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THE EUROPEAN UNION**

**Brussels, 18 April 2013**

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from: Secretary-General of the European Commission,  
signed by Mr Jordi AYET PUIGARNAU, Director

date of receipt: 10 April 2013

to: Mr Uwe CORSEPIUS, Secretary-General of the Council of the European  
Union

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No Cion doc.: SWD(2013) final 98 Annexes

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Subject: Commission Staff Working Document  
Annexes to the Impact Assessment on merging the European Police College  
(Cepol) and the European Police Office (Europol) and implementing a  
European police training scheme for law enforcement officials  
Accompanying the document  
Proposal for a Regulation of the European Parliament and of the Council on the  
European Union Agency for Law Enforcement Cooperation and Training  
(Europol) and repealing Council Decisions 2009/371 JHA and 2005/681JHA

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Delegations will find attached Commission document SWD(2013) final 98 Annexes.

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Encl.: SWD(2013) final 98 Annexes



Brussels, 27.3.2013  
SWD(2013) 98 final

Annexes

**COMMISSION STAFF WORKING DOCUMENT**

**Annexes to the Impact Assessment on merging the European Police College (Cepol) and the European Police Office (Europol) and implementing a European police training scheme for law enforcement officials**

*Accompanying the document*

**PROPOSAL FOR A REGULATION OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL**

**ON THE EUROPEAN UNION AGENCY FOR LAW ENFORCEMENT COOPERATION AND TRAINING (EUROPOL) AND REPEALING COUNCIL DECISIONS 2009/371/JHA AND 2005/681/JHA**

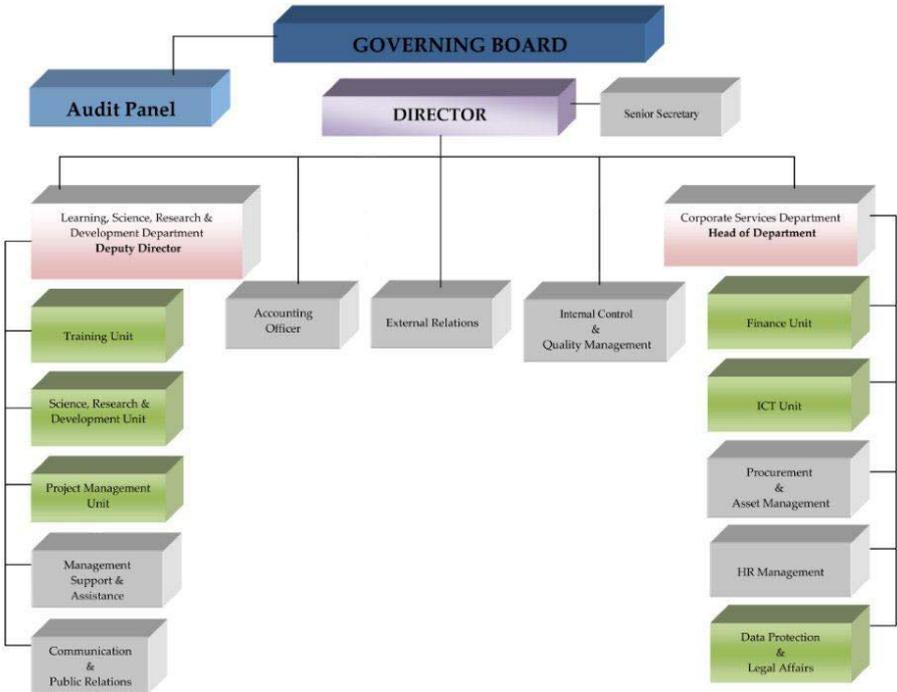
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# Annex A: Overview of CEPOL

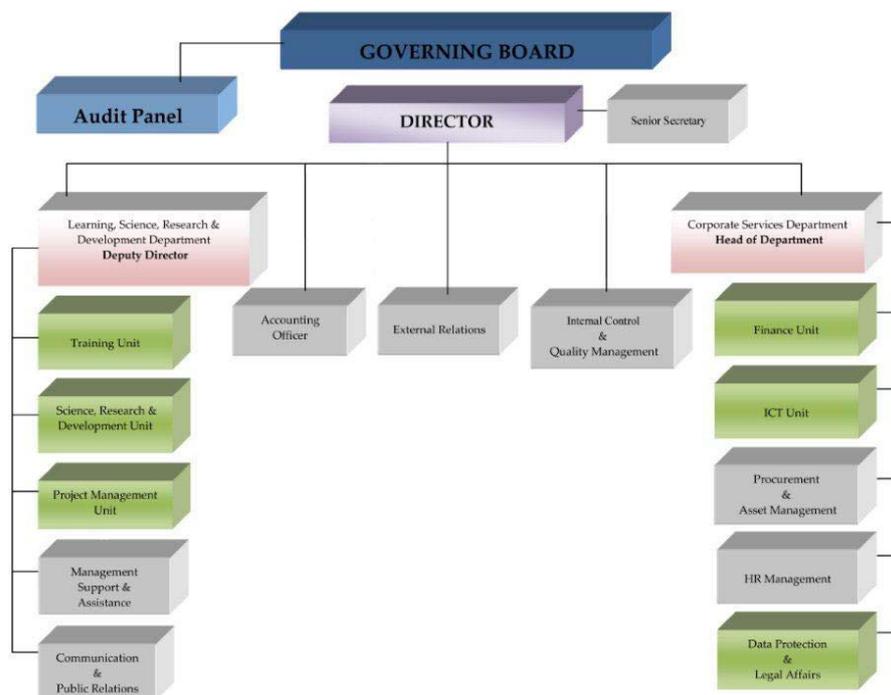
CEPOL is an EU decentralised agency in charge of operational activities<sup>1</sup>.

## Governance and structure of CEPOL

The governance and structure arrangements of CEPOL are established under Chapter III of the CEPOL Decision and are summarised below.



<sup>1</sup> Unlike agencies responsible for decision-making, information collection, etc, CEPOL provides services such as learning activities for national beneficiaries: see Commission's classification in its 2008 Communication.



The **Governing Board (GB)** is CEPOL's overall decision-making body formed by the directors of the national training institutes for senior police. The GB is chaired by the director of a national training institute of the Member State holding the EU Council Presidency, and meets at least once per Presidency. Each delegation has one vote.

The GB, by its Decision 10/2007/GB, established four committees to support its work: the Annual Programme Committee, the Budget and Administration Committee, the Training and Research Committee, and the Strategy Committee. Article 10 of the CEPOL Decision also allows the GB to establish working groups for the development of strategies and support. Until 2012, when the governance structure of CEPOL was streamlined following the recommendations of the five-year evaluation, the committees were supported by a number of permanent working groups and temporary project groups. The Committees and the existing working groups were disbanded by Governing Board Decision 32/2011 of 25 October 2011.

The **Commission** is a non-voting observer in the GB.

In February 2010 the Governing Board adopted the new financial rules based on framework partnership agreements established by the EU Financial rules. All the vacancies have been filled. The number of staff devoted to financial issues has increased and internal procedures have been simplified. The new Director has drafted, and the GB has approved, a new Strategy and a balanced scoreboard which are excellent tools to improve the policy of the Agency and to act as a real European law enforcement education centre.

In October 2010, the Court of Auditors conducted their Audit to CEPOL for the financial year 2010. The auditors reported significant improvements and no significant negative findings affecting legality and regularity have been detected.

On 19 November 2010 IAS audit Report was addressed to Cepol. The objective was to assess the progress made by CEPOL in implementing the remaining actions related to the critical and very important recommendations from the IAS audits done in early 2009. Based on the results of IAS follow-up audit, it was assessed that all the remaining recommendations from the two audits referred to above have now been adequately implemented except for two of them which have been downgraded in consideration of the significant progress made.

However the refusal to discharge the budget 2008 has kept CEPOL in the political spotlight and the discharge for the budget 2009 is under discussion.

### ***Staffing***

The CEPOL Decision provides for a ***Director*** of CEPOL. The Director, appointed by the GB for a four-year period, is responsible for the day-to-day administration of CEPOL's work and is legally responsible for CEPOL. However, the Decision does not specify his/her powers on strategy. This has led to conflicting views as to his/her role in proposing strategic documents to the GB.

The ***CEPOL Secretariat*** based in Bramshill, UK, is in charge of assisting CEPOL with all the necessary day-to-day and administrative tasks to implement the annual programme and initiatives. It has two departments: the Learning, Science, Research and Development Department and the Corporate Services Department. As at February 2012, it had 43 staff members.

The Council Decision establishes ***National Contact Points (NCPs)***. Each Member State has an NCP within its administration. The NCPs are the coordinators and disseminators of CEPOL's information within Member States. However, the NCPs' mandate and role is not well defined in the Decision, which results with significant differences between MS in organising the network at national level and allocating resources.

### ***Purpose, objectives and tasks of CEPOL***

Under its legal basis, CEPOL should help train senior police officers by optimising cooperation between Member States, and support and develop a European approach to the main problems facing Member States in the fight against crime, crime prevention and the maintenance of law and order, in particular the cross-border dimension of those problems.

CEPOL's portfolio consists of products and activities as well as an electronic network:

- Courses, seminars and conferences covering key topics with a European policing dimension;
- Common Curricula: defined to provide a harmonised approach to teaching on specific topics with a European dimension;
- Research: dissemination of research findings and best practice;
- Exchange programme: multilateral exchange of senior police officers and police trainers in order that they better understand the Member States' legal systems and organisations and get to know colleagues and working methods in other countries.
- CEPOL has also the legal capacity to be partner in EU grants for the implementation of projects such as the EUROMED II Project which aims to strengthen international police cooperation within the MEDA programme<sup>2</sup>.

### ***The financing of CEPOL***

CEPOL's budget is part of the EU budget and consists of three main categories of expenditure: (1) staff (42 to 46% of total expenditure in the years 2006 to 2010), (2) buildings, equipment and miscellaneous (5% to 6%) and (3) operational activity (49% to 58%). CEPOL's budget (commitments) increased from €4.3 million in 2006 to between €8 and €8.8 million (2007 to 2009), before falling.

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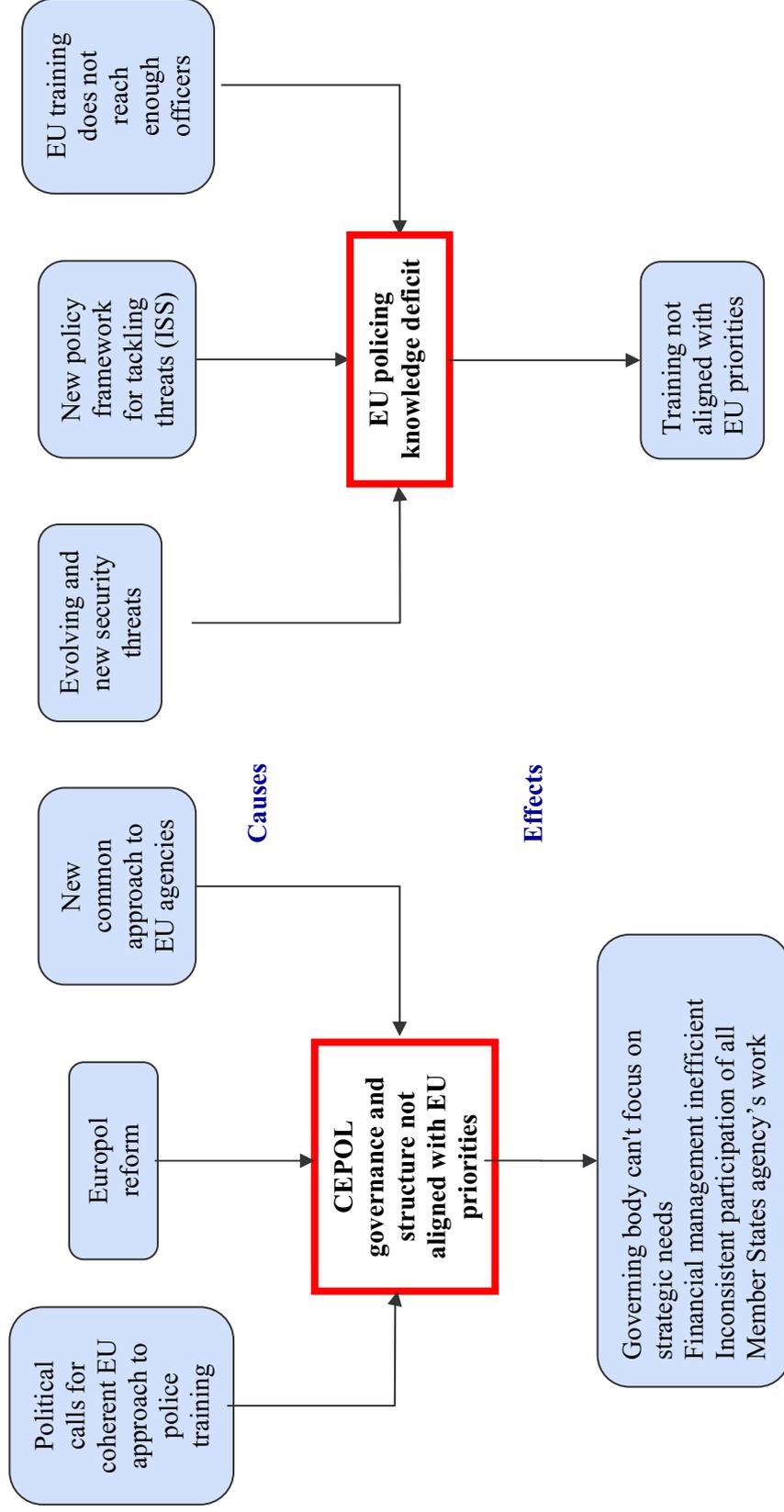
<sup>2</sup> MEDA is a EU programme of cooperation between the EU and MEDA countries (Algeria, Egypt, Israel, Lebanon, Jordan, Morocco, the Palestinian Authority, Syria and Tunisia).

*CEPOL and Europol*

<b>Agency</b>	<b>Mission</b>	<b>Year of creation</b>	<b>Seat</b>	<b>Staff 2012</b>	<b>Staff 2013</b>	<b>Budget 2013</b>
<b>CEPOL (European Police College)</b>	Helps cross-border training of senior police officers by optimising and reinforcing co-operation between relevant national institutes and organisations.  Aims at supporting and developing an integrated EU approach on the cross-border problems faced by its Member States in their fight against crime, crime prevention, the maintenance of law and order and public security.	2001, but agency since 2006	Bramshill/ UK	43	43	8 450 640
<b>Europol (European Police Office)</b>	Help the EU member states co-operate more closely and effectively in preventing and combating organised international crime.	1995, but agency since 2009	The Hague/NL	457	457	82 520 000

Both CEPOL and Europol are former 3<sup>rd</sup> pillar agencies. The Treaty of Lisbon includes a chapter on police cooperation (Articles 87 to 89 of the Treaty on the Functioning of the EU) and, in particular, provides for a new legal basis for Europol. DG HOME launched a review of the founding regulation of CEPOL and Europol in 2010.

**Annex B: 'Problem tree' illustrating drivers and problems**



## Annex C: Detailed cost calculations

Policy options	Total costs (2012 - 2020)				Total benefits (2012-2012)
	Direct costs		Indirect costs		
	EU Budget	MS Budget	MS Budget	MS Budget	
PO1	7.902.364	57.902.448	8.587.310	107.591.335	
PO 2	-	64.287.968	-	14.345.511	
PO 3	3.979.389	10.932.316	-	35.863.778	
PO 4.a	11.581.591	131.706.916	33.937.475	197.965.638	
PO 4.b	23.477.477	-	4.242.184	35.863.778	
PO5:	22.407.508	131.706.916	33.937.475	286.910.227	

	Average Annual Value of Costs				Average Annual Value of Benefits
	Direct costs		Indirect costs		
	EU Budget	MS Budget	MS Budget	MS Budget	
PO1	878.040	6.433.605	954.146	11.954.593	
PO 2	-	7.143.108	-	1.593.946	
PO 3	442.154	1.214.702	471.354	3.984.864	
PO 4.a	1.286.843	14.634.102	3.770.831	21.996.182	
PO 4.b	-	-	471.354	3.984.864	
PO5:	2.489.723	14.634.102	3.770.831	31.878.914	

## Key Assumptions

Inflation															
Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Inflation Rate	2,2%	2,3%	3,7%	1,0%	3,0%	2,0%	2,0%	2,0%	2,0%	2,0%	2,0%	2,0%	2,0%	2,0%	2,0%

Actuals: Eurostat  
Assumption

Discount rate for calculating Present Value

Discount Rate

4,0%

Commission Impact Assessment Guidelines

CEPOL workload - number of participants

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
<b>Number of participants</b>	1.368	1.922	2.078	1.995	2.198	2.043	2.346	2.464	2.581	2.699	2.817	2.935	3.052	3.170	3.288
Trainings	-	51	56	49	82	292	258	309	360	411	462	512	563	614	665
Exchange programme	NA	NA	NA	NA	NA	398	457	480	503	526	549	572	595	618	640
Online seminars	NA	NA	NA	NA	NA	1.765	2.027	2.128	2.230	2.332	2.434	2.535	2.637	2.739	2.840
E-learning modules	NA	NA	NA	NA	NA	4.498	5.088	5.361	5.674	5.968	6.261	6.554	6.847	7.140	7.433
<b>Total</b>	1.368	1.973	2.134	2.044	2.280	4.498	5.088	5.361	5.674	5.968	6.261	6.554	6.847	7.140	7.433
							49%	48%	48%	48%	48%	47%	47%	47%	47%

3.481

CEPOL workload - number of activities

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
<b>Number of activities</b>	62	85	87	88	80	83	90	93	95	98	100	103	106	108	111
Courses and seminars	1	4	3	3	11	5	9	10	11	12	13	14	16	17	18
Conferences	NA	NA	NA	NA	NA	18	20	20	21	21	22	22	23	23	24
Webinars	63	89	90	91	91	106	118	122	127	131	135	140	144	148	153
<b>Total</b>	62	85	87	88	80	83	90	93	95	98	100	103	106	108	111

CEPOL workload - average cost per participant

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
<b>Total CEPOL costs</b>	4.291.232	6.302.518	4.315.291	5.775.959	6.250.559	6.273.389	6.656.982	6.976.827	7.297.272	7.617.717	7.938.162	8.258.607	8.579.052	8.899.497	9.219.942
Cost per participant	3.137	3.194	2.022	2.826	2.741	1.394,71	1.308,20	1.296	1.286	1.277	1.268	1.260	1.253	1.246	1.240
Cost per participant Courses and Seminars	NA	NA	NA	2.237,8	2.198,1	2.373,5	2.193	2.189	2.185	2.181	2.178	2.175	2.173	2.170	2.168
Cost per participant e-learning and e-network	NA	NA	NA	NA	NA	241,0	223	222	222	222	221	221	221	220	220
Cost per participant exchange	NA	NA	NA	NA	NA	868,4	1.041	912	819	750	695	652	616	586	561

CEPOL budget breakdown

	2006	2007	2008	2009	2010	2011
<b>Total CEPOL planned budget</b>				<b>8.800.000</b>	<b>7.795.000</b>	<b>8.341.000</b>
<b>Title 1 - Staff Costs</b>				<b>3.444.500</b>	<b>3.595.000</b>	<b>3.500.000</b>
<b>Title 2 - Buildings, equipment and miscellaneous</b>				<b>486.500</b>	<b>400.000</b>	<b>427.000</b>
2.0 Immovable property, rent, associated costs				83.000	86.000	125.000
2.1 ICT expenditure				252.000	190.000	231.000
2.2 Movable property and associated costs				58.500	34.000	17.000
2.3 Administrative expenditure				82.000	82.000	45.000
2.4 Postal charges				11.000	8.000	9.000
<b>Title 3 - Operational expenditure</b>				<b>4.869.000</b>	<b>3.800.000</b>	<b>4.414.000</b>
3.0 Bodies and Organs				518.500	322.000	352.000
300 Governing Board				228.000	179.000	148.000
301 Strategy Committee Troika				36.500	35.000	46.000
302 Budget and Admin Committee				42.500	29.000	37.000
303 Annual Programme Committee				72.500	29.000	37.000
304 Training and Research Committee				42.500	31.000	43.000
305 Other expenditure				10.500	-	-
306 Troika				22.000	9.000	9.000
307 National Contact Point				64.000	10.000	32.000
3.1 Courses, seminars				3.058.500	2.686.000	3.077.000
310 External experts, teachers				733.000	545.000	531.000
311 Participants				1.575.500	1.402.000	1.628.000
312 Lessons				287.500	203.000	285.000
313 E-learning modules				101.000	204.000	275.000
314 Other running cost				361.500	332.000	358.000
32 Other programme activities				880.000	519.000	627.000
320 Common curricula				324.000	128.000	49.000
321 Research and good practice				253.000	175.000	83.000
322 Electronic network				159.000	108.000	39.000
323 Learning methods				51.000	22.000	19.000
324 Exchanges				50.000	46.000	335.000
325 External relations				43.000	40.000	102.000
33 Evaluation				40.000	65.000	65.000
35 Missions				224.500	90.000	120.000
37 Other operational activities				147.500	118.000	173.000
371 Information publicity materials				97.500	70.000	133.000
372 Translation, interpretation				50.000	48.000	40.000
38 Project activities (MEDA)				2.084.598	-	-
39 Project activities (AGIS)				-	-	-

Average budget shares of core learning activities (It is assumed that all other budget items are in support of CEPOL's core activities)

	2009	2010	2011	2011 costs per participant
Courses and seminars (excl. E-learning)	2.957.500	2.482.000	2.802.000	1.372
E-learning and electronic network	260.000	312.000	314.000	8%
Common curricula and learning methods	375.000	150.000	68.000	6%
Research and good practice	253.000	175.000	83.000	5%
Exchanges	50.000	46.000	335.000	4%

On specific budget allocations

Actuals; Source: CEPOL reporting  
estimated (linear best-fit trend)

Member State workload - national education and training budgets

	NL	NI-LK	???
Average	109.301.000	19.100.000	???
Total costs of education and training (2009)	128.401.000	19.100.000	
National police budgets (2009)	6.257.124.000	5.086.262.000	1.170.862.000
Share of budget allocated to education and training	2,05%	2,15%	1,63%

2.447.054.986

EU budget allocated to education and training (% Total EU policing costs below) in 2009  
Inflation adjusted costs

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
	2.520.497.535	2.570.907.466	2.622.325.636	2.674.772.149	2.728.267.591	2.782.832.943	2.838.489.602	2.895.259.394	2.953.164.582	3.012.227.874	3.072.472.431

Total costs of policing in the EU

	2006	2007	2008	2009
Average cost of policing per Member State (of 22 Member States) in million euro	4.344	4.312	4.389	4.417
Total costs of policing in the EU in million euro (Member State average multiplied by 27)	117.277	116.422	118.501	119.249

Based on Eurostat data on government expenditure on police services (COFOG389)  
For detailed workings see separate spreadsheet titled 'police costs'

Inflation adjusted costs (in millions of euro)

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
	4.461	4.595	4.687	4.780	4.876	4.973	5.073	5.174	5.278	5.383	5.491
	120.442	121.646	125.295	127.801	130.357	132.965	135.624	138.336	141.103	143.925	146.804

Total cost of prosecution, court proceedings and prison in the EU

	2008
Average cost of prosecution system per Member State (of 24 Member States)	239.163.832
Total costs of policing in the EU in million euro (Member State average multiplied by 27)	6.457.42

Source: CEFEL (2010) Efficiency and quality of justice. Based on 2008 data

For detailed workings see separate spreadsheet titled 'judicial costs'

Inflation adjusted total costs (in millions of euro)

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
	6.522	6.718	6.852	6.969	7.129	7.271	7.417	7.565	7.716	7.871	8.028	8.189

#### Court cases

Average cost of court system per Member State (of 24 Member States)

Total costs of policing in the EU in million euro (Member State average multiplied by 27)

2008
514,750,661
13,898,27

Source: CEFEL (2010) Efficiency and quality of justice. Based on 2008 data

For detailed workings see separate spreadsheet titled 'judicial costs'

Inflation adjusted total costs (in millions of euro)

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
	14.037	14.458	14.748	15.042	15.343	15.650	15.963	16.282	16.608	16.940	17.279	17.625

#### Prison

2008 Data:

Prison costs (GFR304) - EUR million

	EU-27	BE	BG	CH	CZ	DK	DE	EE	ES	FR	GR	IE	IT	LV
	22.376	613	51	284	389	2.840	97	430	303	1.773	2.447	3.713	52	
	LI	LU	HU	MT	NL	AT	PO	PT	RO	SI	SK	SE	UK	
	69	40	174	9	1.085	379	669	276	320	143	241	740	6.356	

Inflation adjusted costs - EUR million

Based on data sourced from Eurostat

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
	22.376	22.600	23.278	23.743	24.218	24.703	25.197	25.701	26.215	26.739	27.274	27.819	28.375

#### Total costs of victim compensation in the EU

Available information

Annual cross-border compensation

Annual average cross border claims

Average cross-border compensation

Average national compensation

Annual national compensation

EU-27	BE	FI	DE	NL	FR	UK
100.301	79.500	13.680	24.972	94.165		
	15	3	33	21		
3.715	5.300	4.209	7.57	4.593		
10.678	3.055		22.760	6.220		
288.314,19						

Inflation adjusted costs for EU27

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
	10.492.604	10.702.456	10.916.505	11.134.835	11.357.532	11.584.662	11.816.376	12.052.704	12.293.758	12.538.633	12.790.425

Assets available for seizure

Estimated value of transnational organised crime flow (USD million), annual, 2010 data

Cocaine to North America	38.000
Cocaine to Europe	34.000
Heroin to Europe	20.000
Heroin to Russia	13.000
Counterfeit goods to Europe	8.200
Migrant smuggling from Latin America	6.600
Illicit South-East Asian timber	3.500
Counterfeit medicine	1.600
Trafficking in persons to Europe	1.250
Identity theft	1.000
Child pornography	250
Migrant smuggling from Africa	150
Maritime piracy	100
Ivory to Asia	62
Firearms from Eastern Europe	33
Firearms to Mexico	20
Rhino horn to Asia	8
Total	127.773

Source: UNODC

<http://www.unodc.org/documents/data-and-analysis/total/Conclusion.pdf>

Crime to Europe	43.483	USD million
Exchange Rate: 1EUR=	1,3257	USD (source: European central Bank)
Estimated value of transnational organised crime	32.800	EUR million
Cybercrime	750.000	EUR million (source: <a href="http://www.euractiv.com/en/infosociety/eu-establish-cybercrime-agency-new-s-486715">http://www.euractiv.com/en/infosociety/eu-establish-cybercrime-agency-new-s-486715</a> )
EU VAT Fraud	200.000	EUR million (source: <a href="http://ec.europa.eu/commission_barroso/kovacs/speeches/VATFraud_20070329.pdf">http://ec.europa.eu/commission_barroso/kovacs/speeches/VATFraud_20070329.pdf</a> )
Total	982.800	

Figure of only seizures available - see below

Euro Counterfeiting

**EUR million**

Estimated value of transnational organised crime flow s - EU  
 Assets globally available for seizure (18% of market)  
 Counterfeit euros available for seizure\*  
 Total assets available for seizure  
 \*source: <http://www.ecb.int/press/pr/date/2011/html/pr110718.en.html>  
 assumed to grow by 5% annually

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Assets globally available for seizure (18% of market)	1,002,456	1,022,505	1,042,955	1,063,814	1,085,091	1,106,792	1,128,928	1,151,507	1,174,537	1,198,028
Counterfeit euros available for seizure*	180,442	184,051	187,732	191,487	195,316	199,223	203,207	207,271	211,417	215,645
Total assets available for seizure	-	-	-	-	-	-	-	-	-	-
	180,442	184,051	187,732	191,487	195,316	199,223	203,207	207,271	211,417	215,645

**UK Evidence**

Crime	Market size	GBP million
People smuggling	250	
People trafficking	275	
Drugs	5,300	
Excise fraud	2,900	
Fraud	1,900	
Non-excise intellectual property theft	840	
	11,465	
criminal assets available for seizure	2,040	
As % of total market size	18%	

Source: Dubourg, R. And Prichard, S. (undated) The impact of organised crimes in the UK: revenues and economic and social costs  
<http://www.homeoffice.gov.uk/about-us/freedom-of-information/released-information/foi-archive-crime/9886.pdf?view=Binary>

**Labour costs (Tariff - Member States)**

Public administration average hourly earning	16.55
Public administration yearly wages	28,382

Source: Eurostat, based on average annual salary costs in 2007

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Average hourly labour costs in current prices / tariff	17.16	17.33	17.85	18.21	18.57	18.95	19.32	19.71	20.11	20.51	20.92	21.34	21.76
Average annual wages in current prices / tariff	29,432	29,432	29,432	29,432	29,432	29,432	29,432	29,432	29,432	29,432	29,432	29,432	29,432

Scenario 3 Optimising CEPOL without changing its legal basis  
Option 4 bis Implementing the European Law Enforcement Training Scheme (LETS)

Year start	01-Jan-12		01-Jan-13		01-Jan-14		01-Jan-15		01-Jan-16		01-Jan-17		01-Jan-18		01-Jan-19		01-Jan-20	
Year end	31-Dec-12		31-Dec-13		31-Dec-14		31-Dec-15		31-Dec-16		31-Dec-17		31-Dec-18		31-Dec-19		31-Dec-20	
Year No	0		1		2		3		4		5		6		7		8	

All values in EUR unless otherwise indicated/ annual

**Costs**

EU Budget		Totals																	
<b>Set-up costs</b>		51.222																	
	Development of common tools	38.416																	
	Further development of Common Curricula	38.416																	
	Definition of core competences and learning priorities	200.000																	
	Development of a database of national trainers and experts	12.805																	
	Developing guidance and procedures for bilateral and regional exchange programmes	12.805																	
	Develop learning activities for law enforcement missions in third countries	200.000																	
	Expanding e-learning platforms																		
	<b>Total set-up costs</b>	<b>553.665</b>																	

<b>Ongoing costs</b>		275.499	281.009	286.629	292.362	298.209	304.173	310.257	316.462	322.791
	Additional FTEs required to ensure:									
	- Annual mapping of learning opportunities and gaps									
	- Annual definition of learning priorities									
	- Management of database of national trainers and experts	2.687.393								
	- Management of e-learning platforms									
	- Ongoing support to bilateral and regional exchange programmes									
	- Missions in third countries									
	- Ongoing support to sharing of best practices									
	Hardware and software costs related to the maintenance of databases and expanded platforms	195.093	20.400	20.808	21.224	21.649	22.082	22.523	22.974	23.433
	Increase in participants - specifically in e-learning and missions	5.977.719	460.113	459.524	598.947	632.596	782.246	852.486	1.044.971	1.140.795
	<b>Total ongoing costs</b>	<b>8.854.204</b>	<b>761.522</b>	<b>766.961</b>	<b>912.533</b>	<b>952.454</b>	<b>1.108.501</b>	<b>1.185.266</b>	<b>1.384.406</b>	<b>1.487.019</b>

Total costs (initial outlay + ongoing)	849.207	761.522	766.961	912.533	952.454	1,108.501	1,185.266	1,384.406	1,487.019
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Present Value of total costs

7.902.363,55

Member State Budgets												Totals																							
<b>Direct costs</b>																																			
Preparation for insertion of new CEPOL tools, guidance and databases												175,529												175,529											
<b>Set-up costs</b>												-												-											
<b>Total set-up costs</b>												175,529												175,529											
<b>Ongoing costs</b>																																			
Increase in the costs of national law enforcement education and training to adopt new tools and guidance and to use new databases.												68,872,460												68,872,460											
<b>Total ongoing costs</b>												68,872,460												68,872,460											
Total direct costs (initial + ongoing)												69,047,988												69,047,988											
Present value of direct costs												57,902,447.95												57,902,447.95											
<b>Indirect costs</b>																																			
Increase in the cost of CJS:												10,245,292												10,245,292											
<b>Total indirect costs</b>												10,245,292												10,245,292											
Present Value of indirect costs												8,587,310												8,587,310											
<b>Benefits</b>																																			
Present Value of benefits												82,268,648												82,268,648											
Efficiency gains in policing												25,322,687												25,322,687											
Criminal assets available for seizure (5)																																			
<b>Total benefits</b>												107,591,335												107,591,335											

**NOTES:**

**(1) Calculation of CEPOL set-up costs**

No. of CEPOL staff (AD level) involved in further developing curricula, developing core competences, learning priorities, common tools and guidance and procedures for exchange programmes

7
50
350
2.450
52
128.054

Assumed 7 staff at AD-7 level will be working on this file.

Assumption

1 working day = 7 hours  
 No. of staff involved X Average time spent per staff  
 See workings below  
 Tariff X Total staff time

Calculation of Tariff

85.825
6.008
91.833
366
52

Direct labour costs - AD7  
 Indirect labour costs  
 Annual labour costs (direct + indirect)\*  
 Average daily labour costs  
 Tariff (EUR per hour)

Source: European Commission (Average basic salary for AD7 grade + 16% expat allowance + 1.9% pension rights + 3% inflation)  
 Adjustment for indirect costs =  (e.g. social contributions; vocational training costs; recruitment costs; taxes paid by the employer)

No. of working days in 2011 =

**Development of tools / campaigns**

Development of training and expert database (possibly through procurement)  
 Technical expansion of e-learning platforms

200.000
200.000

**(2) Calculation of CEPOL ongoing costs**

**Implementing**

Number of FTEs required for implementing annual mapping and definition of learning priorities  
 Number of FTEs required for national trainers and experts database and e-learning platforms  
 Number of FTEs required for support to missions in third countries; exchange programmes and identification and sharing of best practices

1.5
0.5
1.0
91.833.1
275.499
20.000

Tariff: FTE yearly wages - AD7

Total cost = Tariff X Time spent

Hardware and software costs related to the maintenance of databases and expanded platforms

2012	2013	2014	2015	2016	2017	2018	2019	2020
275.499,22	281.009,21	286.629,39	292.361,98	298.209,22	304.173,41	310.256,87	316.462,01	322.791,25
20.000,00	20.400,00	20.808,00	21.224,16	21.648,64	22.081,62	22.523,25	22.973,71	23.433,19

**Increase in participants**

Baseline cost per participant e-learning (assumed 2012)  
 Estimated additional incremental efficiency gains in e-learning  
 Reduced cost per participant in e-learning  
 % annual increase in participants and related costs - specifically in e-learning  
 Number of participants in e-learning (assumed in 2012)  
 Total cost = number of participants X costs  
 Baseline cost increase  
**Additional costs viz baseline for e-learning**

211	211	210	210	210	209	209	209	209
0%	2%	5%	5%	5%	5%	10%	10%	10%
211	207	197	187	177	169	152	137	123
0,0%	10,0%	10,0%	15,0%	15,0%	15,0%	25,0%	25,0%	25,0%
2.484	2.732	3.006	3.456	3.975	4.571	5.714	7.143	8.928
524.620	565.540	590.989	645.656	705.379	770.626	866.955	975.324	1.097.240
524.577	549.830	575.084	600.338	625.591	650.845	676.099	701.352	726.606
43	15.709	15.905	45.318	79.787	119.781	190.856	273.972	370.634

**Third Country mission training**  
 Baseline cost per participant (courses and seminars)  
 Assumed number of participants per year  
 Total cost = number of participants X costs  
**Total cost due to increase in participants**

2.226	2.200	2.218	2.215	2.211	2.208	2.205	2.203	2.200
-	200	200	250	250	300	300	350	350
-	444.403	443.619	553.629	552.808	662.465	661.630	770.999	770.161
43	460.113	459.524	598.947	632.596	782.246	852.486	1.044.971	1.140.795

**(3) Impact on Member State budgets**

**Set-up**

**Preparing the improved 'integration' of CEPOL learning**

Number of Member States that are assumed to follow apply CEPOL tools, guidance and databases

Tariff: EUR/ hour	27
Time spent per Member State: No. of days	18,57
Time spent per Member State: No. of hours	50
Time spent across all Member States - No. of hours	350
Time spent across all Member States - No. of hours	9,450
Total cost = Tariff X Time spent across all Member States	175.528,80

**Ongoing**

**Implementing the new CEPOL tools, guidance and training**

% Increase in the costs of national law enforcement education and training to adopt new tools and guidance and to use new databases

Total estimated EU education and training costs

Incremental EU education and training costs

	2012	2013	2014	2015	2016	2017	2018	2019	2020
% Increase	0,0%	0,3%	0,3%	0,3%	0,3%	0,3%	0,3%	0,5%	0,3%
Total estimated EU education and training costs	2.622.325.636	2.674.772.149	2.728.267.591	2.782.832.943	2.838.489.602	2.895.259.394	2.953.164.582	3.012.227.874	3.072.472.431
Incremental EU education and training costs	-	8.024.316	8.184.803	8.348.499	8.515.469	8.685.778	8.859.494	9.036.684	9.217.417

**(4) Indirect impact on CJS**

% Increased prosecution, court proceedings and imprisonment as a result of law enforcement having more appropriate knowledge and skills

Total estimated EU costs for prosecution

Total estimated EU costs for court proceedings

Total estimated EU costs for imprisonment

Incremental CJS costs

	2012	2013	2014	2015	2016	2017	2018	2019	2020
% Increased prosecution, court proceedings and imprisonment as a result of law enforcement having more appropriate knowledge and skills	0,000%	0,04%	0,004%	0,004%	0,004%	0,004%	0,004%	0,004%	0,004%
Total estimated EU costs for prosecution	6.989.051.011	7.128.832.031	7.271.408.672	7.416.836.845	7.565.173.582	7.716.477.054	7.870.806.595	8.028.222.727	8.188.787.181
Total estimated EU costs for court proceedings	15.042.486.124	15.343	15.650	15.963	16.282	16.608	16.940	17.279	17.625
Total estimated EU costs for imprisonment	24.218.174.013	24.702.557.493	25.195.588.243	25.700.520.008	26.214.530.408	26.738.821.016	27.273.597.437	27.819.069.366	28.375.450.773
Incremental CJS costs	-	1.193.677	1.217.550	1.241.901	1.266.740	1.292.074	1.317.916	1.344.274	1.371.160

**(5) Efficiency gains in policing**

% Efficiency gains in policing as a result from more appropriate knowledge and skills

Total estimated EU costs for policing

Estimated efficiency gains

	2012	2013	2014	2015	2016	2017	2018	2019	2020
% Efficiency gains in policing as a result from more appropriate knowledge and skills	0,000%	0,008%	0,008%	0,008%	0,008%	0,008%	0,008%	0,008%	0,008%
Total estimated EU costs for policing	125.295.473.084	127.801.382.546	130.357.410.196	132.964.558.400	135.623.849.588	138.336.326.560	141.103.053.091	143.925.114.153	146.803.616.436
Estimated efficiency gains	-	9.585.104	9.776.806	9.972.342	10.171.789	10.375.224	10.582.729	10.794.384	11.010.271

**(6) Assets available for seizure**

Assets globally available for seizure

Assumed % of assets available for seizure due to improved investigation, prosecution and court proceedings

Value of assets available for seizure

	2012	2013	2014	2015	2016	2017	2018	2019	2020
Assets globally available for seizure	84.050.927.251	87.731.945.796	91.486.584.711	95.316.316.406	99.222.642.724	103.207.095.588	107.271.237.500	111.418.662.250	115.644.995.495
Assumed % of assets available for seizure due to improved investigation, prosecution and court proceedings	0,000%	0,002%	0,002%	0,002%	0,002%	0,002%	0,002%	0,002%	0,002%
Value of assets available for seizure	-	3.519.974	3.590.373	3.662.181	3.735.425	3.810.133	3.886.336	3.964.062	4.043.344

\*Total annual labour costs includes

D1 = Compensation of employees

D2 = Vocational training costs

D3 = Other expenditure paid by the employer

D4 = Employment related taxes

D5 = Subsidies received by the employer

source: Eurostat

\*\*On average, 40% of criminal cases are brought to court (source: Sourcebook)

\*\*\* Evidence from UK shows that on average 50% to 60% of the cases brought to court result in conviction.





**NOTES:**

**(1) Calculation of EC and CEPOL set-up costs**  
**EC Staff time**

No. of EC staff (AD level) involved in updating the Decisions (Europol, Frontex)  
 Average time spent per staff (No. of days)  
 Average time spent per staff (No. of hours)  
 Total staff time (No. of hours)  
 Tariff (EUR per hour)  
 Cost of EC staff time

2
15
105
210
52
<b>10.976</b>

Assumed 2 staff at AD-7 level will be working on this file.  
 Assumption  
 1 working day = 7 hours  
 No. of staff involved X Average time spent per staff  
 See workings below  
 Tariff X Total staff time

Calculation of Tariff  
 Direct labour costs - AD7  
 Indirect labour costs  
 Annual labour costs (direct + indirect)\*  
 Average daily labour costs  
 Tariff (EUR per hour)

85.825
6.008
91.833
366
52

Source: European Commission (Average basic salary for AD7 grade + 16% expat allowance + 1.9% pension rights + 3% inflation)  
 Adjustment for indirect costs= 7%  
 No. of working days in 2011 = 251

**EU Agency staff**

No. of EC staff (AD level) involved in developing guidelines and procedures for revisions to Agency Decisions

Average time spent per staff (No. of days)  
 Average time spent per staff (No. of hours)  
 Total staff time (No. of hours)  
 Tariff (EUR per hour)  
 Cost of EC staff time

2
10
70
140
36
<b>5.020</b>

Assumed 2 staff at AD-7 level will be working on this file.  
 Assumption  
 1 working day = 7 hours  
 No. of staff involved X Average time spent per staff  
 See workings below  
 Tariff X Total staff time

Calculation of Tariff  
 Direct labour costs - AD7  
 Indirect labour costs  
 Annual labour costs (direct + indirect)\*  
 Average daily labour costs  
 Tariff (EUR per hour)  
 Organisation of 2 workshops  
 1 day workshop for CEPOL relevant staff

85.825
6.008
91.833
251
36
1.000
<b>6.020.00</b>

Source: European Commission (Average basic salary for AD7 grade + 16% expat allowance + 1.9% pension rights + 3% inflation)  
 Adjustment for indirect costs= 7%  
 No. of working days in 2011 = 251  
 EUR 500 per workshop (cost of trainer, refreshments etc.)  
 Daily average wages of CEPOL staff X assumed group of 20 + costs for workshop

**(2) Calculation of EC and EU Agency ongoing costs**  
 Cost savings related to CEPOL disbanding

2012	2013	2014	2015	2016	2017	2018	2019	2020
6.656.382	6.976.827	7.297.272	7.617.717	7.938.162	8.258.607	8.579.052	8.899.497	9.219.942







**NOTES:**

**(1) Calculation of EC and CEPOL set-up costs**

No. of EC staff (AD level) involved in updating the Decisions (Europol, Frontex)  
 Average time spent per staff (No. of days)  
 Average time spent per staff (No. of hours)  
 Total staff time (No. of hours)  
 Tariff (EUR per hour)  
 Cost of EC staff time

3
10
70
210
52
<b>10.976</b>

Assumed 3 staff at AD-7 level will be working on this file.  
 Assumption  
 1 working day = 7 hours  
 No. of staff involved X Average time spent per staff  
 See workings below  
 Tariff X Total staff time

Calculation of Tariff  
 Direct labour costs - AD7  
 Indirect labour costs  
 Annual labour costs (direct + indirect)\*  
 Average daily labour costs  
 Tariff (EUR per hour)

85.825
6.008
91.833
366
52

Source: European Commission (Average basic salary for AD7 grade + 16% expat allowance + 1.9% pension rights + 3% inflation)  
 Adjustment for indirect costs = 7%  
 No. of working days in 2011 = 251

**EU Agency staff**  
 No. of EC staff (AD level) involved in developing guidelines and procedures for revisions to Agency Decisions

Average time spent per staff (No. of days)  
 Average time spent per staff (No. of hours)  
 Total staff time (No. of hours)  
 Tariff (EUR per hour)  
 Cost of EC staff time

2
5
35
70
36
<b>2.510</b>

Assumed 2 staff at AD-7 level will be working on this file.  
 Assumption  
 1 working day = 7 hours  
 No. of staff involved X Average time spent per staff  
 See workings below  
 Tariff X Total staff time

Calculation of Tariff  
 Direct labour costs - AD7  
 Indirect labour costs  
 Annual labour costs (direct + indirect)\*  
 Average daily labour costs  
 Tariff (EUR per hour)  
 Organisation of 4 workshops  
 1 day workshop for CEPOL relevant staff

85.825
6.008
91.833
251
36
2.000
<b>7.020,00</b>

Source: European Commission (Average basic salary for AD7 grade + 16% expat allowance + 1.9% pension rights + 3% inflation)  
 Adjustment for indirect costs = 7%  
 No. of working days in 2011 = 251  
 EUR 500 per workshop (cost of trainer, refreshments etc.)  
 Daily average wages of CEPOL staff X assumed group of 20 + costs for workshop

**(2) Calculation of EC and EU Agency ongoing costs**

Calculation of Tariff  
 Direct labour costs - AD7  
 Indirect labour costs  
 Annual labour costs (direct + indirect)\*  
 Average daily labour costs  
 Tariff (EUR per hour)

85.825
6.008
91.833
366
52

Source: European Commission (Average basic salary for AD7 grade + 16% expat allowance + 1.9% pension rights + 3% inflation)  
 Adjustment for indirect costs = 7%  
 No. of working days in 2011 = 251

**EU Agencies**

Number of FTEs allocated to taking over (part of) CEPOL learning activities in Europol  
 Number of FTEs allocated to taking over (part of) CEPOL learning activities in Frontex  
 Total FTEs required  
 Tariff: FTE yearly wages - AD7  
 Total cost = Tariff X Time spent

5.0
5.0
10.0
91.833.1
918.331

2012	2013	2014	2015	2016	2017	2018	2019	2020
918.330.75	936.697.36	955.431.31	974.539.94	994.030.74	1.013.911.35	1.034.189.58	1.054.873.37	1.075.970.84

**Participants**

Baseline cost per participant  
 Losses due to inefficiencies of Agencies, particularly in the first years  
 Increased costs  
 Number of participants followed by 2% increase per year)  
 Total cost = number of participants X costs  
 CEPOL baseline cost increase  
**Additional costs viz baseline**

1.308
10% - 5% - 3%
1.308
2.544

1.308	1.296	1.286	1.277	1.268	1.260	1.253	1.246	1.240
0%	10%	10%	10%	5%	5%	5%	3%	3%
1.308	1.426	1.415	1.404	1.331	1.323	1.316	1.284	1.278
2.544	2.595	2.647	2.700	2.754	2.809	2.865	2.922	2.981
3.328.191	3.700.789	3.744.219	3.790.971	3.666.201	3.716.468	3.769.293	3.751.696	3.808.174
6.656.362	6.976.627	7.297.272	7.617.717	7.938.162	8.258.607	8.579.052	8.899.497	9.219.942
<b>3.328.191</b>	<b>3.276.038</b>	<b>3.553.063</b>	<b>3.826.747</b>	<b>4.271.961</b>	<b>4.542.139</b>	<b>4.809.760</b>	<b>5.147.801</b>	<b>5.411.768</b>

**(3) Impact on Member State budgets**

Set-up

None

**Ongoing**

**Some transfer of learning activities**

% Increase in the costs of national law enforcement education and training to adopt new tools and guidance and to use new databases	2012	2013	2014	2015	2016	2017	2018	2019	2020
	0,05%	0,05%	0,05%	0,05%	0,05%	0,05%	0,05%	0,05%	0,05%
Total estimated EU education and training costs	2.622.325.636	2.674.772.149	2.728.267.591	2.782.832.943	2.838.489.602	2.895.259.394	2.953.164.582	3.012.227.874	3.072.472.431
Incremental EU education and training costs	1.311.163	1.337.386	1.364.134	1.391.416	1.419.245	1.447.630	1.476.582	1.506.114	1.536.236

**(4) Indirect impact on CJS**

% Increased prosecution, court proceedings and imprisonment as a result of law enforcement having more appropriate knowledge and skills	2012	2013	2014	2015	2016	2017	2018	2019	2020
	0,0000%	-0,0013%	-0,0013%	-0,0013%	-0,0013%	-0,0013%	-0,0013%	-0,0013%	-0,0013%
Total estimated EU costs for prosecution	6.989.051.011	7.128.832.031	7.271.408.672	7.416.836.845	7.565.173.582	7.716.477.054	7.870.806.595	8.028.222.727	8.188.787.181
Total estimated EU costs for court proceedings	15.042.486.124	15.343.335.847	15.650.202.564	15.963.206.615	16.282.470.747	16.608.120.162	16.940.282.566	17.279.088.217	17.624.669.981
Total estimated EU costs for imprisonment	24.218.174.013	24.702.537.493	25.196.588.243	25.700.520.008	26.214.530.408	26.738.821.016	27.273.597.437	27.819.069.386	28.375.450.773
Incremental CJS costs	-	589.684	601.477	613.507	625.777	638.293	651.059	664.080	677.361

**(5) Efficiency gains in policing**

% Efficiency gains in policing as a result from more appropriate knowledge and skills	2012	2013	2014	2015	2016	2017	2018	2019	2020
	0,0000%	-0,003%	-0,003%	-0,003%	-0,003%	-0,003%	-0,003%	-0,003%	-0,003%
Total estimated EU costs for policing	125.295.473.084	127.801.382.546	130.357.410.196	132.964.558.400	135.623.849.568	138.336.326.560	141.103.053.091	143.925.114.153	146.803.616.436
Estimated efficiency gains	-	3.195.035	3.258.935	3.324.114	3.390.596	3.458.408	3.527.576	3.598.128	3.670.090

**(6) Assets available for seizure**

Assets globally available for seizure	2012	2013	2014	2015	2016	2017	2018	2019	2020
	84.050.927.251	87.731.945.796	91.486.584.711	95.316.316.406	99.222.642.734	103.207.095.588	107.271.237.500	111.416.662.250	115.644.995.495
Assumed % of assets available for seizure due to improved investigation, prosecution and court proceedings	0,0000%	-0,0006%	-0,0006%	-0,0006%	-0,0006%	-0,0006%	-0,0006%	-0,0006%	-0,0006%
Value of assets available for seizure	-	1.173.325	1.196.791	1.220.727	1.245.142	1.270.044	1.295.445	1.321.354	1.347.781

\*Total annual labour costs includes

D1 = Compensation of employees

D2 = Vocational training costs

D3 = Other expenditure paid by the employer

D4 = Employment related taxes

D5 = Subsidies received by the employer

source: Eurostat

\*\*On average, 40% of criminal cases are brought to court (source: Sourcebook)

\*\*\* Evidence from UK shows that on average 50% to 60% of the cases brought to court result in conviction.

