Council of the European Union

**Brussels, 26 May 2016
(OR. en)**

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ENFOPOL 149

NOTE

From:	European Police College
To:	Delegations
Subject:	CEPOL Annual Report for the year 2015

1. Article 10 (9)(e) of the Council Decision 2005/681/JHA of 20 September 2005 establishing the European Police College (CEPOL) and repealing Decision 2000/820/JHA[1], reads:

    The Governing Board shall adopt *"the annual report and the CEPOL five-year report to be submitted to the Commission and the Council, in order to allow the Council to take note of them and endorse them."*

2. The CEPOL Annual Report 2015 has been adopted by the CEPOL Governing Board at its meeting on 24-25 May 2016 and was subsequently submitted to the Council by letter dated 26 May 2016.

3. The LEWP is invited to take note of the report as set out in the annex and to submit it to COREPER and Council for endorsement.

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[1] OJ L 256, 1.10.2005, p. 63.

CEPOL Annual Report 2015

Contents

Introduction by the Latvian presidency

For the first time in its history, Latvia took over the Presidency of the Council of the European Union on 1 January 2015. Our priorities in the Home Affairs area during the Presidency were to address the terrorist threat and the phenomenon of foreign fighters; to tackle the migration issues, with a focus on the situation at the Eastern borders; and to update the EU Internal Security Strategy.

The main aim of the Latvian Presidency was to strengthen the role of CEPOL as leading European law enforcement training agency.

The Latvian Presidency's conference, held in Jūrmala on 25-27 March 2015, focused on cybercrime. The aim of the conference was to improve cooperation and to harmonise the investigative methods among law enforcement authorities of the EU Member States in the combat against cybercrime.

The Latvian Presidency organised two Governing Board online meetings in order to facilitate discussions and information exchange on important issues, such as amendments to the budget and work programme 2015.

The 33rd CEPOL Governing Board meeting took place in Jūrmala, Latvia on 19-20 May 2015. It was attended by 71 delegates from Member States and associated countries, but also by the European Commission, the AEPC and Europol. The Governing Board meeting put focus on the forthcoming new legal basis and on the necessity for a clear and precise change management plan aimed at organising the work of the agency until the enter into force of the regulation.

The Latvian Presidency has enjoyed excellent cooperation with CEPOL throughout the term of our Presidency. We discovered that success in a Council Presidency has nothing to do with the size of the country. It has everything to do with the hard work, efficiency and determination to build consensus.

We thank CEPOL Director and staff for their support and assistance in helping us carry out the ambitious programme we had set out for the first semester of 2015.

Mr Gatis Švika,
Chair of the Governing Board
January-June 2015

Introduction by the Luxembourg presidency

On 1 July 2015, Luxembourg took over the Presidency of the Council of the European Union and, with it, the Presidency of the CEPOL Governing Board. Over the second half of 2015, our main aim was to continue to strengthen the leading role of CEPOL in the EU law enforcement training and education environment, especially in an atmosphere of uncertainty surrounding its new legal mandate.

The implementation of the Regulation (EU) 2015/2219 of the European Parliament and the Council of 25 November 2015 on the European Union Agency for Law Enforcement Training (CEPOL) will bring with it many changes in strategy, organisation and operation for CEPOL. An efficient change management plan was approved by the Governing Board under the Luxembourg Presidency in order to ensure continuity in the agency's work until the new mandate enters into force on 1 July 2016 and well beyond that date.

A further priority was the ongoing development of CEPOL's e-Net, which has become an increasingly valuable training asset. Its extensive e-learning opportunities will continue to complement CEPOL's training offer and will help reach a much wider training audience.

Other major events that took place during the Luxembourg Presidency included the first European Law Enforcement Leadership Workshop for Police Chiefs in September 2015, the launch of the European Joint Master Programme (EJMP) in October 2015 and the Luxembourg Presidency Conference in November 2015 that focused on the law enforcement challenges in the fight against African organized crime groups involved in the trafficking of human beings.

The twelfth Luxembourg Presidency was able to draw on past successes as well as on the strong ties we continue to enjoy with our trusted and valued partners and colleagues.

We wish the Dutch Presidency and the agency every possible success.

Christian Gatti

Chair of the Governing Board

July - December 2015

Introduction by the CEPOL Director

2015 was a year of preparation in view of the implementation of CEPOL's new legal mandate planned for 1 July 2016. Our team worked on a change management plan that was approved by the Governing Board in November last year.

Our visibility increased and the agency hosted several in-house courses, high-level conferences and events. Besides, CEPOL not only successfully implemented all training activities featured in its Work Programme, but, for the fifth year in a row, its outreach increased while remaining within a stable budget. 12 992 law enforcement officers were trained in 2015, representing an increase of over 25% in comparison with the previous year.

CEPOL also invested extensively in maintaining and enhancing its partnerships. We placed high priority on working closely with our partners in the EU institutions and bodies, and particularly with our colleagues in the Justice and Home Affairs agencies, thus enabling us to deliver better services to the law enforcement community. We successfully continued to strengthen our ties with the countries of the Westerns Balkans and Eastern partnership, in line with the security policy of the EU.

Finally, CEPOL was also able to raise its profile in technical cooperation projects, by developing and obtaining a financing for a € 2 500 000 project on counter terrorism training in four countries in the Middle East and North Africa (MENA) region, and by supporting similar efforts by international organisations and the European Commission itself. CEPOL also supported high level political dialogues between the EU and selected countries in the region.

As we prepare for the upcoming challenges, I wish to wholeheartedly thank our partners and stakeholders for their continued commitment to supporting CEPOL.

The professionalism of the lecturers and trainers, the commitment of our course participants, the quality of our partner training institutions, along with the shared conscience that we, as Europeans, must work together to tackle EU security challenges, is the best guarantee for the continued success of our activities.

Dr. Bánfi Ferenc

CEPOL Director

Prepared for the future

Governance

The Governing Board (GB) held two regular and three virtual meetings under the Latvian and Luxembourgish presidencies.

Cooperation between the presidency teams and the agency worked well and resulted in the efficient preparation of GB and other network meetings.

Besides, in order to improve organisational efficiency and effectiveness, structural changes have been implemented. A new organisational set up was put in place, as reflected in the below organisational chart:

