004 on general implementing provisions for the grant of the education allowance.

	Staff – with the exception of Hungarian nationals – are entitled to import from their last country of residence or from the country of which they are nationals, free of duty and without prohibitions or restrictions, within 12 months from the date of establishment of normal place of residence in the customs territory of the European Union, furniture and personal effect, including motor vehicles, which shall be registered under diplomatic plates.	

ANNEX: VII – Evaluations

1. Internal Evaluation

CEPOL has implemented a performance management system since 2010, to a large extent based on the Balanced Scorecard approach. Key Performance Indicators (KPIs) are used to evaluate the overall success of CEPOL, Performance Indicators (PIs) are in place to evaluate the success of a particular activity in which CEPOL is engaged. All KPIs and PIs are assigned targets, and linked to the Agency's Strategic Goals and Objectives. An important measure is the overall customer satisfaction with training activities provided by CEPOL.

The evaluation of training activities is an essential task for CEPOL to monitor and maintain the quality of training and its impact. CEPOL's evaluation system is based on the Kirkpatrick model, with a methodology specifically adapted to CEPOL's structure and environment. Evaluations are conducted at level 1 (immediately after residential activities, webinars, and the European Police Exchange Programme exchanges and study visits), and at level 3 (post-course evaluations take place after residential activities only). Post-course evaluations are carried out on both participants and their line managers approximately six months after a residential activity has finished.

Further streamlining of the evaluation is planned to improve the efficiency of the process by:

- revising the evaluation methodology (to be approved by the GB by end of 2015);

- developing proposal for certification for participation in selected products.

2. External Evaluation

The way CEPOL operate sis evaluated every five years by an independent external evaluator, regarding its utility, relevance, effectiveness and efficiency and its working practices. The main aim of the evaluation is, primarily, to improve the quality of training.

The latest evaluation report has been completed in 2011, the resulting recommendations were fully completed by 2013. Following an evaluation procedure (Open Call) a contract has been awarded on 16 April 2015 to the successful tenderer to conduct the next (second) five-year evaluation of CEPOL. The evaluation will cover the period 2011 to 2015 and it should also combine the evaluation of the European Police Exchange Programme.

The five years evaluation reports completed so far are publicly available here:

https://www.cepol.europa.eu/who-we-are/key-documents/evaluation-reports

As provided in the Regulation (EU) No 543/2014[55] by which the seat of CEPOL was moved to Budapest, the Commission was invited to submit a report on the effectiveness of this Decision following a thorough cost-benefit analysis and impact assessment. The results of the assessment are awaited.

CEPOL is implementing a multi-annual project to certify its Management System based on the ISO 9001:2015 requirements. An independent accredited body is foreseen to audit the Agency's processes from quality management perspective in the last quarter of 2016.

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[55] Regulation (EU) No 543/2014 of the European Parliament and of the Council of 15 May 2014 amending Council Decision 2005/681/JHA establishing the European Police College (CEPOL) (OJ L 163, 29.5.2014, p. 5).

ANNEX: VIII – Risks

Although CEPOL as a whole is generally dealing with low risks, a risk assessment is part of the annual programming cycle. A detailed Risk Register and corresponding mitigating action are in place, and are compiled at the beginning of each year. Risk management at CEPOL is realistic and takes into account cost/benefit aspects in order to avoid disproportionate control measures. All processes that are part of a risk assessment are described and managed accordingly by process owners to ensure that (i) mitigating actions are implemented according to plan, (ii) risks continue to be relevant and (iii) are in line with management's acceptable risk level.

Risks identified are rated based on the likelihood to occur and by their potential impact. In regards to their potential impact, risks are rated in a three dimensional fashion based on the impact on Agency's objectives, financial impact and reputational impact. Thus, risks that have a high rating can be identified and given priority.

Additionally, risks considered critical are indicated in this annex of the programming document (SPD), where respective countermeasures are also included.