Scenario 2 Merging CEPOL with Europol  
Option 3.1 Europol hosting CEPOL and partial merger of the two Agencies

Year start	01-Jan-12	01-Jan-13	01-Jan-14	01-Jan-15	01-Jan-16	01-Jan-17	01-Jan-18	01-Jan-19	01-Jan-20
Year end	31-Dec-12	31-Dec-13	31-Dec-14	31-Dec-15	31-Dec-16	31-Dec-17	31-Dec-18	31-Dec-19	31-Dec-20
Year No	0	1	2	3	4	5	6	7	8

All values in EUR unless otherwise indicated/ annual

**Costs**

EU Budget	Totals									
<b>Set-up costs</b>										
Cost of amending CEPOL and Europol Decision EC staff time (1)	-	-	-	-	-	-	-	-	-	-
Adapting to new Decision (costs incurred by CEPOL)	-	-	-	-	-	-	-	-	-	-
Development of guidance, internal procedures (2)	-	-	-	-	-	-	-	-	-	-
Initial training of members and experts (2)	30.000									
Costs related to move										
Cost of amending the CEPOL Decision (EO) and that of other relevant EU Agencies EC staff time (1):	27.440									
Adapting to new Decision (costs incurred by CEPOL)	21.952									
Updating of internal management and coordination procedures, guidance and evaluation arrangements (2)	9.817									
Initial training of members and experts (2)	65.856									
Launch further development of Common Curricula and Modules	65.856									
Preparation of strategic needs assessment and multi-annual learning policy	43.904									
Development of approach to annual mapping of supply and demand, needs analysis and programming	21.952									
Map relevant universities, research institutes, law enforcement training institutes for partnership building	21.952									
Set up approach to coordination of learning activities by other EU Agencies	87.809									
Development of new competence frameworks, long-term courses and modules (e.g. Strands 3 and 4, including JHA modules and those concerning the preparation of officials for non-military missions)	87.809									
Further development of common standards, curricula, EU accreditation and guidelines	21.952									
Prepare for participation in other relevant EU programmes and initiatives	200.000									
Set up of the pool of experts (including a database)	200.000									
Expanding e-learning platforms and tools	500.000									
Development and running of awareness raising campaign										
<b>Total set-up costs</b>	<b>1.406.300</b>									



**NOTES:**

**(1) Calculation of EC and CEPOL set-up costs**

No. of EC staff(AD level) involved in updating the Decisions (Europol, Frontex)

2
15
105
210
52
<b>10,976</b>

Assumed 2 staff at AD-7 level will be working on this file.

Assumption  
1 working day = 7 hours  
No. of staff involved X Average time spent per staff  
See workings below  
Tariff X Total staff time

Calculation of Tariff

85,825
6,008
91,833
366
52

Source: European Commission (Average basic salary for AD7 grade + 16% expat allowance + 1.9% pension rights + 3% inflation)  
Adjustment for indirect costs = 7%  
No. of working days in 2011 = 251

**EU Agency staff**

No. of EC staff(AD level) involved in developing guidelines and procedures for revisions to Agency Decisions

2
10
70
140
36
<b>5,020</b>

Assumed 2 staff at AD-7 level will be working on this file.

Assumption  
1 working day = 7 hours  
No. of staff involved X Average time spent per staff  
See workings below  
Tariff X Total staff time

Calculation of Tariff

85,825
6,008
91,833
251
36
1,000
<b>6,020,00</b>

Source: European Commission (Average basic salary for AD7 grade + 16% expat allowance + 1.9% pension rights + 3% inflation)  
Adjustment for indirect costs = 7%  
No. of working days in 2011 = 251

Organisation of 2 workshops

1,000
<b>6,020,00</b>

EUR 500 per workshop (cost of trainer, refreshments etc.)  
Daily average wages of CEPOL staff X assumed group of 20 + costs for workshop

**Move**

Estimated costs of moving CEPOL to new premises

<b>30,000,00</b>
------------------

**(2) Calculation of EC and EJ Agency ongoing costs**

CEPOL costs baseline scenario

	2012	2013	2014	2015	2016	2017	2018	2019	2020
6,656,382	6,976,827	7,297,272	7,617,717	7,938,162	8,258,607	8,579,052	8,899,497	9,219,942	
427,000	435,540	444,251	453,136	462,199	471,443	480,871	490,489	500,299	
875,000	892,500	910,350	928,567	947,128	966,071	985,392	1,005,100	1,025,202	
1,302,000	1,328,040	1,354,601	1,381,693	1,409,327	1,437,513	1,466,263	1,495,589	1,525,501	

Cost items which would no longer be required:

Title 2 - Buildings, equipment and miscellaneous

Title 1 - Staff costs - Reduction of CEPOL staff by 25%. (It is assumed that these will become

redundant, due to efficiencies generated through the physical merger. The remainder will either

consist of existing CEPOL staff, Europol staff taking on board new functions or new recruits)

**Total cost saving**

Scenario 2 Merging CEPOL with Europol  
Option 3.2 Full merger with Euro pol

Year start	01-Jan-12	01-Jan-13	01-Jan-14	01-Jan-15	01-Jan-16	01-Jan-17	01-Jan-18	01-Jan-19	01-Jan-20
Year end	31-Dec-12	31-Dec-13	31-Dec-14	31-Dec-15	31-Dec-16	31-Dec-17	31-Dec-18	31-Dec-19	31-Dec-20
Year No	0	1	2	3	4	5	6	7	8

All values in EUR unless otherwise indicated/ annual

**Costs**

**EU Budget**

	0	1	2	3	4	5	6	7	8
Cost of amending CEPOL and Europol Decision	10.976								
EC staff time (1)	-								
Adapting to new Decision (costs incurred by CEPOL)	5.020								
Development of guidance, internal procedures (2)	6.020								
Initial training of members and experts (2)	30.000								
Costs related to move	-								
<b>Total set-up costs</b>	<b>52.016</b>	-	-	-	-	-	-	-	-

<b>Ongoing costs</b>	-	2.822.000	2.878.440	2.936.009	2.994.729	3.054.624	3.115.716	3.178.030	3.241.591	3.306.423
Cost savings due to full merger										
<b>Total ongoing costs</b>	-	<b>2.822.000</b>	<b>2.878.440</b>	<b>2.936.009</b>	<b>2.994.729</b>	<b>3.054.624</b>	<b>3.115.716</b>	<b>3.178.030</b>	<b>3.241.591</b>	<b>3.306.423</b>

Total costs (initial outlay + ongoing)	-	2.769.984	2.878.440	2.936.009	2.994.729	3.054.624	3.115.716	3.178.030	3.241.591	3.306.423
Present Value of total costs	-	23.477.477								

**Member State Budgets**

Direct costs	0	1	2	3	4	5	6	7	8	
Set-up costs	-									
None										
<b>Total set-up costs</b>	-									

<b>Ongoing costs</b>	-									
None										
<b>Total ongoing costs</b>	-									
Total direct costs (initial + ongoing)	-									
Present value of direct costs	-									



**(2) Calculation of EC and EU Agency ongoing costs**

CEPOL costs baseline scenario  
**Cost items which would no longer be require d:**  
 Title 2 - Buildings, equipment and miscellaneous  
 Title 1 - Staff costs - Reduction of CEPOL staff by 50%. (It is assumed that these will become redundant, due to efficiencies generated through the physical merger. The remainder will either consist of existing CEPOL staff, Europol staff taking on board new functions or new recruits)  
 Title 3 - Operational costs - abolishing Bodies and organs (30)  
 Title 3 - Operational costs - Missions (35)  
 Title 3 - Operational costs - Other operational activities (37)  
**Total cost saving**

	2012	2013	2014	2015	2016	2017	2018	2019	2020
	6.656.382	6.976.827	7.297.272	7.617.117	7.938.162	8.258.607	8.579.052	8.899.497	9.219.942
	427.000	435.540	444.251	453.136	462.199	471.443	480.871	490.489	500.299
	1.750.000	1.785.000	1.820.700	1.857.114	1.894.256	1.932.141	1.970.784	2.010.200	2.050.404
	352.000	359.040	366.221	373.545	381.016	388.636	396.409	404.337	412.424
	120.000	122.400	124.848	127.345	129.892	132.490	135.139	137.842	140.599
	173.000	176.460	179.989	183.589	187.261	191.006	194.826	198.723	202.697
	2.822.000	2.878.440	2.936.009	2.994.729	3.054.624	3.115.716	3.178.030	3.241.591	3.306.423

**(3) Indirect impact on CJS**

% Increased prosecution, court proceedings and imprisonment as a result of law enforcement having more appropriate knowledge and skills  
 Total estimated EU costs for prosecution  
 Total estimated EU costs for court proceedings  
 Total estimated EU costs for imprisonment  
 Incremental CJS costs

	2012	2013	2014	2015	2016	2017	2018	2019	2020
	0,00000%	-0,00125%	-0,00125%	-0,00125%	-0,00125%	-0,00125%	-0,00125%	-0,00125%	-0,00125%
	6.989.051.011	7.128.832.031	7.271.408.672	7.416.836.845	7.565.173.582	7.716.477.054	7.870.806.595	8.028.222.727	8.188.787.181
	15.042.486.124	15.343.335.847	15.650.202.564	15.963.206.615	16.282.470.747	16.608.120.162	16.940.282.566	17.279.088.217	17.624.669.981
	24.218.174.013	24.702.537.493	25.196.588.243	25.700.520.008	26.214.530.408	26.738.821.016	27.273.597.437	27.819.069.386	28.375.450.773
	-	589.684	601.477	613.507	625.777	638.293	651.059	664.080	677.361

**(4) Efficiency gains in policing**

% Efficiency gains in policing as a result from more appropriate knowledge and skills  
 Total estimated EU costs for policing  
 Estimated efficiency gains

	2012	2013	2014	2015	2016	2017	2018	2019	2020
	0,000%	-0,003%	-0,003%	-0,003%	-0,003%	-0,003%	-0,003%	-0,003%	-0,003%
	125.295.473.084	127.801.362.546	130.357.410.196	132.964.568.400	135.623.849.568	138.336.326.560	141.103.053.091	143.925.114.153	146.803.616.436
	-	3.195.035	3.258.936	3.324.114	3.390.596	3.458.408	3.527.576	3.598.128	3.670.090

**(5) Assets available for seizure**

Assets globally available for seizure  
 Assumed % of assets available for seizure due to improved investigation, prosecution and court proceedings  
 Value of assets available for seizure

	2012	2013	2014	2015	2016	2017	2018	2019	2020
	84.050.927.251	87.319.457.796	91.486.584.711	95.316.316.406	99.222.642.734	103.207.095.588	107.271.237.500	111.466.662.250	115.844.995.495
	0,000%	-0,00063%	-0,00063%	-0,00063%	-0,00063%	-0,00063%	-0,00063%	-0,00063%	-0,00063%
	-	1.173.325	1.196.791	1.220.727	1.245.142	1.270.044	1.295.445	1.321.354	1.347.781

Strengthening and streamlining CEPOL

Year start	01-Jan-12	01-Jan-13	01-Jan-14	01-Jan-15	01-Jan-16	01-Jan-17	01-Jan-18	01-Jan-19	01-Jan-20
Year end	31-Dec-12	31-Dec-13	31-Dec-14	31-Dec-15	31-Dec-16	31-Dec-17	31-Dec-18	31-Dec-19	31-Dec-20
Year No	0	1	2	3	4	5	6	7	8

All values in EUR unless otherwise indicated/ annual

Costs

EU Budget

	27.440																		
Cost of amending the CEPOL Decision (EC) and that of other relevant EJA agencies EC staff time (1):	27.440																		
Adapting to new Decision (costs incurred by CEPOL)	21.952																		
Updating of internal management and coordination procedures, guidance and evaluation arrangements (2)																			
Initial training of members and experts (2)	9.817																		
Launch further development of Common Curricula and Modules	65.856																		
Preparation of strategic needs assessment and multi-annual learning policy	65.856																		
Development of approach to annual mapping of supply and demand, needs analysis and programming	43.904																		
Map relevant universities, research institutes, law enforcement training institutes for partnership building	21.952																		
Set up approach to coordination of learning activities by other EU Agencies	21.952																		
Development of new competence frameworks, long-term courses and modules (e.g. Strands 3 and 4, including JHA modules and those concerning the preparation of officials for non-military missions)	87.809																		
Further development of common standards, curricula, EU accreditation and guidelines	87.809																		
Prepare for participation in other relevant EU programmes and initiatives	21.952																		
Set up of the pool of experts (including a database)	200.000																		
Expanding e-learning platforms and tools	200.000																		
Development and running of awareness raising campaign	500.000																		
<b>Total set-up costs</b>	<b>1.376.300</b>																		

Ongoing costs

Additional CEPOL staff to undertake new tasks	10.749.570	1.124.037	1.146.518	1.169.448	1.192.837	1.216.694	1.241.027	1.265.848	1.291.165
Scientific Committee	819.389	85.680	87.384	89.141	90.924	92.743	94.598	96.490	98.419
Financing of research activity	1.950.926	204.000	208.080	212.242	216.466	220.816	225.232	229.737	234.332
Increase in participants	12.078.567	198.753	438.003	465.645	892.911	1.369.341	2.072.282	2.859.576	3.762.075
<b>Total ongoing costs</b>	<b>25.598.472</b>	<b>1.612.470</b>	<b>1.879.994</b>	<b>1.936.476</b>	<b>2.393.159</b>	<b>2.919.593</b>	<b>3.633.140</b>	<b>4.451.651</b>	<b>5.385.991</b>
Total costs (initial outlay + ongoing)	26.974.772	1.612.470	1.879.994	1.936.476	2.393.159	2.919.593	3.633.140	4.451.651	5.385.991
Present Value of total costs	22.407.508		1.686.908	1.741.568	2.194.353	2.716.811	3.426.302	4.240.676	5.170.797



**NOTES:**

**(1) Calculation of EC and CEPOL set-up costs**

No. of EC staff (AD level) involved in changing the CEPOL Decision and that of other relevant EU agencies

No. of EC staff (AD level) involved in changing the CEPOL Decision and that of other relevant EU agencies	3
Average time spent per staff (No. of days)	25
Total staff time (No. of hours)	175
Tariff (EUR per hour)	525
Cost of EC staff time	52
	<b>27,440</b>

Assumed 3 staff at AD-7 level will be working on this file.

Assumption  
1 working day = 7 hours  
No. of staff involved X Average time spent per staff  
See workings below  
Tariff X Total staff time

Calculation of Tariff  
Direct labour costs - AD7  
Indirect labour costs  
Annual labour costs (direct + indirect)\*  
Average daily labour costs  
Tariff (EUR per hour)

Direct labour costs - AD7	85,825
Indirect labour costs	6,008
Annual labour costs (direct + indirect)*	91,833
Average daily labour costs	366
Tariff (EUR per hour)	52

Source: European Commission (Average basic salary for AD7 grade + 16% expat allowance + 1.9% pension rights + 3% inflation)  
Adjustment for indirect costs=  (e.g. social contributions; vocational training costs; recruitment costs; taxes paid by the employer)  
No. of working days in 2011 =

**CEPOL and other agency staff time**

No. of CEPOL staff (AD level) involved in developing and setting up new procedures, approaches and activities.	12
Average time spent per staff (No. of days)	100
Total staff time (No. of hours)	700
Tariff (EUR per hour)	8,400
Cost of EC staff time	52
	<b>439,043</b>

Assumption  
1 working day = 7 hours  
No. of staff involved X Average time spent per staff  
See workings below  
Tariff X Total staff time

Source: European Commission (Average basic salary for AD7 grade + 16% expat allowance + 1.9% pension rights + 3% inflation)  
Adjustment for indirect costs=  (e.g. social contributions; vocational training costs; recruitment costs; taxes paid by the employer)  
No. of working days in 2011 =

Calculation of Tariff  
Direct labour costs - AD7  
Indirect labour costs  
Annual labour costs (direct + indirect)\*  
Average daily labour costs  
Tariff (EUR per hour)  
Organisation of 5 workshops  
1 day workshop for CEPOL and EU agency relevant staff

Direct labour costs - AD7	85,825
Indirect labour costs	6,008
Annual labour costs (direct + indirect)*	91,833
Average daily labour costs	366
Tariff (EUR per hour)	52
Organisation of 5 workshops	2,500
1 day workshop for CEPOL and EU agency relevant staff	<b>9,817,38</b>

Source: European Commission (Average basic salary for AD7 grade + 16% expat allowance + 1.9% pension rights + 3% inflation)  
Adjustment for indirect costs=  (e.g. social contributions; vocational training costs; recruitment costs; taxes paid by the employer)  
No. of working days in 2011 =   
EUR 500 per workshop (cost of trainer, refreshments etc.)  
Daily average wages of CEPOL staff X assumed group of 20 + costs for workshop

**Development of tools / campaigns**

Development of expert database (possibly through procurement)	200,000
Expansion of e-learning platforms	200,000
Development and running of re-branding and awareness-raising campaign (through procurement)	500,000

This would include costs for developing the campaign, implementing it and changing related issues, e.g. the website, flyers, printed materials, etc.

**(2) Calculation of EC and CEPOL ongoing costs**

Calculation of Tariff  
Direct labour costs - AD7  
Indirect labour costs  
Annual labour costs (direct + indirect)\*  
Average daily labour costs  
Tariff (EUR per hour)

Direct labour costs - AD7	85,825
Indirect labour costs	6,008
Annual labour costs (direct + indirect)*	91,833
Average daily labour costs	366
Tariff (EUR per hour)	52

Source: European Commission (Average basic salary for AD7 grade + 16% expat allowance + 1.9% pension rights + 3% inflation)  
Adjustment for indirect costs=  (e.g. social contributions; vocational training costs; recruitment costs; taxes paid by the employer)  
No. of working days in 2011 =

1,0	Annual mapping of supply and demand of learning, analysis of needs and learning priorities and related programming
0,5	Annual mapping of relevant research activity
1,0	Partnership building with universities, research institutes, law enforcement training institutes
1,0	Ongoing coordination of learning activities by other EU Agencies
1,0	Ongoing updating of competence frameworks, common standards, curricula, modules, courses, etc.
2,0	Implementation of long-term courses and modules (Strands 3 and 4)
0,5	Coordination of the pool of experts
2,5	Delivery of 'Erasmus' inspired law enforcement exchange programme
0,3	Participation in other relevant EU programmes and initiatives
2,0	Support to Member States with regard to the development of Strands 1 and 2
0,3	Evaluation
12,0	Total FTEs required
91.833,1	Tariff: FTE yearly wages - AD7
1.101.997	Total cost = Tariff X Time spent
918.331	
7	Number of experts involved
12	Days input per year
1.000	Day rate
84.000	Total cost = Days input X Rate
4	Estimated number of activities per year financed
50.000	Estimated average value of research activity
200.000	Total annual value (adjusted for inflation)

	2012	2013	2014	2015	2016	2017	2018	2019	2020
1.101.996,90	1.124.036,84	1.146.517,57	1.169.447,93	1.192.836,88	1.241.027,49	1.216.693,62	1.241.027,49	1.265.848,04	1.291.165,01
918.330,75	936.697,36	955.431,31	974.539,94	994.030,74	1.013.911,35	1.013.911,35	1.034.189,58	1.054.873,37	1.075.970,84

10

	2012	2013	2014	2015	2016	2017	2018	2019	2020
84.000,00	85.680,00	87.393,60	89.141,47	90.924,30	92.742,79	94.597,64	96.489,60	98.419,39	

4	Estimated number of activities per year financed
50.000	Estimated average value of research activity
200.000	Total annual value (adjusted for inflation)

	2012	2013	2014	2015	2016	2017	2018	2019	2020
200.000,00	204.000,00	208.080,00	212.241,60	216.486,43	220.816,16	225.232,48	229.737,13	234.331,88	

1,308	Baseline cost per participant
2% - 5% - 8%	Estimated additional efficiency gains in all learning activities (note: higher than under 4.2 as additional economies of scale are assumed)
1,308	Reduced cost per participant
10% - 15% - 20%	% annual increase in participants and related costs are expected to attract a high number of participants)
5,088	Number of participants (assumed in 2012)
6.656.382	Total cost = number of participants X costs
6.656.382	Baseline cost increase
	<b>Additional costs viz baseline</b>

	2012	2013	2014	2015	2016	2017	2018	2019	2020
1.308	1.296	1.286	1.277	1.268	1.260	1.253	1.246	1.240	
0%	2%	2%	5%	5%	5%	8%	8%	8%	8%
1.308	1.282	1.256	1.194	1.134	1.077	991	912	839	
0%	10%	10%	10%	15%	15%	20%	20%	20%	20%
5.088	5.597	6.157	6.772	7.488	8.956	10.748	12.897	15.477	
6.656.382	7.175.580	7.735.275	8.083.363	8.831.074	9.647.948	10.651.335	11.759.073	12.982.017	
6.656.382	6.976.827	7.297.272	7.617.717	7.938.162	8.258.607	8.579.052	8.899.497	9.219.942	
-	198.753	438.003	465.645	892.911	1.389.341	2.072.282	2.859.576	3.762.075	

**(3) Impact on Member State budgets**  
**Set-up**

**Preparing the integration of CEPOL changes**

Number of Member States that are assumed to apply the CEPOL changes	27
Tariff: EUR/ hour	18,57
Time spent per Member State: Number of days	100
Time spent per Member State: No. of hours	700
Time spent across all Member States - No. of hours	18.900
Total cost = Tariff X Time spent across all Member States	351.057,60

**Running costs**

**Supporting the implementation of new CEPOL tasks, including support with accreditation, implementation of modules, increased partnerships, inputs to CEPOL actions**

Total estimated EU education and training costs	2.674.772.149
Incremental EU education and training costs	16.048.633

**Running costs of CEPOL National Units**

Total staff	54
Average salary levels	29.432
Plus 20% other admin costs and overheads	5.886,43
Total running costs	1.907.202,28

Assumption of an average requirement of 2 FTEs per National Unit  
 Average annual salary cost in public administration - 2012 based on 2007 figures with inflation

	2012	2013	2014	2015	2016	2017	2018	2019	2020
	1.907.202	1.945.346	1.984.253	2.023.938	2.064.417	2.105.705	2.147.820	2.190.776	2.234.591

**(4) Indirect impact on CJS**

% increased prosecution, court proceedings and imprisonment as a result of law enforcement having more appropriate knowledge and skills	0,000%	0,010%	0,010%	0,010%	0,010%	0,010%	0,010%	0,010%	0,010%
Total estimated EU costs for prosecution	6.989.051,011	7.128.832,031	7.271.408,672	7.416.836,845	7.565.173,582	7.716.477,054	7.870.806,595	8.028.222,727	8.188.787,181
Total estimated EU costs for court proceedings	15.042.486,124	15.343.335,847	15.650.202,564	15.963.206,615	16.282.470,747	16.608.120,162	16.940.282,566	17.279.088,217	17.624.669,981
Total estimated EU costs for imprisonment	24.218.174,013	24.702.537,483	25.196.588,243	25.700.520,008	26.214.530,408	26.738.821,016	27.273.587,437	27.819.069,366	28.375.450,773
Incremental CJS costs	-	4.717,471	4.811,820	4.908,056	5.006,217	5.106,342	5.208,469	5.312,638	5.418,891

**(5) Efficiency gains in policing**

% Efficiency gains in policing as a result from more appropriate knowledge and skills	0,000%	0,020%	0,020%	0,020%	0,020%	0,020%	0,020%	0,020%	0,020%
Total estimated EU costs for policing	125.295.473,084	127.801.382,546	130.357.410,196	132.964.558,400	135.623.849,568	138.336.326,560	141.103.053,091	143.925.114,153	146.803.616,436
Estimated efficiency gains	-	25.560,277	26.071,482	26.592,912	27.124,770	27.667,265	28.220,611	28.785,023	29.360,723

**(6) Assets available for seizure**

Assets globally available for seizure	184.050.927,251
Assumed % of assets available for seizure due to improved investigation, prosecution and court proceedings	0,000%
Value of assets available for seizure	9.386.597

\*Total annual labour costs includes

- D1 = Compensation of employees
- D2 = Vocational training costs
- D3 = Other expenditure paid by the employer
- D4 = Employment related taxes
- D5 = Subsidies received by the employer

source: Eurostat

\*\*On average, 40% of criminal cases are brought to court (source: Sourcebook)

\*\*\* Evidence from UK shows that on average 50% to 60% of the cases brought to court result in conviction.

UNIT Millions of euro (from 1.1.1999)/Millions of ECU (up to 31.12.1998)  
 SECTOR General government  
 COFOG99 Police services (GSO301)  
 INDIC\_NA Total general government expenditure

GEO/TIME	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
European Union:	:	:	:	:	:	:	:	:	:	:
Belgium	:	:	:	:	:	:	:	:	:	:
Bulgaria	186,2	301,5	286,8	347,1	362,4	468,3	425,4	503,7	538,6	557,7
Czech Republic	782,3	828,3	920,2	987,8	1.032,0	1.186,8	1.331,2	1.395,4	1.609,4	1.541,3
Denmark	881,0	945,1	982,7	1.035,8	1.079,7	1.107,1	1.151,2	1.215,6	1.373,3	1.386,2
Germany (inclu	16.030,0	16.810,0	17.120,0	17.180,0	17.020,0	17.410,0	17.430,0	17.780,0	18.030,0	18.660,0
Estonia	82,3	85,6	98,5	103,7	120,8	142,8	161,7	208,2	195,3	174,4
Ireland	1.005,1	1.143,4	1.154,4	1.191,5	1.320,2	1.402,0	1.601,8	1.801,7	1.969,1	1.906,4
Greece	:	1.138,0	1.245,0	1.718,0	2.020,0	2.024,0	2.182,0	2.378,0	2.410,0	2.713,0
Spain	7.244,0	8.592,0	8.892,0	9.447,0	10.203,0	10.978,0	12.261,0	13.512,0	14.629,0	15.228,0
France	:	:	:	:	:	:	:	:	:	:
Italy	15.212,0	15.420,0	14.861,0	15.556,0	16.447,0	16.861,0	17.376,0	16.829,0	17.544,0	18.283,0
Cyprus	150,3	160,0	173,7	205,2	211,7	222,8	240,8	252,8	282,0	298,3
Latvia	:	:	:	:	:	:	:	335,7	287,8	200,2
Lithuania	135,6	129,6	135,9	141,1	143,9	158,9	185,2	205,9	253,8	225,0
Luxembourg	105,8	118,8	133,4	150,3	165,2	168,0	173,0	174,5	188,7	198,8
Hungary	602,3	712,8	1.015,4	956,4	940,2	1.011,5	1.168,5	1.214,2	1.277,0	1.073,5
Malta	:	47,7	43,2	43,9	46,0	44,3	46,4	47,6	52,5	55,3
Netherlands	:	:	:	:	:	:	:	:	:	:
Austria	1.678,5	1.689,5	1.704,1	1.755,9	1.833,0	1.916,4	2.079,3	2.046,9	2.187,3	2.261,5
Poland	:	1.321,1	1.363,8	1.403,0	1.403,0	1.819,9	2.123,5	2.435,4	3.144,0	2.853,3
Portugal	1.378,2	1.520,2	1.554,6	1.737,7	1.813,9	1.876,7	1.886,9	1.922,3	2.000,1	2.214,1
Romania	:	:	:	:	:	:	:	:	:	:
Slovenia	184,9	214,1	234,4	250,8	258,5	223,8	239,9	237,7	255,0	278,0
Slovakia	:	:	:	:	:	:	:	:	:	:
Finland	:	812,0	871,0	871,0	879,0	933,0	891,0	923,0	999,0	1.022,0
Sweden	:	1.483,0	1.587,8	1.662,1	1.729,0	1.788,2	1.921,6	2.048,8	2.077,8	1.875,0
United Kingdom	17.702,0	19.878,8	21.691,1	21.217,1	23.642,2	25.103,8	26.338,9	27.394,3	25.252,4	24.161,0
AVG=	3.960,0	3.748,3	3.617,5	3.710,6	3.936,7	4.135,6	4.343,6	4.311,9	4.388,9	4.416,6
	106.920,8	101.205,1	97.672,2	100.185,7	106.290,9	111.660,8	117.276,8	116.422,4	118.500,7	119.249,2

Total based on average \* 27 Member States



	No. of cases received by the public prosecutor	Total annual approved public budget allocated to the public prosecution system (EUR)	Average cost per prosecution (EUR)	Average amount of legal aid allocated per criminal case	No. of cases brought by the public prosecutor before the courts	Total annual approved public budget allocated to all courts (EUR)	Average cost per court case (EUR)
Austria	604.928	158.018.503	261		71.684	384.961.314	5.370
Belgium	689.397	201.146.935	292	397	19.853	490.029.880	24.683
Bulgaria		60.184.382		113	43.736	128.186.163	2.931
Cyprus		14.046.407					
Czech Republic	74.406	86.410.548	1.161		63.079	277.762.896	4.403
Denmark	589.959	34.000.000	58		561.012	228.761.776	408
Estonia	40.860	11.024.913	270	76	3.424	34.249.751	10.003
Finland	85.610	38.906.310	454	663	65.744	256.277.000	3.898
France	5.101.119	873.485.709	171	263	668.946	2.127.967.290	3.181
Germany							
Greece							
Hungary	156.565	120.500.000	770		69.470	285.674.860	4.112
Ireland	16.140	44.522.000	2.758	1.001		136.195.000	
Italy	3.270.906	1.157.955.737	354	898	624.266	3.008.735.392	4.820
Latvia	14.603	23.656.019	1.620		11.861	47.510.897	4.006
Lithuania	84.141	42.955.283	511	94	12.416	60.629.000	4.883
Luxembourg	42.454	15.212.058	358	714	11.689	37.059.291	3.170
Malta		2.569.000				9.073.000	
Netherlands	260.228	570.903.000	2.194	994	155.879	889.208.000	5.704
Poland	1.124.783	333.489.000	296		369.813	1.204.202.000	3.256
Portugal	544.712			331	75.511	513.513.518	6.801
Romania	1.193.614	160.389.216	134	30	34.236	380.932.306	11.127
Slovakia	205.468	59.017.760	287		30.070	144.682.786	4.812
Slovenia	84.026	17.811.140	212	431	15.150	159.461.409	10.526
Spain	4.460.666	924.100.250	207	349	284.078		
Sweden	691.988	128.301.090	185		200.212	399.825.654	1.997
UK-England and Wales	1.137.375	771.190.551	678	1.931	1.041.354	1.437.326.465	1.380
UK-Northern Ireland				1.656		74.600.000	
UK-Scotland	284.859	129.300.000	454	558		151.940.889	
MS for which data is available	22	24	21	15	22	23	21
Max	5.101.119	1.157.955.737	2.758	1.931	1.041.354	3.008.735.392	24.683
Min	14.603	2.569.000	58	30	3.424	9.073.000	408
Average	902.557	239.163.832	622	618	201.522	514.750.661	5.784

Source: CEPEJ (2010) Efficiency and quality of justice. Based on 2008 data

Estimated as follows: Total annual approved public budget allocated to all courts, public prosecution and legal aid X Average public budget allocated to the public prosecution system (24%) NB: Average based on MS for whom data is available

Data for Average amount of legal aid allocated per case (criminal + other cases)

Estimated as follows: Total annual approved public budget allocated to all courts, public prosecution and legal aid X Average public budget allocated to all courts (58%) NB: Average based on MS for whom data is available

## European Commission: Monthly Basic Salary (2010) and Adjustments

### Seniority Step

Grade	I	II	III	IV	V	Monthly - Average salary	Annual salary	+ Expat Allowance	2011 prices	2012 prices	Daily rate	MS Salary (minus expat allowance)	Daily rate
16	16.919	17.630	18.371			17.640	211.680	245.548	252.915	260.502	1.184	224.571	1.021
15	19.534	15.582	16.237	16.688	16.919	16.992	203.904	236.528	243.624	250.933	1.141	216.321	983
14	13.216	13.772	14.351	14.750	14.954	14.208	170.502	197.782	203.715	209.827	954	180.885	822
13	11.681	12.172	12.684	13.036	13.216	12.558	150.695	174.806	180.050	185.452	843	159.872	727
12	10.324	10.758	11.210	11.522	11.681	11.099	133.189	154.499	159.134	163.909	745	141.300	642
11	9.125	9.508	9.908	10.184	10.324	9.810	117.717	136.552	140.648	144.868	658	124.886	568
10	8.065	8.404	8.757	9.001	9.125	8.670	104.042	120.689	124.310	128.039	582	110.378	502
9	7.128	7.428	7.740	7.955	8.065	7.663	91.956	106.669	109.869	113.165	514	97.556	443
8	6.300	6.565	6.841	7.031	7.128	6.773	81.274	94.277	97.106	100.019	455	86.223	392
7	5.568	5.802	6.046	6.214	6.300	5.986	71.832	83.326	85.825	88.400	402	76.207	346
6	4.921	5.128	5.344	5.492	5.568	5.291	63.488	73.646	75.855	78.131	355	67.354	306
5	4.350	4.532	4.723	4.854	4.921	4.676	56.113	65.091	67.043	69.055	314	59.530	271
4	3.844	4.006	4.174	4.290	4.350	4.133	49.594	57.529	59.255	61.033	277	52.614	239
3	3.398	3.541	3.689	3.792	3.844	3.653	43.833	50.846	52.372	53.943	245	46.502	211
2	3.003	3.129	3.261	3.351	3.398	3.228	38.741	44.940	46.288	47.676	217	41.100	187
1	2.654	2.766	2.882	2.962	3.003	2.853	34.241	39.719	40.911	42.138	192	36.326	165

Annual Inflation

3%

Source: [http://ec.europa.eu/civil\\_service/docs/salary\\_officials\\_en.pdf](http://ec.europa.eu/civil_service/docs/salary_officials_en.pdf)

Notes:

Each grade is broken up into five seniority steps . Basic salaries are adjusted annually in line with inflation and purchasing power in the EU countries  
Staff who have left home country to come and work for the European Commission, are entitled to an expatriation allowance equivalent to 16% of basic salary.  
Officials accumulate 1.9% pension rights every year

## **Annex D: Explanation of the approach to quantification of impacts**

This Annex sets out the approach, including the underlying logic, the key assumptions made and the statistics used, for quantifying the economic impacts of the policy options. It should be read in conjunction with Annex \*E, which includes the detailed statistical information and calculations.

### ***1) Assumptions: policy effectiveness***

A set of assumptions of the likely effects of policy options have been made, which underpin assessment of economic effects of those options.

#### *Options 2 and 3*

It is assumed that disbanding CEPOL and reducing or ceasing all EU support for police training would:

- a) increase the workload of other EU agencies;
- b) increase decentralised learning activities which would vary among Member State;
- c) lead to less effective and less efficient organisation of learning activities overall;
- d) reduce effectiveness of cross-border investigations;
- e) contribute to a reduction in the number of prosecutions, convictions and a higher number of people being incarcerated;

#### *Options 1, 4a, 4b and 5*

It is assumed that the policy options to strengthening CEPOL through non-legislative changes (option 1) or changing its legal basis (options 4a, 4b and 5) would:

- a) increase the workload of the EU agency responsible for training and increase the number of learning activities at EU and national level;
- b) make the police training more effective;
- c) make police training more efficient;
- d) make cross-border investigations more efficient and effective;
- e) improve the quality of policing;
- f) increase in the number of prosecutions, convictions and a higher number of people being incarcerated.
- g) increase seizure of criminal assets and proceeds and disruption of cross-border criminal networks.

**2) Key assumptions for calculating the economic effects**

*Timeframe for analysis*

The costs and benefits have been estimated over a nine year period (2012 to 2020) to get a sense of the longer term impact of each option.

*Discount rate*

In line with the Commission’s impact assessment guidelines, a standard discount rate (4%) has been used to calculate the present value of impacts occurring in future years.

*Inflation*

The following inflation rates have been used to adjust figures to their current values:

<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 - 2020</b>
2.2%	2.3%	3.7%	1.0%	3.0%	2.0%

The inflation rate for the years 2006 to 2010 represents actual values which have been sourced from Eurostat. An average annual inflation rate of 2% has been used for the period 2011 to 2020 which represents the target inflation rate for the ECB and for most non-Euro area Central Banks

*CEPOL’s workload*

Table F.1 shows how CEPOL’s workload in terms of the number of participants by type of learning activity is expected to develop in the baseline scenario. The figures for 2012 to 2020 have been extrapolated using linear trend approach. For the online activities (online seminars and e-learning modules), the same linear development as for the training has been calculated, as information on the number of participants is only available for 2011.

Table F.2 shows how CEPOL’s workload in terms of the number of learning activities, by type of activity, is expected to develop in the baseline scenario. The figures for 2012 to 2020 have been extrapolated using linear trend approach. Again, for the online activities (webinars), the same linear development as for the training has been calculated, as figures are only available for 2011.

Table F.3 (CEPOL's budget) shows the past evolution of CEPOL's budget (final expenditure) and, using linear trend approach, the assumed development of CEPOL's budget (based on final expenditure during the previous years). It also shows the expected average unit costs per participant and the average cost per participant per type of learning activity. The latter has been calculated by estimating the proportion of the CEPOL budget dedicated to the different types of 'core' CEPOL deliverables (as included in the Agencies planned budget breakdown), namely:

- i. Courses and seminars (excl. E-learning), corresponding to 77% of the CEPOL budget
- ii. E-learning and electronic networks, corresponding to 8% of the CEPOL budget
- iii. Common curricula and learning methods, corresponding to 6% of the CEPOL budget
- iv. Research and good practice, corresponding to 5% of the CEPOL budget
- v. Exchanges, corresponding to 4% of the CEPOL budget.

These overall shares have been subsequently applied to the (2011) final expenditure of CEPOL and divided by the number of participants per type of learning activity (Course and seminars; E-learning and e-networks; exchanges). It is noted that the entire budget has been used in order to calculate the costs per participants, as it is assumed that all other CEPOL expenses and related activities are 'in function' of the delivery of its 'core' deliverables.

Table F.1: CEPOL's workload in terms of numbers of participants

Number of participants	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Courses and seminars	1,368	1,922	2,078	1,995	2,198	2,043	2,346	2,464	2,581	2,699	2,817	2,935	3,052	3,170	3,288
Exchange programme	-	51	56	49	82	292	258	309	360	411	462	512	563	614	665
Online seminars	NA	NA	NA	NA	NA	398	457	480	503	526	549	572	595	618	640
E-learning modules	NA	NA	NA	NA	NA	1,765	2,027	2,128	2,230	2,332	2,434	2,535	2,637	2,739	2,840
Total	1,368	1,973	2,134	2,044	2,280	4,498	5,088	5,381	5,674	5,968	6,261	6,554	6,847	7,140	7,433

Table F.2: CEPOL's workload in terms of number of learning activities

Number of activities	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Courses and seminars	62	85	87	88	80	83	90	93	95	98	100	103	106	108	111
Conferences	1	4	3	3	11	5	9	10	11	12	13	14	16	17	18
Webinars (online learning)	NA	NA	NA	NA	NA	18	20	20	21	21	22	22	23	23	24
Total	63	89	90	91	91	106	118	122	127	131	135	140	144	148	153

Table F.3: CEPOL's budgetary developments and unit cost per participant and per type of learning activity

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
<b>Total CEPOL costs</b>	<b>4,291,232</b>	<b>6,302,518</b>	<b>4,315,291</b>	<b>5,775,959</b>	<b>6,250,559</b>	<b>6,273,389</b>	<b>6,656,382</b>	<b>6,976,827</b>	<b>7,297,272</b>	<b>7,617,717</b>	<b>7,938,162</b>	<b>8,258,607</b>	<b>8,579,052</b>	<b>8,899,497</b>	<b>9,219,942</b>
Cost per participant Courses and Seminars	3,137	3,194	2,022	2,826	2,741	1,394.71	1,308.20	1,296	1,286	1,277	1,268	1,260	1,253	1,246	1,240
Cost per participant e-learning and e-network	NA	NA	NA	2,237.8	2,198.1	2,373.5	2,193	2,189	2,185	2,181	2,178	2,175	2,173	2,170	2,168
Cost per participant exchange	NA	NA	NA	NA	NA	241.0	223	222	222	222	221	221	221	220	220
						868.4	1,041	912	819	750	695	652	616	586	561

### *Member State workload*

Member State workload, in terms of their budget dedicated to law enforcement education and training, has been calculated by identifying the national law enforcement education and training budgets of the Netherlands and Northern Ireland, as well as their overall law enforcement budgets, and applying this share (2.05%) to the law enforcement budgets of other Member States. The total budget of the 27 Member States dedicated to law enforcement education and training is estimated to be €2.6 billion, corresponding to an average of 91 million per Member State per year in 2012.