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                        Governing Board
                              |
   Audit Panel                |
                           Director ───── Secretary
                              |
                              |     ───── Internal Control
                              |            Officer
                 Operations Department
                   Deputy Director
                              |
        ┌─────────────────────┼─────────────────────┐
       TRU                   SAU                    CSD
        |                     |              ┌───────┴────────┐
  Training &              Planning       Finance         Human
  Evaluation                              unit          Resources
                         Communica-
  EPEF                      tions                          ICT
                         Internal
  e-learning              relations                    Procurement
  Capacity               Governance                     Logistics
  Building
                          Quality
  R&S                    Management
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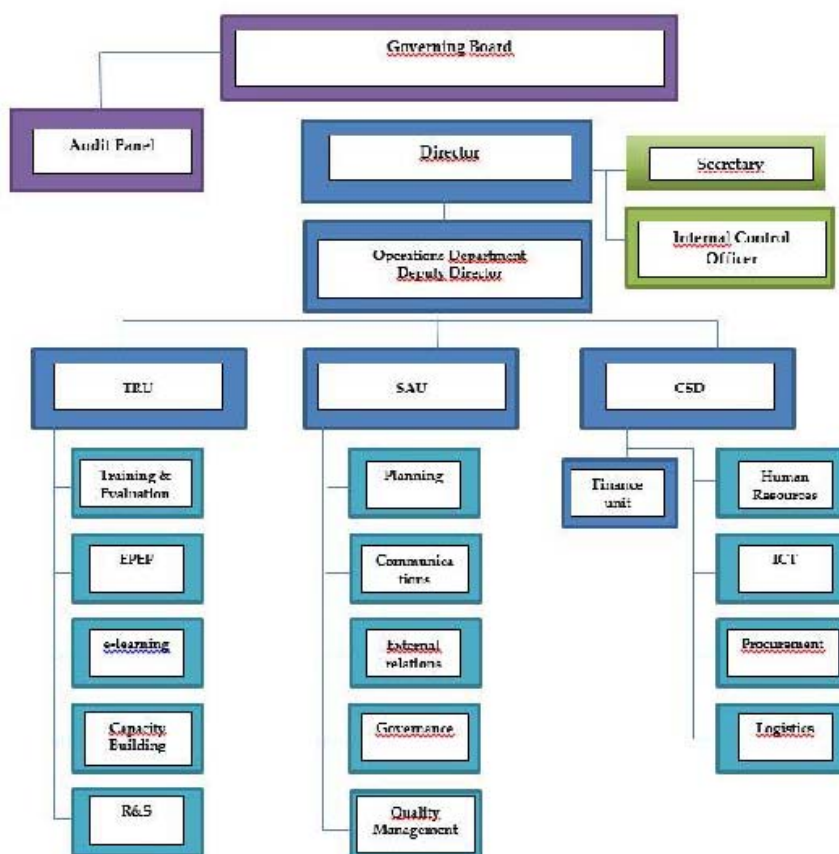
Management of resources

At the end of 2015, the agency employed 57 individuals: 26 temporary agents (TA), nine contract agents (CA), nine Seconded National Experts (SNE), as well as 13 interim staff.

21 recruitments campaigns were conducted that attracted 1 020 applications. Four of these campaigns were conducted outside of CEPOL's establishment plan to recruit personnel for the externally-funded MENA project (four contract agents to start in 2016).

Geographical balance

- AT - BE - BG - CZ - DE - DK - EE - ES - FI - FR
- GB - GR - HR - HU - IT - LV - NL - PL - RO - SK
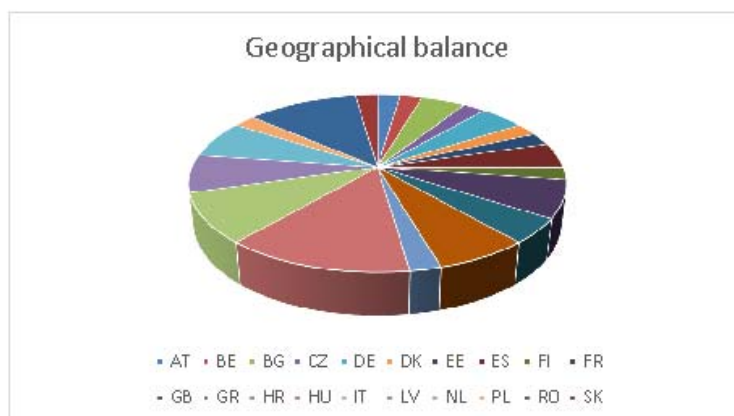
Budget execution

In 2015, CEPOL closed and exceptional year, as for the first time in the history of the agency, the budget implementation of a financial year (2014) is over 95%.

The costs of the relocation to Budapest had been estimated at € 1 006 515, of which € 880 787 were consumed in 2014 and 2015.

CEPOL's regular budget was € 8 471 000, consumed over three budget titles (staffing, infrastructure, and operations). By the end of the year, 95.51% of the C1 budget has been committed, out of which 79% has been paid.

Finally, a € 2 500 000 project was granted to CEPOL by the European Commission to implement a counter-terrorism capacity building project in four countries in the MENA region.

Quality management

Throughout the year, CEPOL successfully guaranteed internal quality of documents in line with the adopted short-term strategy.

Data protection

CEPOL reviewed its data processing policy to increase the safety of data handling. Information on how personal data were handled was communicated to CEPOL's stakeholders. Besides, CEPOL strengthened its cooperation with the European Data Protection Supervisor (EDPS).

Learning from the past and acting to improve the future

CEPOL conducted two surveys to measure staff satisfaction and engagement. While overall results were positive, both surveys identified potential for improvement. CEPOL's management put in place an action plan to address the outcomes of the surveys.

A five-year evaluation was conducted to evaluate CEPOL's work over that period. An external consultancy conducted interviews with various stakeholders, both internally and externally, studied documents and work programmes and delivered a complete overview of CEPOL's activities in the past five years with recommendations. Following reception of the results, CEPOL established a working group composed of Governing Board members to finalise these recommendations.

External relations

CEPOL works in partnership with national training institutes in Member States, EU institutions and other stakeholders to develop and implement its Work Programme. Network partners and stakeholders make a valuable contribution to the implementation of the agency's Work Programme and the quality of the training provided.

External relations, effective communication and enhanced cooperation partnerships are essential to achieve CEPOL's goals. An overview of CEPOL's cooperation is available in the table below:

Country/entity	Type of cooperation	Status
Albania	Working Arrangement	In force
Armenia	Working Arrangement	Under negotiation
Bosnia and Herzegovina	Working Arrangement	In force
The former Yugoslav Republic of Macedonia	Working Arrangement	Under negotiation
Georgia	Cooperation Agreement	In force
Iceland	Cooperation Agreement	In force
Kosovo [1]	Working Arrangement	Under negotiation
Lebanon	Working Arrangement	Preparatory phase
Mexico	Informal cooperation	Preparatory phase
Moldova	Working Arrangement	In force
Montenegro	Cooperation Agreement	In force
Norway	Cooperation Agreement	In force
Russian Federation	Working Arrangement	In force
Serbia (Republic of)	Working Arrangement	Under negotiation
South Africa	Informal cooperation	Preparatory phase
Switzerland	Cooperation Agreement	In force
Turkey	Cooperation Agreement	In force
Ukraine	Working Arrangement	Under negotiation
USA FLETC	Working Arrangement	Negotiation initiated
AEPC	Memorandum of Understanding	In force
EJTN	Informal cooperation	In force
ENFSI	Memorandum of Understanding	In force
eu-LISA	Working arrangement	In force
Eurojust	Cooperation agreement	In force
Europol	Cooperation agreement	In force
Frontex	Cooperation agreement	In force
Interpol	Cooperation agreement	In force
PCC-SEE	Informal cooperation	In force

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[1] This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence.

CEPOL continued to invest extensively in maintaining and enhancing its partnerships. In addition to keeping a high level of engagement with candidate, potential candidates and ENP countries by facilitating their attendance to its training activities (both residential and online), the agency contributed to the EU's high level political dialogues on security and counter-terrorism with Turkey and Lebanon, contributing to the increased recognition of CEPOL in the region as key instrument for law enforcement cooperation. In close cooperation with the European Commission, the European External Action Service and the EU Counterterrorism Coordinator's Office, the agency developed a project on counter terrorism in four MENA countries: Turkey, Lebanon, Jordan and Tunisia. The project obtained a € 2 500 000 financing to implement the envisaged activities.