Following an impact assessment that has been carried out in the light of the anticipated new legal basis, a number of risk have been identified as critical to the business continuity at CEPOL. These are presented in the current annex and are coupled with actions deemed necessary to mitigate them.

Risk	Countermeasure	Timeframe
CORE PROCESSES AREA		
Member States do not identify potential Framework Partners suitable for CEPOL's new extended mandate and widened target group.	NCPs/National Units are informed in a timely manner about the suitable profile of CEPOL's Framework Partners.	30 June 2016
Underspending resulting in budget cuts in the following budgetary appropriation (N+1)	Regular budget monitoring;	Continuous
Administrative Capacity of CEPOL insufficient for complex project	Provide for support staff (Contract Agents/interim staff) for duration of the action	Continuous

(implementing agency)	Outsourcing of logistics and certain financial burdens to service provider (s)	
HUMAN RESOURCES MANAGEMENT AND ADMINISTRATION		
Business continuity and loss of institutional memory	Conversion of selected Seconded National Expert posts into Contract Agent posts	1 July 2016
GOVERNANCE AND STAKEHOLDER RELATIONS		
Delays in the nomination of members and alternate members of the Management Board	Coordination between the Agency and Member States for the timely submission of nominations	31 March 2016
Lack of clarity in the functioning of the Management Board	Timely approval of the Rules of Procedure of the Management Board with specific attention to new voting mechanism	31 March 2016
Discrepancy between enhanced mandate and available resources	Streamlining of processes and redeployment of resources Manage stakeholder expectations	Continuous
Management of Enterprise Content Management and E-Net projects	Regular reporting Management steer and monitoring	Continuous

ANNEX: IX – Procurement plan for the year 2016 - Financing Decision

Legal basis:

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

The financing decision includes the following information:

1. Part 1 – Multiannual framework contracts (strategic decision)

- Subject of the framework contracts for operational expenditure foreseen to be awarded in 2016 (Title 3);

- Estimated total value of the framework contracts over their maximum duration (4 years);

- Indicative number and type of contracts

2. Part 2 – Direct and specific contracts foreseen in 2016 (budgetary decision)

- Subject of the contracts for operational expenditure foreseen in 2016 (Title 3);

- Their link to specific activities of the Work Programme 2016;

- Estimated value of contracts having an effect on the budget 2016;

- Indicative number and type of contracts

In 2016 CEPOL estimates that total budget for operational procurement will be indicatively EUR 2,836,000

Part 1 – Multiannual framework contracts (strategic decision)

Ref. no.	Subject matter of the contract	Estimated total value of the framework contract over their maximum duration of 4 years (EUR)	Indicative time frame for launching the procurement	Indicative number of contracts and their type
1	Communication services, including graphic design services, website related services, multimedia services, rebranding services, event management services.	Between 600,000 and 1,000,000	Q4 2015	1 framework service contract, divided into lots
2	Supply of subscriptions to e-books	30,000	Q1 2016	1 framework service contract
3	Services for organising and implementing webinars	120,000	Q1 2016	1 framework service contract
4	Development, implementation, hosting, maintenance and support of the next generation of e-Net (e-Net 3.0)	700,000	Q1-Q2 2016	1 framework service contract
5	Travel arrangement services (tentative)	8,000,000	Q4 2015 – Q1 2016	1 framework service contract
6	Hotel services in Budapest (tentative)	1,500,000	Q4 2015 – Q1 2016	Up to 3 framework service contracts, in cascade

Part 2 – Direct and specific contracts foreseen in 2016 (budgetary decision)