It is assumed that those policy options likely to lead to an increase in learning activities will increase Member State budgets for law enforcement education and training, for example in order to integrate CEPOL activities or to adapt national curriculums and accreditation. This is expressed as a % of the total budget in the EU dedicated to law enforcement education and training.

*It was not possible to use the figures which were included in the questionnaires circulated as part of the LETS expert groups.*

### **3) Costs of law enforcement and criminal justice systems**

#### *Public expenditure on public order and safety*

The following data is available on Eurostat.

*Table F.4: COFOG Classification of public expenditure on public order and safety*

<b>COFOG classification</b>	<b>Data availability</b>
GF03: Public order and safety	Available for all 27 Member States
GF0301: Police services	Available for 22 Member States
GF0302: Fire protection	Not relevant
GF0303: Law courts	Available for 22 Member States
GF0304: Prisons	Available for 22 Member States
GF0305: R&D	Available for 21 Member States
GF0306: nec	Available for 22 Member States

#### *Total cost for law enforcement*

This is based on the total public expenditure on police services at an EU level (Eurostat COFOG classification FG0301). The latest available and most complete data is for 2009. The EU total has been calculated by multiplying the average values of the 22 Member States by 27.

It is assumed that some of the policy options can lead to efficiency gains in policing, because, as a result of learning activities, law enforcement officials would have improved skills and knowledge, which in turn would lead to investigations being conducted more effectively and successfully (whilst other policy options can lead to efficiency losses in the absence of learning activities). This is expressed as a % of the total budget in the EU dedicated to police services.

#### *Total costs of the Criminal Justice System*

##### *Total cost of prisons*

This is based on the total public expenditure on prisons at an EU level (Eurostat COFOG classification GF0304). The latest available and most complete data is for 2008. The EU total has been calculated by multiplying the average values of the 22 Member States by 27.

##### *Cost of prosecution, legal aid and court proceedings*

Data has been sourced from 'Judicial Systems Edition 2010 (data 2008): Efficiency and quality of justice', European Commission for the Efficiency of Justice (CEPEJ). The table below provides data by Member State. It should be noted that:

For some countries, separate data for courts and public prosecution services are not available, since they are included in a single budget (Austria, Belgium, France, Greece, Luxembourg, Spain).

Data on the budget allocated to the prosecution system were not provided by Denmark (the public prosecution service's budget partially depends on the police budget), Portugal and UK-Northern Ireland

In the Czech Republic, legal aid is funded both by the state budget and the budget of the Czech Bar Association. The following table only shows publicly funded legal aid.

Where possible, missing data has been estimated as follows:

	<i>Estimated as follows: Total annual approved public budget allocated to all courts, public prosecution and legal aid X Average public budget allocated to the public prosecution system (24%) NB: Average based on MS for whom data is available</i>
	<i>Data for Average amount of legal aid allocated per case (criminal + other cases)</i>
	<i>Estimated as follows: Total annual approved public budget allocated to all courts, public prosecution and legal aid X Average public budget allocated to all courts (58%) NB: Average based on MS for whom data is available</i>

It is assumed that a higher or lower efficiency and effectiveness in policing will lead to respectively higher or lower costs of the criminal justice system. If policing is more effective, the Criminal Justice System might need to deal with a higher number of prosecutions, court cases and imprisonment, which will thus mean an increase of the costs allocated to these activities.

It is further assumed that, every percentage point of efficiency gains or losses related to policing will lead to an increase or reduction of the costs of the Criminal Justice System of half of this percentage point, as not all efficient policing will be applied to the investigation of cases (it can also, for example, relate to third-country missions).

Table F.5 Costs of the Judicial System, 2008 Data

	No. of cases received by the public prosecutor	Total annual approved public budget allocated to the public prosecution system (EUR)	Average cost per prosecution (EUR)	Average amount of legal aid allocated per criminal case	No. of cases brought by the public prosecutor before the courts	Total annual approved public budget allocated to all courts (EUR)	Average cost per court case (EUR)
Austria	604,928	158,018,503	261		71,684	384,961,314	5,370
Belgium	689,397	201,146,935	292	397	19,853	490,029,880	24,683
Bulgaria		60,184,382		113	43,736	128,186,163	2,931
Cyprus		14,046,407					
Czech Republic	74,406	86,410,548	1,161		63,079	277,762,896	4,403
Denmark	589,959	34,000,000	58		561,012	228,761,776	408
Estonia	40,860	11,024,913	270	76	3,424	34,249,751	10,003
Finland	85,610	38,906,310	454	663	65,744	256,277,000	3,898
France	5,101,119	873,485,709	171	263	668,946	2,127,967,290	3,181
Germany							
Greece							
Hungary	156,565	120,500,000	770		69,470	285,674,860	4,112
Ireland	16,140	44,522,000	2,758	1,001		136,195,000	
Italy	3,270,906	1,157,955,737	354	898	624,266	3,008,735,392	4,820
Latvia	14,603	23,656,019	1,620		11,861	47,510,897	4,006
Lithuania	84,141	42,955,283	511	94	12,416	60,629,000	4,883
Luxembourg	42,454	15,212,058	358	714	11,689	37,059,291	3,170
Malta		2,569,000				9,073,000	
Netherlands	260,228	570,903,000	2,194	994	155,879	889,208,000	5,704
Poland	1,124,783	333,489,000	296		369,813	1,204,202,000	3,256
Portugal	544,712			331	75,511	513,513,518	6,801
Romania	1,193,614	160,389,216	134	30	34,236	380,932,306	11,127
Slovakia	205,468	59,017,760	287		30,070	144,682,786	4,812
Slovenia	84,026	17,811,140	212	431	15,150	159,461,409	10,526
Spain	4,460,666	924,100,250	207	349	284,078		
Sweden	691,988	128,301,090	185		200,212	399,825,654	1,997
UK-England and Wales	1,137,375	771,190,551	678	1,931	1,041,354	1,437,326,465	1,380
UK-Northern Ireland				1,656		74,600,000	
UK-Scotland	284,859	129,300,000	454	558		151,940,889	
MS for which data is available	22	24	21	15	22	23	21
Max	5,101,119	1,157,955,737	2,758	1,931	1,041,354	3,008,735,392	24,683
Min	14,603	2,569,000	58	30	3,424	9,073,000	408
Average	902,557	239,163,832	622	618	201,522	514,750,661	5,784

### Assets available for seizure

The global figure has been calculated as a proportion (18%) of the total ‘market size’ of transnational organised crime. The market size estimates have been sourced from UNODC (figures in yellow) as presented in the table below. Only those highlighted in yellow, directly affecting the EU, have been used for the calculations.

Table F.6: Estimated value of transnational organised crime flow (USD million), annual, 2010 data

Crime	Estimated market size
Cocaine to North America	38,000
Cocaine to Europe	34,000
Heroin to Europe	20,000
Heroin to Russia	13,000
Counterfeit goods to Europe	8,200
Migrant smuggling from Latin America	6,600
Illicit South-East Asian timber	3,500
Counterfeit medicine	1,600
Trafficking in persons to Europe	1,250
Identity theft	1,000
Child pornography	250
Migrant smuggling from Africa	150
Maritime piracy	100
Ivory to Asia	62
Firearms from Eastern Europe	33
Firearms to Mexico	20
Rhino horn to Asia	8
<i>Total</i>	<i>127,773</i>
<i>Total to Europe in USD</i>	<i>43,483</i>
<b>Total to Europe in EUR</b>	<b>32,800</b>

Source: UNODC <http://www.unodc.org/documents/data-and-analysis/tocta/Conclusion.pdf>.

Note: Cells highlighted in yellow denote crimes relevant for the EU

In addition, we have added EU figures on cybercrime and EU VAT fraud to the ‘market size’, namely:

Cybercrime: 750,000 EUR million *source:* <http://www.euractiv.com/en/infosociety/eu-establish-cybercrime-agency-news-486715>

EU VAT Fraud: 200,000 EUR million *source:* [http://ec.europa.eu/commission\\_barroso/kovacs/speeches/VATFraud\\_20070329.pdf](http://ec.europa.eu/commission_barroso/kovacs/speeches/VATFraud_20070329.pdf)

The **proportion of assets available for seizure** is based on UK evidence.

Table F.6 UK Evidence on Assets available for seizure

<b>Crime</b>	<b>Estimated market size</b>
People smuggling	250
People trafficking	275
Drugs	5,300
Excise fraud	2,900
Fraud	1,900
Non-excise intellectual property theft	840
<b>Total</b>	<b>11,465</b>
Criminal assets available for seizure	2,040
As % of total market size	<b>18%</b>

*Source: Dubourg, R. And Prichard, S. (undated) The impact of organised crime in the UK: revenues and economic and social costs*

It is assumed that higher or lower costs for the Criminal Justice System (because of a higher number of prosecutions, court cases and imprisonment) will also lead to increased availability of assets for recovery, as the court could order this for a proportionally higher number of convicted criminals.

It is further assumed that, every percentage point increase or reduction of costs related to the Criminal Justice System will lead to an increase or reduction of asset recovery of half of this percentage point, as on average, 40%<sup>3</sup> of prosecuted cases are brought and of these, 50% to 60%<sup>4</sup> result in a conviction.

<sup>3</sup> 2010 European Sourcebook of Crime and Criminal Justice Statistics  
<sup>4</sup> UK statistics

## **Annex E: Summary of stakeholder consultation**

### **E.1 Introduction**

This is a summary of the stakeholders views on the future of CEPOL and presents the detailed write-ups of all stakeholder interviews undertaken until January 2012, with Governing Board members, the Secretariat, Ministry Representatives, external experts, and participants of the annual Exchange Programme Evaluation conference in Prague.

### **E.2 Background**

A total of 51 interviews were undertaken by GHK in order to provide into a much greater level of detail, the functioning of CEPOL and the legislation governing CEPOL in the light of the objectives set out in the Stockholm programme and other important and more recent policy developments.

As part of the Evaluation Phase, three types of interviewees were undertaken namely:

- Interviews with sample of CEPOL Governing Board members- 17 interviews were undertaken with 17 different Member States
- Interviews with CEPOL's Director and Secretariat: - 3 interviews
- Interviews with CEPOL stakeholders:
  - o National Exchange Coordinators: 7 interviews;
  - o Participants of the 2011 Exchange programme: 7 interviews; and
  - o External experts: 3 interviews
- Interviews with EU stakeholders, including Europol, Frontex, the European Judicial Training Network and a representative of the COSI Group - in total 4 interviews were undertaken
- Interviews with national senior law enforcement officers/representatives of Ministries of the Member States - 9 interviews were undertaken

The write ups of such interviews are presented in Table herewith.

The Commission involved all Member States in the assessment of the functioning of the Council Decision and its revision. The future role of CEPOL was also discussed in the context of several workshops to gather ideas on the contents of the European Law Enforcement Training Scheme organised by the Commission in the second half of 2011 and the first part of 2012.

In the framework of the preparatory study, Commission organised a consultative workshop in Brussels on 7 February 2012, to validate the problems identified within the course of the study as well as to discuss the recommendations and to select the most viable alternatives for action. The workshop was comprised of about 20 participants from a range of MS' representatives from the Ministries of Interior specialised in training policy, CEPOL Governing Board Members, CEPOL representatives and Commission representatives in addition to impact assessment experts.

On the 3rd May 2012 the European Commission organised a consultative conference in Brussels, comprised of about 60 participants from all Member States, represented by law enforcement officers involved in the training policy, CEPOL Governing Board Members, CEPOL representatives and European Commission representatives in addition to impact assessment experts. The purposes of the conference was to present the outcomes of the preparatory study as well as to discuss the recommendations as they have been considered in the policy options regarding the identified problems as well as the recommendations concerning CEPOL's governance, management, operational work and legal base.

The Commission also organised a Conference on "the European Police Culture: What future?" in Brussels on 18 May 2011. The Conference was devoted to an analysis of the policy on the basis of presentations by high-level speakers who provided ideas and contributions to achieve a common understanding about the content of such a policy to be developed in the next years. The participants identified some steps to be taken to develop a European law enforcement training policy which should be managed by enhanced, responsive and effective structures with legal, financial and administrative resources to support the emergence of a genuine integrated police culture.

The future role of CEPOL was also discussed in different meetings of the Governing Board of the Agency. In the meeting of 22 and 23 June 2012, the Governing Board discussed the GHK's final report and ideas to change the legal basis of CEPOL. Most of the Member States generally supported the idea to optimise CEPOL's role. It was clear from those exchanges of views that nobody endorsed the idea to disband the Agency or merge it with Europol because traditionally training will suffer of proximity with operational activities.

The possible policy options on future user requirements for CEPOL were also discussed in the meeting of Law Enforcement Working Party on 1st June 2012 and in the meeting of COSI on 25th June 2012. In those meetings a clear majority of Member States supported the option to Optimise CEPOL and change its legal basis as it was suggested by GHK's study and supported by the Commission. Few Member States supported 1 while respectively expressing outstanding doubts and misgivings regarding in particular the objective of the reform because they think CEPOL has currently solved the problem and it should stick to its original funding concept and not to become a Policy Academy. Less bureaucracy and strong decentralisation is the idea of this minority of Member States.

### **E.3 Views concerning the relevance of CEPOL activities**

Belgium, Alain Ruelle 1. Identification of new training / knowledge needs resulting from the EU policy framework

In order to identify new training and knowledge needs, the CEPOL secretariat takes the Internal Security Strategy, Stockholm Programme and the Lisbon Treaty into account. In his view the EU legislation is very straight forward and clear and CEPOL manages to meet such needs.

2. Identification of new training / knowledge needs resulting from changes to national policies and practices

3. CEPOL implemented surveys that ask MS to give detailed comments about their needs and wishes regarding the upcoming programme. In BE these surveys are distributed to every police department on all level (including local) to gather and cover as many inputs as possible. In BE they are usually asked to provide a 3 years forecast on their needs.

4. According to Mr Ruelle, it is easy for CEPOL to answer to the MSs needs by reason that the chosen topics for activities are so broadly defined. However, this is an opportunity as CEPOL than has the possibility to focus on particular topics within the chosen area.

5. Mr Ruelle is hoping for a training need assessment process that goes beyond questionnaires and surveys something that adds real value. The post course evaluations should be taken into account more often.

6. CEPOL's ability to identify the most relevant needs which result from national change

7. CEPOL is able to identify the most relevant needs and implements successfully related activities. The main obstacle to a perfect identification lies in the MS's participation. In many cases the feedback from MSs is not more than just terms or few sentences per topic, making it difficult for CEPOL to act upon.

8. Involvement of the Director / Secretariat in the identification of new training / knowledge needs resulting from changes to national policies and practices

The Secretariat is involved in identification of new training / knowledge needs by communicating closely with Member States and implementing the abovementioned surveys.

As was mentioned before, CEPOL's ability to identify new needs depends greatly on the initiatives and activeness of Member States. However, they believe that CEPOL is able enough to identify the most relevant needs which result from national changes.

9. Extent to which the objectives and tasks as set out in the CEPOL Decision are relevant to address today's law enforcement training / knowledge needs

□ In his opinion the CEPOL decision is quite clear and very helpful in defining what CEPOL has to do. It is therewith relevant to current challenges and lays down a good institutional balance between the Secretariat and the Governing Board. However, what has to change is the level of decision making in the GB, away from micro/administrative decision towards more strategic/long-term decision making.

10. Support of the changes to CEPOL, which are currently being implemented to take on board the recommendations of the Five year evaluation of CEPOL, in order to increase the agency's relevance

- a) Clarify the CEPOL intervention logic: CEPOL is doing very well and is on track.
- b) Streamline governance and rationalise structures: ongoing.

Is hopeful that the newly implemented structure will work well: line of command is shorter

Nevertheless, closing down Committees and rationalising Working Groups inhales the risk that the GB will be left with a lot of basic work.

Working Groups should also follow orders from the GB timelier as too many decisions are delayed.

- c) Strengthen the CEPOL secretariat:

First a clear definition of tasks needed, than ok with new HR staff

Secretariat not enough manpower.

But pessimistic whether CEPOL will ever have enough staff to fulfil all tasks.

- d) Merge capacity building for law enforcement:

It is necessary to build a link between all levels of law enforcement but this is rather a task for the long-term perspective.

- e) Assess member State engagement with CEPOL:
- f) Concentrate capacity building efforts:
- g) Measure results and impacts:

So far the evaluations do not represent the long-term effect of activities. Line manager questionnaires are working well, even though only 60% response rate. Regarding the analysis of evaluations only some Member States take them into account. The analyses of evaluations should also be taken into account by the Secretariat in formulating the multi-annual work programme.

Training and knowledge needs to be addressed by CEPOL in the future

Mr Ruelle believes that CEPOL sufficiently covers future challenges through its training activities. CEPOL covers from an EU perspective the most important topics that are relevant for police training on senior level. Regarding the 2011 and 2012 programme CEPOL is already implementing needs mentioned in the EU Policy Cycle. Requests by other EU Agencies can often not be met, due to a limited budget.

Bulgaria, Plamen Kolarski 11. Identification of new training / knowledge needs resulting from the EU policy framework and national policies and practices

CEPOL is able to identify the most urgent training/knowledge needs resulting from EU and national policy changes. CEPOL GB does the best to provide the MS with topics related to new EU policies. CEPOL helps improving the national training programme and the national curricula and adapting the national standards to EU standards. The training received by CEPOL has been very relevant for law enforcement officers as it helped to adapt to the EU acquis during the transition period.

The topics covered are very relevant especially transnational crime, THB, illegal migration, drug trafficking and respect of human rights.

12. Extent to which the objectives and tasks as set out in the CEPOL Decision are relevant to address today's law enforcement training / knowledge needs

The objectives are still relevant as they are included in the Decision.

13. Support of the changes to CEPOL, which are currently being implemented to take on board the recommendations of the Five year evaluation of CEPOL, in order to increase the agency's relevance

The interviewee agrees with all the recommendations as they help improve not only the relevance but also the efficiency and effectiveness of CEPOL.

Streamline governance and rationalise structures: the Secretariat has to be more effective. An improvement will be triggered by the dismantlement of the working groups and committees. The latter were not mentioned in the CEPOL Decision and were considered to be "heavy" structural elements.

The possibility to establish ad hoc working groups seems an option providing for more flexibility.

The interviewee was against a potential merger of CEPOL with Europol. The latter needs to focus exclusively on operational work. Training for law enforcement officers has to be concentrated in one Agency. CEPOL is considered to be the first step towards the creation of an EU Police organisation.

Spain, Mr Eduardo Borobio Leon (NCP) on behalf of Jose Antonio Rodriguez 14.  
Identification of new training / knowledge needs resulting from the EU policy framework and national policies and practices.

15. The role of the GB members when identifying the training needs is basically to value the update of the multi-annual strategic plan. Within the identification of needs the EU policy documents such as the Stockholm programme and the ISS are discussed and the multi-annual plans shall also ratify the new objectives at the EU level for the training.

16. At a national level, the training needs are identified by the MS and usually they try to find new themes. For example after the terrorist attacks in Spain in 2004, new training needs were developed for the prevention of terrorism. These needs are constantly updated, given that new types of crimes are also identified such as cybercrime.

17. The interviewee highlighted that CEPOL should have for this a flexibility margin in order to be able to include new training according to the training needs. The best example is the reserve list of activities that is done for each year, where activities are listed as a “back up” in case other activities are cancelled or postponed.

18. Involvement of the Director / Secretariat in the identification of new training / knowledge needs resulting from changes to national policies and practices

19. The Director is responsible for implementing the multi-annual plan which establishes the training needs that have been identified.

20. Extent to which the objectives and tasks as set out in the CEPOL Decision are relevant to address today’s law enforcement training / knowledge needs

The interviewee considers that some of the objectives are too general, thus the Decisions need to be updated and to specify certain of the objectives and the structure of CEPOL. For example the Decision should also define the target groups more specifically in order to achieve such objectives. The target group in this context could be broadened in order to be able to include teachers/trainers and research police staff as well. The inclusion of police students in their final phase could also be discussed.

21. Support of the changes to CEPOL, which are currently being implemented to take on board the recommendations of the Five year evaluation of CEPOL, in order to increase the agency's relevance

Overall, they agree with the recommendations and in addition they highlighted that the structure and the functioning of CEPOL shall be revised. The committees will be already disbanded.

Furthermore CEPOL should also have more capacity and competence in order to be a consulting body for the NCP. In addition if the work that the committees were previously undertaking is going to be transferred to the Secretariat, the latter needs to be strengthened.

The bureaucracy involved within the GB meetings could also be reduced and the GB shall have a focus on strategic decision making and planning.

Training and knowledge needs to be addressed by CEPOL in the future

In particular, CEPOL should address training at EU Level. The best example is the LETS in which CEPOL will have to provide the training for the police. Thus CEPOL would have to provide a common EU training plan. The needs shall be adapted to the MS needs and to be updated according to the new crime trends.

Finland, Kimmo Himberg 22. Identification of new training / knowledge needs resulting from the EU policy framework

When Finland makes proposals to CEPOL they try to filter the needs through the policy basis. On a national level they do a check as to whether the ideas match EU policies.

When one looks at the training programme, it is obvious that there are still some topics, courses, on the calendar which are hard to be matched with the policies. The role of CEPOL should be to put emphasis on cross border phenomena and it is not always too evident.

23. Involvement of the Governing Board (THE GOVERNING BOARD) in the identification of new training / knowledge needs resulting from the EU policy framework

The role of the Governing Board is rather thin in the process. Mr Himberg is not fully aware of the mechanisms which bring new knowledge needs into the agenda of CEPOL. Seems to be strongly based on the activities of the Member State, institutions which make proposals to CEPOL.

Discussion on these needs have been minimal in the 2 meetings he attended.

24. Identification of new training / knowledge needs resulting from changes to national policies and practices

This is strongly based on the activities of the Member State themselves and whether or not to make proposals on new topics to CEPOL.

25. CEPOL's ability to identify the most relevant needs which result from national change

The major part of the issues that ultimately appear on the training agenda are relevant. However, there are still some individual topics which are not as relevant as they should.

26. Involvement of the Director / Secretariat in the identification of new training / knowledge needs resulting from changes to national policies and practices

Too new, not entirely clear to him. Generally speaking he is very satisfied with the way the D and S run CEPOL.

27. Extent to which the objectives and tasks as set out in the CEPOL Decision are relevant to address today's law enforcement training / knowledge needs

The key is cross border police cooperation. This happens at two levels:

- the real activity level, whether or not each of the training courses are relevant in terms of improving practical everyday cross border cooperation;

- Improving cross border cooperation calls for a general understanding of the way law enforcement authorities work in different member states. It is very useful for Mr Himberg's and his colleagues' work. In this respect, CEPOL activities are very useful. Sometimes concentrate too much on issues which are relevant at national level.

With regard to the tasks:

- exchange programmes are very useful in terms of improving the general knowledge of law enforcement activities. Especially for the second level

- Training sessions: many are very useful and Finland is a relatively small Member State and was very active in sending police officers to the various training courses.

28. Support of the changes to CEPOL, which are currently being implemented to take on board the recommendations of the Five year evaluation of CEPOL, in order to increase the agency's relevance

Mr Himberg is very certain that very meaningful improvements will be reached.

Training and knowledge needs to be addressed by CEPOL in the future

Mr Himberg is looking forward to seeing CEPOL put more emphasis on the real cross border issues in the near future and very interested to see an increase in a number of activities focusing in cooperation of law enforcement authorities, commonly known criminal phenomena on cross border crime (e.g. human trafficking, drug trafficking, environmental crimes, money laundering). Concrete training sessions or activities which look at more efficient police cooperation should be expanded.

France, Mr Emile Pérez      29.      Role of the NCP as opposed to that of member of the Governing Board

Mr Perez is the Director of the International Cooperation Directorate and was before the director of France Nationale Police Training Department : where he already had a team which managed all the CEPOL aspects. He is still the National Contact Point but the work is done by a team dedicated to CEPOL (policemen and gendarmerie's officers). This enables to get more coordination and consistency, and all national viewpoints. The NCP does the day to day work. It receives all the information from CEPOL through the network (Secretariat and the Member States), then distributes it to those in charge of activities, those participating at national level, and prepare files for the representative of France at the Governing Board.

30.      Identification of new training / knowledge needs resulting from the EU policy framework

With regard to the EU dimension, the needs are well known by all representatives. The national programmes integrate those EU dimensions into the national policies.

31.      Involvement of the Governing Board (THE GOVERNING BOARD) in the identification of new training / knowledge needs resulting from the EU policy framework

Since its creation in 2001, the Governing Board is the executive body of CEPOL: all the Member States can express themselves on the CEPOL's policies. The Governing Board takes the decisions to enable applying the orientations of the policies. The orientations are taken on the basis of each Member State, by the partners and the stakeholders of CEPOL (such as EC, Council, Europol, Eurojust, Frontex etc). The Governing Board needs to ensure that all interests are taken into account in the daily work of those actors and partners. It can be done thanks to the diversity of the representation of members of the Governing Board (Member States and other actors).

The CEPOL's policy is elaborated with the Governing Board which also adopts and amends the governance decisions, prepared on the basis work of the Committees and the Working Groups with the support of the Secretariat, which produces propositions and establish the annual activities programme and within each Member State is represented as well. They will facilitate the decisions of the Governing Board as well as appropriation of the needs of the partners and Member States. Needs of the Member States are always taken into account within each working group.

32. Identification of new training / knowledge needs resulting from changes to national policies and practices

33. CEPOL's ability to identify the most relevant needs which result from national change

This is the whole utility of the Committees and Working Groups which go into details of requests made to Member States: what are they ready to do as well as what they wish to have from CEPOL for their officers? Each Member State establishes their priorities which are then put together to provide a working group and then proposed to the Governing Board for validation. All the activities are defined not by CEPOL but by Member States for the profit of CEPOL.

34. Involvement of the Director / Secretariat in the identification of new training / knowledge needs resulting from changes to national policies and practices

The role of the director is to coordinate and to ensure that the work is done.

The question at the moment is whether if there is a need for the committees. However, the secretariat itself does not represent the Member States. The Member States do need to be represented. The secretariat should ensure that the work commissioned to committees is done and may complete it with other works, in order to ensure decisions which could be taken by the Governing Board.

35. Extent to which the objectives and tasks as set out in the CEPOL Decision are relevant to address today's law enforcement training / knowledge needs

The objectives are relevant. The EU construction needs to go through a long process where they need to get to know each other, to recognise each other, accepting that there are other standards, and respect each other, and work in trust. CEPOL is playing this role. This is one of the few agencies which enable to bring together policemen who come from all Member States and other countries, which will learn to get to know each other and respect each other, within an EU framework. This is an avoidable objective of CEPOL.

Another possibility could have been to have an agency with EU civil servants, which would implement training in Member States.

The approach of asking each Member States to participate in the implementation of those actions and principles is the most important way to do. Although France is much centralised, this decentralised approach is the best to coordinate training for all Member States.

36. Support of the changes to CEPOL, which are currently being implemented to take on board the recommendations of the Five year evaluation of CEPOL, in order to increase the agency's relevance

With regard to the seven main recommendations:

- Clarify the CEPOL intervention logic: There is a need to define what the intervention logic is. If it is to reinforce Director and secretariat with more bureaucracy, then no. It should leave room for networking of Member States and correspond to needs of Member States and not of bureaucracy. It needs for sure to be clarified but in the right direction. It should first clarify what exists and what needs to be clarified.
- Streamline governance and rationalise structures: There is a need to ensure it is going to the right direction. If it is to suppress working groups and diminish the meetings of the Governing Board and giving more power to secretariat it will not be useful. Committees should not be suppressed. Since 2008, France has proposed to set up next to the Governing Board an Executive Committee which would absorb in details all the work which needs to be realised. This Executive Committee would be composed of representatives of Member States. When CEPOL will privilege bureaucracy to networking, it will die. The only thing is that CEPOL will multiply its budget by 10 to pay the work of civil servants which are now being made freely by Member States and activities freely organised by Member States. The day Member States will make pay their daily investment in CEPOL, it will require at least 100 millions for functioning, 90% will be for salaries.
- Strengthen the CEPOL Secretariat: This should be achieved in number but not in power. See other questions. It should be given the power to fulfil its function.
- Merge capacity building for law enforcement: It is unclear. The chance of CEPOL is to have diversity of the Member States.
- Assess Member State engagement with CEPOL: The five years evaluation wants that the involvement of Member States great and recognised.
- Concentrate capacity building efforts: this is a basic requirement.
- Measure results and impacts: same as above.

If those changes lead to less involvements of the Member States, a reduction of the involvement of the network, decrease of activities for bureaucracy, non relevant of activities because implemented by a secretariat, those will not go in the right direction. All that will reinforce involvement of Member States, sharing between all the members, to ensure that CEPOL is the cornerstone for EU training and is of great input.

Training and knowledge needs to be addressed by CEPOL in the future

The needs are those expressed by the representatives of Member States and other actors (stakeholders: Europol, Frontex etc). It is not to CEPOL to say what the needs are. CEPOL has to put together the needs and to ensure that they are addressed. CEPOL should not express those needs but integrate them. Up to now, CEPOL has always tried to fit with the needs of all participants in proposing training offers. The issue is that today the decrease of number of activities or participants in trainings will affect the expected objective.

Training is the first way to change the culture of a service and then to change a system.

All the issues mentioned above are indeed needed. These should be assessed and put forward by Member States, and each Member State might have different needs.

Greece, KRIERIS Dimitrios 37. Identification of new training / knowledge needs resulting from the EU policy framework and national policies and practices

CEPOL takes into account the priority of the Council and the MS and the Octa reports from Europol when planning its activities. Moreover, MS are asked, by CEPOL, to fill in questionnaires underlining their training needs (such questionnaires are circulated annually). MS have also ownership over the planning of activities as GB members are responsible for voting the annual programme.

Therefore all the activities are relevant to the training /knowledge needs. In the identification of such needs, scorecards are considered to be very valuable tools.

38. Extent to which the objectives and tasks as set out in the CEPOL Decision are relevant to address today's law enforcement training / knowledge needs

New developments, such as the LETS should be taken into account in the Decision. The role of CEPOL in this respect should also be clarified in its legal basis.

Moreover, the coverage of CEPOL's activities should be broadened (the activities should involve also middle-range officers). This should be reflected in the objectives of CEPOL.

39. Support of the changes to CEPOL, which are currently being implemented to take on board the recommendations of the Five year evaluation of CEPOL, in order to increase the agency's relevance

All the changes implemented as a result of the recommendations are considered to be very useful and improve the relevance, efficiency and effectiveness of CEPOL.

40. Training and knowledge needs to be addressed by CEPOL in the future

According to the interviewee, CEPOL should be responsible for the implementation of the LETS. CEPOL should also be responsible for the coordination of training provided by other Agencies.

Hungary, Emese Horváczy 41. Identification of new training / knowledge needs resulting from the EU policy framework

All those aspects are taken into account.

42. Involvement of the Governing Board (THE GOVERNING BOARD) in the identification of new training / knowledge needs resulting from the EU policy framework

- The annual programme is approved by the Governing board.

43. Identification of new training / knowledge needs resulting from changes to national policies and practices

- This is done through networking.

44. CEPOL's ability to identify the most relevant needs which result from national change

Annual programme is prepared and presented to the Director and the Secretariat.

45. Involvement of the Director / Secretariat in the identification of new training / knowledge needs resulting from changes to national policies and practices

Yes. Through the national contact points it can identify the most relevant needs.

46. Extent to which the objectives and tasks as set out in the CEPOL Decision are relevant to address today's law enforcement training / knowledge needs

The objectives and tasks are good. It is the basis for good cooperation between authorities. Senior policy officers are trained on the same point and basis which can help for the common thinking in the future.

47. Support of the changes to CEPOL, which are currently being implemented to take on board the recommendations of the Five year evaluation of CEPOL, in order to increase the agency's relevance

With regard to the seven main recommendations:

- Clarify the CEPOL intervention logic: this should focus on the most important thematic areas to increase cost effectiveness of capacity building.
- Streamline governance and rationalise structures: to establish a clear division of responsibilities between GB, D and S and Member State.
- Strengthen the CEPOL Secretariat: it has to be sufficiently staffed
- Merge capacity building for law enforcement: to increase cooperation, it needs to ensure adequate staffing. Should be examined if CEPOL should be envisaged a central point for training on law enforcement.
- Assess Member State engagement with CEPOL: consultation at national level should be improved to ensure good representation of Member States' opinions.

- Concentrate capacity building efforts: the development of the work programme should be based on strategic needs followed by evaluation.
- Measure results and impacts: should implement penal court system. There should be key performance indicators.

These changes will make a more efficient agency, helping the relevance.

Training and knowledge needs to be addressed by CEPOL in the future

They have to focus on the priorities on the EU framework.

At national level: focus should be on organised crime, Human trafficking, cyber crime, and drug trafficking.

Italy, Rossana Farina (on behalf of General Giuliani) 48. Identification of new training / knowledge needs resulting from the EU policy framework and national policies and practices

Training needs and knowledge needs are continuously evolving. CEPOL can provide the relevant answers to such needs as is able to identify and monitor the changing training / knowledge needs. Language courses are also very relevant as there is an increasing need for police forces to speak fluently not only English but also other EU languages in order to cooperate.

49. Extent to which the objectives and tasks as set out in the CEPOL Decision are relevant to address today's law enforcement training / knowledge needs

50. The objectives are still strategic. However, there is a need to re-define the target group and broaden the coverage of CEPOL's activities also to middle level officers. There is also a need to include "training the trainers" on specific themes as a strategic objective of CEPOL. There is a need to include trainers in the beneficiaries of CEPOL's activities. Finally, liaisons officers should be also included as a strategic target group of CEPOL's activities.

51. Support of the changes to CEPOL, which are currently being implemented to take on board the recommendations of the Five year evaluation of CEPOL, in order to increase the agency's relevance

52. The interviewee considered all the recommendations to be important. Some reluctance was however shown concerning the strengthening of the Secretariat. The role of the Member States cannot be limited as the latter are fundamental actors in the functioning of CEPOL. Member States have the knowledge of training needs and policies and are the end users of best practices in the area of law enforcement training.

53. Training and knowledge needs to be addressed by CEPOL in the future

It would be good if CEPOL could organise language courses of all EU languages.

Lithuania, TOMAS BIKMANAS 54. Identification of new training / knowledge needs resulting from the EU policy framework

For the purposes of identifying new training / knowledge needs, CEPOL pays attention to the initiatives and proposals established in such strategic EU documents as Internal Security Strategy, the Stockholm Programme, Lisbon Treaty etc. For instance, currently prominent attention is given on the EU level to the prevention of and fight against cyber crime. Respectively, CEPOL increased the number of training modules related to this area of law enforcement cooperation.

55. Involvement of the Governing Board (THE GOVERNING BOARD) in the identification of new training / knowledge needs resulting from the EU policy framework

56. As the governing body of CEPOL, the GB adopts common curricula, training modules, learning methods and any other learning and teaching tools. This way, the GB gets involved in the process adapting training supply to new training needs.

57. Identification of new training / knowledge needs resulting from changes to national policies and practices

58. CEPOL's ability to identify the most relevant needs which result from national change

New training / knowledge needs resulting from changes to national policies and practices may only be identified in close cooperation with Member States. Provided that these needs are long-term, they are addressed by CEPOL.

59. Involvement of the Director / Secretariat in the identification of new training / knowledge needs resulting from changes to national policies and practices

Seeking to identify these needs, the Director holds discussions with representatives of respective Member States on his/her own initiative or on the initiative of such Member States. The Secretariat is involved in identification of new training / knowledge needs by processing the information on such needs from the Member States and transferring them to respective CEPOL bodies.

As was mentioned before, CEPOL's ability to identify new needs depends greatly on the initiatives and activeness of Member States. However, they believe that CEPOL is able enough to identify the most relevant needs which result from national changes.

60. Extent to which the objectives and tasks as set out in the CEPOL Decision are relevant to address today's law enforcement training / knowledge needs

They believe that all the above objectives are fully relevant to address today's law enforcement training / knowledge needs.

61. Support of the changes to CEPOL, which are currently being implemented to take on board the recommendations of the Five year evaluation of CEPOL, in order to increase the agency's relevance

The role of CEPOL in the EU should without a doubt be strengthened. Therefore, the abovementioned recommendations will contribute greatly to the relevance and efficiency of CEPOL.

Training and knowledge needs to be addressed by CEPOL in the future

CEPOL should address training needs relevant to EU policy and priorities. National training needs should be implemented by national training institutions.

The Netherlands, Mr van Baal 62. Identification of new training / knowledge needs resulting from the EU policy framework and national policies and practices.

The interviewee explained that until the CEPOL Annual Program 2011, within the CEPOL governance structure, the Annual Programme Committee with the support of the CEPOL Secretariat took care of this. New training /knowledge needs were identified by meetings with CEPOL's stakeholders (among others: COMMISSION, EUROPOL, EUROJUST, FRA, FRONTEX, EMCDDA ), by questionnaires completed by the Member States (MS) and based on the Commission's opinion and relevant EU Strategies and programmes (as Internal Security Strategy, Stockholm Programme, chapter 5 Lisbon Treaty). In the case of the Netherlands, NGOs are not invited as stakeholders to consult the future training needs, but the interviewee mentioned that if necessary they would have no problem to consult and invite them to the meetings.

The Annual Programme Committee (APC) was the Committee within the CEPOL governance structure responsible for among others the CEPOL Annual Programme of activities. It was usually composed of 9 MS's, the composition of the MS changed every year, however the president of the APC remained for a longer period (3-4 years). The rest of the 18 MS took part in two other committees and the MS's rotated over the committees every three years.

The Annual Programme Committee was chaired by one MS and an employee of the Secretariat supported the committee as secretary. As agreed in the GB and awaiting a new CEPOL structure all CEPOL committees will be disbanded from 1 January 2012. The GB officially adopted the annual programme (including the new needs) each year.

The EU polices are integrated into the annual programme in the following way:

- The Internal Security Strategy: The themes and topics from the EU Internal Security Strategy were incorporated in the CEPOL Work Programme and through that in the Annual Programme and activities (f/e the Exchange Programmes).
- The Stockholm Programme in particular the objective to establish the European Law Enforcement Training Scheme. Topics from the Stockholm Programme were incorporated in the CEPOL Work Programme and through that in the Annual Programme and activities (f/e the Exchange Programmes).
- Chapter 5 on police cooperation in the Lisbon Treaty: Topics from chapter 5 of the Lisbon Treaty were incorporated in the CEPOL Work Programme and through that in the Annual Programme and activities (f/e the Exchange Programmes).

Until 2011, the MS could indicate new topics/ national needs for CEPOL's Work Programme by completing a questionnaire.

Overall, the interviewee explained that the structure has now changed for good, where the committees will be disbanded. Nevertheless it was highlighted that consultations in order to obtain the inputs and contributions of the MS need to be guaranteed for the identification of the training needs. Any new future structure shall take into account and be based on the MS priorities and the role of the Secretariat shall be clarified in this context, given that the Secretariat is currently set as a support body for the CEPOL network. Thus, the Secretariat should to be the body to establish the training priorities of the MS.

In general, the interviewee considers that the CEPOL network was able to identify the most relevant needs which resulted from national changes in the old structure. This was done through the questionnaire completed by the MS's, the functioning of the Annual Programme Committee and commitment of MS's.

For the future, with a governance structure in place which safeguards the influence and commitment of MS's, could be continued.

63. Involvement of the Director / Secretariat in the identification of new training / knowledge needs resulting from changes to national policies and practices

The outcome of the questionnaires were collected and analysed by the secretary of the Annual Programme Committee, which was an employee of the Secretariat and reported to the APC. The Director is responsible for the writing of CEPOL's Annual Work Programme in which among others the outcome of the MS's questionnaires were included.

64. Extent to which the objectives and tasks as set out in the CEPOL Decision are relevant to address today's law enforcement training / knowledge needs

All those objectives and tasks are still relevant to address today's law enforcement training / knowledge needs.

If CEPOL with a new mandate will be dealing with a broader law enforcement target group, this should be changed in the Decision, given that the focus on senior police officers is currently considered as too narrow. This should also be broadened and also including middle rank officers, specialists, researchers etc.

65. Support of the changes to CEPOL, which are currently being implemented to take on board the recommendations of the Five year evaluation of CEPOL, in order to increase the agency's relevance

▪ Clarify the CEPOL intervention logic: Yes, this will help to increase the agency's relevance.

▪ Streamline governance and rationalise structures: Yes, this will help to increase the agency's Relevance.

▪ Strengthen the CEPOL Secretariat: Yes, with employees with the appropriate competences and in a good balance and cooperation with the CEPOL network of MS

▪ Merge capacity building for law enforcement: Yes, this will help to increase the agency's relevance

▪ Assess Member State engagement with CEPOL: Depends on the new governance structure of CEPOL and changes to be made. If the network becomes less influential within CEPOL, the commitment of MS's will change anyway. By then more should be done than assessing it.

▪ Concentrate capacity building efforts: Yes, this will help to increase the agency's relevance, for example, moving the Secretariat to EUROPOL so that it can profit from financial systems, personal structures and ICT structures already in place could be an efficient choice. Or a structure as the NATO colleges in Rome and Oberammergau.

▪ Measure results and impacts: Yes, this will help to increase the agency's relevance. The Key Performance Indicators system now in place will improve a lot in this respect.

□ The interviewee explained that any change shall include the inclusion of MS discussions such as the GB meetings. If changes are to be made to CEPOL this should be either the following options:

- CEPOL remains a network (preferred option since its cost effective)
- CEPOL becomes a standing colleague

□ However is important that these options are not combined. They have to be either one or the other, but not a combination of both, since it would be cost-effective.

Training and knowledge needs to be addressed by CEPOL in the future

In particular, CEPOL should address training related to EU policy (as Internal Security Strategy, Stockholm Programme, chapter 5 Lisbon Treaty). Focus should be on EU dimension. And to contextual developments as mentioned above.

National policy shall be addressed directly by the MS.

Romania, Radu Todoran 66. Identification of new training / knowledge needs resulting from the EU policy framework

In regards to the identification of needs not all activities are following the EU policy framework but many. There is a need to change the Policy Framework amongst others to include the development of capacity in cyber crime.

67. Involvement of the Governing Board (THE GOVERNING BOARD) in the identification of new training / knowledge needs resulting from the EU policy framework

68. The role of the Governing Board in the identification process is very small, but Mr Todoran would like to see the GB more involved.

69. Identification of new training / knowledge needs resulting from changes to national policies and practices

70. In Romania the training needs identification is centralised and annually reported to CEPOL. Since 2008 CEPOL always met the training needs that were raised by Romania.

71. Involvement of the Director / Secretariat in the identification of new training / knowledge needs resulting from changes to national policies and practices

NA

72. Extent to which the objectives and tasks as set out in the CEPOL Decision are relevant to address today's law enforcement training / knowledge needs

There is a need to modify the decision, which is too generic, too exhaustive and not yet covering all activities organised by CEPOL. The tasks should be better defined and extended beyond knowledge in order to help actual police work.

73. Support of the changes to CEPOL, which are currently being implemented to take on board the recommendations of the Five year evaluation of CEPOL, in order to increase the agency's relevance

Where recommendations were applied the relevance of CEPOL clearly increased. Clarifying the CEPOL intervention logic has not been accomplished yet. CEPOL is working on and committed to streamlining governance and rationalising its structure but more is needed. Closing committees and rationalising Working Groups to a temporary basis is a good way forward.

Mr Todoran is not sure whether the Director should get more power and cannot see how the administration can be improved. More staff is certainly not needed for the Secretariat, but there is a need for more experts in national police structures. Assessing Member States engagement is certainly a good way forward and participation is already high and engagement increasing.

Training and knowledge needs to be addressed by CEPOL in the future

The subjects that Romania would like to emphasise for future training are: Schengen training, organised crime, cyber crime and human trafficking.

Sweden, Mr. Bo Åström 74. Identification of new training / knowledge needs resulting from the EU policy framework and national policies and practices.

The interviewee explained that all three EU policies, ISS, the Stockholm programme and the Lisbon treaty are all interrelated and integrated, Considering this, CEPOL identifies the training needs within the EU policy framework by taking first into consideration what has been established within these EU Policies and legal basis.

The best example, according to the interviewee, and the best indicator is the Commission initiative on the European Law Enforcement Training Scheme.

The identification of training needs resulting from national policies and practices, are identified at the national level by each Member State. For example, in the case of Sweden the training needs are identified according to the national strategy, also there is a discussion and consultation dialogue between the Ministry of Justice, the National Police Board and the Police Academy, in order to identify the training needs and those the activities that will provide an added value for the law enforcement training in the country.

Once these needs are identified, they are sent to CEPOL, subsequently the Annual Work Programme Committee will collect all the training needs identified by MS and the priorities of these needs are discussed within this Committee. After the priorities of such training needs are discussed, they are passed on to the Strategy Committee. In this case it is the Secretariat that coordinates the MS contributions related to the training needs and the Committees which discuss and establish the training to be delivered for the working programme.

Overall, CEPOL is able to identify the most relevant needs, because they have the support of the MS, however, some of the obstacles are encountered when implementing the training. For example when designing the courses, the content and the target groups.