In the course of the year, CEPOL managed the Justice and Home Affairs (JHA) Training Matrix project, a tool aimed at providing an online overview of law enforcement training provided by EU Justice and Home Affairs and other bodies. The Beta testing was initiated in November 2015. This joint online tool has been welcome by all JHA agencies, and is hosted on CEPOL's servers. In the future the tool will

facilitate more efficient planning, implementation and evaluation of training activities.

Furthermore, CEPOL liaised closely with the co-legislators (European Parliament and Council) and the European Commission to contribute to the elaboration of its new legal basis. The agency staff worked intensively on a Change Management Plan, built on a series of thorough impact assessments and analysis, to prepare for the changes stemming from the new regulation.

Communications

2015 has been a challenging year with regards to communications for CEPOL. The relocation to Budapest resulted in an increased visibility for the agency and a higher number of courses organised in-house, which in turn increased dramatically the demand for communications services. To meet this demand, the yearly budget for communications was set at € 143 000, over four times higher than in 2014.

The communications team supported the organisation of 49 in-house events and 73 training activities in Member States (vs. 20 and 70 respectively in 2014). 18 publications were produced, for a total number of 6 880 copies (vs. five publications and 2 350 copies in 2014). Throughout the year, the website attracted 225 604 visitors (vs. 219 102 visitors in 2014). The agency also increased its presence on social media such as Twitter and YouTube, attracting new audiences. Multimedia content production also increased, with over 40 experts' interviews, three promotional videos and about 5 000 photos. Besides, CEPOL was able to increase its presence in the media with 1 104 articles published in 2015 (vs. 602 in 2014).

Moreover, two procurement procedures were drafted, launched and completed, one for the agency's rebranding project, one to find a supplier for branded merchandise.

Finally, in order to prepare for its new legal mandate and the increase of its target audience, CEPOL conducted throughout 2015 a rebranding project aimed at analysing its image amongst stakeholders and developing a new visual identity[2].

Projects

To prepare for the future and maintain its position as a top innovative EU agency, CEPOL implemented in 2015 several projects.

CEPOL rebranding

The CEPOL regulation implies several major changes, amongst which: 1) the extension of the agency's target audience; 2) new and enhanced responsibilities; 3) a new name. These changes will impact CEPOL's core business, outreach and image.
In order to be ready to implement the new legal mandate, CEPOL has been working on a rebranding exercise to ensure it maintains the closest possible relations with its current stakeholders, but is also able to embrace the new ones. The objective of this project was to create a corporate identity for CEPOL, to prepare for the change of name of the organisation and for the new responsibilities deriving from the new legal mandate. The aim was to allow the agency to build and maintain a consistent corporate image, where internal and external communications procedures are standardised according to a frame of rules on which to rely on.

> **Key findings of the image analysis:**
>
> - CEPOL is a well-respected, professional organisation, but its brand awareness is limited to its immediate target group.
> - The strongest associations are connected to CEPOL's educative role, but also to networking and cooperation.
> - The perception of CEPOL's image is young, dynamic, friendly, reliable, professional man.
> - The most relevant qualities are cooperative, organised and authoritative.
> - The current logo is very neutral and thus difficult to recall, and unfitting to CEPOL's image.

CEPOL's new image will have to fit its new role and responsibilities and the new corporate identity needs to visually support the core competencies, mission, values and messages. The key to a successful rebranding must therefore be a combination of a new visual identity with a stronger message, supported by consistent communication to have a real impact. It is vital to engage with the stakeholders, and to position CEPOL in a way that is in line with its goals and ambitions. The major task of CEPOL's rebranding was to develop a more characterful brand image fitting to its new mandate and broader reach, while preserving the well-respected values it represented. The new visual identity will be implemented as of 1 July 2016.

ISO 9001 – certification of the management system

CEPOL's management launched a project to improve its management system in order to enable it to meet the ISO 9001 certification standards. Following the implementation phase which will run until late autumn 2016, the system will be certified by an independent accredited certification body. The key concepts of this revised international standard address leadership, planning, service delivery, support, and performance evaluation.

e-Net 3.0

To remain on the top of online learning quality, CEPOL launched a project to redesign of its extranet (e-Net 3.0). The aim of the project is to provide a better platform to support and promote the agency's learning products and services, and to offer a better experience to its users. An in-depth analysis of the

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[2] More details on the rebranding project can be found under the section "Projects".

35ᵗʰ Governing Board Meeting – The Hague, The Netherlands – 24-25 May 2016   11

business needs was conducted and will be used as basis for the development of the specifications for the new platform in 2016.

Enterprise Content Management (ECM)

To optimise its workflow, CEPOL has been working on the development of an Enterprise Content Management System (ECM). Once completed, the project shall provide a digital platform to manage and simplify internal document flow.

Customer Relations Management (CRM)

CEPOL organises and supports a high number of training activities and events every year. Hence, managing relations with customers while ensuring good administration is extremely important for the agency. A test case for a new tool to share data and monitor all CEPOL events, the Customer Relations Management tool (CRM), has been run in 2015. Its implementation should start in 2017.

### Lecturers, Trainers and Researchers database (LTRdb)

CEPOL's LTRdb aims at facilitating the access to qualified experts for those in charge of implementing CEPOL's activities. Over 350 experts populated the LTRdb in 2015. In the course of the year, CEPOL has been working on the digitalisation of its database, due to become operational in 2016.

Proactively supported the EU security policy through training

Implementing the 2015 Work Programme

CEPOL's trainings aim at enforcing cooperation among law enforcement officers at European level by providing them with knowledge and know-how on how to use EU instruments effectively to work effectively across borders.

In 2015, the agency's training portfolio encompassed 151 training activities (85 residential activities and 66 webinars), 428 exchanges in the frame of the European Police Exchange Programme- EPEP, 24 online modules, one online course, and nine common curricula. For the fifth year in a row the outreach of the agency has increased: CEPOL trained 12 992 law enforcement professionals in 2015 vs. 10 322 in 2014.

Number of participants

2280	4206	6019	8251	10322	12992
2010	2011	2012	2013	2014	2015
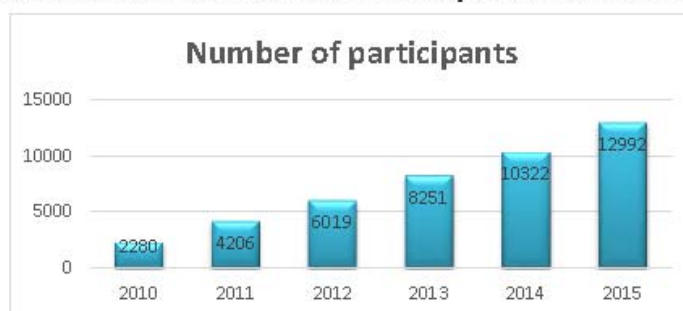
Participation in CEPOL activities 2010-2015[3]

CEPOL's stakeholders are essential actors in assessing the training needs of the European law enforcement community. The 2015 annual Work Programme was elaborated with input from the agency's network and stakeholders, and resulted in topical and focused activities in line with the EU internal security strategy, and tailored to the needs of Member States. The portfolio of activities was developed around eleven strategic priorities areas, ranging from leadership to counter-terrorism, cybercrime, EU cooperation and serious and organised crime. Learning products were designed to facilitate sharing of knowledge and good practices, and to contribute to the development of a common European law enforcement culture.