Ref. no.	Subject matter of the contract	Reference to specific activities of the CEPOL Work Programme 2016	Indicative value of the contract for 2016 (EUR)	Indicative time frame for launching the procurement	Indicative number of contracts and their type
1	Supply and distribution of CEPOL branded merchandise	3.4.7 Stakeholders relation and communication	30,000	Q1 – Q4 2016	Multiple specific contracts in execution of a framework supply contract (awarded in 2015)
2	Editorial services related to communications (publications)	3.4.7 Stakeholders relation and communication	25,000	Q1 – Q4 2016	Multiple service requests under the Service Level Agreement with the Publications Office
3	Graphic design services	3.4.7 Stakeholders relation and communication	10,000	Q1 – Q4 2016	2 specific contracts in execution of a framework service contract for communication services (to be awarded in 2016, see Part 1, line 1)
4	Website related services	3.4.7 Stakeholders relation and communication	10,000	Q1 – Q4 2016	2 specific contracts in execution of a framework service contract for communication services (to be awarded in 2016, see Part 1, line 1)
5	Translations and proofreading	3.4.7 Stakeholders relation and communication	61,000	Q1 – Q4 2016	Multiple service requests under the Service Level Agreement with CdT
6	Rebranding implementation	3.4.7 Stakeholders relation and communication	18,000	Q1 – Q2 2016	1 specific contracts in execution of a framework service contract for communication services (to be awarded in 2016, see Part 1, line 1) Multiple service requests under the Service Level Agreement with the Publications Office

7	Media and social media monitoring	3.4.7 Stakeholders relation and communication	12,000	Q1 – Q4 2016	1 order form, in execution of the existing inter-institutional framework contract DI/07360
8	Multimedia (photos + videos)	3.4.7 Stakeholders relation and communication	44,000	Q1 – Q4 2016	Multiple specific contracts in execution of a framework service contract for communication services (to be awarded in 2016, see Part 1, line 1)
9	Event management	3.2 Development of education and training products 3.3 External relations 3.4.7 Stakeholders relation and communication	56,000	Q1 – Q4 2016	Multiple specific contracts in execution of a framework service contract for communication services (to be awarded in 2016, see Part 1, line 1)
10	Subscriptions to the police science e-journals	3.2.6 CEPOL will be developed into a European law enforcement knowledge base	15,000	Q2 2016	1 specific contract, , in execution of the existing framework contract CEPOL/CT/2015/013
11	Technical access services in relation to provision of subscriptions to the police science e-journals	3.2.6 CEPOL will be developed into a European law enforcement knowledge base	10,000	Q2 2016	1 specific contract, , in execution of the existing framework contract CEPOL/CT/2015/013
12	Provision of the metadata in connection with provision of subscriptions to the police science e-journals	3.2.6 CEPOL will be developed into a European law enforcement knowledge base	15,000	Q3 2016	1 specific contract, in execution of the existing framework contract CEPOL/CT/2015/013

13	Purchase of subscriptions to e-books	3.2.6 CEPOL will be developed into a European law enforcement knowledge base	15,000	Q3 2016	1 specific contracts in execution of a framework service contract for supply of subscriptions to e-books (to be awarded in 2016, see Part 1, line 2)
14	Layout, printing, distribution of European Police Science and Research Bulletin no. 14, 15 and up to 2 Special Conference Issues	3.2.6 CEPOL will be developed into a European law enforcement knowledge base	12,500	Q1 – Q4 2016	4 service requests under the Service Level Agreement with the Publications Office
15	Travel and accommodation costs related to 3 meetings of the Bulletin Editorial Board	3.2.6 CEPOL will be developed into a European law enforcement knowledge base	6,000	Q1 – Q4 2016	Multiple order forms in execution of the existing framework contract for travel arrangement services CEPOL/CT/2015/001 or in execution of new framework contracts (to be potentially awarded in 2016, see Part 1, lines 5 and 6)
16	Upgrade development of the e-Library	3.2.5 Quality assurance of learning – education and training/ search integration	17,000	Q1 2016	1 specific contract, in execution of the existing framework contract CEPOL/CT/2012/014
17	Modifications on LTRdb online module	3.2.6 CEPOL will be developed into a European law enforcement knowledge base	2,500	Q3 2016	1 specific contract, in execution of the existing framework contract CEPOL/CT/2012/014
18	Purchase of Webinar licences	3.2.4 Use of e-learning systems	15,000	Q3 2016	1 order form, in execution of the existing inter-institutional framework contract DI/07360