75. Involvement of the Director / Secretariat in the identification of new training / knowledge needs resulting from changes to national policies and practices

The Director acts as an executive officer. He is in charge of implementing the decisions adopted for the working programme. In addition, according to the interviewee, he is considered as a discussion partner since he participates within the meetings and committees developed to define the training needs. In addition the Director also develops the CEPOL cooperation and network with other EU agencies such as Frontex and Europol.

76. Extent to which the objectives and tasks as set out in the CEPOL Decision are relevant to address today's law enforcement training / knowledge needs

The objectives are relevant to a certain extent. The interviewee considers that the national police system does not only include the senior police officers, but rather a larger group. In this sense the target groups should not only look at ranks or functions of the officers, but the target group should be broadened looking at officers and also to civil servants and researchers involved in the fight against international/cross-border crime. Thus the target groups shall focus in the functions of the officers rather than in the rank. If this is reached then the objectives of the CEPOL Decision, such as "To increase the knowledge of the national police systems" can be met.

77. Support of the changes to CEPOL, which are currently being implemented to take on board the recommendations of the Five year evaluation of CEPOL, in order to increase the agency's relevance

With regard to the seven main recommendations, the interviewee explained that Sweden is in favour of all seven recommendations. It was also explained that regarding the governance structure, the Governing Board shall remain as the decision making body within CEPOL. Following the recommendation of the 5 year Evaluation, the interviewee explained that the structure has already been changed. This was reflected by the fact that the committees were disbanded and the creation of working groups will be in line with the project needs, and these groups are going to be temporary rather than permanent.

Nevertheless it was stressed that CEPOL should remain a network, since this is one of its biggest strengths. In addition the interviewee considered that it would not be wise to further reduce the number of GB meetings, and to increase the written procedures, given that discussion and consultation between the MS is essential.

Training and knowledge needs to be addressed by CEPOL in the future

Overall, the training delivered by CEPOL should be focused on the EU level, in order to deliver a common EU approach. The training shall consider as a source of inspiration the inputs provided by the MS and their National training needs. In addition they shall also focus on “training the trainer” and on establishing cooperation agreements and programmes with third countries.

Most importantly, CEPOL should focus on a common approach to develop a knowledge cascading plan. It is important to define how we can measure the knowledge gained or how can its impact be measured? This must be addressed in the future.

The interviewee explained that so far CEPOL has implemented the, Kirkpatrick’s model as the basis for the training evaluation. The model contains four levels of evaluation, and up to date, according to the interviewees’ opinion, CEPOL has so far reached level number two.

The four levels are the following:

- Level 1: Reaction (measures participant satisfaction)
- Level 2: Learning (accumulation of knowledge, skills and changes in attitudes)
- Level 3: Behaviour (change in performance - transfer of knowledge, skills and attitudes at the work place)
- Level 4: Results (effects on the organisation resulted from the changes in behaviour)

Slovakia, Ladislav Mihalik 78. Identification of new training / knowledge needs resulting from the EU policy framework. Identification of new training / knowledge needs resulting from changes to national policies and practices

CEPOL is adequately following its mission as a network of colleges to develop and identify new training and knowledge needs. CEPOL is doing so by providing the academies and colleges in Member States with the opportunity to provide their view and needs regarding activities and course topics. Mr Mihalik assured that CEPOL is not just collecting such information but also implements them successfully, including the needs deriving from the Internal Security Strategy.

Regarding the exchange programme no feedback can be given as Police academy in Slovakia is not dealing with the programme.

Furthermore, CEPOL is doing well in identifying the needs through Member State proposals for the next annual plan.

79. Involvement of the Governing Board (THE GOVERNING BOARD) in the identification of new training / knowledge needs resulting from the EU policy framework

80. Not able to answer this question yet, due to recent post.

81. Involvement of the Director / Secretariat in the identification of new training / knowledge needs resulting from changes to national policies and practices

Both the Director and Secretariat are heavily involved in that process. The Director is responsible for overseeing the process and communicating with Member States directly, whereas the Secretariat is processing the outgoing and incoming proposals surveys etc.

82. Extent to which the objectives and tasks as set out in the CEPOL Decision are relevant to address today's law enforcement training / knowledge needs

n/a

83. Support of the changes to CEPOL, which are currently being implemented to take on board the recommendations of the Five year evaluation of CEPOL, in order to increase the agency's relevance

Mr Mihalik was not able to answer all questions sufficiently due to his recent involvement as GB. However, he believes that the Secretariat needs to be further strengthened in respect to the amount of staff employed and decision making power transferred to the Director. This judgement is also based on the great work the Director has accomplished, while listening to everyone involved. It is very important to assess the Member States engagement with CEPOL and critical to assure the necessary commitment, however, very difficult to accomplish and probably not realistic for years. In general there is a need for more tolerance towards CEPOL. Regarding the impact measurement by CEPOL, it has to be clearer what exactly is assessed and evaluated and how CEPOL uses the results.

Training and knowledge needs to be addressed by CEPOL in the future

There is an overall satisfaction with CEPOL choice of topics for the future, in particular the focus on financial crime. More attention could be given to the subject of crisis management, which is of high importance in many Eastern European countries.

United Kingdom, Kurt Eyre 84. Role and background of the GB

85. Mr Eyre is Governing Board member for over a year (The NPIA holds the GB position. He worked for the military before, being involved in training and research globally and witnessed the development of CEPOL since several years.

86. NPIA is not part of the police force neither the Ministry of Interior but rather independent.

87. Identification of new training / knowledge needs resulting from the EU policy framework and identification of new training / knowledge needs resulting from changes to national policies and practices

There was a great improvement by CEPOL in identifying the training and knowledge needs on both levels. The new approach is much more efficient. In this process the Secretariat is working with the Council, Member States and EU Agencies together. Through the Multi Annual Plan the CEPOL Secretariat tries to incorporate the Internal Security Strategy and the European Law Enforcement Training Scheme. There is a strong reliance on CEPOL's relation with NCPs.

Concern: The relations of the GB with national ministries and NCPs are not mentioned in the legislation. More strategic awareness needed for training and technical aspects.

88. Involvement of the Governing Board (THE GOVERNING BOARD) in the identification of new training / knowledge needs resulting from the EU policy framework

89. As the governing body of CEPOL, the GB is involved by recommending activities etc to the Secretariat. There is a steady information flow between them and the NCPs in written version and there is a contribution by Member States during the bi-annual GB meeting.

90. CEPOL's ability to identify the most relevant needs which result from national change

91. Involvement of the Director / Secretariat in the identification of new training / knowledge needs resulting from changes to national policies and practices

92. Extent to which the objectives and tasks as set out in the CEPOL Decision are relevant to address today's law enforcement training / knowledge needs

□ CEPOL effectively increased European police cooperation and crime awareness in Europe and the establishing of network structures which is an urgent and certainly current objective of the decision. But less certain about improving the knowledge of international and Union instruments. The training sessions based on common standards are relevant indeed but have a limited impact on the strategic level amongst others due to the limited amount of officers participating. Common standards are very helpful but not on Member State or operational level. Regarding the facilitation of relevant exchanges, they do meet today's needs; however, there is a lack of incorporating them in operations. In future the exchange programme should be able to organise exchanges on demand. For example if the UK has trouble with a Polish part of a community there would be a certain demand to ask for Polish police officers to help.

93. Support of the changes to CEPOL, which are currently being implemented to take on board the recommendations of the Five year evaluation of CEPOL, in order to increase the agency's relevance

In his opinion the 5ys evaluation was good but too heavily focused and overshadowed by CEPOL's old problems with the budget. Therefore, GHKs new study makes sense as GHK is now able to assess "new" CEPOL.

a) Intervention logic: Doesn't mean anything to anyone. In future CEPOL should aim to simplify language in order to increase understanding and minimise time used for translation during GB meetings.

b) Streamline governance and rationalise structures : Too much focus on internal and old problems: He is confident about the work of the Director.

c) Merge capacity building for law enforcement: It should be assured that participants do not just participate only for their own career and CV. The Commission should address this policy problem by implementing a more serious selection procedure.

d) Assess Member State engagement with CEPOL: There should be more acceptance at police and operational level and a better sense of the benefit of CEPOL activities in Member States. Assure Member State engagement with grading system.

e) Measure results and impacts: More performance and benefit measurements should be implemented internally. In addition Member States need to see far smarter benefits analysis.

Training and knowledge needs to be addressed by CEPOL in the future

Subjects that should be addressed are:

- Forensic capacity (technical)
- Freezing of criminal assets
- Leadership management development

94.

95.

E.4 Views concerning efficiency of CEPOL's activities

96.

Belgium, Alain Ruelle      Extent to which CEPOL has been able to deliver its planned activities, against the planned budget. Extent to which CEPOL's efficiency has increased or decreased over the past few years

The main problems causing the ineffective delivery of planned activities against the planned budget are solved. He also noted that many of the problems were not necessarily caused by CEPOL management but rather by Member States. A still current problem however, is the late vote on the next budget. Such a late vote means that most of the activities cannot start until the 2nd semester, but if activities in the 2nd semester are cancelled you lose money, if they are cancelled instead in the 1st semester they can be re-introduced in the 2nd due to reserve lists. Hence, reserve ability lists are a very efficient tool implemented by CEPOL.

Extent to which CEPOL is achieving the milestones set out in the CEPOL's Multi-annual Plan 2010

CEPOL is achieving these milestones successfully enough.

Ability of current legal, administrative and financial structure to fully identify and deliver relevant training and other activities.

They believe that the current legal and financial structure of CEPOL is relatively sufficient to fully identify and deliver relevant training and other activities. CEPOL is not perfect but most of the problems are due to a lack of commitment, mainly from Member States themselves.

- The role of the Director: According to Mr Ruelle, the Director of CEPOL has all powers he needs to fulfil his tasks and obligations. There is room though to increase his rights to make decisions regarding administrative and financial issues.
- The role of the Secretariat: There is no need for more senior position within the Secretariat; instead the HR should make sure to recruit better qualified and suited people for the particular position.
- The role of the Governing Board: The main obstacle of an effective GB is the issue with micro decision making. There is a lack of strategic decision making and Member State participation in particular. The already implemented changes of less GB meetings and written procedures will hopefully increase the efficiency.
- Financial resources available to CEPOL: Taking into account CEPOL's current coverage and span of activities the financial resources given are certainly enough. Of course, in case of an increase of activities organised there is also a need of an increase in the financial resources available to CEPOL.

Average length for the Governing Board to take a decision

Very difficult to say and often depending on many different factors.

Main causes for any delays in the decision-making process (if any)

The GB takes too much time on administrative issues rather than on strategic ones.

Required changes to the role of the Commission within CEPOL (if any)

The Commission should have more influence in CEPOL and the Governing Board, including a voting right (but only 1 vote). This is only reasonable as it is the case in all other EU agencies as well.

CEPOL's ability to efficiently respond to new learning needs emerging from EU and national policies and other related developments

A very general estimate is that it takes about a year to implement them, hence, sufficient.

Bulgaria, Plamen Kolarski 97. Ability of current legal, administrative and financial structure to fully identify and deliver relevant training and other activities.

Concerning the role of the Director and the Secretariat, no changes should be made to their powers.

The Secretariat should be more active in preparing material before GB meetings. That would facilitate decision-making within the GB and the level of involvement of national authorities (especially in MS where the human resources dedicated to CEPOL are limited).

The idea of limiting the number of GB meetings to two per year is helpful in order to improve the efficiency of CEPOL.

Concerning the resources available to CEPOL, the interviewee indicated that number of staff dedicated to CEPOL within the Member States is at present insufficient. There is a need to create stronger CEPOL units within MS. Also, the staff allocated should deal with CEPOL's related matters on a full-time basis.

Concerning the set up of CEPOL, there is a need to ensure a balance between the network approach and the Agency logic.

98. Average length for the Governing Board to take a decision

Currently, less time is needed to take a decision within the GB compared to the past. The decision making within the GB is more efficient.

99. Main causes for any delays in the decision-making process (if any)

Management and governance problems trigger some delays in the decision-making process. Also, the turnover in GB members creates some delays as new GB members need to get familiar with CEPOL related matters before being able to take decisions.

100. Required changes to the role of the Director of CEPOL (if any)

The Director of CEPOL should have more decision-making powers. That would improve the efficiency of the decision making within the Agency. However, some guarantees would need to be established to check that such strengthened powers are not abused.

101. Required changes to the role of the Commission within CEPOL (if any)

The interviewee indicated that strengthened powers for the EC would improve the monitoring of the Agency.

Spain, Mr Eduardo Borobio Leon (NCP) on behalf of Jose Antonio Rodriguez Extent to which CEPOL has been able to deliver its planned activities, against the planned budget. Extent to which CEPOL's efficiency has increased or decreased over the past few years

One of the main chronic problems CEPOL had was the under spending of the budget. Also the "release" of the budget was rigid. To overcome this problem some measures have already been adopted by the GB and the budget has been planned according to the activity plan and overall CEPOL has improved a lot in this area.

Milestones set out in the CEPOL's Multi-annual Plan 2010

Most of the objectives set in the Multi-annual plan have been achieved. Also, an internal report has been developed to assess the development and implementation of the plan and this has been considered as positive. In addition, tools in order to evaluate the performance have been established, the so called, Key Performance Indicators.

Ability of current legal, administrative and financial structure to fully identify and deliver relevant training and other activities.

As explained before the legal basis should be updated. CEPOL is a young EU Agency that has adapted itself step by step to the EU requirements and rules, such as the EU financial rules.

The structure, as it previously was, was not adequate to rationalised the tasks and to avoid overlaps. For example ES, during the presidency, proposed to establish a Executive Committee, as a long term option, so the committee would be in charge of supervising the working groups and also to filtrate the decisions that had to reach up to the GB. For this type of change/inclusion, the legal basis has to be changed.

Also the location of CEPOL might be a factor influencing CEPOL's capacity to attract new staff and to guarantee the staff continuity.

Average length for the Governing Board to take a decision - Main causes for any delays in the decision-making process (if any)

The interviewee explained that this depends on the subject and the priority/importance of the subject. For example if it is related to something urgent the GB can apply the writing procedure, meaning the members will have their vote sent by electronic channels (e-mail) and in these cases they have reached to a decision in about two weeks.

But it can also take up to six months, from the moment the decision or plan is generated then it goes to the Committee and then in about a year the GB will adopt the decision.

Some decisions have taken around 2 years, because of the sensitiveness of the topic and political implications.

Usually the delays are depending on the theme or content of the decision, but also in the structure they have to pass through the strategic committee which can then take longer. That is why the proposal of Spain to establish an executive committee in order to filtrate those decisions going to the GB, in order to save time.

Required changes to the role of the Director of CEPOL (if any)

Currently the Director has a limited capacity of decision. Thus he should have autonomy to interpret his role and CEPOL rules in order to be able to implement the CEPOL rules and to adapt the budget. However the role of the Director should be restricted to administrative issues and other budget issues in which he could be capable to take decisions or to allocate budget to certain activities. Usually, if the Director was able to take his type of decisions, a decision of the GB wouldn't be needed and less time will be spent on administrative issues.

Required changes to the role of the Commission within CEPOL (if any)

The interviewee explained that the Commission would have more guarantees if they could have a vote in the decision making process and also it could better monitor and follow up CEPOL activities.

CEPOL's ability to efficiently respond to new learning needs emerging from EU and national policies and other related developments

Overall, the interviewee considers that CEPOL has been efficient and it has been able to identify the relevant needs. Also the reserve list has proved to be a success and also the e-learning platforms.

Finland, Kimmo Himberg    Extent to which CEPOL has been able to deliver its planned activities, against the planned budget.

One of the big issues for training activities has been that the budget has been overestimated. In terms of efficiency, Mr Himberg understands that the Director and Secretariat focus on a more accurate budgeting system. Mr Himberg was surprised that many delegates sounded disappointed on discussions aiming at more realistic and accurate financial and budgetary system. The Director and Secretariat seem to be working hard on this issue. It will certainly improve the quality of administration.

Extent to which CEPOL's efficiency has increased or decreased over the past few years

The efficiency seems to have considerably improved over the recent year (as compared to what his predecessor told him).

Extent to which CEPOL is achieving the milestones set out in the CEPOL's Multi-annual Plan 2010

It has achieved them very satisfactorily.

Ability of current legal, administrative and financial structure to fully identify and deliver relevant training and other activities.

- The role of the Director: His role is very relevant and the Director is managing well in this position.
- The role of the Secretariat: The role is rather an administrative role maybe not really related to the identification of needs for activities. Its role should certainly not be stronger than what it is now.
- The role of the Governing Board: Its role is surprisingly thin and weak. Mr Himberg hopes that the recent changes (such as abolition of committees) will improve the role / emphasis the role of the Governing Board in those issues.
- Financial resources available to CEPOL: NA
- Other issues : NA

The recent changes concerning the organisation structure will improve the dynamism of CEPOL.

Average length for the Governing Board to take a decision

With many important issues it takes all too long. Maybe it is partly due to the fact that the preparatory structure with working groups was a multi layer organisation and machinery had to slow down the process as a whole. Hopes that improvements will be seen.

Main causes for any delays in the decision-making process (if any)

The preparatory work, through several layers is the main cause for delays.

Required changes to the role of the Director of CEPOL (if any)

If he could vote he would be in favour in a stronger role of the director. Mr Himberg would like to give more power to the director: preparation of the activities, or programmes.

Required changes to the role of the Commission within CEPOL (if any)

This far the Commission has taken a sort of advisory and supporting in CEPOL activity and it is the way things should be. The way the EC cooperates with the Director and Secretariat, representative role are the way they should be.

CEPOL's ability to efficiently respond to new learning needs emerging from EU and national policies and other related developments

Mr Himberg's impression is that CEPOL is rather strongly dependent on the activities of the Member State, preparedness to make proposals.

France, Mr Emile Pérez      Extent to which CEPOL has been able to deliver its planned activities, against the planned budget.

The planned budget may seem very with less than 9 millions. In comparison, outside the wages, for France the budget was 54 millions per year when Mr Perez was director of training (500 millions including wages). The budget is very low but still allows functioning. The Governing Board was right when it refused the increase of budget since 2008, during the French Presidency.

It works because Member States implement the activities. The cost of an activity is around 30,000 euros. However, the Member States pay for people to go and attend. CEPOL pays for food, but in a way of reducing costs (such as schools). The people contributing or coming are not paid for this in particular; it is included in their wider activities/functions. All of this is taken in charge by Member States. If the system changes, Member States would try and obtain returns from CEPOL.

Today, the budget of CEPOL is sufficient. If Member States don't implement it anymore, they will behave like clients and they will not be involved in the agency anymore, Member States will not take part in it.

Extent to which CEPOL's efficiency has increased or decreased over the past few years

There has been a loss of efficiency in the recent years because of bureaucratisation (e.g. the grant agreements procedure is not positive). Many more procedures have been launched. In each Member State for the organisation of 3 days training course for 30 people, they need to apply for funding following the same process implemented for an EU 3 years programme.

Extent to which CEPOL is achieving the milestones set out in the CEPOL's Multi-annual Plan 2010

This is also a bureaucracy. There should be more focus on the activities themselves than on the definition of indicators. Evaluation is necessary, for 10 years it has been done after each activity. Everybody has a chance to express his evaluation in positive or negative, there are already many channels for evaluation.

Ability of current legal, administrative and financial structure to fully identify and deliver relevant training and other activities.

The previous structure allowed it. Now the new structure will not.

- The role of the Director: it should not be increased. The director manages the secretariat, which has a role of coordination. The director needs to ensure that everything is consistent and goes ahead as planned.
- The role of the Secretariat : it has a coordinating role
- The role of the Governing Board: it takes decision based on the work of the working groups.
- Financial resources available to CEPOL: NA
- Other issues : NA

What has always been missing is something between committees and Governing Board, so that Governing Board can focus on general policy. Today, all the committees are being suppressed with the entire secretariat doing all the work without inputs from Member States (except maybe by email). The Governing Board will then be without capacity to make policy decisions. It will discover files prepared by the secretariat, not by the Member States anymore.

Therefore France is against it and expressed its opinion on this issue at the meeting in Cracow in October. We are losing the network benefit.

Average length for the Governing Board to take a decision

It depends on the decision, if it is complex or not, if there is consensus or not.

The length for decision process. 4 Governing Board per year, now less. If there are fewer meetings, there should be longer ones. Probably it will be less efficient and less effective.

The question is whether to set up a structure in CEPOL which would involve Member States in the preparation of decisions but also in working . This would reduce the amount of work of Governing Board.

Main causes for any delays in the decision-making process (if any)

There are no delays really. If there is a delay it is because of a debate, which is something positive. It should then be organised differently, to keep the debate. This is why the Governing Board should be supported by the executive committee to ensure more/structured debate. Debate needs to stay to ensure EU construction, based on Member States and not coming only from Brussels.

Required changes to the role of the Director of CEPOL (if any)

The Director needs to stay in his role, should not try to decide or manage everything.

France proposed to have a Deputy Director who is always available to ensure that everything is working when the Director is not there (e.g. external meeting). The Deputy Director does not add to bureaucracy (he will facilitate and manage the Secretariat internal work).

Required changes to the role of the Commission within CEPOL (if any)

The Commission needs to ensure that CEPOL has means to work, the possibility to take into account all the partners and that their needs are addressed. The commission should be a facilitator. It should not be involved in decision process. It is not for the Commission to have a role for decision. It should give the means only. It is not for the Commission to give a unique direction. It is not superior to the other ones.

CEPOL's ability to efficiently respond to new learning needs emerging from EU and national policies and other related developments

CEPOL has to ask Member States for their needs and not tell them what their needs are.

Greece, KRIERIS Dimitrios 102. Extent to which CEPOL has been able to deliver its planned activities, against the planned budget.

103. Under-spending has been an issue in the past. However, the efficiency of CEPOL has drastically improved. In order to further improve the efficiency of the Agency, more flexibility should be provided for shifting the budget from one post to another. This is currently not possible and sometimes leads to under-spending in some areas. The Director of CEPOL and the GB members should be able to take decisions concerning the shift of money from different budget posts.

Extent to which CEPOL is achieving the milestones set out in the CEPOL's Multi-annual Plan 2010

104. CEPOL is achieving the milestones set out in the multi annual Plan 2010 and meeting MS expectations.

105. Ability of current legal, administrative and financial structure to fully identify and deliver relevant training and other activities.

106. The Director should be provided with additional powers, especially concerning administrative matters such as decisions over staff of the Secretariat. The human resources available to the Secretariat should be strengthened.

107. The number of GB members has been reduced. According to the interviewee, this might affect the quality of the decisions. There is a need to have more GB representatives. Also, it is expected that GB decisions will be taken only twice a year as the number of meetings has been reduced. The web meetings might alleviate such change, allowing for some flexibility.

108. The frequent turnover of GB members might also trigger some problems. There is a need to ensure a long perspective.

109. Main causes for any delays in the decision-making process (if any)

110. Delays in the past were mainly caused by duplication of work and the proliferation of components such as committees and working groups. These delays have now been overcome.

111. Required changes to the role of the Director of CEPOL (if any)

112. The Director should be provided with additional powers, especially concerning administrative matters such as decisions over staff of the Secretariat.

113. Required changes to the role of the Commission within CEPOL (if any)

Strengthening the powers of the EC within CEPOL is not considered to be a popular option. During the last GB meeting, only two GB members voted in favour.

Hungary, Emese Horváczy Extent to which CEPOL has been able to deliver its planned activities, against the planned budget.

Most planned activities were fulfilled. The new regulation which prohibits postponement of events can help.

Extent to which CEPOL's efficiency has increased or decreased over the past few years

Over the past few years, it has increased definitely.

Extent to which CEPOL is achieving the milestones set out in the CEPOL's Multi-annual Plan 2010

It has achieved them very satisfactorily.

Ability of current legal, administrative and financial structure to fully identify and deliver relevant training and other activities.

- The role of the Director: The new structure will give more power to the director.
- The role of the Secretariat: it is effective with more staff could be more efficient.

- The role of the Governing Board: Cracow took the decision to increase effectiveness of CEPOL, the length of process to take decision depends on Member State (if agree or not)
- Financial resources available to CEPOL: managed by the Director and Secretariat not Governing Board's competency
- Other issues : NA

Average length for the Governing Board to take a decision

It is difficult; sometimes it takes years, sometime less than few months.

Main causes for any delays in the decision-making process (if any)

Such delays have not appeared during her experience.

Required changes to the role of the Director of CEPOL (if any)

It is very important to involve him in the strategic decision making process.

Required changes to the role of the Commission within CEPOL (if any)

The Commission should get one vote.

CEPOL's ability to efficiently respond to new learning needs emerging from EU and national policies and other related developments

Elearning modules are very efficient tools to give responses to new learning needs.

Italy, Rossana Farina (on behalf of General Giuliani) 114. Extent to which CEPOL has been able to deliver its planned activities, against the planned budget.

115. Some of the activities are under- utilised/capitalised. In order to improve the efficiency of CEPOL, there is a need to improve the already established activities, not to develop new activities. For example, the website should be updated, including information on MS's legislation concerning law enforcement training. The e-platform should be also improved.

Extent to which CEPOL is achieving the milestones set out in the CEPOL's Multi-annual Plan 2010

According to the interviewee, CEPOL achieved the milestones set out in the multi annual plan to a great extent. However, there are some improvements to be made to some of the activities developed such as the exchange programme and the common curricula (see below).

116. Ability of current legal, administrative and financial structure to fully identify and deliver relevant training and other activities.

117. We are now in a transition phase as some of the recommendations are already being implemented. The working groups have been dismantled, but it is still unclear what is going to be the organisation setup of CEPOL in the future. According to the interviewee, there is a need to provide the opportunity for MS to be represented in groups working on specific issues. For example, the working group focussing on evaluation of training activities should be kept.

118. Concerning the role of the NCP, problems are created by the fact that there is no official guidance or legislative provision on the tasks of the contact points and their structure. This leads to very different setups in the MS. There is a need to clarify the roles and responsibilities of the NCPs within the Council Decision and provide the MS with some guidance concerning the organisation of the NCP at national level.

119. Finally, there is a need to strengthen the NCPs in the MS (by providing more human resources).

120. Main causes for any delays in the decision-making process (if any)

121. The time taken to take a decision within the GB depends on the topics at stake. Usually it is a month or more. The GB members are also involved through a written procedure. It is very important that, even if a written procedure is used, that all MS are involved and opinions are shared between the members.

122. Required changes to the role of the Director of CEPOL (if any)

123. The interviewee is reluctant as far as a strengthening of the Director's powers is concerned. What needs to be strengthened, on the other hand, is the staff dedicated to CEPOL's related issues in the MS (the NCP).

Lithuania, TOMAS BIKMANAS Extent to which CEPOL has been able to deliver its planned activities, against the planned budget. Extent to which CEPOL's efficiency has increased or decreased over the past few years

CEPOL has been fully able to deliver its planned activities against the planned budget. They believe that due to improvement of activities and organisation of activities on new topics increased efficiency of CEPOL in the past few years.

Extent to which CEPOL is achieving the milestones set out in the CEPOL's Multi-annual Plan 2010

CEPOL is achieving these milestones successfully enough.

Ability of current legal, administrative and financial structure to fully identify and deliver relevant training and other activities.

They believe that the current legal and financial structure of CEPOL is relatively sufficient to fully identify and deliver relevant training and other activities, however, attention should be given to the administrative structure and to the competences of CEPOL staff. Changes in the administrative structure of CEPOL are currently in process (Committees will be disbanded, working groups have to finish their tasks till June 2012) but there are problems with key competencies of the Secretariat staff (practical experience in policing and training).

- The role of the Director: The role of the Director should focus on administrative issues and representation of CEPOL policy on European and international level.
- The role of the Secretariat: There are problems with key competencies of the Secretariat staff (practical experience in policing and training). Special staff of Secretariat should identify the content of training topics.
- The role of the Governing Board: The GB should act as a strategic decision-maker. The administrative issues should not be the task of the GB. In many cases Committees overlap some roles of the GB. Working and Project Groups are very important in solving problems or creating recommendations, curricula, etc. (when practical and professional experience is required).
- Financial resources available to CEPOL: Limited capacities to handle effectively the complexities of the EU's financial and staff regulations and special type of CEPOL (CEPOL operates as a network)
- Other issues: Difficulties with recruitment procedures, lack of career system in CEPOL Secretariat and frequent changes in staff and lack of experience.

Average length for the Governing Board to take a decision

The decision-making time depends broadly on the type of question discussed. However, in general, decision-making process is too lengthy and requires adequate development.

Main causes for any delays in the decision-making process (if any)

The GB takes too much time on administrative issues rather than on strategic ones. This workload should be overtaken by the Director. The GB should act as strategic decision maker only.

Required changes to the role of the Director of CEPOL (if any)

The role of the Director should focus on administrative issues and representation of CEPOL policy on European and international level.

Required changes to the role of the Commission within CEPOL (if any)

Current decision-making process is rather slow. The cooperation between Commission and CEPOL should be made more efficient.

CEPOL's ability to efficiently respond to new learning needs emerging from EU and national policies and other related developments

They believe that due to close cooperation with Member States and other stakeholders, CEPOL is able to respond efficiently and in due time to new learning needs emerging from EU and national policies, and other related developments.

The Netherlands, Mr van Baal      Extent to which CEPOL has been able to deliver its planned activities, against the planned budget. Extent to which CEPOL's efficiency has increased or decreased over the past few years

The efficiency of CEPOL in deliverance of its planned activities has increased over the past few years. Fewer activities were postponed or shifted to the next year. Under spending of CEPOL's budget has been more of a problem than overspending. Also the interviewee explained that the current Director has done a very good job in improving the planning and managing of CEPOL activities.

Milestones set out in the CEPOL's Multi-annual Plan 2010

With 38 out of 44 milestones completed, CEPOL is on its way in achieving the milestones set.

Ability of current legal, administrative and financial structure to fully identify and deliver relevant training and other activities.

- The role of the Director: The Director could have more powers in administrative matters, for example the Director can have the authority to spend some of the budget for administrative matters, and also more independence in this own decision making process. Regarding the content of the training, the CEPOL Network (the MS) should stay the main actor and decision maker.
- The role of the Secretariat: Secretariat should be strengthened with employees with the appropriate competences. The interviewee emphasised that the role of the Secretariat should not be regarded as the role of CEPOL being a network of Member States. Thus, the Secretariat should remain as a supporting body.

In this respect, it was also highlighted that the role of the National Contact Points needs to be clarified, given that these are not part of CEPOL staff but the MS organisations and thus they are paid by MS. It is important then to specify the responsibilities between the NCPs and the Secretariat.

- The role of the Governing Board:

- The structure of CEPOL's governance is already under construction: Committees will be disbanded per 1-1-2012 and Working Groups per 1-6-2012.

- The amount of GB meetings is brought back to three per year and the amount of participants paid for to two per MS. The speed of decision-making in the GB should not have to be hindered by the GB size if there is one spokesperson per delegation. The costs of GB meetings were already reduced by only reimbursing the costs for two delegates per MS's.

- About the overlap of the GB with Committees and the focus on administrative instead of strategic issues: The new structure of CEPOL as proposed by a Project group appointed by the GB for that reason, sees the GB, the National Contact Points (NCP's), Working Groups to be defined and the Secretariat as actors in the new structure. The Project group proposed to shift a lot of tasks to the NCP's, but this are national points, all paid for by the Member States. So in this proposal workload will be shifted to the NCP's, so to the capacity and financial resources of the MS's, who already are investing a lot in implementing CEPOL activities (question 11). It is also not yet clear how the Working Groups will be composed and how the outcomes of the Working Groups will go to the GB, since there is no Strategy Committee anymore.

NL opinion: the role of MS's in WG's and also with reference to the workload shifted to NCP's should be cleared.

- Financial resources available to CEPOL: This has been and partly still is a serious problem. It has been improved in the last years by the Head of Operations of the Secretariat.

Average length for the Governing Board to take a decision - Main causes for any delays in the decision-making process (if any)

The interviewee explained that an indication of time cannot be provided, since the time to take a decision depends on the content and theme. For example if the decision is well prepared and is not that sensitive, the GB could take a decision by written procedure. This is done more and more often.

But issues like a decision on a new CEPOL structure can take a lot of discussion and sometimes the proposal has to go back to the Committee / Project group in order to be rewritten.

Currently, the GB will have less meetings per year, thus, the expectation is that more decisions will be taken by written procedure.

Main causes for delays in the decision-making in the old CEPOL setting: both Governance structure (in all layers of the governance structure the same issues were discussed, over and over again) and management Secretariat (working groups and committees) were not always supported by Secretariat employees with the right competences and Secretariat staff was overloaded with work.

Required changes to the role of the Director of CEPOL (if any)

Changes were already made in the role of the Director regarding to administrative and financial tasks.

MS's / GB should stay leading in the content of CEPOL's activities and the execution of its work programme. After all the MS's are implementing the annual programme of activities in their countries; the trainers, course organisers, experts and all are provided for free by the Member States, since salary costs of own staff are not reimbursed. The only way to keep EU police education close through practise and updated will be to keep the MS's in charge of the content.

Required changes to the role of the Commission within CEPOL (if any)

GB decided this year (Budapest, spring 2011) on the basis of recommendations from the 5-years evaluation that the EC should be given the right to vote in the GB meetings. It was explained that the EC was/is already very much involved in the needs analysis and setting up of CEPOL's work programme.

CEPOL's ability to efficiently respond to new learning needs emerging from EU and national policies and other related developments

Annual Programme of activities is prepared two years in advance. So some space should be kept to respond adequately to new urgent learning needs.

A problem in responding rapidly is the system of grant agreements for organising CEPOL activities which is in place since 2010. Member States have to apply for grants for organising CEPOL activities and this takes a lot of preparation, effort and time. Taking into account that (except from some administrative courses) all CEPOL activities are organised and implemented by the MS's and that all expertise, experts, course organisers are delivered by the MS's, which also have their national planning and their national yearly budget systems, responding rapidly and adequately to new urgent learning needs will be hindered by this grant agreement system.

Romania, Radu Todoran      Extent to which CEPOL has been able to deliver its planned activities, against the planned budget. Extent to which CEPOL's efficiency has increased or decreased over the past few years

There was obviously a big problem with CEPOL's budget in the past years, mainly due to Member States postponing or cancelling activities. Last year's solution to the problem resolved the issue and this year the planned activities have met the planned budget.

The recently developed reserve list for cancelled courses is a very helpful tool to counteract any disturbance in planned activities.

Extent to which CEPOL is achieving the milestones set out in the CEPOL's Multi-annual Plan 2010

NA

Ability of current legal, administrative and financial structure to fully identify and deliver relevant training and other activities.

- The role of the Director: Not sure if change is needed, but in any case sceptical to what extend Member States would accept change.
- The role of the Secretariat: The Secretariat is doing a good job and there is no need to change anything about it.
- The role of the Governing Board: The introduction of the written procedure was very good and increased the timeliness of GB decision making. Nonetheless, the GB is still too big and Member States have too many representatives resulting in time consuming collective decision making.
- Financial resources available to CEPOL: The budget is enough at the moment, what is needed is an increase in efficiency.
- Other issues: The location of CEPOL is not very helpful; it is expensive, far away for most and in a different currency area.

Average length for the Governing Board to take a decision

Cannot say.

Main causes for any delays in the decision-making process (if any)

Cannot say.

Required changes to the role of the Director of CEPOL (if any)

No changes needed.

Required changes to the role of the Commission within CEPOL (if any)

Mr Todoran welcomes voting power for the Commission so the latter can monitor CEPOL more closely. He would like to hear the Commissions opinion and advice more often.

Sweden, Mr. Bo Åström    Extent to which CEPOL has been able to deliver its planned activities, against the planned budget. Extent to which CEPOL's efficiency has increased or decreased over the past few years

Overall, the efficiency of CEPOL has been good for the last couple of years and has also improved. The interviewee considers that in order for CEPOL to remain efficient, CEPOL has to continue working as an information catalyst (also refereeing to the training programmes). In order to efficiently plan the activities to be developed, CEPOL should not only focus on the number of participants they wish to target, but they have to focus on the new arising phenomena developed within the crime area. Training provided shall always address new phenomena and shall have a cross border dimension.

Ability of current legal, administrative and financial structure to fully identify and deliver relevant training and other activities.

- The role of the Director: The director is already in charge of managing the working plan and he has to make sure the activities will be implemented. In addition it acts as CEPOL's executive officer. Perhaps, he should have more flexibility within his ability of decision making concerning administrative tasks.
- The role of the Secretariat: The Secretariat acts as the centralised coordination point. Nevertheless, with the disbandment of the committees and working groups, chances are that the workload of the Secretariat will increase, therefore they should be prepared and they should increase the number of staff and of course the staff has to have the relevant competences.
- The role of the Governing Board: The GB shall remain the decision making body and shall focus on the strategic planning.
- Financial resources available to CEPOL: The financial regulations are considered as complicated already.
- Other issues : NA

Average length for the Governing Board to take a decision - Main causes for any delays in the decision-making process (if any)

The interviewee explained that the length and any causes of delays will always relay on the subject or content of the decision. For example, there are some decisions that can be taken within weeks, while other decisions concerning political issues, such as an agreement with third countries, can take months or years. Therefore the main causes of delays cannot be generalised.

Required changes to the role of the Director of CEPOL (if any)

No, there is no need for changes in his role

Required changes to the role of the Commission within CEPOL (if any)

No, the Commission already has a role within CEPOL as observer. In addition, the EC opinions are always taken into account; therefore, they already have an influence within the decision making process of CEPOL. Furthermore, the EC has already launched the LETS initiative for which CEPOL will be engaged, as well as the MS and EU agencies. If the Commission has a role within the LETS and the CEPOL training activities, the EC would be incurring in the development of common standards. Thus, the EC should have a clear division of competences.

CEPOL's ability to efficiently respond to new learning needs emerging from EU and national policies and other related developments

Overall, the efficiency, effectiveness and impact of the activities implemented by CEPOL lay upon the MS commitment. The MS are the ones responsible for identifying and communicating their needs to CEPOL, as well as to implement the training activities. CEPOL acts as a coordinator, catalyst of information and facilitator.

On the time perspective, the whole process of identification and implementation of training needs its time consuming. CEPOL and the MS should work together to improve the delivery of training and to deliver a quick response in launching training programmes.

Slovakia, Ladislav Mihalik Extent to which CEPOL has been able to deliver its planned activities, against the planned budget. Extent to which CEPOL's efficiency has increased or decreased over the past few years

Not able to answer.

Extent to which CEPOL is achieving the milestones set out in the CEPOL's Multi-annual Plan 2010

Not able to answer.

Ability of current legal, administrative and financial structure to fully identify and deliver relevant training and other activities.

- The role of the Director:
- The role of the Secretariat: The Secretariat should have access to more seconded national experts from Member States, because there is not enough experience at present time.

- The role of the Governing Board: The Governing Board is overcrowded and therefore inefficient in taking decision quickly, particularly taking into account that one GB meeting is only 2 days long. There is a need for more flexibility and especially a reduction in administrative topics discussed. The fact that relevant GB materials and information are only handed out a few days in advance hinders a good preparation of the GB meeting.
- Financial resources available to CEPOL: Regarding the current amount of courses offered by CEPOL the financial resources provided are fully sufficient. However, more financial flexibility should be given to those Member States organising such activities in order to prevent them from using national resources in case the activity exceeds the fixed budget.

Average length for the Governing Board to take a decision

Not able to answer.

Main causes for any delays in the decision-making process (if any)

So far Mr Mihalik did not experience any major delays but criticises the regulations for submitting the grant agreements as too complicated and time consuming.

Required changes to the role of the Director of CEPOL (if any)

The role of the Director should be strengthened in regards to decision making and coverage.

Required changes to the role of the Commission within CEPOL (if any)

There is a need for an educational institution to be autonomous. Nevertheless, there is an advantage of a further engagement of the Commission in CEPOL in order to improve the financial discipline and as advisor for subjects and work plans.

United Kingdom, Kurt Eyre Extent to which CEPOL has been able to deliver its planned activities, against the planned budget. Extent to which CEPOL's efficiency has increased or decreased over the past few years

Due to the remarkable improve in efficiency, CEPOL was able to deliver its planned activities against the planned budget.

Extent to which CEPOL is achieving the milestones set out in the CEPOL's Multi-annual Plan 2010

CEPOL is achieving these milestones.

Ability of current legal, administrative and financial structure to fully identify and deliver relevant training and other activities.

- The role of the Director, Secretariat and the Governing Board: All the institutional parts are too bureaucratic and too focused on administration, whereas more flexibility is needed. Especially the GB is focused too much on administrative decisions rather than long-term ones. Some sort of extension for the Secretariat staff is needed and the expert system should be improved so that can be reached on demand.
- Financial resources available to CEPOL: Financial resources available to CEPOL are sufficient enough.
- Other issues: Difficulties with recruitment procedures, lack of career system in CEPOL Secretariat and frequent changes in staff and lack of experience.

Average length for the Governing Board to take a decision

The decision takes usually several months, but it very much depends on the decision that has to be made.

Main causes for any delays in the decision-making process (if any). Required changes to the role of the Director of CEPOL (if any)

GB too involved in administrative issues etc, more powers should be given to the Director.

Required changes to the role of the Commission within CEPOL (if any)

The GB and the Secretariat of CEPOL are already heavily involved in EU policy, there is no further need to give the Commission further influence in CEPOL.

#### 124. EFFECTIVENESS

Belgium, Alain Ruelle      Level of successfulness of implementation of CEPOL's activities. Main success factors and main obstacles.

- Training: One obstacle is often due to either the topic of the activity or the assigned experts, leading to a lack of participants. Another obstacle is that the grant agreement is often too low.
- Exchange Programme: Matching could be improved.
- Research: As CEPOL is a network it should be enough to use academy researcher.

Main strengths and weaknesses of the activities developed and delivered by CEPOL

Quality: Main weakness that no common standard exists for all activities. Language of participants and trainers can reduce the quality of the implemented activity. Selection of participants often not good enough and they do not meet quality standards.

Timeliness: Length of activity should not be fixed but should allow for flexibility depending on topic and scope.

Coverage: Most important topics are covered and reaction to new needs was quick.

CEPOL's contribution to the achievement of the objectives set out in the CEPOL Decision, included in the Stockholm Programme and included in the ISS

NA

Reach of adequate target audience/groups

If there is a certain need to focus on other than senior police officers, the possibility should exist to widen the target audience. He pledges for also including civil servants and academic experts and puts particular emphasis on the need to focus on position instead of ranks.

The cascading of gained knowledge by the participants (at least in BE) is certainly a weak point and the approach of cascading has to be improved.

Added value of providing training and other learning activities at EU level

The CEPOL activities add a EU dimension to police cooperation and training in Europe, support and initiate networking structures, increase best practice sharing, strengthen language capabilities of participants, raises EU Agency awareness, and establishes cooperation with EU neighbouring countries.

Bulgaria, Plamen Kolarski 125. Level of successfulness of implementation of CEPOL's activities. Main success factors and main obstacles.

According to the interviewee, the exchange programme is the right way to fulfil the mission of CEPOL. Training is obviously very important but the practical knowledge gained through the exchange programme is particularly valuable. The exchange programme is therefore considered to be the most successful activity implemented by CEPOL.

Common Curricula are also successful, however, their implementation on the ground is very difficult, i.e. there are some difficulties in implementing directly the Common Curricula in the National Academy's Programme.

## 126. Main strengths and weaknesses of the activities developed and delivered by CEPOL

According to the interviewee, the main strength of CEPOL is the quality of the activities. CEPOL's training activities are attended by high-level experts from Member States but also from EU Agencies such as Eurojust, Frontex and OLAF.

The timeliness of activities is also a strength of CEPOL. The training sessions usually take four days. This is considered as a very good timing by the interviewee.

Concerning the timing of the exchange programme, the possibility to limit such exchange to one week should be considered (due to the fact that senior police officers usually cannot be out of the office for two weeks). Another solution could be to widen the scope of exchange programme activities to more operational staff).

### Reach of adequate target audience/groups

Concerning the cascading plan, participants are required to draft a plan before their participation in CEPOL's activities. There is some general reluctance concerning the plan. Participants prefer to share the experience with their colleagues in an informal way.

## 127. Added value of providing training and other learning activities at EU level

Concerning the added value of CEPOL, the interviewee considered that the Agency, through its activities, is increasing the national training standards.

Spain, Mr Eduardo Borobio Leon (NCP) on behalf of Jose Antonio Rodriguez Level of successfulness of implementation of CEPOL's activities. Main success factors and main obstacles.

The main obstacles for the implementation of activities were described as the following:

- The Member State commitment when implementing the training: MS have to ensure the quality of the trainers and of the training provided and that the experts are relevant to the training
- The novelty of the training: The content of the training and subject shall be new or something interesting for the participants
- The language is one of the biggest obstacles for the best specialist to attend the training

### Main strengths and weaknesses of the activities developed and delivered by CEPOL

The training has been shifting from one theme to another providing a good range of options; such variety was described as strength. However the quality of the training will depend on the commitment of the MS and on the interest of the participants.

The interviewee considers that one of the main strengths the training and activities developed by CEPOL provide, is the opportunity to exchange experiences and practices and also it provides a European Dimension.

CEPOL's contribution to the achievement of the objectives as set out in the CEPOL Decision, included in the Stockholm Programme and included in the ISS

The interviewee considers that CEPOL's contribution to the achievements of the Stockholm and ISS objectives has been successful to a great extent. Nowadays CEPOL is present and known in most of the MS, it has provided a common EU culture in law enforcement training and it has facilitated the learning exchanges.