A comprehensive assessment system is in place to ensure the quality of CEPOL's training portfolio. Course evaluation aims at assessing training efficiency, but also at measuring participants' satisfaction rates. Post-course evaluations are carried out on participants and their line managers

> Overall satisfaction with CEPOL activities was high, with close to 94 % of the participants stating that they were very satisfied or satisfied with the activities (93% for residential courses, 94% for webinars and 94% for the EPEP).

approximately six months after the completion of a residential activity.

In 2015, CEPOL focused on 11 priority topics[4]:

1) The EU Policy Cycle to tackle Serious and Organised Crime 2014-2017 (21 residential courses and 41 webinars);
2) Other organised international crime (six residential courses and seven webinars);

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[3] Participation includes seminars, courses, conferences, e-learning modules, online courses, webinars and the European Police Exchange Programme

[4] For the detailed list of activities organised by topic, please refer to Annex 1 '2015 Training catalogue'.

35ᵗʰ Governing Board Meeting – The Hague, The Netherlands – 24-25 May 2016   13

3) Counter terrorism (six residential courses and two webinars);
4) Special law enforcement techniques (nine residential courses and five webinars);
5) EU police and judicial cooperation and networks (12 residential courses and four webinars);
6) External dimension of the area of Freedom, Security and Justice (nine residential courses and one webinar);
7) Maintenance of law and order and public security (six residential courses);
8) Leadership, learning, training and language development (five residential courses and seven webinars);
9) Research and science (a global conference and one webinar);
10) Crime prevention (two residential courses);
11) Fundamental rights (three courses and ten webinars).

Courses, Seminars and Conferences

CEPOL implemented a total of 85 residential activities (courses, seminars and conferences), exceeding the planned target (80). Residential activities have brought together 3 073 law enforcement participants, representing a 12 % increase from the originally forecasted number (2 755). Attendance rate (attendance vs. seats planned) was high (112 %).

In total, 58 activities were awarded grants in 2015 and they were all implemented. 25 activities were implemented in house by CEPOL staff. In 2015, € 1 345 274 was budgeted for grant activities out of which € 1 146 810 was spent.

E-learning

Besides its residential activities, CEPOL offers several e-learning tools. Participants can choose from online modules, webinars, platforms for online communities and, since 2015, an online course: a new and positive addition to CEPOL's online portfolio. With these tools, law enforcement professionals can increase their knowledge, share their experiences and develop their competences. E-learning allows law enforcement officers to benefit from interactive learning and to easily access learning content whenever, wherever and however they wish.

Demand for online learning has once again risen in 2015. CEPOL implemented 66 webinars, attracting a total of 6 731 participants. The overall participant satisfaction for the 2015 webinars was high, rating at 94 %. Moreover, since July 2015, participants can retrieve webinar attendance certificates after attending webinars. The 24 CEPOL online learning modules were visited by 2 709 users.

In 2015, a total of 9 491 users took part in e-learning activities (see table below).

In addition to its webinars, online modules and online course, CEPOL also provides online platforms for communities of practice. In 2015, 3 231 participants used the platforms.

The first CEPOL online course 'Police English Language' was implemented in 2015. The course curriculum combines a blend of online activities, such as webinars, online modules and additional

online resources. The course lasted five weeks and was attended by 51 participants. This successful course will be replicated in 2016.

2015 CEPOL e-learning users per activity	Number of users
Webinars	6 731
Online Modules	2 709
Online Course	51
Total	9 491

In 2015, e-learning activities have also focused on the update of the Police English Language (PEL) modules, the development of the Firearms online module (EMPACT initiative) and the maintenance of CEPOL's authoring tool for production and management of online modules.

On top of its regular workflow, CEPOL was involved in several online projects. CEPOL developed an online learning module with the Police Customs Cooperation Centres (PCCC), working closely with PCCC experts to draft the content. Besides, CEPOL provided expertise on the development of online modules and knowledge platforms and drafted mind-maps for the project of the European Knowledge Platform for Professionals dealing with Female Genital Mutilation (FGM). Two of the project's online modules are directly targeted at police and judicial authorities. Finally, CEPOL also signed an agreement with ILGA Portugal to become an associate partner for the project UNI-FORM: bringing together NGOs and Security Forces to tackle hate crime and on-line hate speech against LGBT persons. CEPOL was asked to host the kick-off meeting of the project in 2016.

European Police Exchange Programme (EPEP)

The EPEP is an Erasmus-style exchange programme that allows law enforcement officers to spend one week with a counterpart in their hosting country, exchanging knowledge and good practices, initiating cooperation projects and fostering deep and long-lasting learning. The programme is based on enhanced mobility, mutual learning, and exchange of experiences; it provides participants with an opportunity to create a network of colleagues and to familiarise with working methods of other countries.

These exchanges promote trust and cooperation between law enforcement officers from across Europe and beyond.

In 2015, CEPOL received a record number of applications to the programme (541) and was able to implement 428 exchanges within the available budget. The overall satisfaction of the participants reached 94% (vs. 91% in 2014).
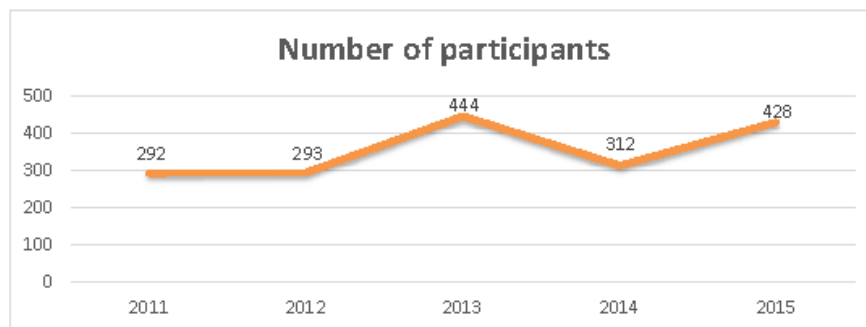
Common Curricula

CEPOL develops Common Curricula offering specific training material on EU and international police cooperation tools. Common Curricula also cover topics related to cross-border crime threats. These can be used by Member States to enhance their national police training and education programmes.

There are currently nine Common Curricula available on CEPOL e-Net, in its Learning Management System (LMS): Counter-Terrorism, Europol, Drug Trafficking, Police Ethics and Integrity, Money Laundering, Trafficking in Human Beings, Domestic Violence, Civilian Crisis Management and Eurojust.

In 2015, CEPOL conducted a survey on the implementation of its Common Curricula within Member States. The objective was to collate information to use as a basis to revise its Common Curricula policy. The outcomes of the survey outlined the challenges linked to the use and implementation of this learning instrument in the Member States.

Two new curricula were developed and will be made available in early 2016: Disaster Victim Identification (with a pilot course implemented in late 2015 based on this curriculum) and EU CSDP Police Command and Planning.