19	Editorial services for the development of the Drugs online module	3.2.4 Use of e-learning systems	12,000	Q2 – Q3 2016	1 specific contract in execution an inter-institutional framework contract managed by Publication's Office
20	Editorial services for the update of the Europol online module	3.2.4 Use of e-learning systems	12,000	Q2 – Q3 2016	1 specific contract in execution an inter-institutional framework contract managed by Publication's Office
21	Travel and accommodation cost related to the meetings for the development of the Drugs online module	3.2.4 Use of e-learning systems	6,000	Q2 – Q3 2016	Multiple order forms in execution of the existing framework contract for travel arrangement services CEPOL/CT/2015/001 or in execution of new framework contracts (to be potentially awarded in 2016, see Part 1, lines 5 and 6)
22	Production of recorded webinars	3.2.4 Use of e-learning systems	49,000	Q1 2016	Multiple service requests under the Service Level Agreement with the Publications Office
23	Services for organising and implementing webinars	3.2.4 Use of e-learning systems	28,000	Q1 2016	Multiple specific contracts in execution of a framework service contract for organising and implementation webinars (to be awarded in 2016, see Part 1, line 3)
24	Graphic design services for e-Learning products and services in line with new CEPOL house style guidelines	3.2.4 Use of e-learning systems	4,000	Q1 – Q2 2016	1 service request under the Service Level Agreement with the Publications Office
25	Update of 7 LMS themes in line with new CEPOL house style guidelines	3.2.4 Use of e-learning systems	3,000	Q1 – Q2 2016	1 direct service contract

26	Creation of 3 themes for online learning modules in line with new CEPOL house style guidelines (in a separate authoring environment than that of LMS)	3.2.4 Use of e-learning systems	3,000	Q1 – Q2 2016	1 direct service contract
27	External trainer services for online courses	3.2.4 Use of e-learning systems	18,000	Q2 – Q3 2016	3 direct service contracts
28	Plugins to the LMS and the media server hosting	3.2.4 Use of e-learning systems	6,000	Q2 – Q3 2016	1 specific contract, in execution of the existing framework contract CEPOL/CT/2012/014
29	Development and set-up, testing, migration and maintenance of mobile platform for the LMS	3.2.4 Use of e-learning systems	8,000	Q2 – Q3 2016	1 specific contract, in execution of the existing framework contract CEPOL/CT/2012/014
30	Travel and accommodation cost related to meetings of trainers to online courses	3.2.4 Use of e-learning systems	4,000	Q2 – Q3 2016	Multiple order forms in execution of the existing framework contract for travel arrangement services CEPOL/CT/2015/001 or in execution of new framework contracts (to be potentially awarded in 2016, see Part 1, lines 5 and 6)
31	Travel costs for participants of residential activities	3.2.1 Education and training activities (all activities)	1,075,200	Q1 – Q4 2016	Multiple order forms in execution of the existing framework contract for travel arrangement services CEPOL/CT/2015/001 or in execution of new framework contracts (to be potentially awarded in 2016, see Part 1, lines 5 and 6)

32	Accommodation costs for participants of residential activities	3.2.1 Education and training activities (joint activities with Europol, EU-LISA and CEPOL Research and Science conference)	69,000	Q1 – Q4 2016	Multiple order forms in execution of the existing framework contract for travel arrangement services CEPOL/CT/2015/001 or in execution of new framework contracts (to be potentially awarded in 2016, see Part 1, lines 5 and 6)
33	Catering for participants of residential activities, meetings, Editorial Board and online actions.	3.2. Development of education and training products	50,000	Q1 – Q4 2016	Multiple order forms in execution of the existing framework contract for catering services or in execution of a framework service contract for communication services (to be awarded in 2016, see Part 1, line 1)
34	Further development of the Customer Relationship Management	3.2.1 Education and training activities (all activities) 3.2.2 3.2.2 European Police Exchange Programme 3.4.5 Managing human resources as the greatest assets of CEPOL (missions, meetings)	65,000	Q1 – Q4 2016	1 specific contract, in execution of the existing inter-institutional framework contract DI/07300
35	Travel and accommodation costs related to participation in the EPEP programme	3.2.2 European Police Exchange Programme	350,000	Q1 – Q4 2016	Multiple order forms in execution of the existing framework contract for travel arrangement services CEPOL/CT/2015/001 or in execution of new framework contracts (to be potentially awarded in 2016, see Part 1, lines 5 and 6)