Reach of adequate target audience/groups

Overall, it is the responsibility of the MS to identify the participants and to make sure the right profile has been targeted. Nevertheless the target group could be broadened in order to be able to include other offices which are also involved in the fight against international crime, such as researchers, teachers etc.

The cascading of knowledge is not very evident as it is currently very difficult to measure the impact of it.

Concerning the networking the interviewee explained this is one of the main advantages for the participants, to be able to construct an informal network.

Added value of providing training and other learning activities at EU level

The main added values were described as the following:

- CEPOL provides law enforcement training with a EU dimension
- The opportunity to develop an informal network between the participants which allows for a further cooperation network between the MS
- CEPOL promotes the common culture within the training
- CEPOL activities allow the best practices exchange
- CEPOL activities provide the participants to learn and to know how other MS work and the functioning of the police systems.

Finland, Kimmo Himberg Level of successfulness of implementation of CEPOL's activities. Main success factors and main obstacles.

- Training: participants have various experiences: mostly successfully implemented.

- Exchange programme: participants very satisfied.
- Research: it does not seem to be very effective. It has not found the best possible format so far.
- Common curricula: Experience with online activities are so far quite good.

Main strengths and weaknesses of the activities developed and delivered by CEPOL

- Quality: The feedback on the quality of the activities is quite good. People are quite satisfied e.g. on the training course
- Timeliness: no issues
- Coverage : there could be some improvements, e.g. focus on cross border phenomena (see above)

CEPOL's contribution to the achievement of the objectives set out in the CEPOL Decision, included in the Stockholm Programme and included in the ISS

Mostly. In certain areas there is still room for improvement.

Reach of adequate target audience/groups

The selection of audiences is in the hands of Member State. Mr Himberg saw that for almost any given training course, the organisation level may vary a lot from one country to another. It is hard for CEPOL to influence the Member State on selecting their national participants. He has certain doubts about the ability of the participants to cascade their knowledge.

With training activities saw that the interest of the participants may vary a lot: some people have a good knowledge of the theme and strong interest in it whereas others seem not to bother on the course.

Added value of providing training and other learning activities at EU level

It has a strong added value, especially on the level 2 of cooperation (distributing info and knowledge, improving understanding of activities of authorities in other Member State).

France, Mr Emile Pérez      Level of successfulness of implementation of CEPOL's activities. Main success factors and main obstacles.

- Training: Training usually works well, because it is a product which responds to needs of the Member States/ Each time France organises an activity, there is more demand than availability.
- Exchange programme: it is important and would need to be more funded and with other funding Research: there is very limited funding.
- Common curricula: this does not work at all. All the elements which correspond to the content of the training. They have been done for many years, as an EU product which could be applied by Member States. It is very expensive and needs to be always updated but nobody uses it. This, also because some defined what was the need instead of asking what the need was. Today it would be even more expensive as it would need to be translated in all 23 EU languages. France does not need a Common curriculum as it has its own tools. It would be even less needed if available in English only.

The most successful activities are those for which Member States feel they designed, according to their needs with the support of other Member State and the EU, including CEPOL.

Main strengths and weaknesses of the activities developed and delivered by CEPOL

The quality, timeliness and coverage are overall good.

The first satisfaction is to bring together people who did not know each other will learn to cooperate: networking for police cooperation.

The main strength is to bring together people who do not know each other with similar issues and will learn to respect and work with more people from other Member States.

Activities should keep on being an occasion to have people meeting with each other. It would be a failure to develop tools such as e-learning when networking is needed.

CEPOL's contribution to the achievement of the objectives sSet out in the CEPOL Decision, included in the Stockholm Programme and included in the ISS

From such a large Decision, it depends on the extent of the organisation and implementation of the decision. What has been done so far is already very good and correspond to the expectations of France. France is the first beneficiary (the greatest number of participants) and the first provider (the most activities within CEPOL). CEPOL reaches its objectives; even more as France as well as all Member States are associated to process of decisions. The structure should not change in a way Member States should become clients of CEPOL, it is important that they remain partners.

Reach of adequate target audience/groups

Participants are chosen by Member States. The criteria are set up by Member States. The main problem is the English language skill and not enough financial resources in police departments to pay for flight tickets. Before being an expert or cascading, there is a need to speak English. That is the main issue.

This is a traditional hurdle for all cooperation. The choice is left to Member States, but the first selection is based on language.

In France, training is always organised in at least two languages: English and French. It would be good to have it in all Member States: it would not be expensive and would enable all participants to take part in it. It would be important to have some flexibility. For example to be able to welcome more people, and to balance between those who demand and those who do not demand.

They can only be satisfied with the product which exists today. The issue is more about what it is going to happen tomorrow with all the changes.

Added value of providing training and other learning activities at EU level

Networking will enable to acquire an EU vision: training curricula EU approach and participants will mix and will change progressively their own approach to the issues, and integrate EU approach. It is only beneficial: in the content and for the participants (as long as they meet and mix).

Greece, KRIERIS Dimitrios 128. Level of successfulness of implementation of CEPOL's activities. Main success factors and main obstacles.

129. The main obstacles towards the successful implementation of CEPOL's activities are: language barriers, differences in national legislation and differences in culture.

130. The exchange programme is considered to be a very successful activity. However, the interviewee pointed out that such an activity was not financially supported by the EC in 2011. In order to be more successful, the programme needs to be supported by the EC.

131. Concerning the research area, in Greece there are not many science & research correspondents within the police. There is also a need to improve cooperation with Universities.

132. As far as the common curricula are concerned, some serious implementation issues have been identified in some MS. It is extremely hard to "harmonise" the level of training across the EU. In some MS, common curricula have been adapted a considered only as "reference" by the training authorities. However, the implementation of such common curricula should not become mandatory as this could be counter-productive. The reluctance of MS might increase in that case.

133. Main strengths and weaknesses of the activities developed and delivered by CEPOL

134. The quality of the activities can be considered as a strength. The timeliness of the activities varies across the EU MS.

135. A weakness of CEPOL's activities is the limited visibility in the MS. CEPOL needs more promotion within the national law enforcement area.

136. CEPOL's contribution to the achievement of the objectives set out in the CEPOL Decision, included in the Stockholm Programme and included in the ISS

According to the interviewee, CEPOL fulfilled the objectives set out in the Council Decision.

137. Added value of providing training and other learning activities at EU level

CEPOL provides a transnational dimension to training of law enforcement officers. CEPOL's activities allow for sharing of information and best practices across the EU. Also, CEPOL contributed to strengthening networks between police organisations in the MS.

Hungary, Emese Horváczy Level of successfulness of implementation of CEPOL's activities. Main success factors and main obstacles.

- Training: it is quite successful. The topics are popular. Good trainers. However, there is a lack of participants, and overlap in timing of seminars.
- Exchange programme: this is the most successful activity. There is good cooperation with the Secretariat. It is a very useful experience for the participants. Participants can build good relationships with other colleagues. However, not all the Member States involved. It is difficult to organise adequate programmes because of the different structures in Member State.
- Research no personal experience.
- Webinars and e-learning are very popular tools for learning according to her.

Main strengths and weaknesses of the activities developed and delivered by CEPOL

- Quality:
  - Multi-cultural seminar/learning
  - Common standards
  - Seminars are reviewed according to needs.

- Timeliness: CEPOL has a strict timeline concerning organisation of activities.
- Coverage : there could be some improvements, e.g. focus on cross border phenomena (see above)

Weaknesses are similar to obstacles (see above).

CEPOL's contribution to the achievement of the objectives set out in the CEPOL Decision, included in the Stockholm Programme and included in the ISS

Yes. CEPOL can identify needs and create new adequate activities.

Reach of adequate target audience/groups

In Hungary, every participant has to write a report. Can maybe help to cascade the knowledge.

Added value of providing training and other learning activities at EU level

New knowledge and open-mindedness of EU level can lead to better cooperation within Member State.

Italy, Rossana Farina (on behalf of General Giuliani) 138. Level of successfulness of implementation of CEPOL's activities. Main success factors and main obstacles.

139. As far as training is concerned, there is a need to involve more the MS in the organisation of courses.

140. There are some improvements to be made to some of the activities developed such as the exchange programme and the common curricula. The latter should be more numerous and cover a broader range of topics. Common curricula should be also produced from training courses delivered, through CEPOL, by expert trainers.

141. Concerning the exchange programme, there is a need to better organise the programme and provide more time to the MS to involve beneficiaries spread across the country. The organisation of the exchange programme should also take into account the recommendations provided by the Council.

142. Research can be quoted as the less successful activity. There is a need to see more visible results from research activities undertaken by CEPOL. Also, there is a need to stimulate the cooperation with national academic actors.

143. Moreover, CEPOL should become a centre of excellence, a database at EU level of all training activities and EU programmes and projects in the law enforcement area. Also, a database of EU law enforcement experts and trainers should be established.

144. Main strengths and weaknesses of the activities developed and delivered by CEPOL

145. According to the interviewee, one of the weaknesses of the activities developed by CEPOL is the limited involvement of other EU Agencies such as Frontex, Europol and Eurojust. There is a need to further improve synergies with other EU Agencies and commonly develop and deliver activities.

146. Another weakness is the (long) time needed to prepare training activities in the MS. Some delays are also experienced in the signature of Grant Agreements between CEPOL and the MS.

147. A strength is that the visibility and knowledge of CEPOL's activities in the MS has now increased.

Reach of adequate target audience/groups

148. In Italy, there is an obligation, for all participants in CEPOL's activities, to prepare a cascading plan. The participant is asked to share the knowledge gained through such activities with his/her colleagues.

Lithuania, TOMAS BIKMANAS Level of successfulness of implementation of CEPOL's activities. Main success factors and main obstacles.

- Training and Exchange Programme: Both training and exchange programme are being implemented successfully. Participants have the opportunity to enhance and deepen their knowledge in the appropriate topic related to their daily work. At the same time they establish new contacts and providing opportunities to improve cross border cooperation, crime prevention and investigation.
- Research: Due to structural peculiarities of police training in Lithuania, there is a lack of attention to research in the area of policing in Lithuania. Mainly because the police is not responsible for higher education and for the civil university organising police studies, research in the area of policing is not of top priority.
- Common curricula: NA
- Other Activities: Creating and implementing e-learning modules gives new possibilities to improve relevant skills. However, the popularity of this kind of training is not high yet.

Main strengths and weaknesses of the activities developed and delivered by CEPOL

Quality: The quality of activities mostly depends on the Member State organising the activity, on the initiative and interest of staff. Selection of trainers is mainly the prerogative of the organising Member State. CEPOL Secretariat only takes note of the trainers. There are no strict requirements regarding the selection of the trainers. Therefore, it may result in poor quality of delivered trainings. Issued certificates confirm participation in courses, but not the quality of gained knowledge.

Timeliness: Weakness: Too long process to respond to new needs and challenges.

Coverage: Similarly like quality of organised activities, its coverage greatly depends on the Member State organising the activity. During the organization of CEPOL activities, Lithuania places information about these activities on the Internet. However, the CEPOL website holds not enough articles from Member States and information about CEPOL activities organised in these Member States. CEPOL website is not efficiently used for coverage of CEPOL activities.

CEPOL's contribution to the achievement of the objectives set out in the CEPOL Decision, included in the Stockholm Programme and included in the ISS

CEPOL contributes to the achievement of these objectives successfully.

Reach of adequate target audience/groups

They believe that the right audiences / target groups are being reached during and after CEPOL activities. However, CEPOL needs to expand its audiences. Moreover, in some cases target groups should include not only senior police officers, but also middle ranking police officers and officers of other law enforcement institutions.

All participants of CEPOL activities are obliged to write reports from the trainings they participated in. Therefore, as to the cascading the knowledge acquired during such trainings to others, the system is rather effective, because reports are usually informative and may be easily distributed among other related staff. Also, these reports have to hold proposals of the participant as to the introduction of acquired knowledge into national practice. These proposals are submitted with approval of the direct supervisor of the participant to the highest authorities of the police.

Added value of providing training and other learning activities at EU level

With the increase of various EU law enforcement cooperation instruments, officers must apply these tools in their daily work. This results in the need to know legal and practical aspects of application of these instruments within the EU Member States. Common learning activities at EU level contribute to a more efficient and training and in-depth analysis of relevant cooperation instruments and fields. Participants have therefore an opportunity to acquire and deepen their knowledge in the appropriate topic related to their daily work.

At the same time officers participating in CEPOL training and other learning activities establish new contacts and gain the possibility to improve cross border cooperation, crime prevention and investigation, as well language skills.

In addition, participants share gained knowledge with their colleagues and use it in their daily work.

The Netherlands, Mr van Baal            Level of successfulness of implementation of CEPOL's activities. Main success factors and main obstacles.

- Training: Overall, was described as very successful. Success Factor: Development, preparation and Implementation by MS's and in cooperation with MS's.
- Exchange programme: The interviewee considers it has not been that successful because of the difficulty when matching the participants. The programme relates more not to work together, but to visit each other – that causes a lot of work for the hosting party, even with 1 person visiting- , and the administrative workload, which was huge in the past. Not that much participants participated to the Exchange Programmes so far (the indication giving in the Stockholm Programme of 600 police officers in the Exchange Programme is not within sight).
- Research: quite successful for the research activities within CEPOL's mandate (research bulletin, training activities concerning research, setting up of E-library).
- Other activities: Common Curricula: not that successful in implementation, because the form amongst the Common Curricula developed differs very much. Some are very elaborated, with timetables etc. and some are not. This makes it difficult for MS's to implement them in their national systems; sometimes the training methodology even conflicts with national training systems.

Main strengths and weaknesses of the activities developed and delivered by CEPOL

Quality: quality is high, provided by MS's.

Timelines: the Annual Programme is planned well in advance

Coverage: See questionson 'RELEVANCE'

Others: Main weakness: the activities from Annual Programme only reach 1 or 2 participants per MS. E-learning products of CEPOL are a good alternative for some activities.

CEPOL's contribution to the achievement of the objectives as set out in the CEPOL Decision, included in the Stockholm Programme and included in the ISS

See questions under Relevance.

## Reach of adequate target audience/groups

The interviewee considers that throughout the evaluation system (pre- during and post-) it showed that for most of the courses the right target group are also been reached. But the interviewee considers that there should be shift the target groups where not only senior police officers are targeted by also middle ranked police officers, specialists and researchers. It was highlighted that it would be good to broaden the target group of CEPOL in this respect and to also broaden it with target groups from other law enforcement branches (justice, border guards, customs, etc.)

At least for the Netherlands so far the right target groups are reached.

Regarding the implementation of changes on the basis of a course of 4 days is difficult to measure. If the activities are longer, like TOPSPOC and the 3 module course 'Police Cooperation in Europe', more impact on changes in the organisation by the participants will be seen.

## Added value of providing training and other learning activities at EU level

The interviewee explained that criminals do not take into consideration the borders when it comes to crime, therefore, the EU police should not take into consideration that borders either, meaning, there should be a common approach when targeting and fighting against crime.

Therefore, the main added value of the training at EU level is that the different EU police can work together, be together with colleagues from different countries, to exchange good practices, knowledge, experiences; to develop networks.

If the police forces work together, they will know how the MS work and this will be much more effective in the longer run in order to fight international crime.

In addition, it was explained that EU competences should also be educated at EU level; this enlarges the mutual trust among EU police officers. It will also provide a base to reach an EU police culture.

Romania, Radu Todoran      Level of successfulness of implementation of CEPOL's activities. Main success factors and main obstacles.

- Training: A big obstacle is national legislation related to financial matters and weak participation. Apart from that Mr Todoran never heard any complaints and most training activities were successful and efficient.
- Research: Research is certainly the weak part of CEPOL where not much work is done. Would be positive to improve.

Main strengths and weaknesses of the activities developed and delivered by CEPOL

NA

CEPOL's contribution to the achievement of the objectives set out in the CEPOL Decision, included in the Stockholm Programme and included in the ISS

Cannot say.

Reach of adequate target audience/groups

The main obstacle in Romania to reach the appropriate target group for CEPOL activities is language. Most of the senior officers are not proficient in English hence, younger staff has to be chosen.

He is in favour of widening the target group to middle and young officers due to the cascading effect that could have.

Added value of providing training and other learning activities at EU level

As a small and rather new country in the European Union there is a huge added value for Romania to participate in CEPOL's activities. The networking of police officers on EU level supports cross border cooperation, the technical training increases expertise, and for a country that is undergoing development the expert trainer courses are of special importance.

Sweden, Mr. Bo Åström Level of successfulness of implementation of CEPOL's activities. Main success factors and main obstacles.

- Training: Overall training is good the topics and the thematic areas are also good. The main obstacles encountered are the identification of experts (the type of experts) these need to be very qualified in order for the training to be successful; the timing, since its time consuming; the target groups, the training should be provided in the basis of the officers functions and not its ranks. In addition the interviewee considers that the training could be even more successful if the regional approach can also be considered
- Exchange programme: The programme has been a success
- Research: It is good but could be further developed.
- Seminars and conferences: These activities are really good for the participants as they act as meeting points, gathering people together and they act as meeting point for best practice exchanges and also for dissemination of knowledge.

Main strengths and weaknesses of the activities developed and delivered by CEPOL

Quality: will depend on the trainers, experts and also on the MS commitment

Timelines: the design and implementation of the activities are time consuming timeliness and coverage are overall good.

Coverage: The target group should be broadened.

CEPOL's contribution to the achievement of the objectives as set out in the CEPOL Decision, included in the Stockholm Programme and included in the ISS

Overall, CEPOL is contributing to the achievements of the objectives. In addition, the new grant agreements system for the development of activities specifies within the assessment criteria that the objectives of the Stockholm programme, in particular the ISS shall be met.

Reach of adequate target audience/groups

The interviewee has previously explained that the target group shall focus on the function of the officers not on the ranking. For example, there are several officers that work on cross-border crime issues and that are not necessarily senior officers, however it is essential that the officers working in the field receive the training as well. Also there are certain differences between the ranking systems of the MS. Thus, the target group should be broadened looking at officers and also to civil servants and researches involved in the fight against international/cross-border crime.

Added value of providing training and other learning activities at EU level

The interviewee explained that, nowadays criminals do not have any borders neither they respect any borders, thus the countries more increasingly depend on the police cross border cooperation. In this context, training delivered by CEPOL is seen as a window of opportunity where the police officers are able to obtain and meet the different MS police systems. In addition, CEPOL allows the creation of informal networks between the participants and the exchange of best practices.

Finally, CEPOL provides the EU dimension and a common law enforcement culture.

Slovakia, Ladislav Mihalik Level of successfulness of implementation of CEPOL's activities. Main success factors and main obstacles.

- Training: The main obstacle for a successful activity is the lack of participants, which is due to the reputation of a certain course in the previous year. There is more cooperation needed with other EU bodies and an increase in financial resources for experts helpful for a good training session. Majority of courses have a high standard already.
- Exchange Programme: NA
- Research: NA
- Common curricula: NA

Main strengths and weaknesses of the activities developed and delivered by CEPOL

On average the quality is very high, but could be increased through more skilful experts. In regards to timeliness CEPOL manages activities very efficiently. What has to be changed is the late adoption of the budget for next year, which results in poor activities in the first months of the following year.

CEPOL's contribution to the achievement of the objectives set out in the CEPOL Decision, included in the Stockholm Programme and included in the ISS

NA

Reach of adequate target audience/groups

Most activities deal with real problems at strategic or operational level and anticipation is needed. Hence, CEPOL should continue to focus on senior police officers only as they are the ones who have the strategic oversight and power in their countries to actually change things. However, often the definition of senior is not very apparent and sometimes also middle officers could be allowed to take part, as long as they hold a Bachelors degree.

The process of nomination is not yet transparent enough and often Member States are confronted with the problem that senior officers do not have the language ability to participate. There should be a stricter process within Member States including English language tests.

Regarding the audience per activity it shouldn't exceed 25 participants.

Added value of providing training and other learning activities at EU level

The activities organised by CEPOL at EU level have a real added value for the development of cross border cooperation, best practice sharing etc. Especially for smaller countries such as Slovakia such as training offers opportunities that wouldn't be possibly without CEPOL.

In order to even improve the added value, subjects regarding the European dimension should be made mandatory at all European Police Colleges. Afterwards common curricula can be implemented effectively.

United Kingdom, Kurt Eyre Level of successfulness of implementation of CEPOL's activities. Main success factors and main obstacles.

Overall CEPOL implemented activities successfully. However there are ongoing risks, such as the duplication of topics within a short timeframe. In addition Mr Eyre demanded a better cooperation between CEPOL and other EU agencies such as Frontex in order to avoid duplication of courses on cross border topics. In regard to the ongoing Europol vs CEPOL debate: CEPOL should be careful not to develop courses that duplicate those of EUROPOL. Whether it would be more efficient to merge CEPOL and EUROPOL he doesn't know.

Main strengths and weaknesses of the activities developed and delivered by CEPOL

According to Mr Eyre, the main strength of CEPOL's activities are the good standard of experts, the quality of courses delivered, the increase in networking it achieved, and the strong belief that CEPOL's success can be increased.

On the other hand, there are problems with delivering the annual plan, due to Member State competition. Therefore, it should be made clearer early on who exactly is supposed to deliver the training. In order to decrease such tensions between Member States partnership projects can be implemented where one activity is implemented and organised by 2 Member States that have the relevant expertise.

CEPOL's contribution to the achievement of the objectives set out in the CEPOL Decision, included in the Stockholm Programme and included in the ISS

Reach of adequate target audience/groups

The cascading works really well and participants learn a lot. National curricula are there to support national needs and do not necessarily need any support or inputs from CEPOL participants. Regarding the target group of CEPOL activities, there is a high potential for experts as well. The scale of the audience is just about right.

Added value of providing training and other learning activities at EU level

The added value of CEPOL is that it provides a huge potential to enhance national expertise, and increases cooperation and operational awareness and efficiency. CEPOL therefore provides a real added value to cross border police cooperation in Europe.

#### 149. UTILITY AND IMPACT

Belgium, Alain Ruelle      Main impacts of CEPOL's training and other activities

To assess the impact is quite difficult as it heavily depends on the topic chosen and organiser of the activity. Impacts on colleagues could be increased. CEPOL courses are certainly cheaper than those organised in Belgium, hence cost efficiency is really good.

CEPOL's ability to adequately anticipate, identify and respond to new training / knowledge needs resulting from the EU policy framework and national policy changes. Main success factors and challenges when identifying and responding to new training needs

See above.

Extent to which CEPOL has been able to ensure synergies between the different learning activities it offers. Main success factors and obstacles encountered in ensuring synergies between its activities

In between the courses organised by CEPOL synergies do occur, in particular in cases where several courses built upon each other for example step 1, step 2 course etc.

CEPOL's contribution to increased law enforcement cooperation across the EU

Yes it does, however, whether it is a great contribution is questionable. Very difficult to measure the impact of training in general.

CEPOL's contribution to a better cooperation between Member States and relevant EU Agencies (e.g. Europol, Eurojust)

Only by raising awareness of participants about the existence of such Agencies.

Extent to which CEPOL has contributed to a more harmonised "European Approach" to the fight against crime, crime prevention and the maintenance of law and order and public security

Several good examples exist (also including Frontex and Eurojust etc), where best practice sharing and cross border cooperation has harmonised the way the police operates (even though on a very small scale). In some areas of law enforcement more than in others.

Bulgaria, Plamen Kolarski 150. Main impacts of CEPOL's training and other activities

The wider impacts of CEPOL's, for example improved cross-border cooperation, need to be considered. According to the interviewee, the knowledge gained through participation in CEPOL's activities contributes to improving the working environment. Personal contacts established help opening doors to cross-border cooperation.

As mentioned above, CEPOL's material has also an impact on national training practices. In Bulgaria, CEPOL's common curricula and training helped raising the standards of police training to the EU level.

Moreover. CEPOL's activities enhanced the knowledge of police authorities concerning EU Agencies.

Spain, Mr Eduardo Borobio Leon (NCP) on behalf of Jose Antonio Rodriguez Main impacts of CEPOL's training and other activities

The main impacts can be identified on the participants on the knowledge obtained by the exchange of best practices and also on the networking the participants develop during the courses.

The impact on other colleagues which did not attend the training is not tangible or evident; usually the participants have to provide a report describing the activities undertaken explaining which has been the added value for attending the course. This is a control measure so the participant describes the learning obtained.

Extent to which CEPOL has been able to ensure synergies between the different learning activities it offers. Main success factors and obstacles encountered in ensuring synergies between its activities

The interviewee explained that the activities are usually divided between categories and which they are related or linked. All the categories look for a balance and for complementarity. In addition, the EC also provides in this case its opinion. Thus overall, synergy between the activities is pursued as well as the added value that the activities will provide.

CEPOL's contribution to increased law enforcement cooperation across the EU

CEPOL has contributed to the law enforcement cooperation across the EU mainly by bringing participants together and the number of participants has also been increasing over the last periods. In addition, the number of users of the learning platforms has also increased.

CEPOL's contribution to a better cooperation between Member States and relevant EU Agencies (e.g. Europol, Eurojust)

CEPOL has been already contributing with the EU agencies such as Frontex and Europol. Also they are now developing a mapping exercise in order to identify the training delivered by MS and EU agencies and to be able to identify if there are any overlaps.

Extent to which CEPOL has contributed to a more harmonised "European Approach" to the fight against crime, crime prevention and the maintenance of law and order and public security

CEPOL has contributed by providing a European Dimension to the law enforcement training, also a common culture within the law enforcement training.

In addition, the CEPOL activities provide common opinions for common problems between the MS. The cooperation the activities develop is done at EU level which usually is more difficult to achieve, thus CEPOL has contributed to a great extent to develop a European Approach.

Finland, Kimmo Himberg      Main impacts of CEPOL's training and other activities

The strongest impact is the direct impact: improvement of the knowledge level of the participants themselves. Networking is useful, even on a personal level. Very useful impact is the mutual understanding.

CEPOL's ability to adequately anticipate, identify and respond to new training / knowledge needs resulting from the EU policy framework and national policy changes

Main success factors and challenges when identifying and responding to new training needs

Mr Himberg is not fully satisfied, because CEPOL is so strongly dependent on the proposals of the participating countries.

Extent to which CEPOL has been able to ensure synergies between the different learning activities it offers

Main success factors and obstacles encountered in ensuring synergies between its activities

There is no such synergy. Lack of relevance of research and weak research inputs from CEPOL network.

CEPOL's contribution to increased law enforcement cooperation across the EU

There is no doubt that CEPOL has already contributed a lot to a successful cooperation; by distributing knowledge and platform to make connexions and network.

CEPOL's contribution to a better cooperation between Member States and relevant EU Agencies (e.g. Europol, Eurojust)

It does not have a very strong role in this, if any. Europol itself has been more successful in building up cooperation with always enforcement authorities in Member States.

Extent to which CEPOL has contributed to a more harmonised "European Approach" to the fight against crime, crime prevention and the maintenance of law and order and public security

This far CEPOL has not been very well able to help Member State to take concrete steps to a harmonised approach. However, by distributing general knowledge and understanding it has contributed to several steps towards.

France, Mr Emile Pérez      Main impacts of CEPOL's training and other activities

The first main impact is on networking.

The impact on colleagues of participants who did not take part in the training is very low. There are 250,000 policemen and gendarmes in France, 90 seats are available for training per year. It would take too much time for all of them to participate. This is not about technical skills which can be cascaded. All the approach are tailored to a country, and small pieced only can be inspiring for others but a whole system cannot be transferred to another system. Not everybody needs to be expert in all the fields presented during the trainings.

CEPOL's ability to adequately anticipate, identify and respond to new training / knowledge needs resulting from the EU policy framework and national policy changes

It is important to ask the partners.

Main success factors and challenges when identifying and responding to new training needs

Involvement of the partners in CEPOL.

Extent to which CEPOL has been able to ensure synergies between the different learning activities it offers

Main success factors and obstacles encountered in ensuring synergies between its activities

If the offer is global and diversified, it enables to bring to each Member States a mean to answer to its needs, if the needs are well identified through consultations with partners.

CEPOL's contribution to increased law enforcement cooperation across the EU

The objective is to contribute to a better cooperation at the EU level in law enforcement. The small input of training is crucial, even if it is very small.

CEPOL's contribution to a better cooperation between Member States and relevant EU Agencies (e.g. Europol, Eurojust)

It does, when enabling Member States to meet and discuss with each other.

Extent to which CEPOL has contributed to a more harmonised "European Approach" to the fight against crime, crime prevention and the maintenance of law and order and public security

The training is obviously contributing but this is only a very limited portion of the overall cultural change which should happen.

Greece, KRIERIS Dimitrios 151. Main impacts of CEPOL's training and other activities

152. The interviewee believes that CEPOL's activities have a long term impact on cooperation between law enforcement authorities across the EU.

Hungary, Emese Horváczy Main impacts of CEPOL's training and other activities

Direct impact on participants (e.g. technical and managerial knowledge): yes. Mostly. Wider knowledge on the topics.

CEPOL's ability to adequately anticipate, identify and respond to new training / knowledge needs resulting from the EU policy framework and national policy changes

Main success factors and challenges when identifying and responding to new training needs

It is a challenge to find a good response in a reasonable time. The network can help to identify the training and knowledge needs.

CEPOL's contribution to increased law enforcement cooperation across the EU

Yes it has

CEPOL's contribution to a better cooperation between Member States and relevant EU Agencies (e.g. Europol, Eurojust)

Yes because they have seminar where Eurojust and Frontex are contributors.

Last exchange programme was different than before. Could exchange with Europol as well.

Extent to which CEPOL has contributed to a more harmonised "European Approach" to the fight against crime, crime prevention and the maintenance of law and order and public security

The most important is that CEPOL is common knowledge for participants of all Member States.

Italy, Rossana Farina (on behalf of General Giuliani)  
training and other activities

153. Main impacts of CEPOL's

154. The interviewee noticed a change of attitude not only in the participants but also in his/her working environment. There is more propensity to open up to cross-border cooperation.

Lithuania, TOMAS BIKMANAS Main impacts of CEPOL's training and other activities

Participants gain and deepen their knowledge and practical skills in the appropriate topic and establish useful contacts with colleagues abroad.

Established contacts give possibilities to improve and simplify cross border cooperation, crime prevention and investigation.

Participants share gained knowledge with their colleagues.

More effective cross border cooperation, fight against crimes.

CEPOL's ability to adequately anticipate, identify and respond to new training / knowledge needs resulting from the EU policy framework and national policy changes. Main success factors and challenges when identifying and responding to new training needs

CEPOL cooperates with Member States and European institutions and agencies, allowing to anticipate, identify and respond adequately to new training / knowledge needs.

The success of identifying and responding to new training needs lies within timely involvement of CEPOL in the development of EU policy frameworks. CEPOL must follow changes within the EU policy framework and keep in mind national policy changes, in order to direct its training activities in the most efficient direction possible.

Monitoring national policy changes may be challenging for CEPOL, because the availability of this information to CEPOL depends mainly on Member States. Therefore, CEPOL has to keep close relations with all Member States.

Extent to which CEPOL has been able to ensure synergies between the different learning activities it offers. Main success factors and obstacles encountered in ensuring synergies between its activities

Current CEPOL policy for organising training activities encourage those activities comprised of several steps, seeking to ensure continuity and better involvement of participants into training modules. So far, this initiative is relatively new and it is hard to evaluate whether Member States have implemented these sequenced trainings properly. For the purposes of successful implementation and delivery of such trainings, they have to be organised in close cooperation of the Member States organising individual steps of sequenced trainings. At the same time, coordination of interests and understanding of each Member State organising individual steps of sequenced training may be a challenge, requiring flexibility and enthusiasm of the Member States.

CEPOL's contribution to increased law enforcement cooperation across the EU

CEPOL contributes to law enforcement cooperation across the EU. During CEPOL activities established contacts help in cross border cooperation, fight against and prevention of crimes.

CEPOL's contribution to a better cooperation between Member States and relevant EU Agencies (e.g. Europol, Eurojust)

Study visits to Europol, OLAF and CEPOL Secretariat is a part of strengthening cooperation between Member States and EU bodies. Representatives from MS and relevant EU Agencies participate in CEPOL activities as participants, experts delivering presentations.

Extent to which CEPOL has contributed to a more harmonised "European Approach" to the fight against crime, crime prevention and the maintenance of law and order and public security

Training and other activities organised by CEPOL are designed to harmonise and enhance the fight against crime, crime prevention and the maintenance of law and order and public security. They believe, that this aim is successfully achieved, which contributed to a European approach in this area.

Moreover, CEPOL will be the main actor in the development and implementation of the European Law Enforcement Training Scheme, which will also provide for more efficient law enforcement cooperation at EU level.

The Netherlands, Mr van Baal                      Main impacts of CEPOL's training and other activities

The main impacts can be identified on the participants on the knowledge obtained, and also on the networking the participants develop during the courses.

Main success factors and challenges when identifying and responding to new training needs

The Annual Programme of activities is prepared two years in advance. So some space should be kept to respond adequately to new urgent learning needs.

The interviewee considers that the rapid response for training needs can be hindered by the system of grant agreements, which is currently used for organising CEPOL activities and was established in 2010. With this system Member States have to apply for grants in order to organise CEPOL activities and this takes a lot of preparation, effort and time. Taking into account that (except from some administrative courses) all CEPOL activities are organised and implemented by the MS's and that all expertise, experts, course organisers are delivered by the MS's, which also have their national planning and their national yearly budget systems, responding rapidly and adequately to new urgent learning needs will be hindered by this grant agreement system.

Extent to which CEPOL has been able to ensure synergies between the different learning activities it offers. Main success factors and obstacles encountered in ensuring synergies between its activities

The interviewee explained that within the WG's, under the old structure, common standards were developed for providing the CEPOL activities. These standards are maintained for implementation of all activities by the MS's.

The commitment of the MS's in providing training activities within CEPOL context is the main success factor.

CEPOL's contribution to increased law enforcement cooperation across the EU

CEPOL has contributed to the law enforcement cooperation across the EU mainly by enlarging the mutual trust / network establishment / increased knowledge on each other's systems and way of working.

CEPOL's contribution to a better cooperation between Member States and relevant EU Agencies (e.g. Europol, Eurojust)

CEPOL has contributed to a better cooperation between MS and EU Agencies especially EUROPOL is an important partner in activities of CEPOL and in the Common Curricula and Exchange Programme. This has for sure enlarged the knowledge on EUROPOL.

Extent to which CEPOL has contributed to a more harmonised "European Approach" to the fight against crime, crime prevention and the maintenance of law and order and public security

CEPOL has contributed to a more harmonised “European Approach, mainly by enlarging the mutual trust between the MS police forces, by establishing new network between the participants, also by increasing the knowledge on each other’s systems and way of working between MS. These points were also highlighted as the added value of CEPOL.

Romania, Radu Todoran      Extent to which CEPOL has been able to ensure synergies between the different learning activities it offers. Main success factors and obstacles encountered in ensuring synergies between its activities

A very good synergy between courses exists where necessary. CEPOL offers several courses in a step by step approach and therewith assures continuous learning.

CEPOL’s contribution to increased law enforcement cooperation across the EU

CEPOL certainly increased law enforcement cooperation across the EU. Romania now established a center for international cooperation and there is a measurable increase in cross border police cooperation due to the exchange program and training activities.

CEPOL’s contribution to a better cooperation between Member States and relevant EU Agencies (e.g. Europol, Eurojust)

Yes CEPOL heavily contributes to a better cooperation between both. Most of the activities involve aspects of EU agencies and increases awareness of the latter.

Extent to which CEPOL has contributed to a more harmonised “European Approach” to the fight against crime, crime prevention and the maintenance of law and order and public security

Considering the scope of CEPOL’s activities the contribution is certainly positive but does not reach enough people to really contribute to a European approach on a broader scale.

Sweden, Mr. Bo Åström      Main impacts of CEPOL’s training and other activities

Concerning the impact on colleagues of participants whom did not participate in the trainings, the interviewee considers there is nothing up to date, that can really assure that there would be an actual dissemination of the knowledge obtained (cascading plan). In this context. Sweden has proposed that within their system, the participant is provided with an “expectation plan” so that the expectations on the results of the training are set up since the beginning and at the end of the training the participant would then deliver the result of such expectations.

Main success factors and challenges when identifying and responding to new training needs

Member States commitment is essential for the success of the activities and the identification of training needs.

Extent to which CEPOL has been able to ensure synergies between the different learning activities it offers

Main success factors and obstacles encountered in ensuring synergies between its activities

Usually, the synergy of the activities is good but there could be a better synergy amongst the activities, for example to link or relate the similar topics of the training, this can always be improved.

Also, the interviewee explained that usually the Member State delivering the training is supported by two other MS, these shall follow up the activities and give them a continuance to ensure the synergy between the activities.

CEPOL's contribution to increased law enforcement cooperation across the EU

Yes, and it has been highlighted as the added value of CEPOL.

CEPOL's contribution to a better cooperation between Member States and relevant EU Agencies (e.g. Europol, Eurojust)

CEPOL does contribute with other EU Agencies such as Europol, they have constant cooperation. Europol is also invited to the GB meetings and they are considered as one of the main stakeholders.

Extent to which CEPOL has contributed to a more harmonised "European Approach" to the fight against crime, crime prevention and the maintenance of law and order and public security

As, previously explained, one of CEPOL's added values is that it provides the European Approach. Perhaps in the following years there would be a more harmonised approach and all systems will fight against the crime in a common way.

Slovakia, Ladislav Mihalik Main impacts of CEPOL's training and other activities

Slovakian participants get access to training and experiences they would otherwise never had. This has a positive impact on the personal development of participants but also on a wider scale impact on the development of the police in general.

Hence, there is a very good cascading process in place, where participants have to write reports that get published and are advised to communicate their crucial findings. The only problem is that Slovakia does not have the technical capability to cascade knowledge about forensics, IT etc.

CEPOL's ability to adequately anticipate, identify and respond to new training / knowledge needs resulting from the EU policy framework and national policy changes. Main success factors and challenges when identifying and responding to new training needs

NA

Extent to which CEPOL has been able to ensure synergies between the different learning activities it offers. Main success factors and obstacles encountered in ensuring synergies between its activities

NA

CEPOL's contribution to increased law enforcement cooperation across the EU

From a Slovakian perspective, CEPOL's contribution to law enforcement cooperation in the EU is tremendous. All bilateral police and training agreements are based on experiences and contacts made through CEPOL or Frontex.

CEPOL's contribution to a better cooperation between Member States and relevant EU Agencies (e.g. Europol, Eurojust)

Yes, CEPOL increases awareness and therewith cooperation.

Extent to which CEPOL has contributed to a more harmonised "European Approach" to the fight against crime, crime prevention and the maintenance of law and order and public security

Again in the case of Slovakia the contribution made by CEPOL was great as cross border joint teams have been established due to previous CEPOL cooperation.

United Kingdom, Kurt Eyre Main impacts of CEPOL's training and other activities

The activities have a great impact on participants and their colleagues due to successful cascading of the acquired knowledge.

Extent to which CEPOL has been able to ensure synergies between the different learning activities it offers. Main success factors and obstacles encountered in ensuring synergies between its activities

NA

CEPOL's contribution to a better cooperation between Member States and relevant EU Agencies (e.g. Europol, Eurojust)

NA

Extent to which CEPOL has contributed to a more harmonised "European Approach" to the fight against crime, crime prevention and the maintenance of law and order and public security

Less a European Approach but certainly to an expanding network and cross border cooperation and best practice exchange.

#### 155. RELEVANCE

Belgium, Alain Ruelle            The main training needs in the law enforcement area in the respective country

Depending on the function and rank of our Police Officer. Nevertheless, nearly all Belgian Police Officers should have a basic knowledge of the instruments of international police cooperation e.g. SIS, Prüm, Schengen, Europol, Eurojust, Frontex, Interpol . Taking that into consideration, Belgium developed a handbook on international police cooperation that is supposed to be the reference for trainers giving such courses.

Then, according to their function and level of responsibilities, Police Officers should deepen their knowledge on specific fields: synthetic drugs, road safety, community policing, police interviews, public order and crowd management, ...

Given that new priorities emerge from both national and EU level, CEPOL should be flexible enough to integrate new topics in its Annual Work Programme. The principle of reserve list activities is therefore an appropriated approach because it allows a better planning and thus better budgeting of the offer.

The extent to what CEPOL addresses such needs

To what extent are the different types of training activities delivered by CEPOL (for example courses, seminars, e-learning, exchanges, etc) appropriate and adequate to the needs of the law enforcement area?

Globally speaking, CEPOL does address our main challenges, which is quite logical since CEPOL Annual Work Programme is supposed to be a balanced mix of EU, stakeholders and Member States priorities. However, as the national police colleges do manage the implementation of all CEPOL products, it is not automatically true that even if a topic is a priority for a MS that the practical approach by the organising institute will be in line with the MS's expectations.

The extent to how complementary CEPOL's training activities are to national training policy / curricula

By nature, CEPOL activities are more or less complementary to what Belgium organises at national level.

The perspective chosen by the organising college and the EU dimension of all CEPOL activities guarantee an orientation never covered in national trainings.

The way training needs are identified at national level and the process involved communicating the latter to CEPOL, and the way CEPOL assesses such needs regarding their relevance for activities.

- a) Cfr. Supra. Point 5.
- b) Each year CEPOL secretariat send out a questionnaire to all Member States asking for their priorities and new topics that they would like to be included in the Annual Work Programme.
- c) So far the Secretariat (Director) proposes the Governing Board with a draft Annual Work Programme that includes both national priorities and EU priorities. It is then up to the Governing Board to agree on the proposal but practically speaking very few changes are made.

The extent to which CEPOL responds on time to new / changed training and knowledge needs by adapting its training offer over the last years

CEPOL has proven its capacity to integrate quickly new training needs e.g. the development of Sirene operators courses or the Kynopol seminar. Nevertheless, the adjunction of new activities to the Annual Work Programme is clearly depending on the available budget.

The relevant future training needs and whether they would be best addressed at national level or by CEPOL

1. In its current form, the CEPOL's Annual Work Programme covers the most important needs: most of the topics are so generic that they may integrate most of new challenges e.g. Fighting against drugs could have as subtitle dismantling synthetic drugs laboratories. As a disadvantage, such generic denominations make sometimes difficult to anticipate the content of an activity since you do not have received the detailed programme.

Finland, Peter Sund The main training needs in the law enforcement area in the respective country

- Fight against cross-border crime
- Multi-cultural approach to policing
- Modernisation of Police
- Lean Management

The extent to what CEPOL addresses such needs and the appropriateness of the different types of training activities delivered by CEPOL (for example courses, seminars, e-learning, exchanges, etc) regarding the needs of the law enforcement area

Fight against cross-border crime; CEPOL cannot, at current state, fulfil all the needs (considering the mandate). Additionally, CEPOL should not try to address those needs, which are solely focused on national level. A more clear definition on the responsibilities and division of labour of CEPOL and MS need to be developed. This study will hopefully serve this need.

Quite well concerning cross-border issues. There is a clear added value in organising a certain part of the overall police and law enforcement training at EU level. However this really should serve a need and always be able to provide added value.

The way training needs are identified at national level and the process involved communicating the latter to CEPOL, and the way CEPOL assesses such needs regarding their relevance for activities.

Training needs are identified by the teaching staff of the College in cooperation with operational level of practitioners and partly by different surveys.

NCP-Finland communicates some of the needs in appropriate forums of CEPOL (not standardised procedure).

The extent to which CEPOL responds on time to new / changed training and knowledge needs by adapting its training offer over the last years

Not well at all. An improvement has been noted this year (concerning 2012) but it is still not very professional development. The work of the annual program committee has not proven to be the most effective and proficient way of working. (Reference also to the question 12).

The relevant future training needs and whether they would be best addressed at national level or by CEPOL

First of all, the training needs should not be identified by studies or surveys, but by identifying relevant (more broad) issues from Europol OCTA/SOCTA, EU Policy Cycle, Frontex Threat Assessment and also from relevant strategic EEAS documents (externalising JHA activities). Additionally some emphasis should be put on other possible sources of information relating to, but not necessarily concerning serious/organised crime, having a cross border dimension of crime.

2. These training need should definitely be addressed on EU level (MS have already contributed in forming all documents mentioned above.

France The main training needs in the law enforcement area in the respective country

Les formations sont adaptées en fonction des objectifs gouvernementaux tenant compte des évolutions de la criminalité et de la délinquance au sein de la société.

The extent to what CEPOL addresses such needs and the appropriateness of the different types of training activities delivered by CEPOL (for example courses, seminars, e-learning, exchanges, etc) regarding the needs of the law enforcement area

Le CEPOL doit répondre aux besoins des Etats membres : ceux-ci sont en particulier définis par la gouvernance de l'agence (Comité annuel des programmes – Annual Programme Committee (APC)), dans le programme annuel des activités.

Dans le cadre de l'évolution de la gouvernance du CEPOL, notamment de la suppression de l'APC (1er janvier 2012), le réseau a identifié le risque d'une moindre prise en compte de ses besoins.

A travers le programme annuel, le CEPOL répond aux attentes et besoins des Etats membres en termes de formations de leurs forces de police. Par ailleurs, les activités du CEPOL permettent de parfaire la connaissance mutuelle des personnels en charge de la sécurité intérieure dans l'espace européen.

L'évolution de la gouvernance peut laisser entrevoir une inadéquation entre la formation dispensée par l'agence et les besoins des Etats membres.