Research and science

CEPOL's activities in the field of research and science facilitate knowledge sharing and advocate for the importance of research and science in modern policing. This work provides an academic outlook on emerging societal and technological trends, and their impact on policing.

In 2015, the agency focused its activities in the field of research and science on the organisation of its annual 'European Police Research and Science Conference'[5], on the publication of two new issues of the 'European Science and Research Bulletin'(no 12 and 13) and on the further development of its Lecturers, Trainers and Researchers Database (LTRdb – in 2015, the number of experts rose to 359) and access to scientific e-journals on e-net..

Since 2015, all e-net users can benefit from a full subscription to 16 scientific e-journals. Moreover, users can access articles and abstracts from over 300 e-journals on criminal justice and social science topics.

Finally, CEPOL provides an online platform, the e-library, where users can contribute to CEPOL's work in the field of research and science by submitting articles. By the end of 2015, CEPOL's e-library had 1 781 contributions.

European Joint Master Programme (EJMP)

The European Joint Master Programme (EJMP) is designed to further qualify law enforcement officers on the implementation and operationalisation of EU instruments, especially on police cooperation in cross-border settings. It is the first EU academic programme aimed at addressing common challenges for police cooperation in the frame of internal security.

The EJMP is a two-year, part-time Master that accommodates law enforcement officers working commitments. This is a part time study awarding 60 ETCS credit points and the level of a Master's degree.

The first EJMP will be implemented from 2015 to 2017. The second Master should take place from 2018 to 2020.

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[5] See the section on Research and Science conference under ''successful in delivery'' for more details.

35ᵗʰ Governing Board Meeting – The Hague, The Netherlands – 24-25 May 2016   17

Successful in delivery

In the course of 2015, CEPOL was able to react to evolving political priorities and to swiftly implement relevant topical residential activities and online trainings.

CEPOL trained law enforcement officers on issues vital to the security of the EU and its citizens. Our activities were designed to facilitate the sharing of knowledge and best practices, and to help developing a common European law enforcement culture.

Courses on counter terrorism

Culture - a word so important in addressing the security challenges Europe faces today. Underpinned and sustained by education, culture is essential in fighting ignorance and hatred, which often generate violence and extremism.

As pressure on governments to address the terrorism threat grew during 2015, States were looking for ways to deal with the potential threat posed by new trends in terrorism and by Foreign Fighters. In this regard, law enforcement officers were not only confronted with a myriad of possible policy options, but also faced a number of governance, legal and threat assessment challenges. Providing them with proper training on these mechanisms was one of the solutions to tackle the problem. Assisting in achieving common understanding of crime threats is part of CEPOL's mission to foster a genuine European law enforcement culture.

It is of primary importance to address the terrorism threat from an EU perspective. Cooperation is crucial, and providing law enforcement officers with proper training on the available EU cooperation mechanisms was one of the solutions to tackle the problem.

CEPOL implemented a portfolio of activities comprising six residential courses one common curriculum, one online module, , two webinars and several exchanges in the frame of the EPEP, training 761 participants on this issue (courses: 296, webinars: 344, online module: 100, EPEP: 21). Topics covered airport security, threat assessment methodologies, and different aspects of terrorism (such as Islamic State, Foreign Fighters, terrorism financing, etc.).

The overall objectives of these courses were to help participants in strengthening their knowledge about terrorism threats.

Courses on migration

The challenges posed by the unprecedented migratory flows that hit the EU in 2015 called for a concerted and coordinated approach by the law enforcement and border control agencies of the 28 EU Member States, together with their counterparts in neighbouring and transit countries as well as with the Justice and Home Affairs (JHA) agencies. CEPOL addressed this threat by organising residential activities and online trainings on migration. Activities focused on migration management, human smuggling and countering illegal immigration.

Participants could deepen their knowledge in the light of the recent developments, improve their capacities to evaluate problematic situations and learned how to establish effective EU-wide police strategies and partnerships to tackle migration issues. CEPOL was able to train over 224 law enforcement officers on migration. Four additional residential activities on this topic were planned for the beginning of 2016.

Courses on the EU Policy Cycle

The EU Policy Cycle for serious international and organised crime aims at tackling the most important criminal threats to the EU in a coherent and methodological manner by optimising co-operation between the relevant services of the Member States, EU Institutions and EU Agencies as well as third countries and organisations, including the private sector where relevant.

EU Policy Cycle topics - serious and organized crime, cybercrime, and others – have accounted for a significant portion of CEPOL's training: 28% of the agency's activities were in fact dedicated to those topics.

All 13 priorities of the EU Policy Cycle have been addressed throughout the whole range of CEPOL's training instruments. CEPOL implemented 21 residential activities attended by 710 participants, organised 22 webinars followed by 2 322 participants, made available three online modules used by 597 participants and provided the opportunity to 136 officers to participate in an exchange in the frame of the EPEP.

In total, CEPOL trained 3 765 law enforcement officers in EU Policy Cycle matters.

Launch of the European Leadership Development Programme

The European Leadership Development Programme was successfully launched in 2015. It consisted of four activities: a workshop for police chiefs, two modules for future leaders and a course on EU CSDP command and planning.

The workshop for police chiefs offered a platform bringing together practitioners and academics to reflect on EU security issues at the highest level. Debates evolved on the dynamic nature of crime that forces EU law enforcement to adapt in order to respond to evolving threats. Questions such as "what are the „must-haves" for policing in the EU?", "where to put the resources for maximum outcome?" etc. were addressed and discussed. Leaders proposed as a way forward to move from cooperative models to co-production and co-creation, and to integrate the best ideas that would come from private/public partnership to strategies to tackle crime.

The focus of the two workshops for future leaders was to train the next generation of law enforcement leaders. These workshops echoed the work and thoughts gathered during the workshop for police chiefs. They allowed to translate the ideas of police chiefs into practical action plans and to reflect on how to implement them through the most appropriate EU instruments, and focused on developing essential skills to make good leaders: building listening skills, creating EU instruments understanding, and crafting a future vision.

35ᵗʰ Governing Board Meeting – The Hague, The Netherlands – 24-25 May 2016   19

8973/16   LB/dk   19
ANNEX   DGD 1C   **EN**

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CEPOL's European Leadership Development Programme also comprised a course on EU CSDP Police Command and Planning, designed to prepare senior law enforcement officials for deployment to CSDP civilian crisis management mission or to relevant EU bodies dealing with crisis management. One pilot course was implemented in Portugal in November 2015. This course was tailored to the training needs defined by the European External Action Service to meet the operational needs of the EU missions. It replaced the previous Senior Police Officer Planning and Command Course (SPOPCOP).

In 2015, CEPOL trained 113 participants through its leadership package.

Launch of the European Joint Master Programme (EJMP)

After thorough preparations and hard work, CEPOL's European Joint Master Programme, its first fully accredited Master programme, was launched successfully in October 2015.

The first edition of the Master (2015-2017) is conducted under the leadership of the German Police University. It consists of seven modules to be implemented by the following seven EU Member States: module one by Hungary (12 – 15 October 2015), module two by Finland (18 – 22 January 2016), module three by Spain (18 – 22 April 2016), module four by France (12 – 16 September 2016), module five by Bulgaria (5 – 9 December 2016), module six by Germany (Spring 2017) and module seven by Portugal (Autumn 2017).