36	Publication related to the EPEP	3.2.2 Annual publication on the progress of the EPEP	1,500	Q1 – Q4 2016	1 service request under the Service Level Agreement with the Publications Office
37	Catering for the meeting of the National exchange coordinators	3.2.2 European Police Exchange Programme	1,500	Q1 – Q4 2016	1 order form in execution of the existing framework contract for catering services or in execution of a framework service contract for communication services (to be awarded in 2016, see Part 1, line 1)
38	Travel and accommodation costs related to the meeting of the National exchange coordinators	3.2.2 European Police Exchange Programme	22,000	Q1 – Q4 2016	Multiple order forms in execution of the existing framework contract for travel arrangement services CEPOL/CT/2015/001 or in execution of new framework contracts (to be potentially awarded in 2016, see Part 1, lines 5 and 6)
39	Travel for Governing Board and network meetings	3.4 Governance and management of the Agency	55,000	Q1 – Q4 2016	Multiple order forms in execution of the existing framework contract for travel arrangement services CEPOL/CT/2015/001 or in execution of new framework contracts (to be potentially awarded in 2016, see Part 1, lines 5 and 6)
40	Travel and accommodation for network meetings	3.4 Governance and management of the Agency	70,000	Q1 – Q4 2016	Multiple order forms in execution of the existing framework contract for travel arrangement services CEPOL/CT/2015/001 or in execution of new framework contracts (to be potentially awarded in 2016, see Part 1, lines 5 and 6)

41	Catering services for network meetings	3.4 Governance and management of the Agency	30,000	Q1 – Q4 2016	Multiple order forms in execution of the existing framework contract for catering services or in execution of a framework service contract for communication services (to be awarded in 2016, see Part 1, line 1)
42	Travel and accommodation for working group meetings	3.4 Governance and management of the Agency	40,000	Q1 – Q4 2016	Multiple order forms in execution of the existing framework contract for travel arrangement services CEPOL/CT/2015/001 or in execution of new framework contracts (to be potentially awarded in 2016, see Part 1, lines 5 and 6)
43	Catering services for working group meetings	3.4 Governance and management of the Agency	10,000	Q1 – Q4 2016	Multiple order forms in execution of the existing framework contract for catering services or in execution of a framework service contract for communication services (to be awarded in 2016, see Part 1, line 1)
44	Travel and accommodation for missions	All activities	100,000	Q1 – Q4 2016	Multiple order forms in execution of the existing framework contract for travel arrangement services CEPOL/CT/2015/001 or in execution of new framework contracts (to be potentially awarded in 2016, see Part 1, lines 5 and 6)
45	Hosting, maintenance and support of the current e-Net	3.2.4 Use of e-learning systems	70,000	Q1 – Q4 2016	2 specific contracts, in execution of the existing framework contract CEPOL/CT/2012/014

| 46 | Development of e-NET v.3 | 3.2.4 Use of e-learning systems | 300,000 | Q1 – Q4 2016 | 1 specific contract in execution of the framework contract for the development, implementation, hosting, maintenance and support of the next generation of e-Net (e-Net 3.0) which will be awarded in 2016 (see Part 1, line 4) |
| TOTAL, EUR | | | 2,836,200 | | |

ANNEX: X – Organisation chart

European Police College – Organisation chart