The extent to how complementary CEPOL's training activities are to national training policy / curricula

Les activités de formations du CEPOL sont complémentaires car elles traitent de phénomènes de criminalité transfrontaliers qui impactent directement les Etats membres en leur sein.

Par ailleurs, ces activités enrichissent la formation délivrée au niveau national par l'échange d'expérience et des meilleures pratiques, mais également par l'approche européenne des thèmes de formation.

Elles permettent enfin aux personnels de mieux se positionner dans l'espace européen et de développer leurs compétences linguistiques.

The way training needs are identified at national level and the process involved communicating the latter to CEPOL, and the way CEPOL assesses such needs regarding their relevance for activities.

Les besoins de formation sont définis au niveau central, niveau ministériel, en fonction des priorités nationales en matière de sécurité intérieure.

Ils sont communiqués au CEPOL par le biais des points de contacts nationaux au travers des outils de la gouvernance (Conseil d'administration, comités, groupes de travail).

Il n'existe pas de processus d'évaluation stricto sensu au sein du CEPOL. En revanche, un processus de travail en réseau au sein de la gouvernance du CEPOL lui permet d'inclure ces besoins dans l'offre de formation.

The extent to which CEPOL responds on time to new / changed training and knowledge needs by adapting its training offer over the last years

Les activités proposées dans le programme annuel répondent aux attentes des Etats membres qui en sont les initiateurs. D'une façon générale, la mise en œuvre des formations s'opère l'année suivant leur adoption (année N+1). Cependant, une mise en œuvre plus rapide par le réseau est possible en réponse à certains besoins spécifiques.

The relevant future training needs and whether they would be best addressed at national level or by CEPOL

Celles qui correspondent aux priorités et besoins exprimés par les Etats membres et qui doivent être prises en compte par la gouvernance du CEPOL.

3. Ces activités de formation, définies selon les besoins des Etats au sein de la gouvernance du CEPOL, doivent être initiées par le CEPOL pour une mise en œuvre par les Etats membres.

Germany, Dr. Matthias Klingner The main training needs in the law enforcement area in the respective country

Das Lehrgangsangebot in DEU wird jährlich an den Bedarf der Polizeien des Bundes und der Länder, welcher sich u.a. an der Kriminalitätslage sowie an politischen Schwerpunktsetzungen orientiert, angepasst. Fortbildungsbedarf besteht besonders in neuen, sich dynamisch entwickelnden kriminalpolizeilichen Bereichen, z.B. im Themenfeld Cybercrime.

Weitere exemplarische Ausführungen für die Bundespolizei: Der Fortbildungsbedarf bei der Bundespolizei ergibt sich aus deren gesetzlichen Aufgaben. Der Schwerpunkt liegt im Bereich der grenz- und bahnpolizeilichen Aufgabenwahrnehmung sowie der Luftsicherheit. Flächendeckend werden die polizeilichen Grundbefähigungen (Situationstraining, Schießfortbildung, Dienstsport) im Polizeitraining regelmäßig trainiert. Zudem nimmt die Vorbereitung für Auslandsverwendungen eine prioritäre Stellung in der Fortbildung ein.

The extent to what CEPOL addresses such needs and the appropriateness of the different types of training activities delivered by CEPOL (for example courses, seminars, e-learning, exchanges, etc) regarding the needs of the law enforcement area

Die durch CEPOL angebotenen Lehrgänge und Austauschprogramme dienen in erster Linie der Vermittlung von spezifischem Wissen für den Bereich der internationalen Zusammenarbeit. Daneben dienen sie auch dem internationalen Erfahrungsaustausch sowie dem Abgleich von best practices. Weiterhin werden dadurch europaweit einheitlich Ausbildungsinhalte über Multiplikatoren an die polizeilichen Fachdienststellen und Aus- und Fortbildungseinrichtungen vermittelt. Es wird weiterhin auf die Antwort zur Frage 21 verwiesen.

The extent to how complementary CEPOL's training activities are to national training policy / curricula

CEPOL-Veranstaltungen ergänzen nationale Aus- und Fortbildungsmaßnahmen auf internationaler Ebene (siehe Antworten 8 und 21). Das Fortbildungsangebot von CEPOL ergänzt insbesondere die Führungskräftefortbildung der Deutschen Hochschule der Polizei (DHPol). Es wird weiterhin auf die Antwort zur Frage 21 verwiesen.

The way training needs are identified at national level and the process involved communicating the latter to CEPOL, and the way CEPOL assesses such needs regarding their relevance for activities.

Zu Satz 1 der Frage wird auf die Antwort zu Frage 7 verwiesen.

Im Übrigen richtet sich die Frage in erster Linie an die DHPol als nationale Koordinierungsstelle von CEPOL (siehe oben die Vorbemerkung auf S. 2). Die DHPol führt als nationale Verbindungsstelle die direkte Kommunikation mit CEPOL. Durch sie wird das Jahresprogramm (über die nationalen Polizeiakademien) an die Bedarfsträger gesteuert.

The extent to which CEPOL responds on time to new / changed training and knowledge needs by adapting its training offer over the last years

CEPOL hat sich im Laufe der vergangenen Jahre immer wieder mit wichtigen aktuellen polizeilichen Entwicklungen befasst und diese in guten Lehrveranstaltungen und Informationsangeboten behandelt.

The relevant future training needs and whether they would be best addressed at national level or by CEPOL

CEPOL wird auch zukünftig nur einen kleinen Teil der notwendigen (Führungskräfte-)Fortbildung abdecken können, während diese hauptsächlich in den MS erbracht wird. Daher ist es wichtig, dieses ergänzende Angebote von CEPOL so zu gestalten, dass es bei der nationalen Aus- und Fortbildung in den MS genutzt werden kann (z.B. mit Common Curricula, beispielgebenden Checklisten, Verfahrensanweisungen etc.). Weiterhin sollte das CEPOL-Angebot auch auf Multiplikatoren ausgerichtet werden.

4. Es wird auch auf die derzeit stattfindende Arbeit zur Ausgestaltung des European Law Enforcement Training Scheme verwiesen, wo ebenfalls untersucht wird, wo welche Ausbildungsangebote am effizientesten erbracht werden sollen (EU-Ebene und/oder nationaler Ebene?).

Greece The main training needs in the law enforcement area in the respective country

The training needs in the CEPOL environment for 2012, regarding Greece, have been identified following the Decision of the Greek Police HQ and include the following activities/thematic areas: Counter-Terrorism, Public Order and Crowd Management, Train the Trainers. For these activities, applications for grants have been submitted to the CEPOL Secretariat.

The extent to what CEPOL addresses such needs and the appropriateness of the different types of training activities delivered by CEPOL (for example courses, seminars, e-learning, exchanges, etc) regarding the needs of the law enforcement area

CEPOL is offering a variety of training products in order to address these needs. Therefore, it is possible to address in an efficient way the various training needs. Seminars and Courses are the main core of its activities, and their efficiency is expected to rise even more in 2012, with the implementation of multi – module activities.

The extent to how complementary CEPOL's training activities are to national training policy / curricula

CEPOL's training activities have mainly a different focus than the national activities, aiming at the exchange of knowledge, good practises, and the creation of working networks among professionals from different Member – States. Especially in this area, they have an added value to the national training system, widening its scope and providing unique learning opportunities to Greek officers.

The way training needs are identified at national level and the process involved communicating the latter to CEPOL, and the way CEPOL assesses such needs regarding their relevance for activities.

Every year, a specific procedure is followed in order to identify training needs at a national level. CEPOL is issuing and disseminating a relevant questionnaire. This document is being translated and disseminated to the Training Division of the Police HQ, which in turn disseminates this questionnaire to all Divisions of the Police HQ as well as other competent services. As a next step, the Divisions and services are asked to express their training needs, which are being collected by the Training Division, and following the decision of the Chief of the Hellenic Police, these priorities are communicated to the CEPOL Unit and submitted via this channel to the CEPOL Secretariat.

The extent to which CEPOL responds on time to new / changed training and knowledge needs by adapting its training offer over the last years

CEPOL has been, over the past years, following the developments in the field of Training and Learning on a European Level, trying at the same time to adapt to emerging needs. Therefore, various training programmes and schemes have been implemented under CEPOL's training umbrella (the Euromed Project, AGIS exchange programme, TOPSPOC Courses). Additionally, CEPOL is making wide use of modern methods and technologies in learning, such as the use of the e-net and the Online Learning Management System. The above mentioned have been underlined by the fact that most CEPOL activities were in line with the adopted Stockholm Programme.

The relevant future training needs and whether they would be best addressed at national level or by CEPOL

In a rapidly evolving European Environment regarding security and training, CEPOL should address the growing needs of understanding and taking part in cross border activities, regarding the fight against crime. Therefore, a wider audience should be reached in order to achieve this goal. This process should be initiated on a first level, by offering a basic training regarding European Police Cooperation (EU agencies as Europol, Frontex, CEPOL etc and other organisations, strategic documents etc) on a national level. This training should be completed by CEPOL with specific knowledge on areas of organised cross-border crime as well as the enhancement of networking and cooperation.

Poland, Piotr Podsiadło      The main training needs in the law enforcement area in the respective country

Generally, our training needs refer to the same priorities, which are mentioned at the EU level, especially within the provisions of the Stockholm Programme and Internal Security Strategy. They focus on serious and organised crime, combating terrorism, trafficking in human beings, combating drug related and high tech crime, etc.

The extent to what CEPOL addresses such needs and the appropriateness of the different types of training activities delivered by CEPOL (for example courses, seminars, e-learning, exchanges, etc) regarding the needs of the law enforcement area

Within the Polish Police there is a need to raise the number of courses in the field of trafficking in human beings, drug - related crime, organised crime and cybercrime (high tech crime), with particular reference to financial crime. Moreover, strengthening of training in the area of language courses is also necessary (in particular, in the aspects of international cooperation). It refers mainly to traditional courses, although learning by means of new IT technologies (e.g. e-learning modules, teleconferences etc.) might be also expanded.

The extent to how complementary CEPOL's training activities are to national training policy / curricula

Training activities implemented under auspices of CEPOL significantly complement the national police training system, taking especially into account international cooperation (including acquiring language skills) and the training activities focusing on trans-European crime, where European dimension is significantly visible.

The way training needs are identified at national level and the process involved communicating the latter to CEPOL, and the way CEPOL assesses such needs regarding their relevance for activities.

Training needs within the Polish Police are identified on a regular basis by the Bureau of Staff and Training in cooperation with the Bureau of International Police Cooperation (level of National Police Headquarters). In the consultation procedures also the other police training units (Police Academy in Szczytno and the rest of police colleges) are involved. On the request of CEPOL, available data are provided every year to the CEPOL Secretariat through the national channel (CEPOL National Contact Point for Poland). It happens at least twice a year, when preparatory works related to the CEPOL annual work programme start. CEPOL tries to identify all the training needs arising at the national level, according to changes of national policies and practices of the Member States, and it is undertaken in a balanced manner (it is always a kind of a compromise). It is not possible, of course, to satisfy all the needs of the EU Members States at the same time, as they may be quite diversified. In general terms, CEPOL supported by the Governing Board, through the CEPOL National Contact Points, is able to identify the relevant needs of the Member States, being systematically provided with complementary information. Furthermore, some flexibility is also necessary in order to meet training expectations of European stakeholders.

The extent to which CEPOL responds on time to new / changed training and knowledge needs by adapting its training offer over the last years

□ The objectives and tasks of CEPOL are rather adequate to the needs of the EU Member States and European stakeholders. Decision on the work programme is taken on the annual basis. However, if there are some new issues raised by the Council, the EU Commission, Europol, COSI etc., there is always a possibility to modify the annual work programme and to cover the new scope by the reserve list. In our opinion it seems to be a good solution.

The relevant future training needs and whether they would be best addressed at national level or by CEPOL

o As for the future needs, the following issues should be particularly taken into consideration: drug-related crime, trafficking in human beings, corruption, organised crime, with particular reference to financial crime, high tech and cybercrime. They are crucial from the EU perspective as well as from the national level of Poland.

Romania, Todoran Radu      The main training needs in the law enforcement area in the respective country

The main training needs identified are in the following areas:

- Fighting against organized crime (fighting against terrorism, fighting against trafficking in human beings, fighting against drug trafficking, cybercrime and money counterfeiting);
- Economical crimes (smuggling of goods, copyrights and intellectual property and money laundering);
- Corruption and public procurement;
- Serious crime investigations;
- Criminal proceedings;
- Firearms and ammunition;
- Surveillance and protection of detainees;
- Training for emergency call-centre representatives;
- Public safety and order (for urban and rural areas);
- Training of traffic police;
- Intelligence analysis;
- Crime prevention;
- Operational surveillance;
- Foreign languages.

The extent to what CEPOL addresses such needs and the appropriateness of the different types of training activities delivered by CEPOL (for example courses, seminars, e-learning, exchanges, etc) regarding the needs of the law enforcement area

In our view, CEPOL addresses to a large extent our needs. In the CEPOL Calendar for 2011, there were established courses according to our training needs, and we participated with police officers in many courses (for ex: “Northeast Europe Organised Crime Organisations”, “Counter Terrorism Strategic Course”, „Money Laundering and Asset Recovery - Bringing investigators, experts and prosecutors together to trace and freeze proceeds of crime”, “Urban Violence”, "Public Order and Crisis Management - Train the Trainers", "English for English Language Trainers”).

Moreover, due to the high interest of the Romanian Police for „Organised crime” we have organized in Romania the CEPOL course 19/2011 “Southeast Europe organized Crime Organisations – OCTA Related”.

The extent to how complementary CEPOL's training activities are to national training policy / curricula

CEPOL's training activities are complementary to national training curricula to a large extent.

At the national level we have included in the training curricula almost all the topics covered by CEPOL but we need the European approach of these topics. In this sense, CEPOL offers a common approach of senior police officers training at European level and introduces best methods and practices of the European Union police forces.

In addition, in those Member States where criminality is more pronounced, there are areas of activity. Therefore, approach in this areas leads to a better understanding of these issues and increases the role of preventive measures taken in this field.

The way training needs are identified at national level and the process involved communicating the latter to CEPOL, and the way CEPOL assesses such needs regarding their relevance for activities.

The training needs are determined after analyzing the conduct of current activities, the duties and tasks, the results of periodic inspections as well as data provided by the annual service assessments.

Training needs and their components are established annually by specialized training departments. They develop training needs diagnosis, after consulting with heads / commanders with responsibilities in the field.

Individual staff training needs are determined by the heads directly. On this basis, every unit is developing a training plan for staff.

General Directorate of Human Resources Management, being a CEPOL partner, is communicating, to CEPOL Secretariat what topics are considered as training needs and also indicates which training activities could be organised in Romania under the CEPOL umbrella. All the MS, considering as a training need a particular topic, can bring into discussion a training activity and implement it in the CEPOL calendar.

All the proposals (which must follow CEPOL procedure – must contain a course curriculum, clear objectives and target group) are analyzed by the experts at the level of CEPOL structures (working groups and committees) and brought forward for approval to the Governing Board. After approval the respective activities are included in the CEPOL Annual Programme and implemented in the training institutions belonging to the Member States.

WGs and PGs prepare suggestions and reports (supported by Sub-groups, where necessary) – Committees discuss and assess these suggestions/reports and pass them on to the Governing Board, when there is a need to establish CEPOL policies or issue publications.

The extent to which CEPOL responds on time to new / changed training and knowledge needs by adapting its training offer over the last years

Over the last years CEPOL responded very well to new training needs by adapting its training offer.

Many topics were analyzed and included into the CEPOL Calendar (e.g. : “High Tech and Cybercrime”, „Organised Crime and European Road Haulage”, „Social Media and Policing”, „Crimes against Cultural heritage” and „Trafficking in Stolen Artworks”).

The relevant future training needs and whether they would be best addressed at national level or by CEPOL

In the near future the Romanian police officers need to participate in Schengen-related and international police cooperation training activities, but at the same time they should improve their competencies in their specific field of police work. It is very important to take into consideration the training of fighting against organized crime, public order and traffic police units, crime investigation units, firearms, explosives and dangerous substances units and of emergency call-centre units.

5. We consider that the training process will be best organized at international level (CEPOL/Europol), to benefit from the European approach in this field, or at least it would be very important for us to bring at national level expertise from outside and learn from other Member States experience.

Sweden, Bo Åström The main training needs in the law enforcement area in the respective country

The Swedish training needs for police officers are very well reflected in the annual training and education plans for basic police training and education program as well as the further training program such as:

- Leadership and management issues;
- Intelligence led policing;
- Police tactics, including crowd control at major public events;
- Handling of conflicts and communication skills;
- Investigative techniques;
- Environmental crimes;
- Drugs;
- Handling of informants;

- Investigation of fraud and CIT-crimes;
- International police cooperation.

The extent to what CEPOL addresses such needs and the appropriateness of the different types of training activities delivered by CEPOL (for example courses, seminars, e-learning, exchanges, etc) regarding the needs of the law enforcement area

The CEPOL annual working program covers the vast majority of important law enforcement areas, e.g.

- Community policing;
- Counter terrorism, terrorism & extremism;
- Economic, financial and environmental crime;
- Illicit trafficking of goods;
- Organised crime – regional;
- Public order;
- Prevention of crime;
- Police cooperation within EU;
- Police cooperation with third countries;
- Police systems and instruments within EU;
- Strategic management and leadership;
- Violation of Human Rights;
- Language development;
- Learning and Training.

The extent to how complementary CEPOL's training activities are to national training policy / curricula

Based on the principals of subsidiary and proportionality all training on EU level should have an added value and a European dimension in comparison with programs provided on national level. CEPOL contributes by creating forum for national experts to gather together sharing experience and best practices through either traditional methods (courses, seminars) or by the exchange program within areas reflected in the work program.

The way training needs are identified at national level and the process involved communicating the latter to CEPOL, and the way CEPOL assesses such needs regarding their relevance for activities.

The training needs are defined on the central level by the Swedish National Police Board taking into account instructions from the Government, the needs are compiled and handed over to the Human Resource Department who will order the implementation from the National Police Academy, the Police Programs at the aforementioned universities or by an external actor.

The extent to which CEPOL responds on time to new / changed training and knowledge needs by adapting its training offer over the last years

First of all the planning process of activities within CEPOL is slow and the pace has not been speeded-up with the new system pertaining to Grants. It goes without saying, that the process hampers response time to new merging phenomena, which should be addressed by training activities on EU level. Another issue of importance is the limitation following the CEPOL mandate in the Council Decision 2005/681/JHA, where the main target group for CEPOL activities is “senior police officers”. Very often the needs for training are on other levels, e.g. practitioners. The current situation will probably be addressed in the Commission’s Communication on the European Law Enforcement Training Scheme (envisaged to be launched during Q 2 2012).

The relevant future training needs and whether they would be best addressed at national level or by CEPOL

The priority areas for policing are well defined in the ISS, Council’s Policy Cycle and the Stockholm program. The main responsibility of providing training within these areas is in the hand of the Member States. Considering CEPOL as the training provider needs a comprehensive and coherent assessment on the added value and the European Dimension. Complementary activities delivered by CEPOL are dependent on the standards of training programs within the Member States. In this context it is of paramount importance to establish minimum standards on national level. Today there are huge differences.

## 156. EFFICIENCY

Belgium, Alain Ruelle      A comparison whether the costs associated with CEPOL's training activities are higher than the costs of delivery of national training activities, their substantial difference, and cost-effectiveness.

- Courses, Seminars and Conferences

- Due to the fact that the Belgian Police does not have hosting capacities anymore, our residential training takes place in hotel facilities as well. So there is no major cost difference between a one week "pure Belgian" course and an even long lasting CEPOL activity (per participants, CEPOL courses are even cheaper!).

- Since each Member States may appoint between 1 and 3 participants to CEPOL courses, the impact is quite limited for the sending organisation. Nonetheless, a properly implemented cascading plan is a good way to overcome this. As an example, some Belgian participants organise "information session" once back and the average attendance is about 25 persons. In this case, the multiplying effect is really effective and the cost efficiency of the CEPOL activity very high.

- Common Curricula

- Common Curricula should be one of the most cost efficient products. Unfortunately, their implantation at national level i.e. within the senior officers training programmes is rather limited.

- Exchange programme

- There is no structural exchange programme for (Senior) Police Officers in Belgium. The CEPOL EPEP is therefore a real opportunity and its cost efficiency good.

- Again, only a qualitative cascading plan may ensure an effective multiplying effect.

The degree of efficiency in terms of organisation and delivery of the following activities delivered by CEPOL

- Courses, Seminars and Conferences

- Those activities are supposed to be planned about 6 months in advance (CEPOL regulations). This timing is crucial not only for obvious quality reasons (course design, speakers, appointment of participants,...) but also from an administrative point of view (national legal delay for tenders, local transportation,...).

- According to the EU regulations, all activities have to be implemented within the agreed budget (Grant Agreement). The budget and possible budget restrictions have an impact on the quality of deliveries (preparatory meetings, key note speakers, ...).

- Postponement or worse cancellation of activities is of course regrettable: it has a dramatic impact on the yearly budget implantation and on the CEPOL image.

- Common Curricula

- The long delay in developing/adapting/updating Common Curricula explains largely the limited use made of this product in the Member States and consequently their poor efficiency.

- Exchange Programme

- Efficiency : matching procedure and the general principle ruling the programme i.e. the length and bilateral principle. Those two last elements should be based on the needs and expectations of the participants and depending on the topic instead of being artificially defined.

- Other activities, please elaborate : E-learning

- The newly developed e-learning modules are supposed to broaden the target audience but also to reinforce the impact of the other activities of the same topic.

The degree to what CEPOL's governance structure and division of powers hamper or favour CEPOL's ability to execute and deliver its activities

- The role of the Director

- As stated in the council decision, the Director is responsible for the day to day administration of CEPOL's work and has to support the work of the Governing Board, among other things the implementation of the work programme and of the budget.

- Despite those important responsibilities, it should be clear that the decision power lays in the GB's hands and in GB's hands only. Any confusion of the roles might lead to misunderstanding, frustration and consequently to a decrease of CEPOL's products quality.

- The role of the Governing Board

- As only decision making body, the Governing Board does not execute its own decisions. It is up to CEPOL Secretariat, to the working groups and to the network i.e. Member States to execute and deliver activities.

- The role of the Working Groups
  - As circles of experts, working groups are thus necessary to execute GB decisions or strategy in due time. Their number, remit and duties (WG are subordinated to the GB and not the opposite) need to be considered in order to guarantee (cost) efficiency.
- The role of Committees
  - NA
- The role of CEPOL national actors (NCPs, coordinators, etc.)
  - Because of the network structure, NCP not as individuals but as a group of persons (NCP, e-net managers, CC coordinators, R&S correspondents,...) are a key element in the CEPOL business : running of activities, development of the network, promotion of good practices, diffusion of information.
  - Even if it is a national responsibility, it would be more effective to have those persons centralised in one unit instead of the split situation that exists in some Member States.

The main strengths and weaknesses concerning the cooperation between CEPOL and the authorities in the Member State, and possibilities for improvement

The main weakness is certainly the fact that international training is not felt as the priority.

CEPOL's amount of adequate staff, in terms of competences, in order to manage and implement the foreseen activities

Correctly speaking, CEPOL secretariat does not implement activities. It supports the implementation of activities by the MS.

6. About the competences of the staff, it is up to the CEPOL Secretariat management to select its own personnel according to the missions of the Agency and to the needed expertise.

Finland, Peter Sund CEPOL's success in reaching the appropriate/relevant target audiences in the Member State, and the possible need to extent the wider target audience

- The target audiences have been reached very satisfactorily

- There is a clear need to broaden the scope to

All law enforcement agencies in the EU (depending on the functions and not the name of the organisation; i.e. crime prevention, crime intelligence, criminal investigations, public order, emergency response) as many of the practitioners and professionals work in different authorities (police, gendarmerie, customs, border guard, prosecution etc.)

From senior officers to expert level professionals. It is out-dated to consider public security institutions solely as descendants of military organisations and therefore restricted by different ranks. The main goal should be on providing training to national experts on EU level.

The level to which the knowledge gained through the participation in CEPOL's activities was conveyed to third parties (e.g. other staff) who did not participate in such activities

- To a certain extent. As described in question 19, the idea of only senior officers disseminating and implementing new knowledge (top-down approach) is absolutely out-dated. Key personnel (including top-down, bottom-up and horizontal approaches) are potentially much better able in advancing the newly gained knowledge.

The added value of CEPOL, compared to other (EU or national) forms of training and learning activities for law enforcement authorities

- Bringing personnel from MS together to learn, share and educate one another
- Serving as a umbrella of all EU level law enforcement training (coordinating role) in the future
- Maintaining close cooperating network between MS training institutions

7. - Supplementing or adding to the training and education given by and in the MS (incremental learning)

France A comparison whether the costs associated with CEPOL's training activities are higher than the costs of delivery of national training activities, their substantial difference, and cost-effectiveness.

Globalement, les activités du CEPOL sont efficaces. En effet, une large part de leur coût réel (masse salariale et coût de fonctionnement, etc.) est supportée par les instituts nationaux, véritables organisateurs de l'activité du CEPOL.

De plus, les Etats membres prennent en charge les frais de déplacements jusqu'au lieu de la formation.

The degree of efficiency in terms of organisation and delivery of the following activities delivered by CEPOL

- Courses and Seminars: les Etats membres font preuve d'une grande capacité d'adaptation et de réactivité pour la mise en œuvre des formations. Ces activités permettent d'assurer un échange de bonnes pratiques et de connaissances entre les participants, gage d'efficacité au niveau européen.
- Conferences : idem

- Common Curricula: actuellement leur efficacité n'est pas quantifiable et tous les Etats n'en expriment pas le besoin face à des productions nationales existantes (coût de traduction, délais de production et de mise à jour).
- Exchange Programmes : ils sont utiles et nécessaires pour assurer des échanges directs et de terrain. Au demeurant, les délais impartis pour y prendre part demanderaient à être rallongés.
- Research : la recherche gagnerait en efficacité avec un budget alloué supérieur.

The degree to what CEPOL's governance structure and division of powers hamper or favour CEPOL's ability to execute and deliver its activities

- The role of the Director : il doit assurer un rôle de contrôle et de coordination afin de s'assurer de la bonne marche du CEPOL.
- The role of the Governing Board : Il a notamment pour fonction d'adopter le programme annuel. Son rôle doit se fonder sur la prise en compte des travaux préparatoires des groupes de travail ou comités.
- The role of the Working Groups : les groupes de travail, composés des représentants des Etats membres, sont l'un des éléments moteur dans la productivité et l'orientation de l'activité de l'agence, basant leur action sur les besoins, l'expérience et la connaissance de ses membres.
- The role of Committees : A l'image des groupes de travail, ils permettaient de préparer de façon cohérente l'action entreprise au sein du CEPOL après validation par le Conseil d'administration. Par ailleurs, c'est à l'intérieur des Comités que l'on pouvait allier les besoins des Etats et les formations mises en œuvre. Supprimés en 2011, ils participaient à la concertation et à l'écoute des besoins des Etats membres.
- The role of CEPOL national actors (NCPs, coordinators, etc.) : Le rôle de coordination des points de contact nationaux est fondamental. Au demeurant, l'évolution de la structure du CEPOL implique de définir clairement leur rôle et leur composition, sans oublier que leurs coûts de fonctionnement incomberont toujours aux Etats.
- The way CEPOL's functioning structure contributes to the development of synergies and cooperation between the Agency and the authorities in the Member State
- L'évolution actuelle de la structure de gouvernance du CEPOL (disparition des comités, etc.) tend à diminuer la synergie existant jusque-là entre l'agence et les Etats membres.

The main strengths and weaknesses concerning the cooperation between CEPOL and the authorities in the Member State, and possibilities for improvement

L'organisation du CEPOL permettait d'assurer une bonne adéquation entre les besoins des Etats et les actions entreprises. La perte du fonctionnement en réseau de l'agence et la diminution du nombre de rencontres entre les représentants des Etats risqueraient d'affaiblir l'efficacité de cette agence. Les Etats doivent rester de véritables acteurs et partenaires de l'agence.

CEPOL's amount of adequate staff, in terms of competences, in order to manage and implement the foreseen activities

Actuellement le CEPOL dispose de personnes ayant des compétences avérées. Au demeurant, s'agissant d'une agence traitant de sujets policiers, les personnels affectés devraient bénéficier d'une expérience ou d'une culture policière plus marquée.

8. De plus, le CEPOL a renforcé incontestablement sa capacité de gestion et de contrôle, mais n'a pas de ressources suffisantes pour mettre en œuvre des formations sans l'expertise des Etats membres. Cela implique donc de poursuivre l'action de l'Agence en partenariat avec le réseau des Etats membres.

Germany, Dr. Matthias Klingner A comparison whether the costs associated with CEPOL's training activities are higher than the costs of delivery of national training activities, their substantial difference, and cost-effectiveness.

Durch die entstehenden Abwesenheits- und Reisezeiten sowie ggf. anfallende Übersetzungskosten sind die Kosten für CEPOL-Lehrveranstaltungen oft höher als für nationale Bildungsmaßnahmen. Unter dem Gesichtspunkt, dass eine EU-einheitliche polizeiliche Aus- und Fortbildung zu einem Eu-weiten „Raum der Freiheit, der Sicherheit und des Rechts“ beiträgt (siehe auch Antworten 8 und 21), sind die Kosten jedoch gerechtfertigt.

The degree of efficiency in terms of organisation and delivery of the following activities delivered by CEPOL

Diese Frage kann von hier aus nicht abschließend beantwortet werden: Dazu wäre ein umfangreicheres Bildungscontrolling einschließlich einer standardisierten routinemäßig durchgeführten Evaluation erforderlich. Außerdem sollte zu dieser Frage in erster Linie die DHPol als nationale Koordinierungsstelle von CEPOL Auskunft geben (siehe die Vorbemerkung auf S. 2). Daneben wird auf die Angaben über die Evaluierung der CEPOL-Angebote in den Jahresberichten von CEPOL und auf die Angaben im 5-Jahres-Evaluationsbericht für CEPOL verwiesen.

The degree to what CEPOL's governance structure and division of powers hamper or favour CEPOL's ability to execute and deliver its activities

Diese Frage ist in erster Linie durch die DHPol als nationale Koordinierungsstelle von CEPOL zu beantworten (siehe oben die Vorbemerkung auf S. 2).

Aus hiesiger Sicht wurde in der Vergangenheit von verschiedener Seite zu Recht ein erheblicher Verbesserungsbedarf bei den Entscheidungsstrukturen von CEPOL und der Effizienz der CEPOL-Verwaltung aufgezeigt (vgl. etwa CEPOL-5-Jahres-Evaluierungsbericht; Europäische Rechnungshof, EP – die Feststellungen und Empfehlungen in diesen Berichten werden aus DEU-Sicht aber nicht durchgängig geteilt). Aus der letzten Zeit ist auf die Dokumente für die Sitzung des CEPOL-Verwaltungsrates im Oktober 2011 zu verweisen (Impact Assessment des Direktors, Dok. 12.1. und Vorschlag der Projektgruppe zur Reform von CEPOL, Dok. 12.2.), in denen auf folgende Probleme zur bisherigen CEPOL-Struktur erneut hingewiesen wurde:

- kein substanzieller Mehrwert der Komitee- und vieler WG-Sitzungen (inhaltliche Vorbereitung v.a. durch den CEPOL-Direktor, Komitees dann anschließend als reine „Durchlaufstellen“ zum Verwaltungsrat ohne substanziellen eigenen Beitrag).
- Working Group-Besetzung ist teilweise identisch mit der Besetzung der entsprechenden Koordinatoren-Netzwerken (z.B. Common Curricula Working Group (CCWG) = Common Curricula Coordinators // Research and Science Working Group = Research and Science Correspondents) . Dennoch finden hier gesonderte Treffen in verschiedenen EU-MS statt.
- die (z.T.) fehlende Expertise der Komitee-TN.

Darüber hinaus ist aus hiesiger Sicht die aktive Mitarbeit der MS im Verwaltungsrat teilweise verbesserungswürdig.

Daher sollte die sich mit der 5-Jahres-Evaluierung und der Reform der Rechtsgrundlage bietende Chance für deutliche Verbesserungen des CEPOL-Governance genutzt werden. So sollten etwa unnötige Doppelzuständigkeiten der CEPOL-Gremien, die eine effiziente Entscheidungsfindung behindern, abgestellt werden.

Es ist daher zu begrüßen, dass unter der neuen CEPOL-Führung bereits deutliche Verbesserungsmaßnahmen bei der CEPOL-Verwaltung erreicht werden konnten. So ist etwa die beschlossene Abschaffung der Komitees und der meisten Working groups auch aus hiesiger Sicht zu begrüßen (auf weitere Argumente in den Dokumenten 12.1. und 12.2 wird verwiesen).

Bei den Reformen zur CEPOL-Governance ist allerdings sicherzustellen, dass die Mitgliedsstaaten nach wie ausreichend in die Entscheidungsfindung bei CEPOL eingebunden sind (Letztentscheidungsrecht des Verwaltungsrates). Die Entscheidungen des Verwaltungsrats können dabei aber – ggf. soweit möglich - im schriftlichen Verfahren ergehen.

The way CEPOL's functioning structure contributes to the development of synergies and cooperation between the Agency and the authorities in the Member State

Diese Frage sollte in erster Linie durch die DHPol als nationale Koordinierungsstelle von CEPOL beantwortet werden (siehe oben die Vorbemerkung). Aus hiesiger Sicht führt die Netzwerkstruktur von CEPOL bereits strukturbedingt zu einer Zusammenarbeit des CEPOL-Sekretariats mit den nationalen Ausbildungseinrichtungen.

The main strengths and weaknesses concerning the cooperation between CEPOL and the authorities in the Member State, and possibilities for improvement

Die Zusammenarbeit der nationalen Ausbildungseinrichtungen mit CEPOL erfolgt nicht unmittelbar, sondern über die DHPol als nationale Koordinierungsstelle, so dass diese Frage von dort aus beantwortet werden sollte.

CEPOL's amount of adequate staff, in terms of competences, in order to manage and implement the foreseen activities

9. Da sich CEPOL nationaler Experten als Dozenten zu den jeweiligen Themen bedient, ist die fachliche Expertise gegeben. Das System der Auswahl dieser Experten und der Zusammensetzung aus den EU-Mitgliedsstaaten ist hier nicht bekannt. Es kann daher nicht näher beurteilt werden, ob das System zur Auswahl der Experten ausreichend transparent ist.

Greece A comparison whether the costs associated with CEPOL's training activities are higher than the costs of delivery of national training activities, their substantial difference, and cost-effectiveness.

□ CEPOL activities are in general more expensive than national training activities. This is due to the fact that CEPOL activities include travelling of participants, experts and other involved actors. We consider these activities cost efficient, taking into account that they offer an additional training scheme and cooperation opportunity which otherwise wouldn't be possible.

The degree of efficiency in terms of organisation and delivery of the following activities delivered by CEPOL

□ For the implementation of CEPOL activities, specific rules and guidelines apply (mainly described in CEPOL GB Decision 30/3006). These guiding principles and concrete actions, which are included in a cohesive timeline, are followed by the Member – States. Postponements are noticed in some occasions, due to lack of interest from the Member - States. Finally, over the last years, difficulties regarding the allocation of budget have been noticed, thus resulting to an important surplus. This situation seems to be improving in 2011.

The degree to what CEPOL's governance structure and division of powers hamper or favour CEPOL's ability to execute and deliver its activities

□ Following the recommendations made within CEPOL's five-year evaluation, its Governing Board has decided the disbandment of all the Committees, as of 1st of January 2012. Under the same light, the various Working Groups' role and remits has been revised, with the disbandment of the current ones and the creation of new under new remits. (CEPOL GB Decision 24/2011 ) Following this recent CEPOL GB decision, with the enhancement of its structure, CEPOL is able to meet its needs in a more efficient way.

□ CEPOL NCPs' role, as Contact Points and not as persons, has been underlined on all levels. Therefore, their meetings will become more frequent in 2012, while at the same time, standing meetings will be held. Taking into account that Committees and Working Groups have been or will be disbanded, the NCPs remit will increase, even at the decision making process. Therefore, CEPOL NCPs should have adequate resources and provisions in order to implement their task. Their role is considered to be crucial in the CEPOL Environment.

□ Finally, the Director has to be given more powers to decide for the Secretariat without the involvement of the GB voting members. All decisions concerning the staff of the Secretariat should be given to the Director and he has to just inform the GB.

The way CEPOL's functioning structure contributes to the development of synergies and cooperation between the Agency and the authorities in the Member State

□ The focal point for the dissemination of all information regarding CEPOL is the National CEPOL Unit. Contact with other Services of the Hellenic Police is only made through this Unit and subsequently the Police Academy.

The main strengths and weaknesses concerning the cooperation between CEPOL and the authorities in the Member State, and possibilities for improvement

The main strength of the above mentioned cooperation is the fact that the CEPOL Unit has a concrete and clear view on all CEPOL matters, from strategic issues to training activities. This facilitates in a more efficient dissemination of concrete information and proposals. On the other hand, this doesn't allow for a wide visibility of CEPOL, a barrier that is being overcome, with the use of marketing strategies for promoting CEPOL's role and activities.

CEPOL's amount of adequate staff, in terms of competences, in order to manage and implement the foreseen activities

10. The number of personnel has been limited in the previous years. This issue created a big shortage of capable staff, especially regarding management and budget allocation. In order for CEPOL to implement its tasks and mission and to face the uprising training challenges, the staff should be increased both in quantity and quality.

Poland, Piotr Podsiadło A comparison whether the costs associated with CEPOL's training activities are higher than the costs of delivery of national training activities, their substantial difference, and cost-effectiveness.

□

□ In general terms, costs of the training activities organised by CEPOL cannot be measured in a quantitative manner at the national level. Costs are different according to the price range in the hosting/organising country and the only way of estimation is to base calculation on the average. Moreover, from the point of view of the sending organisation, costs of participation may seem to be lower due to the free tickets granted for participants. Secondly, even if the costs of training at the national level are lower in comparison to activities organised under auspices of CEPOL, the added value related to the European dimension and the exchange of knowledge and good practice must be taken into account. The efficiency of efforts related to a Common Curricula, which were not implemented into the national police training systems may be questioned.

The degree of efficiency in terms of organisation and delivery of the following activities delivered by CEPOL

□ In our opinion, as it was stated above, the costs of training activities of CEPOL cannot be measured in a quantitative manner for sake of European dimension. Moreover - to be frank and open - not all of the activities may be implemented according to their planned budget or time schedule (some of them are postponed or cancelled), but it results e.g. from insufficient number of participants. The problem of Common Curricula of CEPOL, which are not implemented by the Member States, as they need still either updating, or translation into the national languages, is also worth the stakeholders attention. Exchange programme seems to be rather successfully implemented, although research activities need better visibility and promotion.

The degree to what CEPOL's governance structure and division of powers hamper or favour CEPOL's ability to execute and deliver its activities

In our opinion the current structure of CEPOL and the division of powers, as accepted by the Governing Board during its meetings in June and in October 2011, is an important factor. Due to all the crucial decisions, as just mentioned, which were based on the results of the 5-year evaluation of CEPOL and the Governing Board recommendations accepted in March 2011, the ability of CEPOL to execute and deliver its activities shall be significantly strengthened.

In future, prerogatives of the CEPOL Director in administrative matters might be strengthened to a greater extent, including also signing of some substantial decisions after having been approved in written procedure by the Governing Board. In order to help the Director of CEPOL to execute his power, enlargement of the number of full-time staff members of the CEPOL Secretariat should be also considered; it is necessary to meet institutional requirements and needs of European stakeholders.

As far as the Governing Board is concerned, it should take more decisions by means of written procedure. It might help to shorten the decision-making process. The Board should also focus on substantial matters, leaving decisions of minor importance and administrative character in the competencies of the CEPOL Director.

As the committees and the working groups of CEPOL will be disbanded in 2012, it is important to raise involvement of the Member States and to strengthen the role of the CEPOL National Contact Points.

The way CEPOL's functioning structure contributes to the development of synergies and cooperation between the Agency and the authorities in the Member State

□ The current CEPOL structure has rather limited impact on the development of synergies, although it may influence cooperation between the agency itself and the authorities in Poland. As for the management issues, taking into account the role of the CEPOL Director and competences of the CEPOL Secretariat, it should be emphasised that implementation of CEPOL's decisions may be delayed due to the limited human resources (majority of problems is of financial character, as they refer to financial, administrative and reimbursement procedures). Moreover, disbandment of committees and working groups of CEPOL in 2012, together with strengthening of the role of the CEPOL National Contact Points, are expected to accelerate partly the decision-making process. It is important to avoid overlapping of tasks and responsibilities between the Governing Board and the other CEPOL organs, including the Director of CEPOL and the CEPOL Secretariat.

The main strengths and weaknesses concerning the cooperation between CEPOL and the authorities in the Member State, and possibilities for improvement

The main strengths of cooperation within the network of CEPOL from our point of view refer to the CEPOL training offer and the positive results of the training activities. So, the ability to exchange knowledge and best practice, to establish direct contacts between specialised expert groups, increasing efficiency of the police operations and using highly specialised staff from the Member States shall be underlined. As for the weak points, some problems with the target group might be concerned, together with administrative problems related to financial flows, reimbursement procedures, unclear situation of the civilians working for the police force, which are not officially entitled to attend the CEPOL courses, complexity of procedures, limited human resources within the CEPOL Secretariat but also within the EU Member States.

CEPOL's amount of adequate staff, in terms of competences, in order to manage and implement the foreseen activities

The current structure of CEPOL seem to be rather adequate to the existing needs, but some changes and improvements might be necessary in future. Enlargement of the number of full-time staff members of the CEPOL Secretariat should be considered, in order to meet institutional requirements of the European stakeholders. Today it has significant impact on the quality of cooperation with the EU Member States. The recruitment procedures are time consuming and the salary grade is not a motivating factor. As for future, the EU Commission shall consider enlargement of the CEPOL staff, if the target group of CEPOL is to cover officers of law enforcement agencies.

Romania, Todoran Radu      A comparison whether the costs associated with CEPOL's training activities are higher than the costs of delivery of national training activities, their substantial difference, and cost-effectiveness.

- The costs of the CEPOL activities are higher than the costs of other training activities organised within the national training institutions, especially because of the international transport costs.
- We consider that only the activities (courses, seminars, conferences, common curricula, exchange programme) organised by CEPOL within the colleges / national training institutions are cost-efficient, otherwise there is a substantial difference because of the costs that are very high, taking into consideration the organisation of the activity in a hotel.
- In the actual context dominated by a financial macro-crisis, CEPOL provides cost-efficient training activities related to the implementation of Common Curricula such as very useful workshops. At the same time, the cost –efficiency resides in very good expertise and up-dated information. These workshops can be organised only by CEPOL, because the implementation of Common Curricula is a European problem, not solely a national one.

The degree of efficiency in terms of organisation and delivery of the following activities delivered by CEPOL

- From our point of view, not the entire CEPOL activity is cost efficient.
- We consider that only the activities (courses, seminars, conferences, common curricula, exchange programme) organised by CEPOL within the colleges / national training institutions are cost-efficient, otherwise there is a substantial difference because of the costs that are very high, taking into consideration the organisation of the activity in a hotel.
- We did our best for the activities that we implemented in Romania to be cost-efficient, according to the allocated budget and planning.

□ Common Curricula is a very efficient tool used for the training process. CEPOL delivers very useful, cost-efficient activities for its implementation. At the national level, the implementation of the Common Curricula related to initial training does not require a specific budget.

The degree to what CEPOL's governance structure and division of powers hamper or favour CEPOL's ability to execute and deliver its activities

In our view, CEPOL's governance structure is not sufficiently aligned to ensure the efficient achievement of immediate and wider objectives. There are too many overlaps in the roles of Committees, Working Groups and Project Group and it takes too much time until a decision is taken at the level of the Governing Board.

We consider that the structures must be reviewed, to better establish the roles and responsibilities in order to avoid duplication and enhance the coherence and coordination of the structure. Also, transferring decision making from the CEPOL structures to the Director might also have positive cost implications, since this might reduce the travel costs associated with the meetings of Member State representatives.

We believe that the changes which are currently being implemented to CEPOL will help to increase the agency's relevance and we agree with the main recommendations of the Five year evaluation of CEPOL: clarify the CEPOL intervention logic, streamline governance and rationalise structures, strengthen the CEPOL Secretariat, merge capacity building for law enforcement, assess Member State engagement with CEPOL and concentrate capacity building efforts.

The way CEPOL's functioning structure contributes to the development of synergies and cooperation between the Agency and the authorities in the Member State

The development of synergies and cooperation between the Agency and the national authorities depends on the organizational arrangements in each Member State (there are different models in the Member States).

Romania allocated resources (7 police officers) for different CEPOL functions and also created a structure at the level of the General Directorate of Human Resources Management within the Ministry of Administration and Interior in order to coordinate the participation to CEPOL activities.

As we mentioned before, this general directorate establishes the overall needs of continuous training, evaluates the activities of general training and even coordinates all the national institutions for the Schengen training.

□ In this context, we consider that the functioning structure of CEPOL assures the best conditions for a good cooperation between Romania and the Agency.

The main strengths and weaknesses concerning the cooperation between CEPOL and the authorities in the Member State, and possibilities for improvement

The General Directorate of Human Management Resources and the public authorities within the Ministry of Administration and Interior signed the Grant Agreement with CEPOL in 2010, for four years. In this respect, we have established rules regarding participation to CEPOL activities, the personnel involved in CEPOL activities etc. This is one of the strength points of cooperation between CEPOL and Romanian authorities.