The programme is accredited by the Spanish accreditation institute ANECA and the Master diploma will be awarded by the Spanish University UNED.

30 Students are participating to this Master programme: 28 students come from 20 different EU Members States and two students are nominated by Europol.

Research and Science conference

The CEPOL 2015 European Police Research and Science Conference provided a forum where police research, training and evidence-based practice are discussed as to their impact on European police cooperation. Plenary presentations, panel sessions, parallel sessions and open workshops served as lively forums for the presentation and discussion of recent experiences on evidence-based policing, as well as future research road-maps.

The conference was met with a wide interest and success. Organised in Lisbon, it convened 235 participants and experts and successfully brought academics and practitioners closer together to reflect on global security challenges.

Experts and participants from all around the world gathered together under the same roof to discuss and debate on evidence-based policing. Police researchers, scientists, trainers, educators and officers, as well as scholars from academia and research attended the conference, presented and discussed their research findings.

The development and progress of sound scientific research informing and shaping police practice or education varies across countries and forces in Europe and elsewhere – what's high on the agenda in one country can be found to be mostly neglected in the next. The conference addressed the concept, chances and possible limitations of "evidence-based policing" in an open European forum.

Looking ahead

2015 marked yet again a year of excellent achievements by CEPOL, both in terms of core business, more and more qualitative training being offered and delivered, as well as in terms of sound financial management and good administration. In addition to this, CEPOL also proactively undertook the steps necessary to prepare for the implementation of its new legal basis. 2016 will be the year in which most of the measures envisaged in the agency's Change Management plan will be implemented.

The CEPOL regulation[6] concluded its procedural path and entered into force on 25 November 2015. Its date of application is the 1 July 2016.

The regulation will have a strong impact on CEPOL: it identifies a wider target group of "law enforcement officials" as the community CEPOL should serve, gives the agency a coordination and implementation role, along with a mandate to address the European dimension of serious and organised crime, terrorism, public order, and to prepare officials for deployment to EU missions around the globe.

The new legislation gives a prominent role to CEPOL in developing and implementing training based on strategic and specific training needs analyis, and places European-level law enforcement training itself towards the centre of EU policy making in the area of Justice and Home Affairs.

The main building block of the European Agenda on Security adopted in April 2015 is the need for effective and coordinated response against security threats at EU level. European Commission's President Jean-Claude Juncker said in his Political Guidelines that "combating cross-border crime and terrorism is a common European responsibility". He emphasised that, even though Member States have the front line responsibility for security, they can no longer succeed fully on their own in facing new emerging security challenges due to their international and cross-borders nature.

Responsibility-sharing, mutual trust and effective cooperation between all actors involved are the key to the success of the tools the EU has put in place in recent years. CEPOL's new mandate ensures that the agency supports and enforces the five key principles underpinning the European Agenda on Security: 1) Ensure full compliance with fundamental rights; 2) Increase transparency, accountability and democratic control to give citizens confidence; 3) Ensure better application and implementation of existing EU legal instruments; 4) Foster a more joined-up inter-agency and a cross-sectorial approach; 5) Bring together all internal and external dimension of security.

Finally, 2016 will mark CEPOL's 15 years' anniversary. This will offer a perfect opportunity to modernise and rethink our objectives and how to achieve them

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[6] REGULATION (EU) 2015/2219 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 25 November 2015 on the European Union Agency for Law Enforcement Training (CEPOL) and replacing and repealing Council Decision 2005/681/JHA.
35th Governing Board Meeting – The Hague, The Netherlands – 24-25 May 2016 22

Annex I

List of 2015 residential activities

No	Category	Topic	Title
1	EU Policy Cycle	EU Policy Cycle (Presidency Conference)	Safer Europe - together against organised and serious international crime
2	EU Policy Cycle	Illegal Immigration	Illegal Immigration
3	EU Policy Cycle	Trafficking in Human Beings	Trafficking in Human Beings - labour exploitation
4	EU Policy Cycle	Counterfeit goods	Goods and intellectual properties counterfeiting
5	EU Policy Cycle	Excise Fraud and MTIC Fraud	Excise Fraud
6	EU Policy Cycle	Excise fraud	Cigarette smuggling
7	EU Policy Cycle	Excise Fraud	Container Shipment trafficking
8	EU Policy Cycle	Excise Fraud and MTIC Fraud	Missing Trader Intra Community fraud (MTIC)
9	EU Policy Cycle	Synthetic drugs	Illicit laboratory dismantling - advanced
10	EU Policy Cycle	Synthetic drugs	Illicit laboratory dismantling - follow-up
11	EU Policy Cycle	Synthetic drugs	Synthetic drugs
12	EU Policy Cycle	Cocaine and heroin trafficking	Cocaine rip-off
13	EU Policy Cycle	Cocaine and heroin trafficking	Heroin smuggling - new criminal opportunities
14	EU Policy Cycle	Cyber Crime - child sexual exploitation	Combating child sexual exploitation on the internet through undercover activities
15	EU Policy Cycle	Cyber Crime - child sexual exploitation	Train the Trainers to combat child sexual exploitation on the internet
16	EU Policy Cycle	Cybercrime - cyber attacks	First responders and cyber forensic
17	EU Policy Cycle	Cybercrime - cyber attacks	Cybercrime - strategic
18	EU Policy Cycle	Cybercrime card fraud	Combating card fraud
19	EU Policy Cycle	Firearms trafficking	Firearms trafficking - managers
20	EU Policy Cycle	Firearms trafficking	Firearms trafficking - investigations
21	EU Policy Cycle	Organised property crime	Special law enforcement techniques to efficiently tackle Organised Property crime committed by major European and Eurasian MOCGs
22	Other Organised International Crime	Environmental crime	Environmental and wildlife trafficking crime
23	Other Organised International Crime	EU anti-corruption	Investigating and preventing corruption
24	Other Organised International Crime	Economic crime	Money Laundering
25	Other Organised International Crime	Asset recovery	Asset recovery
26	Other Organised International Crime	Financial crime	Financial investigations
27	Other Organised International Crime	EU - Western Balkans Organised Crime Links	EU - Western Balkans Organised Crime Links
28	Counter Terrorism	Passenger Name Record (PNR) analysis	Passenger Information analysis – Train the trainers.
29	Counter Terrorism	Radicalisation	Threats and trends
30	Counter Terrorism	Counter Terrorism	Seminar on ATLAS network (Special Intervention Units)
31	Counter Terrorism	Counter Terrorism	European Explosive Ordnance Disposal. 1. CBRN. 2. Explosives. 3. Training
32	Counter Terrorism	Counter Terrorism	Counter-Terrorism Special Techniques
33	Special Law Enforcement Techniques	Social network analysis	Social network analysis training
34	Special Law Enforcement Techniques	Forensic Science	Forensic Science including DNA and Policing Challenges
35	Special Law Enforcement Techniques	Social Media	Social Media implications in Law Enforcement