The biggest weakness of CEPOL activities in Romania is the national financial rules according to the European legislation and CEPOL decisions. In this respect, despite of the expenditure ceilings settled down by CEPOL, we cannot use these amounts due to the fact that we must respect national law. For this reason, it will be better if CEPOL activities in Romania would be solved directly by CEPOL (hotel arrangements, the purchase of tickets etc).

□ A more powerful approach would be to think in terms of links and network. There exists a significant cultural and territorial element to all crime phenomena. Especially the geographical dimension from local to global crime should be considered.

CEPOL's amount of adequate staff, in terms of competences, in order to manage and implement the foreseen activities

□ CEPOL has been under new management since February 2010 and we consider that the work of the Agency is now conducted in line with all applicable regulations and legitimate expectations of all stakeholders. The new director has inherited a difficult situation, posing a real challenge to the new management.

We consider that at present the Secretariat resources are sufficient, especially since the new Director and management team seem to be employing personnel more productively.

▪ But, taking into consideration the fact that CEPOL activities consume significant administrative resources, for an excellent management and correct implementation of the training activities, CEPOL Secretariat staff must be filled in with experienced staff, particularly in member states' police structures.

Sweden, Bo Åström A comparison whether the costs associated with CEPOL's training activities are higher than the costs of delivery of national training activities, their substantial difference, and cost-effectiveness.

□ The additional costs for CEPOL activities in comparison with training activities on the national level are mainly connected to the travel costs. In order to assess the cost-efficiency one parameter is where the implementation of the activity will take place. On one hand side it is important to enhance knowledge of different police systems within EU and to visit different countries is a vital tool in this regard. On the other hand it is probable that it would have been more cost efficient to deploy an activity in central Europe instead of e.g. Malta. N.B., travel costs for the activities is mainly covered by the Member States.

The degree of efficiency in terms of organisation and delivery of the following activities delivered by CEPOL

□ The CEPOL work with Common Curricula, Exchange programs and Research are assessed to be cost-efficient. When it comes to courses, seminars and conferences there are some problems. The main perception in the past has been that EU is a homogeneous geographical area with mainly the same problems in all corners. As a consequence all aforementioned activities are planned with the set out offering all Member States and Associated Countries one seat per activity. The budget appropriations are set accordingly. However, the number of participants rarely matches the plan, which will lead to under spending.

The degree to what CEPOL's governance structure and division of powers hamper or favour CEPOL's ability to execute and deliver its activities

▪ The role of the Director

□ The role of the Director is defined in the Council Decision 2005/681/JHA accompanied by a number of Governing Board Decisions. No obstacles.

▪ The role of the Governing Board

□ The role of the Governing Board is also defined in the Council Decision. One issue to be considered is the effectiveness and efficiency of having a Board comprising 27 Voting members, with a policy to reach consensus in the decision making process. Issues that have been prepared in the CEPOL process (from Working Group – Committee – Strategy Committee – Governing Board) will not be decided upon since some Member States feel they have not been involved in the preparatory work, so the preparation of the basis for a decision will proceed in the Governing Board meeting. This phenomenon hampers the Governance of CEPOL. In this regard the review of the CEPOL structure is very welcome.

▪ The role of the Working Groups

There are too many working groups and sub-groups within the CEPOL structure. Many of them are not time bounded and they sometimes have unclear remits. It should be borne in mind that the members of the working groups are representing themselves in the capacity of being experts, i.e. they are not representing their member States' positions in different issues, which sometimes have led to confusion when the matter reaches the Governing Board if not screened away at the Strategy Committee level.

▪ The role of Committees

Scrutinising the agendas of the Committees during recent years, it is obvious that duplication and overlapping are serious matters.

▪ The role of CEPOL national actors (NCPs, coordinators, etc.)

The NCP function is very much dependent on what the individuals are doing and how they approach the assignments allocated to the NCP level, in particular when it comes to actively promoting CEPOL and its activities on the national level. Otherwise the function will be just a sophisticated mail box.

▪ Other please elaborate

n/a

The way CEPOL's functioning structure contributes to the development of synergies and cooperation between the Agency and the authorities in the Member State

Our ambitions have been that experts on the national level also should be our representatives within the CEPOL structure. In this way, we assume we could contribute to the development of the CEPOL systems as well as bringing back new knowledge and proficiency.

The main strengths and weaknesses concerning the cooperation between CEPOL and the authorities in the Member State, and possibilities for improvement

The main strength is CEPOL functioning as a network. The main weaknesses are the location of the Secretariat and the rapid rotation of key players in the Governance structure.

CEPOL's amount of adequate staff, in terms of competences, in order to manage and implement the foreseen activities

11. CEPOL has enough staff to manage and implement the foreseen activities.

#### 157. EFFECTIVENESS

Belgium, Alain Ruelle CEPOL's success in reaching the appropriate/relevant target audiences in the Member State, and the possible need to extent the wider target audience

To a great extent. Belgium sends participants to most of CEPOL activities and when no one is attending, it is for planning reasons and certainly not because of a lack of interest.

Practically speaking, in one hand CEPOL already addresses non Senior Police Officers e.g. SIRENE courses and on the other hand, for specialised topics mid-ranking are more concerned than SPOs e.g. trafficking in stolen artworks.

The level to which the knowledge gained through the participation in CEPOL's activities was conveyed to third parties (e.g. other staff) who did not participate in such activities

Each Belgian participant to a CEPOL activity is supposed to provide the NCP with a detailed report. Afterwards, the report is advertised and published on the Police intranet network.

Now, we are promoting the organisation of info sessions by the participants as mentioned Supra.

The added value of CEPOL, compared to other (EU or national) forms of training and learning activities for law enforcement authorities

The diversity of products (courses, e-learning, exchange programme etc.);

The topics (police cooperation instruments, management, operational subjects) and the general quality of the activities;

The networking during activities and the exchange of good practices;

The development of language skills;

12. Mutual trust.

Finland, Peter Sund A comparison whether the costs associated with CEPOL's training activities are higher than the costs of delivery of national training activities, their substantial difference, and cost-effectiveness.

□ Organizing training in hotels is not something Finland would support (much more expensive). Also all kinds of domestic transport services provided by CEPOL are unnecessary (please refer to any other international training or conference, participants are expected to find and travel to the location of training on their own, assistance should naturally be available). Therefore CEPOL activities are not as cost-effective.

Implementation of Common Curricula is not in followed or documented in a systematic way. The question of the usefulness of the CC is still relevant, especially if the implementation is not followed.

Exchange Programme seems to be running in a rather efficient way.

CEPOL eLibrary can be seen as somewhat waste of money at the current state. First of all, it really is only a reference database, not a library. Secondly, it consumes a lot of resources trying to upkeep a real library. Serious efforts of rationalising the eLibrary should be made.

The degree of efficiency in terms of organisation and delivery of the following activities delivered by CEPOL

Organizing training in hotels is not something Finland would support (much more expensive). Also all kinds of domestic transport services provided by CEPOL are unnecessary (please refer to any other international training or conference, participants are expected to find and travel to the location of training on their own, assistance should naturally be available). Therefore CEPOL activities are not as cost-effective.

For the first time (for 2012) the possible outcome and impact are really evaluated within the grant agreements. This is a good development. There really should be various forms of evidence of learning involved in organising CEPOL activities. Not just quantitative amount of activities.

Implementation of Common Curricula is not in followed or documented in a systematic way. The question of the usefulness of the CC is still relevant, especially if the implementation is not followed.

Exchange Programme seems to be running in a rather efficient way.

CEPOL eLibrary can be seen as somewhat waste of money at the current state. First of all, it really is only a reference database, not a library. Secondly, it consumes a lot of resources trying to upkeep a real library. Serious efforts of rationalising the eLibrary should be made.

The degree to what CEPOL's governance structure and division of powers hamper or favour CEPOL's ability to execute and deliver its activities

CEPOL's governance structure and division of powers do hamper CEPOL's abilities and agility. The director should have more power on some operational decisions. Governing Board should focus only on strategic issues. Secretariat should be reinforced and more preparative work on strategic issues should be put on NCP's. Committees are not necessary, but a project-type working groups are justified (limited life-cycle).

The way CEPOL's functioning structure contributes to the development of synergies and cooperation between the Agency and the authorities in the Member State

□ Please refer to question 15. Additionally the secretariat should have more strong competence for preparative and also executive competence. Areas of expertise such as project management, education planning, financial etc. should be better secured. Furthermore, a short-term employment (project-type) should be possible to the Secretariat from MS in various subject matters.

The main strengths and weaknesses concerning the cooperation between CEPOL and the authorities in the Member State, and possibilities for improvement

Please refer to questions 16-17. In terms of strengths the structure of a network of MS training institutions is certainly one of them as it provides a effective platform for cooperation. CEPOL's secretariat is potentially very capable of fulfilling a large variety of different tasks. Secretariat could and maybe should also utilise the capacity of the MS NCP's more in preparing, planning and designing different products and documents.

One of the biggest weaknesses is that the director should have more power on some operational decisions. Governing Board should focus only on strategic issues. The basic principle should be that the GB gives only strategic directions and goals (including initiatives brought by the Director) and the Director should have more freedom in choosing the methods of working and reaching the goals.

CEPOL's amount of adequate staff, in terms of competences, in order to manage and implement the foreseen activities

No it does not. Improvements have been observed but the Secretariat may still be currently understaffed and even more in the future (in reference to the possible future developments of the agency).

France CEPOL's success in reaching the appropriate/relevant target audiences in the Member State, and the possible need to extent the wider target audience

Les Etats membres ont pu atteindre le public cible du fait qu'ils désignent les personnels envoyés pour suivre les formations dispensées par le CEPOL, eu égard aux critères définis pour y participer et à l'action réalisée par les services en charge de la désignation des personnels nationaux.

L'élargissement du groupe cible doit être étudié au cas par cas, en fonction des formations concernées et des besoins des Etats membres.

The level to which the knowledge gained through the participation in CEPOL's activities was conveyed to third parties (e.g. other staff) who did not participate in such activities

Les connaissances acquises dans le cadre des formations sont partagées tant dans la pratique quotidienne du service que pour l'enrichissement des formations dispensées au niveau national.

Il n'y a pas de session de formation générale mais des interventions spécifiques quand cela est nécessaire.

The added value of CEPOL, compared to other (EU or national) forms of training and learning activities for law enforcement authorities

13. La principale plus value des formations du CEPOL réside certainement dans l'échange direct de bonnes pratiques et de point de vue entre formateurs, entre formateurs et stagiaires ou entre stagiaires dans les sessions organisées dans les Etats membres.

Germany, Dr. Matthias Klingner CEPOL's success in reaching the appropriate/relevant target audiences in the Member State, and the possible need to extent the wider target audience

Zur 1. Frage: Die relevanten Zielgruppen für die jeweilige Lehrveranstaltung werden sehr gut durch die Veröffentlichung des Lehrgangsangebotes im Intranet der jeweiligen Polizeibehörde und eine ergänzende zielgruppenorientierte Abfrage erreicht.

Zur 2. Frage: Die Öffnung des CEPOL-Angebots für den gehobenen Dienst (also über den höheren Dienst hinaus) wird bereits in Einzelfällen praktiziert und sollte beibehalten werden, sofern dadurch konkreter Fortbildungsbedarf zu speziellen Fachthemen im Bereich der grenzüberschreitenden Zusammenarbeit für die zuständigen Spezialisten gedeckt werden kann und die Möglichkeit zur Multiplikation der Inhalte verstärkt wird (etwa für Sirene-Mitarbeiter). Dabei ist auch zu berücksichtigen, dass die Definition von „senior officers“ als Zielgruppe von CEPOL-Angeboten auch in der Vergangenheit bereits in den jeweiligen EU-MS unterschiedlich ausgelegt wurde.

Daneben sollten sich die von CEPOL angebotenen Austauschprogramme nach dem Erasmus-Modell nicht nur wie bisher an erfahrene Polizisten/Führungskräfte richten, sondern auch an jüngere Studenten des polizeilichen Erst-Studiums an den Polizeihochschulen: Dieser Personenkreis ist noch dienstlich und persönlich mobiler und die Einbeziehung der jüngeren Polizisten trägt auch dem Erasmus-Gedanken Rechnung (das Erasmus-Programm außerhalb des Polizeibereichs richtet sich ebenfalls in erster Linie an Studenten).

Eine darüber hinausgehende generelle Öffnung der Zielgruppe von CEPOL für alle Polizeibeamten wäre sorgfältig zu prüfen. Die Auswirkungen dieser Ausweitung auf die Struktur und den Haushalt von CEPOL sollten in einer/der vorliegenden Studie näher geprüft werden. Hierbei ist zu berücksichtigen, dass sich CEPOL nach den Haushalts- und Verwaltungsproblemen der letzten Jahre in einer Konsolidierungsphase befindet. Es wurden hier deutliche Verbesserungen erreicht. CEPOL muss die Effizienz der Mittelverwaltung und Governance aber nachhaltig unter Beweis stellen.

The level to which the knowledge gained through the participation in CEPOL's activities was conveyed to third parties (e.g. other staff) who did not participate in such activities

Von CEPOL entwickelte Common Curricula werden bei der Weiterentwicklung der Lehrpläne in der Fachhochschulausbildung berücksichtigt.

Oft werden von den Teilnehmerinnen bzw. Teilnehmern an CEPOL-Veranstaltungen Erfahrungsberichte erstellt, die z.B. zum Teil in die Aus- und Fortbildung einfließen. Die Teilnehmer geben ihre Erfahrungen aus dem Lehrgang auch bei ihrer täglichen Arbeit weiter (vgl. auch die Antwort auf Frage 21). Ein systematischer und formalisierter Transfer von Wissensinhalten durch CEPOL-Lehrgangsteilnehmer erfolgt allerdings nicht (anders aber bei Dozenten als Lehrgangsteilnehmern).

The added value of CEPOL, compared to other (EU or national) forms of training and learning activities for law enforcement authorities

Die EU-weiten Bildungsangebote von CEPOL schaffen einen Mehrwert und fördern den EU-weiten „Raum der Freiheit, der Sicherheit und des Rechts“ an:

Durch die CEPOL-Maßnahmen werden Kenntnisse über Systeme und Verfahrensweisen anderer Mitgliedstaaten vermittelt, welche das gegenseitige Verständnis für Handlungsabläufe der jeweiligen Kooperationspartner erhöhen. Auch der fachliche und persönliche Austausch von Vertretern aus unterschiedlichen EU-Staaten ist ein wichtiges Ziel der CEPOL-Lehrgänge. Dadurch wird das gegenseitige Verständnis vertieft und eine vertrauensvolle Zusammenarbeit der Polizeien gefördert. Im Vergleich zu nationalen Fortbildungen bieten CEPOL-Maßnahmen also die Möglichkeit zur Erweiterung des internationalen und bilateralen Netzwerks, das die grenzüberschreitende Zusammenarbeit unterstützen kann.

Die CEPOL-Angebote können die Zusammenarbeit der Polizeien auch durch die Schaffung komplementärer Arbeitsgrundlagen und Handlungsweisen unterstützen (Common Curricula).

14. Ferner bietet die Seminarsprache Englisch die Gelegenheit, fremdsprachliche Fähigkeiten auszubauen.

Greece CEPOL's success in reaching the appropriate/relevant target audiences in the Member State, and the possible need to extent the wider target audience

To some extent. CEPOL's target group should be extended in order to address the growing training needs. A systematic use of CEPOL's e-net is currently under way, in order to promote CEPOL as much as possible and reach relevant audiences, especially with the promotion of webinars and the creation of specific platforms.

The level to which the knowledge gained through the participation in CEPOL's activities was conveyed to third parties (e.g. other staff) who did not participate in such activities

After the participation in a CEPOL activity, the trainee or the trainer submits a relevant report with the conclusions, findings, results in order to inform his/her colleagues as well as the leadership of the Hellenic Police. Material of activities is disseminated through various channels (use of CEPOL's LMS being one of them). Finally, material presented in CEPOL activities, is often being included in training schemes offered by trainers.

The added value of CEPOL, compared to other (EU or national) forms of training and learning activities for law enforcement authorities

15. CEPOL is the cornerstone for Police Training and Learning on a European Level. Over the years, its capacity in offering learning products has increased and has reached a wider audience. In addition, its function as a network among the various Police Training Institutions of the M-S, can guarantee a vast dissemination of learning content as well as the approach of top-level trainers and experts.

Poland, Piotr Podsiadło CEPOL's success in reaching the appropriate/relevant target audiences in the Member State, and the possible need to extent the wider target audience

Enhancement of the training target group is of vital importance, taking into account police officers of all ranks (constable, middle rank and senior officers), as well as officers coming from the other law enforcement agencies involved in cross border cooperation on crime matters and civil servants from those institutions, such as police, customs and border guard. Actually the legal requirements are not met, as some senior police officers of decision-making level are not able to attend in the CEPOL courses due to limited English command and to the time constraints.

The level to which the knowledge gained through the participation in CEPOL's activities was conveyed to third parties (e.g. other staff) who did not participate in such activities

General impact of training provided under auspices of CEPOL is very important. Training activities of CEPOL constitute great opportunity to acquire new skills and capacities, which shall be transferred to other experts in relevant fields. There is a number of means of cascading, like practical workshops organisation, Internet fora, CEPOL website, publications on the national level, taking part in other activities as a lecturer/trainer, etc., although some of them may raise problems for time and financial constraints. There is a need to develop solutions to reach a wider target group, and some instruments could also play an important role, it refers e.g. to e-learning modules and the Common Curricula, as well as to the Exchange Programme (when implemented on a larger scale).

The added value of CEPOL, compared to other (EU or national) forms of training and learning activities for law enforcement authorities

Exchange of knowledge and experience, as well as providing information on best practice and solutions implemented by other Member States constitute the added value. At the EU level, there are important tools to raise the European awareness. The results of training, however, are significant only in a longer perspective.

Romania, Todoran Radu      CEPOL's success in reaching the appropriate/relevant target audiences in the Member State, and the possible need to extent the wider target audience

We consider that the participants from our country to CEPOL activities were, to a large extent, appropriate for the target group of the respective activities.

The selection of the personnel was strictly made in accordance with the requirements of the organiser for the target group audience.

Regarding the extension of the CEPOL's scope, we think that is needed to cover not only the senior police officers but also practitioners in different fields of activity in order to allow them to share best practices with other colleagues from the Member States.

The level to which the knowledge gained through the participation in CEPOL's activities was conveyed to third parties (e.g. other staff) who did not participate in such activities

In our country, participation in CEPOL is seen primarily through the capitalization of knowledge acquired by participants nationwide. Thus, special attention is given to the multiplication of knowledge to the officers who did not participate in this training activity.

Regarding the knowledge gained through the participation to CEPOL's activities and the ways they are conveyed to third parties, we could mention the following examples:

Following participation in CEPOL course 76/2011 "European Police Education Systems: Bologna and Bruges / Copenhagen Process" the following proposals were made: knowledge of procedures to develop the scope, objectives, results, forms and assessment criteria for course design, creating a network of police instructors teaching the EU structures to facilitate the exchange of ideas and best practices in course design. Also, the information brought back by the participants was embodied in the design, organization and development of specific courses on international languages and training missions;

After participating in the meeting of the Working Group for Education a short article on the content of the document Q13 was elaborated and carried out, with the intention of familiarizing police instructors on the design and conduct training programs , informing staff about the harmonization of training programs at European level;

The team of teachers who teach foreign languages at police school agents „Vasile Lascar” Campina county, reshaped and re-edited the textbooks used in the educational process;

In December of this year, the same school will publish informative articles on the issues addressed in the CEPOL training activities in Minerva magazine, conducted at school level and will also introduce the obtained materials in the electronic library;

As a general conclusion, the CEPOL participants disseminate information and materials obtained in meetings held in the central and territorial units and also for ensuring consolidation of new knowledge and skills, they will be included in training plans for training next year.

The added value of CEPOL, compared to other (EU or national) forms of training and learning activities for law enforcement authorities

The real value that CEPOL brings compared to other national forms of training and learning activities for law enforcement authorities is the networking at the European level which is created between the police officers participating in CEPOL activities, allowing them after returning to daily work, to solve the problems in certain cases involving cross-border cooperation.

Sweden, Bo Åström CEPOL's success in reaching the appropriate/relevant target audiences in the Member State, and the possible need to extend the wider target audience

The target group of CEPOL activities should be made broader to also comprise practitioners. Target group should be defined by functions and not ranks. Frequently participants have been selected due to their language skills and not what they are working with on daily basis. The same goes for recruitment and selection of experts taking into account the aforementioned when it comes to discrepancies on the national level when it comes to basic knowledge, e.g. in the areas of EU mechanisms and legal instruments.

The level to which the knowledge gained through the participation in CEPOL's activities was conveyed to third parties (e.g. other staff) who did not participate in such activities

Cascading is a general problem when it comes to training. There is a perception that training per se and automatically will increase the capacity within the trainee's institution. Unfortunately, this is many times a fallacy dependent on the willingness of the trainee to share, the willingness of his or her superiors to implement new knowledge and proficiency and finally assumed the trainee will stay on his or her post for a while. The problem has been addressed within CEPOL and nowadays draft of cascading plans is a part of the activity. However, there is no follow-up on whether the plans have been implemented or not.

The added value of CEPOL, compared to other (EU or national) forms of training and learning activities for law enforcement authorities

16. CEPOL provides a platform for peers to meet and share experience.

#### 158. UTILITY AND IMPACT

Belgium, Alain Ruelle The extent to what CEPOL contributes to the development of a European Approach to the fight against crime, crime prevention and the maintenance of law and order and public security. CEPOL's impact on cooperation between Member States and EU bodies.

Promotion of JITs, joint public order actions, joint road safety controls etc.

Whether CEPOL's activities met the training needs of the law enforcement authorities in the respective Member State or other EU agencies / national institutions did so to a greater extent.

Yes, mainly because of the topics which are large enough to cover all our priorities.

No, in Belgium, as far as international police training is concerned, CEPOL remains the reference.

The level of impact CEPOL's activities have on national police training curricula

Since 2008, Belgium implements the Common Curriculum Europol and plans to implement the one on Police Ethic and Human Rights in 2012.

17. Given that the Europol CC has been integrated in our continuous training portfolio, we did not face any peculiar difficulties. A contrary, should we have wished to integrate it in the basic training, we would have had to modify the Royal Decree which would have taken years.

Finland, Peter Sund Whether CEPOL's activities met the training needs of the law enforcement authorities in the respective Member State or other EU agencies / national institutions did so to a greater extent.

Currently the contribution is limited due to the restrictions by the mandate, but potentially it could have a substantial contribution if CEPOL's scope of target audience is widened and is the identification process of training needs is developed further (see question 12).

CEPOL is able to provide valuable information on EU bodies and agencies, their functions and working methods. This is very relevant information to all law enforcement authorities.

The extent to what CEPOL contributes to the development of a European Approach to the fight against crime, crime prevention and the maintenance of law and order and public security and the impact of its activities on the cooperation between Member States

The have met the training needs partially (please refer to question 12).

No other EU agency has met recognised training needs better but naturally the Police College of Finland's curricula are designed to serve the identified training needs fully (at least it is the intention).

The level of impact CEPOL's activities have on national police training curricula

18. Finland strives to make full use of existing CEPOL training activities and therefore tries to avoid any duplication in training courses. We include the portfolio of CEPOL activities to our national in-service training catalogue in order to provide a comprehensive picture of training available.

France The main benefits of the activities organised by CEPOL

Les principaux bénéfices de ces activités sont la confrontation d'idées et l'échange de bonnes pratiques, contribuant à la construction de l'espace de sécurité et de liberté européen.

Il n'existe pas d'outils permettant d'identifier clairement l'impact des formations. Toutefois, il est avéré que les formations dispensées ont permis d'enrichir l'efficacité professionnelle des personnels formés et leur ont permis d'apprendre à connaître leurs homologues ainsi que les instruments de coopération avec lesquels ils pouvaient travailler.

The extent to what CEPOL contributes to the development of a European Approach to the fight against crime, crime prevention and the maintenance of law and order and public security and the impact of its activities on the cooperation between Member States

La vocation même d'une agence européenne œuvrant dans le domaine des thématiques de sécurité est de contribuer à l'approche mentionnée ci-dessus.

Le CEPOL remplit pleinement cet objectif. Il y contribue notamment en prenant en compte les aspirations des Etats membres lors de la définition du programme de formations annuel.

Le partenariat entre le CEPOL et les institutions européennes permet aux policiers des Etats membres d'accroître leurs connaissances et leurs actions en partenariat avec ces institutions.

Whether CEPOL's activities met the training needs of the law enforcement authorities in the respective Member State or other EU agencies / national institutions did so to a greater extent.

Oui, dès lors que le mode de gouvernance du CEPOL permet de prendre en compte les aspirations des Etats membres dans l'élaboration et la mise en place des activités de formations à venir.

Tout dépend des thématiques traitées.

The level of impact CEPOL's activities have on national police training curricula

Les formations du CEPOL permettent le développement d'une culture policière européenne.

19. Dans ce domaine, l'impact du CEPOL est quasiment inexistant.

Germany, Dr. Matthias Klingner The main benefits of the activities organised by CEPOL

Vgl. Antwort zu Frage 21.

The extent to what CEPOL contributes to the development of a European Approach to the fight against crime, crime prevention and the maintenance of law and order and public security and the impact of its activities on the cooperation between Member States

Vgl. Antwort zu Frage 21.

Inhalte aus Common Curricula, wie z.B. "Police Ethics", "Money Laundering", oder "Trafficking in Human Beings" bilden wichtige Anregungen für die Weiterentwicklung des nationalen Bildungsangebots hinsichtlich einer EU-weiten Angleichung der polizeilichen Arbeit, während „z.B. Domestic Violence“ aufgrund der Kulturspezifität eher kein typisches Bildungsthema für CEPOL darstellt.

Whether CEPOL's activities met the training needs of the law enforcement authorities in the respective Member State or other EU agencies / national institutions did so to a greater extent.

Zu Satz 1 dieser Frage wird zunächst auf die Antwort zu Frage 21 verwiesen. CEPOL kann nur einen kleinen Teil der notwendigen (Führungskräfte-)Fortbildung abdecken. Das Fortbildungsangebot von CEPOL ergänzt die Führungskräftefortbildung der DHPol sowie das bund-/länderspezifische Fortbildungsangebot der jeweiligen polizeilichen Bildungseinrichtungen. Die jeweilige nationale Aus- und Fortbildungseinrichtung kann sich im Gegensatz zu CEPOL ausschließlich auf den Bedarf und die Bedingungen der eigenen Behörde einstellen.

The level of impact CEPOL's activities have on national police training curricula

20. Vgl. Antworten zu den Fragen 20, 23 und 24.

Greece The main benefits of the activities organised by CEPOL

CEPOL's main benefits are the dissemination of good practices, knowledge and methods, the enhancement of cooperation and the creation of networks. The accumulated training material and knowledge is transferred at a national level at the relevant services and applied where possible. The major benefit for the organisation itself is the addition of new contacts and cooperation partners in the common effort of fighting transnational crime.

The extent to what CEPOL contributes to the development of a European Approach to the fight against crime, crime prevention and the maintenance of law and order and public security and the impact of its activities on the cooperation between Member States

One of CEPOL's objectives is the creation of networks, among Law Enforcement officers of the Member – States, officers from EU Agencies, Services and Organisations. This is one of the main impacts regarding cooperation between Member States and EU Bodies. The involved officers, have the chance to learn and identify all these means of cooperation.

It is profound, that the cooperation in a learning environment, underlines the European Approach regarding fighting against crime, crime prevention and maintenance of law, not only with the creation of the above mentioned networks but also with the possibility offered to each officer to understand the differences from one Member – State to the other and therefore implement more efficient ways of cooperation.

Whether CEPOL's activities met the training needs of the law enforcement authorities in the respective Member State or other EU agencies / national institutions did so to a greater extent.

Yes, they have met the training needs, an element which is more than obvious from the high evaluation rates. Additionally, there seems to be an impact at the participants' services as well, not mainly on operational issues but on widening their scope and cooperation capabilities.

Frontex and Europol are EU Agencies that offer specific training as well. Nevertheless, the danger of overlapping exists and because of that, extended synergies are necessary as well as the gathering of the training and learning scheme regarding law enforcement officers, under the coordination of one single Agency (CEPOL).

The level of impact CEPOL's activities have on national police training curricula

21. Most of the national Curricula where already including the main themes dealt with CEPOL's CC. In any case, the long procedure for the finalisation of CEPOL's CC, has created many barriers in their complete implementation, as well as the different duration of educational training in our Police Schools. Nevertheless, and with the efforts of the relevant services, changes have been introduced where deemed necessary

Poland, Piotr Podsiadło      The main benefits of the activities organised by CEPOL

Participation in the training activities of CEPOL is an important factor, if we consider practical conditions for exchange of knowledge and best practise, direct contacts established between the group of experts, possibility of implementation of new solutions and possible increase of effectiveness of the police operations. Nevertheless, it depends on the thematic scope. Taking part in the CEPOL activities, the police officers are able to look at their every day work from the European perspective, which is impossible on the national level. However, there is a need to improve the evaluation ex post, made by the CEPOL Secretariat, and to enhance the cascading process.

The extent to what CEPOL contributes to the development of a European Approach to the fight against crime, crime prevention and the maintenance of law and order and public security and the impact of its activities on the cooperation between Member States

For the time being, there is no tool for rational estimation of the European Approach development in the field of fight against crime, crime prevention and the maintenance of law and order and public security, or for the main impact of CEPOL's activities on cooperation between the EU Member States and the EU bodies. In general terms, training offer of CEPOL certainly fulfils its task. It shall be underlined that the future range of CEPOL's competences should be constructed in such a way, that the training offers not only constitute completion of the police education system in the Member States, but also refers to the Bologna and Brugge-Copenhagen process. Moreover, it shall refer to specific crime areas, such as those indicated by the OCTA report, the COSPOL programme, expectations of the EU Commission, the Council, COSI, Europol etc. Last, but not least, it shall comply with the demands of the European Law Enforcement Training Scheme, whilst coordination takes part on the European level.

Whether CEPOL's activities met the training needs of the law enforcement authorities in the respective Member State or other EU agencies / national institutions did so to a greater extent.

For sure, there is a number of activities regarding highly specialised target group and in that case other agencies, like Eurojust or Frontex shall stay the sources of the expertise, good practise and knowledge. For the other thematic areas, related with combating different kinds of crime, under the new legal framework, CEPOL might overtake responsibility and become organiser of training for the EU officers, coming from different law enforcement institutions. It might require more cooperation between the agencies themselves. Actually, there are some areas in which CEPOL is the best solution, although in some cases the other agencies have to be considered. The existing co-operation between the agencies, like training courses on Europol or visits to Europol Headquarters in Hague may improve the functioning of the Europol National Units. Strengthening of the inter-agency cooperation could have a positive far-reaching effect in future.

The level of impact CEPOL's activities have on national police training curricula

Unfortunately, the CEPOL Common Curricula have neither been finalised, updated and translated nor implemented into the national training systems in the Member States. According to the CEPOL rules, there is no obligation to implement the Common Curricula. Actually, some improvement works have been undertaken, in order to change CEPOL attitude and re-define implementation of the common curricula in such a way, that it refer rather to incorporation of the CC into the national systems. In practical terms, parts of some common curricula may be used, but it is not common that they are officially implemented.

Romania, Todoran Radu      The main benefits of the activities organised by CEPOL

□      In our view the benefits of the activity organised by CEPOL is the increasing knowledge of the national police systems and structures of other Member States and the contribution to law enforcement cooperation across the EU.

CEPOL's training activities have a direct impact on participants (e.g. technical and managerial knowledge) and also an Impact on further networking of participants.

The main advantage of CEPOL activities is the exchange of experience between police forces in EU member states and the creation of a framework for identifying solutions for quality training, in other words, the antechamber, for an institutionalized cooperation between official factors involved in police forces training.

Also, a great advantage for all police officers is the electronic platform - CEPOL e-net – which offers access to a database established to disseminate research findings, good practice and research projects in order to support police learning and the promotion of a European approach to police science.

The extent to what CEPOL contributes to the development of a European Approach to the fight against crime, crime prevention and the maintenance of law and order and public security and the impact of its activities on the cooperation between Member States

In our view, CEPOL contributes to a better cooperation between Member States and relevant EU Agencies (e.g. Europol, Eurojust). Firstly, every CEPOL activity contains a presentation regarding the role and functioning of the EU Agencies and secondly, in many courses experts from Europol, Eurojust (e.g. JIT courses) are invited and participate as lecturers.

Whether CEPOL's activities met the training needs of the law enforcement authorities in the respective Member State or other EU agencies / national institutions did so to a greater extent.

In our view, the different activities offered by CEPOL met the training needs of the law enforcement authorities in all Member States.

We also must mention the training activities organised by Frontex for the police officers working within the National Border Police.

The training tools promoted by Frontex Agency came to support joint operations, helping to ensure an integrated management of external borders. The optimization of the training system at European level for the structures with responsibilities in Schengen external borders is of particular importance.

The level of impact CEPOL's activities have on national police training curricula

CEPOL activities complement the information already contained in the national curricula, the information novelty, by the networking taking place between participants of these activities.

In recent years many teachers from our police training institutions have participated in CEPOL activities (ex. „Train the trainers”, „English Language”, „Q13 Courses”) and when they returned they applied the new learned training methods in the national training system.

Also, the Common Curricula was translated from English into Romanian language at the level of the Ministry of Administration and Interior, and parts of the CEPOL Common Curricula have been implemented very easily since 2010 in national police training curricula according to training needs (app. 80% of the content).

Sweden, Bo Åström The main benefits of the activities organised by CEPOL

CEPOL provides a platform for experts to meet and share experience. An added value is that all CEPOL activities create a platform for informal networks to be established. There are many examples of operational advantages based on contacts between participants in previous CEPOL activities.

The extent to what CEPOL contributes to the development of a European Approach to the fight against crime, crime prevention and the maintenance of law and order and public security and the impact of its activities on the cooperation between Member States

CEPOL activities have contributed to the development of a European Approach mainly by increasing awareness of the problems we share, e.g. Italy’s problems with illegal migration from North Africa is a concern for all Member States, drug trafficking through the Balkan Route the same etc.

Whether CEPOL’s activities met the training needs of the law enforcement authorities in the respective Member State or other EU agencies / national institutions did so to a greater extent.

The question has already been answered. In addition, there are a lot of training programs provided by EU mechanisms, e.g. CEPOL, Frontex and Europol. I assume there are some overlapping and/or duplication pertaining to both content and target groups. If the assumption is correct, it calls for a strong coordination mechanism on the EU level. Since we have one EU Agency explicitly established to address training needs a coordination mechanism could or should be established at CEPOL.

The level of impact CEPOL’s activities have on national police training curricula

22. The outcome of the CEPOL work regarding Common Curricula has been compared with our National Curricula and whenever applicable adjustments have been implemented.

Table 1.1 Overview of interviews with CEPOLS evaluation conference (Dec 2011 Prague)

159. NECs 160.

161. The interviews during the evaluation conference were all conducted face-to-face, despite Netherlands (written)

162. Country and name 163. ROLE

Austria, Sandro FRANK (NEC) Could you please briefly describe your role as a National Exchange Coordinator?

Which are your main responsibilities as a National Exchange Coordinator?

A GB decision is listing all the tasks of NECs in the MS. The interviewee follows all the tasks indicated.

The interviewee is the only person working on the Exchange Programme in the Austrian Ministry of Interior.

Are there other people/institutions involved in the organisation and implementation of the Exchange programme in your country?

No.

Finland, Minna Rantama (representing the NEC) Could you please briefly describe your role as a National Exchange Coordinator?

Which are your main responsibilities as a National Exchange Coordinator?

In Finland the NEC (and NCP) is the head of the External Relations department of the national police college of Finland. Mrs Rantama is his assistant and mainly responsible for training coordination. CEPOL is covering the majority of their responsibilities.

Are there other people/institutions involved in the organisation and implementation of the Exchange programme in your country?

In Finland there are no other institutions involved in that process.

Germany, Volker Laib (Deputy NEC) Could you please briefly describe your role as a National Exchange Coordinator (in this case Deputy)?

Mr Laib is working in his position (Police international cooperation) since 2-3 years.

He himself is responsible for several international training cooperation including the USA, Afghanistan etc

The NEC however, is mainly concerned with CEPOL.

Are there other people/institutions involved in the organisation and implementation of the Exchange programme in your country?

No other institutions in Germany are involved in the organisation. His own unit consists of 3 people.

Besides, your role as a National Exchange Coordinator, what are your daily responsibilities within your organisation?

Coordinating cooperation regarding bilateral training schemes, Europol coordination etc

Lithuania, RASA SERAPINIENĖ (NEC) Could you please briefly describe your role as a National Exchange Coordinator?

She is a Senior Specialist in the Training Division of the Human Resources Board at the Police Department under the Ministry of the Interior. She has been working in this position since 2006. Since June 15th 2011 she is the National Exchange Coordinator of Lithuania.

She is responsible for facilitating and coordinating the sending and hosting of exchangees, and acts as the link for communication with the CEPOL Secretariat.

Training Division of Human Resources Board at the Police Department is the CEPOL National Contact Point. All the activities under the Exchange Programme are developed and planned by the staff of this Division. The final decisions regarding planning and content of the Programme at national level are made by the Police Commissioner General, taking into consideration the proposals of the Training Division.

Are there other people/institutions involved in the organisation and implementation of the Exchange programme in your country?

Whereas the Training Division is CEPOL's National Contact Point, every officer of this Division is partially involved in the organisation and implementation of the CEPOL activities including the Exchange Programme. No persons from other units or institutions are involved in these processes.

Besides, your role as a National Exchange Coordinator, what are your daily responsibilities within your organisation?

Organisation and implementation of the Programme is not her main activity. It is just a small part of her responsibilities (about 10 percent of duties).

## 164. RELEVANCE

Austria, Sandro FRANK (NEC) n/a

Finland, Minna Rantama (representing the NEC) n/a

Germany, Volker Laib (Deputy NEC) What are, in your view, the main training needs in the law enforcement area in your country?

The major training need in Germany would be Management and leadership training.

German police officers are supported by superiors to take part in Cepol's training activities

In your view, to what extent CEPOL/Exchange programme addresses such needs? To what extent the Exchange Programme is appropriate and adequate to the needs of the law enforcement area?

Only certain needs are generally covered by CEPOL, but if covered then CEPOL has implemented the activities successfully.

To what extent is Exchange programme complementary to national training policy / curricula?

Cannot say

In your view, which training / knowledge needs should be addressed in the future?

Do you consider that such training needs would be best addressed at a national level or by CEPOL?

From his own perspective the major subjects that need to be addresses in the near future are cybercrime, human trafficking and financial crimes. In that respect, Cepol is very much up to date and ahead of time

Lithuania, RASA SERAPINIENĖ (NEC) What are, in your view, the main training needs in the law enforcement area in your country?

Confiscation of assets, corruption prevention, language courses, cross-border cooperation, managing major events and organized crime.

In your view, to what extent CEPOL/Exchange programme addresses such needs? To what extent the Exchange Programme is appropriate and adequate to the needs of the law enforcement area?

In general the exchange topics proposed by the Programme meet their needs.

To what extent is Exchange programme complementary to national training policy / curricula?

Prompt: are there any overlaps? Does the Exchange programme provide training that cannot be obtained provided anywhere else at the national level?

There are several topics in the Programme related to their national training curriculum. Nevertheless, the Programme provides additional training and possibilities to gain practical experience in these topics. In some cases there is no possibility to obtain specific knowledge and skills, while participating in the national training schemes. Hence, the Programme is a very important part of practical training of law enforcement officers.

In your view, which training / knowledge needs should be addressed in the future?

Do you consider that such training needs would be best addressed at a national level or by CEPOL?

In the future EU policy will extensively influence law enforcement training needs both at national and EU levels. But all the needs will not be covered by national training institutions and CEPOL will play a very important role in ensuring these needs are met.

#### 165. EFFICIENCY

Austria, Sandro FRANK (NEC)      Would you consider that Exchange programme is cost-efficient?

YES

Please comment on the degree of efficiency in terms of organisation and delivery of the Exchange programme.

Very efficient

Concerning the cooperation between CEPOL and your organisation, what would you highlight as the main strengths and weaknesses of such cooperation? What could be improved?

The cooperation between Cepol and the Finnish GB office is excellent. Cepol replies to all inquiries by FI immediately and effectively.

Finland, Minna Rantama (representing the NEC)      Would you consider the Exchange programme is cost-efficient?

From the experience so far she would consider the Exchange programme as very cost efficient.

Please comment on the degree of efficiency in terms of organisation and delivery of the Exchange programme.

Finland had only excellent experiences with the organisation of the Exchange programme.

Concerning the cooperation between CEPOL and your organisation, what would you highlight as the main strengths and weaknesses of such cooperation? What could be improved?

The cooperation between Cepol and the Finnish NEC office is excellent. Cepol replies to all inquiries by them immediately and effectively.

Germany, Volker Laib (Deputy NEC)      Would you consider that Exchange programme is cost-efficient?

The cost efficiency of the exchange program can be improved a lot, in particular the costs of evaluation programmes as well as the concerns with application deadlines and costs of Hotel accommodation.

Please comment on the degree of efficiency in terms of organisation and delivery of the Exchange programme.

Biggest criticism of CEPOL in general and the exchange program in particular: too bureaucratic (also in comparison to bilateral training exchange programs)

Concerning the cooperation between CEPOL and your organisation, what would you highlight as the main strengths and weaknesses of such cooperation? What could be improved?

As mentioned in 9. it is heavily over bureaucratised but communication works very well between both

Lithuania, RASA SERAPINIENĖ (NEC)      Would you consider that Exchange programme is cost-efficient?

In general the budget is cost-efficient. It would be possible to include more activities into the Programme such as study visits to European institutions and agencies, exchanges with neighbouring countries and etc.

Please comment on the degree of efficiency in terms of organisation and delivery of the Exchange programme.

The Programme was organised and delivered efficiently.

Concerning the cooperation between CEPOL and your organisation, what would you highlight as the main strengths and weaknesses of such cooperation? What could be improved?

One of the advantages is that the CEPOL Exchange Programme Project team booked flights for participants directly and NEC's did not need to send additional documents regarding reimbursement of the flight costs.

One of the disadvantages is the lack of staff in the Secretariat involved in the Programme organisation, which causes slower problem solving.

#### 166. EFFECTIVENESS

Austria, Sandro FRANK (NEC) How many exchange program participants does your Member State have annually? Is the number of participants increasing or decreasing over time?

See presentation slide

To what extent the appropriate/relevant target audiences have been reached in your Member State by the Exchange Programme?

Not yet managed to reach all people interested (in the case of Finland)

Junior staff should also be included in study

Good matching by Cepol

No language problem

What are the main strengths and weaknesses of the Exchange Programme? What are the main obstacles in the organisation of the EP? How can the weaknesses be overcome? How can the Exchange programme be improved?

A main problem for the NEC is that he increasingly needs to make applicants aware about their responsibility as applicant and participant. May be better rules and agreements needed.

What is, in your view, the added value of the Exchange programme compared to alternative (EU or national) forms of training and learning activities for law enforcement authorities?

European Approach to law enforcement training, necessary cooperation between related institutions, widening the participants horizon, improving the ability of the police in cross border cooperation, best practice sharing

Finland, Minna Rantama (representing the NEC) How many exchange program participants does your Member State have annually? Is the number of participants increasing or decreasing over time?

Not exactly sure.

To what extent the appropriate/relevant target audiences have been reached in your Member State by the Exchange Programme?

They did not yet manage to reach all people that might be interested in such an exchange programme and further plea for an inclusion of junior staff in that programme. They are very satisfied with the matching of participants and have not encountered any language problems.

What are the main strengths and weaknesses of the Exchange Programme? What are the main obstacles in the organisation of the EP? How can the weaknesses be overcome? How can the Exchange programme be improved?

The NEC sees an increasing need to make the applicants and participants aware of their responsibilities and would like to see an implementation of better rules and agreements regulating the pre and post participation.

What is, in your view, the added value of the Exchange programme compared to alternative (EU or national) forms of training and learning activities for law enforcement authorities?

European Approach to law enforcement training, necessary cooperation between related institutions, widening the participants horizon, improving the ability of the police in cross border cooperation, best practice sharing

Germany, Volker Laib (Deputy NEC)      How many exchange program participants does your Member State have annually? Is the number of participants increasing or decreasing over time?

Not sure about the exact amount of participants but there is certainly an increasing interest among police officers to participate.

To what extent the appropriate/relevant target audiences have been reached in your Member State by the Exchange Programme?

The matching works really well from a German perspective. Amongst the police departments there is a high acceptance to send people to Cefpol for training purpose but a better long term planning by CEPOL would be desirable.

What is, in your view, the added value of the Exchange programme compared to alternative (EU or national) forms of training and learning activities for law enforcement authorities?

It is much easier to implement such a program through an agency with a European approach than bilateral cooperation. Such programs can only be implemented by CEPOL.

Lithuania, RASA SERAPINIENĖ (NEC) How many exchange program participants does your Member State have annually? Is the number of participants increasing or decreasing over time?

12 Lithuanian officers participated in the Exchange Programme in 2010, 31 officers participated in this Programme in 2011.

To what extent the appropriate/relevant target audiences have been reached in your Member State by the Exchange Programme?

The decision-makers of every Lithuanian law enforcement institution assess their needs and decide upon target audience to participate in the Programme. The NEC collects the data about all nominees and sends the application forms to the CEPOL Secretariat. CEPOL matches participants mostly according to the requests of the participants, indicated in their application forms, except for some special topics, when it is difficult to find an appropriate partner.

What are the main strengths and weaknesses of the Exchange Programme? What are the main obstacles in the organisation of the EP? How can the weaknesses be overcome? How can the Exchange programme be improved?

Strengths: the Programme provides an opportunity for the participants to create a network of colleagues and get acquainted with the work methods of other EU countries. The idea to organise study visits to Europol, OLAF and CEPOL Secretariat provided a possibility to get more insights about these institutions and their daily work. Continuity of the Programme ensures steady interest of appropriate target audiences and possibilities for a larger number of the participants to apply. Moreover, using CEPOL LMS provides

What are the main strengths and weaknesses of the Exchange Programme? What are the main obstacles in the organisation of the EP? How can the weaknesses be overcome? How can the Exchange programme be improved?

Strengths: the Programme provides an opportunity for the participants to create a network of colleagues and get acquainted with the work methods of other EU countries. The idea to organise study visits to Europol, OLAF and CEPOL Secretariat provided a possibility to get more insights about these institutions and their daily work. Continuity of the Programme ensures steady interest of appropriate target audiences and possibilities for a larger number of the participants to apply. Moreover, using CEPOL LMS provides opportunities to extend the contacts and share information.

Weaknesses: The periods (stage I and II) of the Programme aggravate the organisation of participation at the national level. It is complicated for Lithuanian officers to be off duty for 1 month (to be a tutor for 12 days and to visit the other country for another 12 days). The period of the programme should not be subdivided into two phases.

What is, in your view, the added value of the Exchange programme compared to alternative (EU or national) forms of training and learning activities for law enforcement authorities?

Participants have the opportunity to acquire knowledge and deepen the possessed knowledge in the appropriate topic related to their daily work. At the same time they establish new contacts and it gives possibilities to improve cross-border cooperation, crime prevention and investigation as well language knowledge. Besides, the participants share the gained knowledge with their colleagues and use it in their daily work.

#### 167. UTILITY AND IMPACT

Austria, Sandro FRANK (NEC) To what extent is the knowledge gained through the participation of the Exchange Programme conveyed to staff that has not participated in such activities? To what extent the activities have a multiplier effect?

The participants have to write extensive reports about their experience which is then published and circulated inside the college.

To what extent the Exchange Programme has an impact on national police training curricula?

None as it is not meant for students but only senior officers

Finland, Minna Rantama (representing the NEC) To what extent is the knowledge gained through the participation of the Exchange Programme conveyed to staff that has not participated in such activities? To what extent the activities have a multiplier effect?

The participants have to write extensive reports about their experience which is then published and circulated inside the college.

To what extent the Exchange Programme has an impact on national police training curricula?

None as it is not meant for students but only senior officers

Germany, Volker Laib (Deputy NEC) What are, in your view, the main benefits of the Exchange Programme?

Participants learn new methods or approaches which they can implement back home. Cultural and social understanding improved. Better knowledge of how partners operate essential.

To what extent the Exchange programme contributes to the development of a European Approach to the fight against crime, crime prevention and the maintenance of law and order and public security?

What are the impacts of programme regarding the cooperation between Member States and EU bodies?

Not so much

To what extent is the knowledge gained through the participation of the Exchange Programme conveyed to staff that has not participated in such activities? To what extent the activities have a multiplier effect?

The reports of participants are published in the Police magazine and circulated. Because they are senior police officers they have the ability to implement the newly learnt

Lithuania, RASA SERAPINIENĖ (NEC) What are, in your view, the main benefits of the Exchange Programme?

Participants have opportunity to acquire knowledge and deepen the possessed knowledge in the appropriate topic related to their daily work. At the same time they establish new contacts and it gives possibilities to improve cross-border cooperation, crime prevention and investigation as well language knowledge. Besides, the participants share the gained knowledge with their colleagues and use it in their daily work.

To what extent the Exchange programme contributes to the development of a European Approach to the fight against crime, crime prevention and the maintenance of law and order and public security?

What are the impacts of programme regarding the cooperation between Member States and EU bodies?

Since the Programme is a multilateral exchange of senior officers, experts and trainers, it helps to promote mutual trust between training staff and senior officers, providing a possibility for the participants to establish a network and to improve cross-border cooperation, crime prevention and investigation, both at national and international level. Study visits to Europol, OLAF and CEPOL Secretariat is one of the ways of strengthening the cooperation between Member States and EU bodies.

To what extent is the knowledge gained through the participation of the Exchange Programme conveyed to staff that has not participated in such activities? To what extent the activities have a multiplier effect?

Lithuanian participants have to report to the Police Commissioner General about their visits. They also notify the line manager of the participant, the head of police law enforcement institution. The respectful units of the Police Department receive copies of the reports, they are published on police website. In addition, officers share information, experience of other countries and contacts with their colleagues. Dissemination plan plays a very important role in the Programme. There must be a continuation of exchange processes and feedback of visits. The participants are responsible for the dissemination of information.

To what extent the Exchange Programme has an impact on national police training curricula?

It is very important that the programme provides police trainers with the opportunities to familiarize with the training methods and knowledge delivering modes in other EU countries and to compare the training systems and methods. Moreover, they can improve the national police training curriculum in accordance with the gained experience and implement it in further police training. Participants improve both their personal and professional skills.

168. ExPro's

169. Country and name      170. BACKGROUND INFORMATION

Germany, Thomas Bastian (ExPro)      How did you find out about the European Police College (CEPOL)?

- Through newsletter that were circulated in the Police College
- a) How did you get involved in CEPOL's exchange programme?
  - Proactively acted upon the newsletter by applying for the program.

In addition to the exchange programme, have you ever participated in other learning activities organised by CEPOL?

YES:

23. He participated in 4 different training activities organised by CEPOL (with different subjects) since 2007.

Italy, Mario Imparato (ExPro)      How did you find out about the European Police College (CEPOL)?

- CEPOL website;
- CEPOL NCP; and
- His line manager.

Information on CEPOL is disseminated by the General Headquarters in Rome to all local police districts.

b) How did you get involved in CEPOL's exchange programme?

It was suggested to him by his line manager, who received the information on the Programme by the central NCP.

Poland, Luiza Zamorska (ExPro)      How did you find out about the European Police College (CEPOL)?

Information provided by policy corps

c) How did you get involved in CEPOL's exchange programme?

It was advertised in the participant's organisation

The interviewee participated in an English course organised by CEPOL in Ireland and might take part in future activities. However, budgetary constraints need to be taken into account.

The Netherlands, Jan Herm Lenters (ExPro) How did you find out about the European Police College (CEPOL)?

The CEPOL National Contact Point/ /National Exchange Coordinator

d) How did you get involved in CEPOL's exchange programme?

▪ Other, please specify

He got a request from a Swedish colleague who he met because of a rogatory letter he send to the Swedish authorities. The colleague in Sweden was very interested in his way of working and in their legislation. He asked CEPOL Sweden if there were possibilities to go to the Netherlands as a trainee. The Swedish colleague asked him to be the tutor in this exchange, because they already knew each other.

In addition to the exchange programme, have you ever participated in other learning activities organised by CEPOL?

Yes, a few years ago he participated in a learning activity regarding money laundering and asset recovery. It was held in Templemore Ireland.

24.

#### 171. PARTICIPATION IN THE EXCHANGE PROGRAMS

Germany, Thomas Bastian (ExPro) e) In which of the following exchanging programmes have you participated:

▪ He took part in CEPOL's newly self funded exchange program in 2011

f) In which country did you follow the exchange programme?

g) Sweden

h) He was also once a host for the exchange program for a participant from Latvia

i) Please comment on the following statements with regard to the relevance of the CEPOL exchange programme you have participated in (strongly agree, agree, cannot say, disagree, strongly disagree):

▪ The CEPOL exchange programme was relevant for me in order to improve my performance at work:

YES he learned new teaching methods and developed common standards, which he was able to implement back in Germany and gained new insights for his current research work.

▪ I have gained new knowledge through the CEPOL exchange programme:

YES

▪ Learning activities organised at national level (not developed / delivered through CEPOL), are sufficient in order for me to improve my performance at work

No, as he is already familiar with the national approaches and needed a new and fresh perspective

j) Please comment on the following statements with regard to the quality of the CEPOL exchange programme you have participated in (strongly agree, agree, cannot say, disagree, strongly disagree):

▪ My exchange was generally well organised

Strongly agree

▪ Sufficient material was provided to me before the exchange in order to prepare myself

Strongly agree

▪ I was satisfied with the concept of developing a cascading plan before the exchange

Strongly agree and good communication with NEC in Sweden

▪ I was satisfied with the hosting plan developed

Strongly agree

▪ I was satisfied with CEPOL's match of participants

Agree

k) Please comment on the following statements with regard to the learning element of your exchange period (strongly agree, agree, cannot say, disagree, strongly disagree):

- My work experience abroad made me learn new things
- YES
- The level of difficulty of the police tasks I performed during my stay abroad was similar to the level of those that I perform when working in my own country
- YES/NO YES: The actual work undertaken as well as the people he worked with NO: Sweden has only Bachelor curricula for the police but he was a tutor for a Master program
- During the exchange, I had the opportunity to exchange ideas/good practices with colleagues from other countries
- YES he presented his findings and experience during a meeting of the German police tutor network
- The host plan was a useful tool to make my stay more effective
- The learning gained during an exchange is complementary to learning activities organised at national level (not developed / delivered through CEPOL)
- YES

l) Please comment on the following statements with regard to the utility of your exchange period with regard to your job (strongly agree, agree, cannot say, disagree, strongly disagree):

- I have improved my understanding of police practices and training in other European countries
- YES but focused on teaching only
- My participation in the exchange programme has improved my performance at work
- NO
- My participation in the exchange programme has been beneficial to my career
- NO

- m) Have professional/informal networks developed as a consequence of your participation in the exchange programme? If yes, are these networks still ongoing?
- n) YES He established really good relations with a Swedish Research Institute (VTI) and is about to implement a shared cooperation between them and the German Police College
- o) Have you been able to share and apply the knowledge you gained during your exchange with other colleagues/organisations/institutions?
- p) YES through reports and personal communication
- q) Has the participation in the exchange programme led you to engage in other nationally/internationally organised learning activities?
- r) NO
- s) Has the participation in the exchange programme led you to engage in further networking or cooperation with other institutions or EU agencies? If yes, is this networking still or cooperation still ongoing?
- t) NO
- u) What is in your view the added value of participating in the exchange programme compared to nationally organised learning activities such as those provided by your own organisation/institution and/or by training institutes in your Member State?
- v) Mentioned above
- w) Was the factor 'language' in any way an obstacle in successfully participating in the exchange program?
- x) In 2007 language was an issue. This time in Sweden not anymore.

Italy, Mario Imperato (ExPro) y) In which of the following exchanging programmes have you participated:

- He took part in CEPOL's newly self funded exchange program in 2011
- z) In which country did you follow the exchange programme?
- aa) Belgium
- bb) He was also a host for the exchange program for a participant from Belgium

cc) Please comment on the following statements with regard to the relevance of the CEPOL exchange programme you have participated in (strongly agree, agree, cannot say, disagree, strongly disagree):

▪ The CEPOL exchange programme was relevant for me in order to improve my performance at work:

YES – the exchange programme allowed him to get a better understanding of the Belgian Police system. Such information was beneficial for preparing a paper on the reform of the Italian police. Also, the participant has been able to apply new policing methods in his daily work.

▪ I have gained new knowledge through the CEPOL exchange programme:

YES – new knowledge concerning policing methods

▪ Learning activities organised at national level (not developed / delivered through CEPOL), are sufficient in order for me to improve my performance at work

Such exchange programme is not available at national level

dd) Please comment on the following statements with regard to the quality of the CEPOL exchange programme you have participated in (strongly agree, agree, cannot say, disagree, strongly disagree):

My exchange was generally well organised Strongly agree

Sufficient material was provided to me before the exchange in order to prepare myself  
Cannot say

▪ I was satisfied with the concept of developing a cascading plan before the exchange  
Agree

I was satisfied with the hosting plan developed Strongly agree

▪ I was satisfied with CEPOL's match of participants Agree

ee) Please comment on the following statements with regard to the learning element of your exchange period (strongly agree, agree, cannot say, disagree, strongly disagree):

▪ My work experience abroad made me learn new things Strongly agree

▪ The level of difficulty of the police tasks I performed during my stay abroad was similar to the level of those that I perform when working in my own country Agree

- During the exchange, I had the opportunity to exchange ideas/good practices with colleagues from other countries Strongly agree

- The host plan was a useful tool to make my stay more effective Strongly agree

- The learning gained during an exchange is complementary to learning activities organised at national level (not developed / delivered through CEPOL) Strongly agree

ff) Please comment on the following statements with regard to the utility of your exchange period with regard to your job (strongly agree, agree, cannot say, disagree, strongly disagree):

- I have improved my understanding of police practices and training in other European countries Strongly agree

- My participation in the exchange programme has improved my performance at work agree

- My participation in the exchange programme has been beneficial to my career The participant might be assigned to a more “international” post in the future

gg) Have professional/informal networks developed as a consequence of your participation in the exchange programme? If yes, are these networks still ongoing?

hh) The tutor of the exchange programme in Belgium will become reference point for any future request for police cooperation. The participant was also able to network and establish good relations with a broader group of Belgian policemen.

ii) Have you been able to share and apply the knowledge you gained during your exchange with other colleagues/organisations/institutions?

jj) YES. Upon return, the participant organised an internal meeting to explain the experience to his colleagues and to disseminate the knowledge to his direct working environment. The participant is also planning to organise another debriefing after the evaluation meeting in Prague.

kk) Has the participation in the exchange programme led you to engage in other nationally/internationally organised learning activities?

ll) Not yet

mm) Has the participation in the exchange programme led you to engage in further networking or cooperation with other institutions or EU agencies? If yes, is this networking still or cooperation still ongoing?

nn) Not yet. The participant might be assigned to a more “international” post in the future

oo) What is in your view the added value of participating in the exchange programme compared to nationally organised learning activities such as those provided by your own organisation/institution and/or by training institutes in your Member State?

pp) The added value of participation in learning activities involving contacts with foreign colleagues allows the application of different approaches to same or similar problems. The experience allows to open the mind to the international perspective. In the end, such experience contributes to the creation of a common approach to police cooperation

qq) Was the factor ‘language’ in any way an obstacle in successfully participating in the exchange program?

rr) No, the language was not an obstacle. According to the interviewee, a fluent knowledge of at least one EU language is an essential criteria for selection to participate in the exchange programme.

Poland, Luiza Zamorska (ExPro) ss) In which of the following exchanging programmes have you participated:

- She took part in CEPOL’s newly self funded exchange program in 2011

tt) In which country did you follow the exchange programme?

uu) Sweden

vv) Please comment on the following statements with regard to the relevance of the CEPOL exchange programme you have participated in (strongly agree, agree, cannot say, disagree, strongly disagree):

- The CEPOL exchange programme was relevant for me in order to improve my performance at work:

YES – the interviewee was sent to a very similar office in Sweden (Siena contact point - Secure Information Exchange Network Application). Therefore the experience was very relevant to her work.

- I have gained new knowledge through the CEPOL exchange programme:

YES – new knowledge concerning police structure. Such knowledge was useful as the participant was able to compare the Swedish system with the Polish system

- Learning activities organised at national level (not developed / delivered through CEPOL), are sufficient in order for me to improve my performance at work

Cepol's exchange programme is considered as a very useful complementary activity to those organised in Poland

ww) Please comment on the following statements with regard to the quality of the CEPOL exchange programme you have participated in (strongly agree, agree, cannot say, disagree, strongly disagree):

My exchange was generally well organised Strongly agree

Sufficient material was provided to me before the exchange in order to prepare myself Agree (information about the host information and hosting plan were received)

▪ I was satisfied with the concept of developing a cascading plan before the exchange Agree

I was satisfied with the hosting plan developed Strongly agree

▪ I was satisfied with CEPOL's match of participants Agree (same organisation/position)

xx) Please comment on the following statements with regard to the learning element of your exchange period (strongly agree, agree, cannot say, disagree, strongly disagree):

▪ My work experience abroad made me learn new things Strongly agree

▪ The level of difficulty of the police tasks I performed during my stay abroad was similar to the level of those that I perform when working in my own country Agree

▪ During the exchange, I had the opportunity to exchange ideas/good practices with colleagues from other countries Strongly agree

▪ The host plan was a useful tool to make my stay more effective Strongly agree

▪ The learning gained during an exchange is complementary to learning activities organised at national level (not developed / delivered through CEPOL) Strongly agree

yy) Please comment on the following statements with regard to the utility of your exchange period with regard to your job (strongly agree, agree, cannot say, disagree, strongly disagree):

▪ I have improved my understanding of police practices and training in other European countries Strongly agree

▪ My participation in the exchange programme has improved my performance at work agree

▪ My participation in the exchange programme has been beneficial to my career Cannot say

zz) Have professional/informal networks developed as a consequence of your participation in the exchange programme? If yes, are these networks still ongoing?

aaa) YES. Contacts are still ongoing on a daily basis.

bbb) Have you been able to share and apply the knowledge you gained during your exchange with other colleagues/organisations/institutions?

ccc) Yes, the participant was able to cascade the knowledge gained to the 20 colleagues working in her unit.

ddd) Has the participation in the exchange programme led you to engage in other nationally/internationally organised learning activities?

eee) Not yet

fff) Has the participation in the exchange programme led you to engage in further networking or cooperation with other institutions or EU agencies? If yes, is this networking still or cooperation still ongoing?

ggg) Yes, regular contacts have been now established between the Siena offices in Sweden and Poland

hhh) What is in your view the added value of participating in the exchange programme compared to nationally organised learning activities such as those provided by your own organisation/institution and/or by training institutes in your Member State?

iii) The added value of participation in the exchange programme are as follows:

jjj) New technical knowledge

kkk) Enhanced knowledge of English

lll) Possibility to compare police systems and be able to contribute to debates about national reform of the police sector

mmm) Was the factor 'language' in any way an obstacle in successfully participating in the exchange program?

nnn) The programme provided an opportunity to improve the language skills

The Netherlands, Jan Herm Lenters (ExPro) ooo) In which of the following exchanging programmes have you participated:

- Other; Cepol Expro 2011

ppp) In which country did you follow the exchange programme? Sweden

qqq) Please comment on the following statements with regard to the relevance of the CEPOL exchange programme you have participated in (strongly agree, agree, cannot say, disagree, strongly disagree):

- The CEPOL exchange programme was relevant for me in order to improve my performance at work. Cannot say
- I have gained new knowledge through the CEPOL exchange programme. agree
- Learning activities organised at national level (not developed / delivered through CEPOL), are sufficient in order for me to improve my performance at work . Not agree.

rrr) Please comment on the following statements with regard to the quality of the CEPOL exchange programme you have participated in (strongly agree, agree, cannot say, disagree, strongly disagree):

- My exchange was generally well organised. Agree
- Sufficient material was provided to me before the exchange in order to prepare myself. Agree.
- I was satisfied with the concept of developing a cascading plan before the exchange. Agree.
- I was satisfied with the hosting plan developed. Agree.
- I was satisfied with CEPOL's match of participants. Strongly Agree.

sss) Please comment on the following statements with regard to the learning element of your exchange period (strongly agree, agree, cannot say, disagree, strongly disagree):

- My work experience abroad made me learn new things. Strongly Agree.
- The level of difficulty of the police tasks I performed during my stay abroad was similar to the level of those that I perform when working in my own country. . Agree.
- During the exchange, I had the opportunity to exchange ideas/good practices with colleagues from other countries. . Agree.
- The host plan was a useful tool to make my stay more effective. . Agree.

The learning gained during an exchange is complementary to learning activities organised at national level (not developed / delivered through CEPOL). . Agree.

ttt) Please comment on the following statements with regard to the utility of your exchange period with regard to your job (strongly agree, agree, cannot say, disagree, strongly disagree):

▪ I have improved my understanding of police practices and training in other European countries. Strongly Agree.

▪ My participation in the exchange programme has improved my performance at work. Agree.

▪ My participation in the exchange programme has been beneficial to my career. . Agree

uuu) Have professional/informal networks developed as a consequence of your participation in the exchange programme? If yes, are these networks still ongoing?

vvv) Yes, in his opinion it is very important to have a good network. This network is still on going. He is in contact with his colleagues abroad on a regular base.

www) Have you been able to share and apply the knowledge you gained during your exchange with other colleagues/organisations/institutions?

xxx) Yes, he gave a presentation at EBM in Malmo (Sweden) to investigators and prosecutors. (1 ½ hour) Next month he will give a presentation to his colleagues at Twente CID about his experiences abroad.

yyy) Has the participation in the exchange programme led you to engage in other nationally/internationally organised learning activities?

zzz) Not yet, but he is interested.

aaaa) Has the participation in the exchange programme led you to engage in further networking or cooperation with other institutions or EU agencies? If yes, is this networking still or cooperation still ongoing?

bbbb) In the past he was in contact with OLAF in Brussels. They helped him with gaining information in a case.

cccc) What is in your view the added value of participating in the exchange programme compared to nationally organised learning activities such as those provided by your own organisation/institution and/or by training institutes in your Member State?

dddd) You get a wider view, you experience what you already do well and were you can improve and of course it's a personal enrichment.

eeee) Was the factor 'language' in any way an obstacle in successfully participating in the exchange program?

ffff) No, it was not a problem from both side

Table 1.2 Overview of interviews with External Experts

172. Name 173. PRELIMINARY REMARK

174. The interviews with external experts were all conducted by telephone.

Peter Ijzerman There are some obstacles to the effective development of CEPOL:

- There is no EU law enforcement
- The national law enforcement training systems are still very rooted in the MS and independent from the EU level

Therefore, there are no conditions for the establishment of a real EU police academy (a purely EU body not a network)

Piet van Reenen There is a proliferation of European instruments on police cooperation. The whole process of EU policy making is distant/detached from the reality and police practices in the Member States. The EU policy making is too political/bureaucratic.

There is a need to bring such instruments closer to the police word. EU police training can be a good step towards this approach.

CEPOL can be a key actor in this process. However, CEPOL is struggling with some shortcomings. Some of them related to its status of an EU Agency. EU Agencies are not goal-oriented. They have to deal with EU regulations and their complexities and this reduces the extent to which they can be operational and focus on outputs and outcomes.

Willy Bruggeman CEPOL is not enough future-oriented as it does not take into account the newest EU policy developments such as for example the 2012 Council Framework decision on cooperation between law enforcement authorities, the project "Harmony" establishing an intelligence model for the whole EU. CEPOL could play a role in this project as it could be responsible for the training of analysts around the EU.

CEPOL is too much focussing on the past. There is a need for this Agency to be more proactive.

Moreover, there are not enough synergies between the JHA Agencies. The cooperation between CEPOL and Europol or Frontex should be more intense. This would lead to a better coordination of training activities in the laws-enforcement area.

The governing members of such Agencies should cooperate more also at MS level. In some countries, there is no communication between the decentralised contact points of such bodies.

The relationship between CEPOL and COSI is under-developed. CEPOL is not actively involved in decision-making within the Council Working Group.

CEPOL should become a “centre of excellence”, taking on an advisory role in the development of EU policies on law enforcement training. CEPOL should be an active actor in EU policy-making.

#### 175. RELEVANCE

Peter Ijzerman In order to identify the most relevant training/knowledge needs, there is a need to have with stakeholders at EU level (Commission, Council, main JHA Agencies, etc.). Very important are also meetings with key stakeholders at national level such as for example chiefs of police in the MS. The latter are the persons responsible for the identification of training needs at national level.

Training needs should be directly identified by CEPOL with the support of EU working groups.

Concerning the objectives and tasks of CEPOL as set out in the 2005 Decision, there is a need to enlarge the scope of CEPOL’s activities to other target groups, namely to cover all police forces working in international cooperation. However, the objectives are perceived to be still relevant.

There is a need to refer/ to the harmonisation of police training across the EU. At the moment there are too many differences. CEPOL could certainly contribute to the harmonisation of the approach to law enforcement training and this should be recognised in the legal basis.

To improve relevance, CEPOL should not focus on too many activities. Moreover, training should focus on no more than five or six “strategic topics”.

Piet van Reenen Currently, it is not clear what the Council wants from CEPOL and what is the future vision of CEPOL.

At the moment, CEPOL cannot be “operationalised” adequately as there are some structural obstacles (the fact that CEPOL is an EU Agency) and some obstacles created by the detachment of EU policies from the police reality in the Member States.

This creates some obstacles related to the relevance of CEPOL to Member States training and knowledge needs.

Senior police officers in the Member States should define the training and knowledge needs. This could be also done through peer reviews (as presently done in other thematic areas). A bottom-up approach should be established, otherwise there is a risk of failure.

There is also a lack of trust from national stakeholders. In the Member States, Police Academies are deeply rooted in the police system and police officers “trust” such institutions. CEPOL is not rooted in the national reality. The bottom-up approach in the identification of needs can partially solve this problem.

In order to improve the relevance of the Agency, there is a need to think about longer term activities. An idea, which is already in place, is to develop a Master Course in European policing. Such master course of the duration of two years, would be implemented by three European Universities with the support of CEPOL.

Concerning the objectives and tasks of CEPOL as set out in the Council Decision, the interviewee indicated that these are too broad and too superficial. There is a need to have more operational objectives.

Also, there is a need to move away from the short-term perspective/approach. This should be somehow reflected in the Decision.

As far as the target group is concerned, there is a problem with including “senior police officers” within the coverage of CEPOL’s activities. There are many differences in the Member States concerning who can be included in such a category. There is a need to further define “senior police officers” by providing some criteria/standards.

There is also a need to broaden the scope of the activities to other types of police officers, for example to middle level police officers (provided that criteria/standards to define those are provided too).

The interviewee also agreed on the fact that there are significant differences as to the reach of CEPOL in the Member States. The level of participation of Member States in CEPOL’s activities depends on different factors such as: specific training needs (CEPOL is more relevant in certain countries compared to others) and the budget of Member States dedicated to law enforcement training (some MS have more resources to send participants to training courses or other activities).

The interviewee indicated that, currently, CEPOL focuses on too many thematic areas and types of activities. There is a need to ensure consistency and coherence of themes covered and activities developed.

Willy Bruggeman It is important that CEPOL does not “reinvent” what has been discussed in other fora. The knowledge about training need is already there. There a need for CEPOL to make an inventory and take stock of what is discussed at EU level. There is no need to send a questionnaire to the Member States to gather new information about training/knowledge needs. The priorities of CEPOL should be organised based on the OCTA reports.

There is a need to update the objectives as set out in the Council Decision. The role needs to be further clarified (after careful reflection on the future of CEPOL). Moreover, the target group of CEPOL’s activities should be extended for example middle class police officers and operational police officers should be included.

The different reach of CEPOL in the MS depends to a great extent on the organisation of police forces within the countries. In some MS, there are several different police forces in place and therefore the reach of CEPOL is very limited as some of the police forces are excluded from the activities organised. That’s why it is important to extend the scope of CEPOL’s activities. In Belgium, for example, only the federal police has been involved in CEPOL’s activities.

According to the interviewee, there are too many activities organised by CEPOL and their reach is still limited. There is also a need to improve synergies and coherence between all activities organised.

In order to increase the relevance of the Agency, there is a need to make an inventory of all police functions in the MS and design a list of themes to be covered for each of these functions. All police forces should be covered by the activities of CEPOL.

Possibly, such activities should be also extended to participants from third countries.

#### 176. EFFICIENCY

Peter Ijzerman 25. It is very hard to answer about the efficiency of CEPOL.

26. There are differences in the costs of delivery of training in the MS. Moreover, there are big differences concerning the quality of training provided. Common standards need to be developed concerning not only the quality of courses organised in the MS but also linked to the costs of organising such training.

27. Under-spending has been a problem in the past as the training is not demand-driven. Many of the training courses planned in the MS were not achieved.

28. Some problems concerning the efficiency were also triggered by the governance structure of CEPOL (i.e. too many components and too many GB representatives).

29. The staff within CEPOL should have more competences and powers. The Director should have more powers concerning the administrative processes and the content of the activities delivered by CEPOL.

The Secretariat should play an important role in the preparation of the topics/proposals to be discussed and voted by the GB.

Piet van Reenen 30. As stated above, CEPOL focuses on too many thematic areas and types of activities. This limits the efficiency of the Agency. There are some activities that should be eliminated, for example research.

31. Another factor limiting the efficiency of CEPOL is/was its structure: too many components (committees, working groups). A reform is however going on to improve this.

32. There is still no adequate staffing within the Secretariat. However, a strengthening of the Secretariat can be only performed if there is a clarification of/reflection upon the future role of CEPOL.

The powers of the Director should be strengthened. At the moment the role of the Director is limited (as there is mistrust from the Member States) and this leads to efficiency problems.

Willy Bruggeman 33. The efficiency of CEPOL's activities depends on the country organising the activity. Under the Belgian presidency, some activities were co-funded by the government while in other MS co-funding is not possible and therefore training activities rely exclusively of CEPOL's funding.

The GB members should be the same national representatives of other EU Agencies. This would strongly contribute to the strengthening of synergies between the JHA Agencies.

## 177. EFFECTIVENESS

Peter Ijzerman CEPOL's activities do not reach a broader audience. Also, the cascading of knowledge from direct participants is very limited.

The exchange programme is not considered to be very successful by the interviewee. There are some language problems constituting an obstacle to the effective implementation of such activity.

Overall, the added value of CEPOL consists in:

- More effective cooperation on a personal level
- Increased technical knowledge

CEPOL can be considered as a first step towards a common police culture

Piet van Reenen 34. The reach of the target audience in the Member States is partial. This is due to the fact that, currently, CEPOL is not appealing/attractive for police officers.

35. Also, the quality of courses organised in the Member States can vary to a great extent. Some Member States have highly developed Academies, other not. Moreover, the effectiveness of the courses is limited by the fact that the courses are too short term (it is not possible to learn about EU instruments in police cooperation in only 5 days).

On the other hand, the exchange programme is considered to be an extremely effective activity.

The effectiveness of CEPOL could be increased by improving its relevance and rationalising the themes covered and activities developed.

The added value of CEPOL relies in the exchange of experiences/ the fact that personal contacts are created rather than in the quality of the courses and seminars.

Willy Bruggeman See comments on reach of CEPOL above.

The added value of CEPOL is providing an EU dimension to police training. However, in order to enhance such added value, more synergies between JHA Agencies should be created as also explained above.

#### 178. UTILITY AND IMPACT

Peter Ijzerman The evaluation of CEPOL's activities should not be exclusively based on individual feedback. There is a need to assess how the knowledge gained has been put into practice. In some MS, proficiency tests have been developed (see information sent by the interviewee). CEPOL could follow that model.

Piet van Reenen Currently there is too much focus/pressure for evaluating results. This is due to the fact that CEPOL is an EU Agency and has to comply with EU requirements and regulations. However, the focus should be on the quality more than on users' satisfaction.

According to the interviewee, the contribution of CEPOL to the development of an EU approach to the fight against crime is at the moment limited.

Moreover, the impact on national curricula is almost nil in many Member States. However, the contribution on common curricula might be higher in newer Member States, where there is a need to align the national standards to the EU standards. That's where common curricula might have a greater impact.

Willy Bruggeman There is a need for better evaluation of CEPOL's results.

CEPOL should also have an evaluative function – the Agency should be responsible for evaluating what is being done by the Member States in the area of police training

The training of police officers contributes to the strengthening of mutual recognition in police cooperation. However, there are some improvements to be made to CEPOL in order to achieve this result to a major extent.

Finally, according to the interviewee, CEPOL has not been able to influence/impact on national police training curricula.

Table 1.3 Overview of interviews with CEPOL'S Secretariat

179. Country and name 180. RELEVANCE

181. The interviews with CEPOL's Secretariat were conducted face-to-face in Brumhill, UK

Director, Mr Banfi

1. 2. In order to assess training needs across the EU, CEPOL takes part in inter agency cooperation and the formulation of action plans. It consults Member States and other stakeholders regarding their training needs and established annual meetings that prepare a 2 years strategy for training activities. In addition, CEPOL also cooperates with COSI and several other Working Groups and is taking part in meetings of the EU troika and bilateral consultations.

A scorecard system was implemented with performance indicators (4 key indicators/ in total 28).

CEPOL is missing a mandate to do a strategic training need assessment at EU level. CEPOL could become a coordinator for several sectors.

EU has 8 priorities for this year: THB, cybercrime, illegal migration, etc. and with accordance to the priorities the Agencies are responsible to develop an action plan. CEPOL was invited to elaborate the plan. Training is considered as key element of the strategy.

3.  According to Banfi the Council Decision inadequately addresses the objectives and tasks that would be relevant to successfully govern CEPOL and to challenge current and future law enforcement training needs. Several components, especially CEPOL's exact role, its status as a Secretariat and numerous definitions are not at all described or in fact misleading. It should refer to CEPOL not as a Secretariat or Network but an Agency/College instead.

In practice, the role of CEPOL's director might be similar to other Agencies; however, it is legally different. Particularly inefficient is the GB's right to make decisions on micro level, including specific budgetary posts which should be done by the Director of CEPOL instead.

- The Council decision is also misleading in its definition of the target group. In some articles it refers to senior police officers in others to middle officers. In addition, the term senior police officer is never properly defined and it was suggested by Banfi that the definition should be rather linked to the officers' function (and cross border activity) instead of rank.
- There is a limitation for the Director to deal with other matters of the organisation such as HR due to legal bases.
- It would also increase CEPOL's effectiveness and quality, if the Decision would allow for a Research Mandate. Until now CEPOL has to rely on external scientific expertise which is expensive, inefficient and often lacking a European dimension and, therewith, useless for CEPOL's training activities.
- Regarding the strategic need assessment – CEPOL can identify the needs from an EU perspective and identify respective gaps.
- CEPOL should be able to provide training for different kinds of law enforcement forces and not only police officers.
- JITS is not offered as it should be and CEPOL should improve training on JITS to members, including e-learning modules.
- A need to further integrate CEPOL with other EU stakeholders and events, such as COSI, other working group parties, CATS, Council of ministers, ministerial conferences, cooperation with incoming presidencies etc. The relevance of CEPOL being integrated in the law enforcement area is increasing.
- To sum up, there is a need to update the Decision to achieve coherence in purpose, objectives and tasks, to provide CEPOL with the rights and mandates it needs to effectively provide training activities, and to change its status from Secretary/Network to Agency/College.

#### 4. □ Streamline governance and rationalise structures

- Organisational processes have improved to make CEPOL more responsive
- All 12 committees will be closed at the end of 2011
- Reforming Working Groups towards a temporary mandate (June 2012, current WG will be closed)
- 8 thematic areas reduced from 16 and a policy cycle with 8 priorities (In 2011, 25 training activities were organised and in 2012 only 20 training activities planned)

- Directors role:
- The Director gives monthly activity reports (according to the balance scorecards and with the aim to improve organisational transparency)
- The team Mr Banfi reports to is composed of UK/NL/COM and additionally to the Council
- Legislative change is needed so individual reports of other members of the Secretariat according to their responsibilities can be exchanged
- Strengthen the CEPOL Secretariat
- The Secretariat is originally understaffed: 2010 out of 26 permanent Staff only 14 remained
- There is a general need to have more senior staff
- The Secretariat would like to have senior/head positions for finance and project management in 2012 and offer instead to pay for such positions with the use of the current budget
- At the moment CEPOL has a lot of seconded staff working for them especially as legal advisers but in the long term the goal should be to get more contractual staff.
- Merge capacity building for law enforcement
- There is a need for more coordination on EU level regarding law enforcement training.
- CEPOL now plans capacity building measures and training programmes 4 years ahead.
- Measure results and impacts
- The EU has 1.9 million law enforcement officers; hence, it is very difficult to assess the broader impact with only 2.300 participants.
- Immediate feedback is provided after the course and post course evaluation is provided by participants and line managers 6 months after.
- For exchange programme participants questionnaires are provided
- First evaluation meeting for the exchange program in December and its planned to institutionalise it on an annual bases

Deputy Director, Mr Schroeder

1 – 2

Cepol has several bottom-up measures, how to identify new training and knowledge needs on EU and MS level:

Member State level:

- In cooperation with the Commission, Cepol is undergoing an extensive mapping of the need and existence of training in the EU
- Member States are regularly consulted to express their needs for training and to propose topics for seminars and courses
- Participants of Cepol activities have to fill out a questionnaire directly after the activity took place and again 6 months later to assess in how far the training was helpful for daily operations.

EU level:

- Cepol also takes into account Council decisions, which are mediated during the active participation of Cepol in law enforcement working groups
- A frequent cooperation is also in place with Europol, Eurojust and other agencies to identify training needs
- Once a year there is a systematic stakeholder review including amongst others Member States, NGOs, EU Agencies, International Organisations, APC etc (also in written form)

The involvement of the Directors is a rather unified action. Considering the size of Cepol they usually sit together and make decisions. The role of the Director is more strategic in nature (COSI etc), whereas the Deputy is responsible for the operational site.

Regarding the Secretariat there seems to be a problem of definition, on the one hand Member States see the entire agency as a secretariat just serving the police network and on the other hand there is the secretariat of the Agency with its administrative tasks.

3          In “general” Mr Schroeder believed that the objectives and tasks set out in the Cepol decision are relevant to address law enforcement training and knowledge needs.

    However, what has to be changed is Cepol’s target group. So far, Cepol is solely focusing on senior police officers, but it is a matter of fact that in an increasingly integrated and globalised Europe even middle and standard officers have to deal with international aspects whether during sport events or cybercrime.

    Hence, in future, Cepol’s objectives have to focus on a wider target group.

4     □     Most of the recommendations were implemented and according to Mr Schroeder they have improved the agency's effectiveness and therewith relevance. Under the old management the internal procedures were highly ineffective and slow, due to the following reason. Any decision had to go from working groups to the committees and then to the Governing Board, which could have taken up to 1 ½ years. At the end of 2011 all committees will be dismantled entirely.

□     Another improvement that is due to be implemented until June 2012 is the temporary establishment of working groups, which will be set up only when certain business needs or projects arise, therewith decreasing deficiencies and increasing effectiveness.

□     Nevertheless, the major obstacles of implementing certain recommendations are based with legal problems, because some items cannot be reformed under the current legal base of Cepol.

## 182.   EFFICIENCY

Director, Mr Banfi

7.     -     The role of the Secretariat (e.g. lack of staff with key competencies, etc)

From a current point of view the balance according to law enforcement staff in CEPOL is right, but there is still a strong need for more senior staff.

-     Financial resources available to CEPOL

There is an opportunity for private investment for specific activities but so far there are no legal opportunities for CEPOL for developing private – public partnerships.

-     Other issues

CEPOL cannot cooperate with other non training institutions such as OSCE, UNODC or NGOs, which would improve CEPOL's activities.

Deputy Director, Mr Schroeder

5 Past: The old management made clear mistakes regarding reporting and budgeting and the misuse of money. Not all planned activities were implemented and not the entire budget used (30% annually).

Present: The system has improved after the implementation of a system of grant procedures to ensure spending stability. As a supportive measure a budget monitoring system was introduced.

Important to note that 80-90% of all activities are operationalised within the Member States and with that the Member States have complete responsibility for implementation. (Problem in the past: due to minimising risks they always asked for more money than needed).

Another measure to increase budget accuracy is the use of set historical figures, meaning that Cepol tries not to spend more money on an activity than in the previous year.

Regarding the exchange program, the Commission decided not to give any money for this program. This year Cepol still went ahead and financed the program by itself (without reimbursement from the Member States).

The Member States propose a list of participants and topics for the program and Cepol reviews the CVs of those listed. They compare them with the participant from the possible partner country to find the right match (a systematic procedure).

Regarding the e-learning program, Cepol develops all programs by itself, which are web-based seminars. So far this is done very successfully and MS are consulted to find out training needs.

The common curricula of Cepol is developed by expert teams from the Member States, written down by another expert and implemented by Cepol. The expert system now also functions through a grant procedure system.

6 There seem to be no obstacles for Cepol to achieve the milestones set out in the Multi-Annual Plan 2010-2014.

7 - The role of the Executive Director has to be clarified.

- No micro decision should be taken within the GB (However, the GB has already improved as from next year on it will only meet twice a year instead of four times) (General note to cost efficiency: GB held in English – no translation costs)

- Need for more staff in the Secretariat and a different set up: A need for more in-house law enforcement expertise (officers with different profiles)

- No career path development offered at Cepol, due to low grade staffing. If a qualified young professional starts working at Cepol he/she will likely leave after 2 years to work somewhere else for a much better salary. Cepol has to keep them for a matter of sustainability. (One step forward: Commission agreed to extend contracts for permanent and temporary staff to 9 years instead of 2)

- So far seconded Member State nationals are organising the exchange program, which is difficult for planning and unsustainable in the future, hence, a need for staff in this area.

8 On average 3 weeks and for budgets 1 – 1 ½ years

One example this autumn Cepol reacted to a training need asked for by the Council within 2 months.

All training needs that were requested by the Council in the first half of 2011 were implemented by Cepol during the second half.

10 As a general example for one training activity:

Participants 25-28/ Total costs: 21.000 – 23.000 Euros / Time frame 1 week

According to Mr Schroeder this is more cost effective than any offer from the private market.

- Most experts do not take money
- Admin costs are usually paid for by the Member States
- Using police facilities is usually really cheap

The activities are implemented on lower budget compared to the private sector. Using the existing facilities of Police academies in the member States reduces the cost extensively.

There is however a need for a research mandate.

### 183. EFFECTIVENESS

Director, Mr Banfi

12. Success factors / obstacles for implementation:

- Training

No process description for activities only a handbook

- Exchange programme

Very successful

- Research

Mandate needed

16. - Offering training cooperation across Europe

- Providing best practice sharing to improve efficiency/effectiveness
- Harmonisation of standards and practices
- The promotion of EU instruments and policy agendas
- Preparation of officers to take part in EU missions
- Confidence building
- Network building

Future perspective:

- There is a need for an organisation that plans long-term
- Quality: EU must have a competent law enforcement training that is globally competitive / same level as FBI training
- Need for change of attitude and need of a new police elite
- Need to understand policies and putting it into practice
- Current law enforcement training fits the operational needs, but for the long term CEPOL can ensure capacities for the law enforcement in 15 years.
- Need to have a database of trainers on EU level

Deputy Director, Mr Schroeder

12 Obstacles:

- Training activities mainly implemented by Member States but if they have more important things to organise than Cepol has to take over the activity without having the appropriate facilities. In 2011 Cepol had to take 17 activities on board.
- The approval procedure for participants is in some Member States counterproductive as it has to go through the office of the Finance Minister.
- Often Member States have no money, therefore Cepol now offer 15 free flights per MS per year.
- The need of a research mandate and a better last minute back up plan for cancelled activities

Mr Schroeder acknowledged the strong commitment of Member State NCP's, however, noted the importance of backup plans.

13 The main strength is that Cepol brings together all the expertise from all Police Colleges in Europe, therefore strengthening cooperation, best practice exchange and an integrated police system for the long-term.

- 16
- Need of a European dimension
  - Development of a European enforcement culture
  - Exploring the meaning of policing in a democratic society (long-term)
  - Many partners in Europe would not have the financial ability to train their staff themselves.
  - Considering that many police officers work across European borders it makes only sense to also train them together on how to operationalise such missions.

#### 184. UTILITY AND IMPACT

Deputy Director, Mr Schroeder

17 - Evaluation scheme to ask tutors and participants during and 6ms after an activity took place about their feedback.

- After 6ms a questionnaire is send to the respective line manager to ask for his assessment of the participants performance increase related to the training
- A collection of success story is accumulated
- However, it is difficult to measure the impact of personal cooperation etc

21 - There are on a permanent basis meetings with other agencies and scorecards for cooperation exist.

- Cooperation with Europol exist often related to the content of training activities, including shared responsibilities
- With Europol they work on the content side of things using Europol's experts
- EUROJUST training on JITS and OLAF visit

#### 185. EXTRA COMMENTS

Director, Mr Banfi    Europol:

- Europol deals with very sensitive data/information and is outside of democratic control
- Within Member States data/intelligence institutions are also not merged with training institutes
- Mr Banfi agreed that CEPOL is too expensive but noted that reallocation is anything than cost effective either, also considering the EU's aim of zero growth for Agencies.
- Europol has no established training system and no education background
- CEPOL mandate much broader than Europol

Grant system:

- Decisions are taken annually by the grant committee which is constituted of Member State representatives with the director as observer. The secretariat is wants to have the Commission as well as independent experts as additional observers.
- The Grant agreements are introduced with Police Colleges and external experts for the development of activities

Evolution of CEPOL:

- Started as a decentralised network
- Then decided to establish a secretariat + admin director
- When CEPOL transformed to an Agency its nature wasn't clarified, ignoring the change in legal environment
- CEPOL has achieved certain fundamental changes over the last 2 years but still faces some reluctance

The Harmony project:

- To elaborate on the security threats and identify priorities to counter act them.
- Council approved a new Policy cycle based on threat assessment

Action Plan:

- Scorecard with other Agencies
- Need to invest in the codification/ description of processes and procedures

His recommendations (short term / long term); Need to:

- Change the Council Decision
  - Streamline governance and network structure: short term, reduce number of committees and working groups – only if needed
  - New legal framework, EC having voting mandates and associated countries should have observer status – according to Mr Banfi the GB members are in favour
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