35th Governing Board Meeting – The Hague, The Netherlands – 24-25 May 2016   23

No	Category	Topic	Title
36	Special Law Enforcement Techniques	Informant handling	Informant handling advanced level
37	Special Law Enforcement Techniques	Undercover Operations	Undercover Operations
38	Special Law Enforcement Techniques	Operational integrated analysis	Operational integrated analysis training
39	Special Law Enforcement Techniques	Witness Protection	Witness Protection advanced level
40	EU Police and Judicial cooperation and networks	Master Programme	European Joint Master programme
41	EU Police and Judicial cooperation and networks	JIT's	Joint Investigation Team leadership
42	EU Police and Judicial cooperation and networks	JIT's	Joint Investigation Teams
43	EU Police and Judicial cooperation and networks	Schengen	Train the trainers SIS II
44	EU Police and Judicial cooperation and networks	Schengen	Training for SIRENE Officers
45	EU Police and Judicial cooperation and networks	Schengen	Training for SIRENE Officers (Advanced)
46	EU Police and Judicial cooperation and networks	Schengen	Schengen Evaluation
47	EU Police and Judicial cooperation and networks	Schengen	Train the technical trainer SIS
48	EU Police and Judicial cooperation and networks	Schengen	Train the technical trainer EURODAC
49	EU Police and Judicial cooperation and networks	EU networks	ENFAST (European Network on Fugitive Active Search Teams)
50	EU Police and Judicial cooperation and networks	EU networks	EMPEN (European Medical and Psychological Experts' Network for law enforcement)
51	External dimension of the area of Freedom, Security and Justice	CSDP and External Aspects of Internal Security	CSDP/FSJ nexus, structures and instruments
52	External dimension of the area of Freedom, Security and Justice	Crisis Management	"SPOPCOP" - Senior Police Officer Planning and Command Course for Crisis Management
53	External dimension of the area of Freedom, Security and Justice	Crisis Management	Security Sector Reform (in cooperation with ESDC)
54	External dimension of the area of Freedom, Security and Justice	Crisis Management	Mentoring, Monitoring and Advising (MMA) tasks
55	External dimension of the area of Freedom, Security and Justice	Crisis Management	Train the Civilian Crisis Management Mission trainers
56	External dimension of the area of Freedom, Security and Justice	CSDP missions	Intelligence Led Policing related to Common Security and Defence Policy (CSDP)
57	Maintenance of law and order and public security	Public order	Crowd Management
58	Maintenance of law and order and public security	Football security	Pan European Football Security training
59	Maintenance of law and order and public security	Public order	Public Order and Crowd Management (HOUSE - EUSEC III) - Step 1
60	Maintenance of law and order and public security	Public order	Public Order - Security During Major events/Public-Private Partnerships (HOUSE EUSEC III) - Step 2
61	Leadership, Learning, Training and Language development	EU Leadership development	EU Law Enforcement Leadership
62	Leadership, Learning, Training and Language development	Train the Trainers	Train the Trainers Step 1
63	Leadership, Learning, Training and Language development	Train the Trainers	Train the Trainers Step 2
64	Leadership, Learning, Training and Language development	Language development	ENGLISH Language Development: Instruments and Systems of European Police Cooperation
65	Leadership, Learning, Training and Language development	Language development	ENGLISH Language Development: Instruments and Systems of European Police Cooperation
66	Leadership, Learning, Training and Language development	E-learning	Training of webinar educators
67	Research and Science	Police Research and Police Science	CEPOL Annual European Police Research and Science Conference

35ᵗʰ Governing Board Meeting – The Hague, The Netherlands – 24-25 May 2016   24

No	Category	Topic	Title
68	Crime prevention	Community Policing	Community policing
69	Fundamental Rights	Hate crime	Management of Hate Crimes
70	Fundamental Rights	Fundamental Rights	Fundamental Rights and Police Ethics - Step 1
71	Fundamental Rights	Fundamental Rights	Management of Diversity - Step 2
72	EU Policy Cycle (2014-2017)	Trafficking in Human Beings	Presidency conference (Luxembourg)
73	Maintenance of law and order and public security	Public order	Mons, European Capital of Culture 2015 – Urban Security Challenges
74	Counter Terrorism	Airport Security	Airport Security
87	Special Law Enforcement Techniques	False documents	Detecting false documents – new trends and technologies
88	Special Law Enforcement Techniques	Victim identification	Disaster victim identification – practical pilot workshop
89	EU Policy Cycle (2014-2017)	Illegal immigration	Policing the impact of migration
90	EU Policy Cycle (2014-2017)	Illegal immigration	Migration flows – high level seminar with WB focus
91	EU Policy Cycle (2014-2017)	Illegal immigration	Organised crime groups behind illegal immigration – seminar with WB focus
92	EU Policy Cycle (2014-2017)	Illegal immigration	Migration flows –seminar with Mediterranean focus

List of 2015 webinars*

Nr	Ref no /Ad Hoc	Date	Title	Organiser	Attendance	Satisfaction
	EU Policy Cycle					
1	01/2015	23-Jan-	EU Financial Support to EMPACT – up-date on the process no. 1	CEPOL/Europol	53	91.30%
2	02/2015	17-Sep-	EU Financial Support to EMPACT – up-date on the process no. 2	CEPOL/Europol	48	92.31%
	Illegal Immigration					
3	03/2015	01-Oct-	Illegal Immigration in facilitation of illegal immigration	CEPOL	71	98.08%
	Trafficking in Human Beings					
4	04/2015	11-Jun-	Cooperation Between THB Investigators and Specialists on Money Flows	CEPOL	62	100.00%
5	05/2015	25-Jun-	Child Trafficking	CEPOL	64	100.00%
6	06/2015	14-Sep-	EU Anti-Trafficking Coordinator	CEPOL	82	89.83%
	Counterfeit goods					
7	07/2015	16-Apr-	Counterfeit Medicines	CEPOL	70	94.74%
8	08/2015	21-Apr-	Counterfeit Semi contractors	CEPOL	59	100.00%
9	09/2015	19-Nov-	Counterfeit Food : Investigation Tools	IT	103	91.46%
	Excise Fraud					
10	10/2015	25-Nov-	Excise Fraud	CEPOL	83	89.29%
	MTIC Fraud					
11	11/2015	09-Jun-	MTIC fraud	CEPOL	90	96.36%
	Synthetic Drugs					
12	12/2015	08-Apr-	Introduction to Synthetic Drugs and Illicit Synthetic Drug Laboratories	CEPOL	147	98.73%
13	13/2015	22-Sep-	New Psychoactive Substances	CEPOL	132	97.83%
	Cocaine					
14	14/2015	15-Jul-	Cocaine concealment methods	CEPOL	129	96.51%
	Heroin					

35th Governing Board Meeting – The Hague, The Netherlands – 24-25 May 2016   25

15	15/2015		26-Nov-	Heroin routes	CEPOL	109	90.14%
	Cybercrime						
16	16/2015		15-Jun-	Cybercrime Card Fraud 1	CEPOL	148	81.69%
17	17/2015		15-Oct-	Cybercrime Card Fraud 2	CEPOL	139	92.86%
18	18/2015		29-May-	Current child sexual exploitation issues	CEPOL	117	88.14%
19	19/2015		28-Sep-	Police-judicial cooperation in the field of CSE	CEPOL	67	95.45%
20	20/2015		21-Sep-	Cyber Attacks	CEPOL	197	91.43%
21	21/2015		04-Nov-	Cybercrime: Actual Trends	CZ	155	#DIV/0!
	Firearms						
22	22/2015		25-Jun-	Firearms and Darknet	CEPOL	87	100.00%
	Organised Property Crime						
23	23/2015		02-Oct-	Organised property Crime	CEPOL	83	100.00%
	Other Organised Crime						
24	24/2015		23-Jun-	Mobile Organised Crime Groups (in French)	FR	36	#DIV/0!
25	25/2015		16-Oct-	Illegal Waste Shipment Countermeasures	CEPOL	62	87.50%
26	26/2015		16-Sep-	Tackling OMCG (Outlaw Motorcycle Gangs): Integrated Approach	CEPOL	100	94.83%
27	27/2015		06-Aug-	Fraud and Money Laundering	EL	166	88.39%
28	28/2015		14-Apr-	Financial Investigations	CEPOL	102	88.14%
29	29/2015		15-Dec-	Protected Species and Mistreatment of Animals	IT	66	81.03%
30	30/2015		06-Nov-	Wildlife Trafficking	CEPOL	37	100.00%
	Counter Terrorism						
31	32/2015		13-May-	Foreign Fighters and Islamic State (IS)	CEPOL	259	89.68%
	Special Law Enforcement Techniques						
32	33/2015		17-Nov-	Practical Implementation of Swedish Initiative	CEPOL	89	93.75%
33	34/2015		21-May-	Social Media in Law Enforcement	FR	121	97.06%
34	35/2015		07-Dec-	Facebook as a Tool for Investigations	CEPOL	135	88.10%
35	37/2015		24-Jun-	Collecting Biological Evidence from a Crime Scene	EL	189	98.16%
36	38/2015		22-Jun-	Suggestibility and False Confessions: Potential Risks in Investigative Interviewing	LT	79	100.00%
	EU Police and Judicial Cooperation Networks						
37	39/2015		08-Oct-	The challenges of the EU return system and the use of entry bans in SIS	CEPOL	85	96.15%
38	40/2015		20-Nov-	Biometrics in SIS	CEPOL	116	95.18%
39	41/2015		28-Apr-	Missing persons alerts - Minors	CEPOL	207	100.00%
40	42/2015		16-Sep-	Join Investigation Teams	CEPOL	85	96.55%
	External Dimension of the area of Freedom, Security and Justice						
41	43/2015		30-Sep-	Police Cooperation Convention for Southeast Europe (PCC SEE)	CEPOL	65	97.62%
	Leadership, learning, training and language development						
42	44/2015		09-Oct-	Police Human Resources Management in a Diverse Society	CEPOL	70	100.00%
43	45/2015		08-Jun-	Training Methods in the 21st Century	CZ	118	82.28%

35ᵗʰ Governing Board Meeting – The Hague, The Netherlands – 24-25 May 2016   26

44	46/2015		01-Dec-	Integrative Practice of Language Skills and Schengen Related Policing Concepts	RO	108	87.84%
45	47/2015		03-Dec-	Use of CEPOL's Online Learning Modules	EL	110	92.94%
46	48/2015		12-Feb-	Organising CEPOL Webinars	CEPOL	76	97.14%
47	49/2015		24-Feb-	LMS use for CEPOL residential activities: Course Image 7.0	CEPOL	56	95.83%
48	50/2015		01-Sep-	Leadership and Police Performance	CEPOL	101	96.00%
	Research & Science						
49	52/2015		24-Mar-	Fight Against Drug Addiction	FR	91	98.28%
	Fundamental Rights						
50	53/2015		14-Apr-	Police Ethics and Fundamental Rights	FR	93	91.07%
51	54/2015		08-Dec-	Victim Protection in Practice	CEPOL	87	92.31%
52	55/2015		06-Jul-	Hate Crime Indicators: How to Recognise Bias Motives in Practice	FRA/CEPOL	79	82.26%
53	56/2015		30-Apr-	Effective Strategies to Address Violence Against Women	FR/CEPOL	106	95.65%
54	57/2015		28-May-	Diversity and Non-Discrimination	CEPOL	84	93.75%
55	58/2015		20-May-	LGBTI and Law Enforcement	CEPOL	88	97.50%
56	59/2015		27-Oct-	Interviewing children victims and witnesses of crime	CEPOL	112	97.37%
57	60/2015		19-May-	Apprehension of Irregular Migrants: Dos and Don'ts	CEPOL	107	93.22%
58	61/2015		11-May-	Roma Integration and Challenges for the Police Work	CEPOL	84	83.72%
59	62/2015		19-Aug-	Severe Forms of Labour Exploitation	CEPOL	81	98.65%
60		ad hoc	19-Feb-	Information on European Exchange Programme 2015	CEPOL	124	100.00%
61		ad hoc	18-May-	Europol (Italian)	IT	129	98.92%
62		ad hoc	11-Mar-	Introduction of CEPOL (Greek)	GR	215	94.89%
63		ad hoc	27-Mar-	e-Net registration update for NeMs & NCPs	CEPOL	36	100.00%
64		ad hoc	10-Apr-	Introduction of CEPOL Czech)	CZ	51	92.31%
65		ad hoc	22-Jun-	Firearms Tracing	CEPOL	107	94.59%
66		ad hoc	19-Oct-	EMPACT Synthetic Drugs	CEPOL	124	96.05%

*Webinars nr 31/2015, 36/2015 and 51/2015 were cancelled.

Annex II

List of acronyms

CA	Cooperation Agreement
CC	Common Curriculum/Curricula
COSI	Standing Committee on Internal Security
CSDP	Common Security and Defence Policy
CT	Counterterrorism
DG HOME	Directorate-General for Home Affairs (European Commission)
EaP	Eastern partnership
EASO	European Asylum Support Office
ECTS	European Credit Transfer System (Bologna Declaration)
EEAS	European External Action Service
EJMP	European joint master programme
EMCDDA	European Monitoring Centre for Drugs and Drug Addictions
EMPACT	European Multidisciplinary Platform against Criminal Threats
ENFAST	European Network on Fugitive Active Search Teams
ENP	European Neighbourhood Policy
EPEP/EXPRO	European Police Exchange Programme
Eu-LISA	European Agency for the operational management of large-scale IT systems in the area of freedom, security and justice
EUROMED/MEDA	Euro-Mediterranean partnership
EUROJUST	European Union body for Judicial Cooperation
Europol	European Police Office
FRONTEX	European Agency for the Management of Operational Cooperation at the External Borders
FPA	Framework partnership Agreements
GB	CEPOL Governing Board
IC	Informal Cooperation
JHA	Justice and Home Affairs
JITs	Joint Investigation Teams
LETS	European Law Enforcement Training Scheme
LGBT	Lesbian, Gay, Bisexual and Transgender
LMS	Learning Management System
LTRdb	Lecturers, trainers and Researchers Database
MoU	Memorandum of Understanding
MTIC	Missing Trader Intra Community
PCCSEE	Police Cooperation Convention for Southeast Europe
MS	Member States
NCP	National Contact Point
SIRENE	Supplementary Information Request at the National Entry
SIS II	Schengen Information System II
SNA	Social Network Analysis
SOCTA	Serious and Organised Crime Threat Assessment
SPOPCOP	Senior Police Officer Planning and Command Course
THB	Trafficking in Human Beings
TOPSPOC	Top Senior Police Officers Course
TRU	Training and Research Unit
WA	Working Arrangement
WB	Western Balkan
WG	Working Group
WP	Work Programme