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COVER NOTE

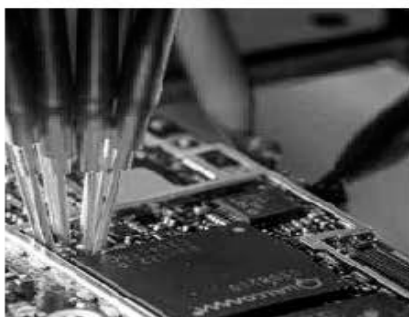
From:	European Police College
To:	Delegations
Subject:	CEPOL Annual Report for the year 2014

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/JHA¹, 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 2014 has been adopted by the CEPOL Governing Board at its meeting on 19 May 2015 and was subsequently submitted to the Council by letter dated 13 July 2015.
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.

¹ OJ L 256, 1.10.2005, p. 63.



Annual Report 2014





Annual Report 2014

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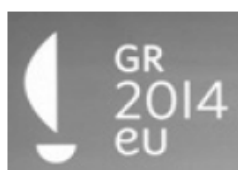
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Foreword

GREEK PRESIDENCY



'United, we sail further with Europe our common quest' was the motto of the 2014 Greek Presidency. Inspired by our long history as navigators, this metaphor reflected our will to work together and stir Europe's boat towards growth, employment, security and democracy.

Among our priorities, the focus was placed on illegal immigration. On 4 June, our Presidency organised in Athens a CEPOL Presidency Seminar on 'Markets related to Illegal immigration detecting/tackling/repatriating'. Senior police officers involved in combating illegal immigration attended the training where experts from Europol, Eurojust, Frontex, the International Organisation for Immigration (IOM), Italy, Hungary and Greece shared the latest updates and developments in the field.

One of our goals was to move the implementation of the European Police Exchange Programme forward. Emphasis was placed on making the programme more sustainable, targeted and cost-efficient. Particular attention was paid to increase the audience of the programme. Extended participation of all EU Member States along with neighbouring countries (Western Balkans, Eastern Partnership countries, etc.) bears witness to our success.

Integrating new technologies into daily workflow was an issue very near and dear to the heart of our Presidency. Hence, we got very involved in the development of CEPOL's e-learning products, especially e-net and webinars. Greece actively supported the promotion of e-net and of CEPOL's webinars, both with an increase in participation and with the implementation of a series of webinars organised in cooperation with CEPOL. Besides, two major decisions amending the use and guidelines of both webinars and e-net were adopted during the course of our Presidency.

We would like to grasp this opportunity to mention the excellent cooperation that the Greek Presidency has enjoyed with the CEPOL Secretariat throughout our Presidency, as well as with the rest of CEPOL's network. We thank CEPOL director and entire staff for their continuous support and assistance in helping us carry out the ambitious programme we had set out for the first semester of 2014.

Mr. Vasileios KONTOGIANNIS
Police Major General
Commander of the Greek Police Academy
Chairman of the Governing Board of CEPOL
during the Greek Presidency



© Greek Police Academy, Greece

ITALIAN PRESIDENCY



During its Presidency and through its involvement in CEPOL's activities, Italy gained valuable knowledge on police training issues. This experience helped us replace a national approach to police training with a European one. Henceforth, the statement "to contribute as much as possible to the European Union's commitment to act as a force capable of making progress and paving the way for peace, stability and prosperity in the international scenario, based on its different policies" has a new meaning for us — combining individual strengths of Member States to achieve greater police cooperation at EU level.

Under the Italian Presidency's auspices, focus was placed on illegal gambling — theme of the Italian Presidency conference —, money laundering, financial crime and cybercrime. We worked on strategies for a coordinated approach between the European Parliament, the European Commission, CEPOL, Europol and the other JHA agencies to tackle jointly and more efficiently organised crime. This resulted in a more harmonised workflow between the various stakeholders called to contribute to creating a safer Europe.

Our work with CEPOL provided us with a clearer insight of the founding principles of the EU institutions and decentralised agencies. We understood the importance of creating awareness of the EU amongst its citizens. This is crucial if we want to increase EU citizens' feeling of belonging to the EU. Coordination and mobility are two fundamental concepts that contribute to promoting a new vision of European citizenship reflected in everyday life.

The Italian Presidency has enjoyed excellent cooperation with the CEPOL Secretariat throughout the term of our Presidency. We are particularly proud that two major events took place during our term: the signing of the agreement for the European Joint Master Programme and of a Working Agreement with Bosnia and Herzegovina. We thank CEPOL's director and staff for their continuous support and assistance in helping us carry out the ambitious programme we had set out for the 2nd semester of 2014.

Rossanna FARINA
Head of the Italian CEPOL Unit



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Mission, vision and values

CEPOL is an EU agency dedicated to training police officers and, in particular, to strengthening the capacity of European law enforcement agencies to respond to evolving threats, focusing on those with a European or cross-border dimension.

CEPOL develops its calendar of activities in response to the assessment of security threats and the needs of Member States. In full coherence with the European Institutions' strategic guidance, CEPOL creates relevant and topical learning activities.



Mission

CEPOL as a European Union Agency contributes to European police cooperation through learning to the benefit of European citizens.

Vision

CEPOL's vision is to be acknowledged by agencies and authorities in the policing and educational world as primary source of learning and development in the field of education and training for enhanced cooperation and policing in Europe.

Values

- Primary source of knowledge
- Respect for diversity
- Faith in police and policing

Introduction

2014 proved to be a challenging year for our agency. We not only met our goals set for the year, but we exceeded them, in spite of a relocation resulting in a huge increase of the workload in comparison to a normal year.

In 2014, CEPOL focused its core business of providing learning and training to law enforcement officers on issues vital to the security of the European Union and its citizens. Among the topics covered were counterterrorism — a hot news item in 2014 —, EU cooperation instruments and serious and organised crime at EU and global level, to take just a few examples.

The agency successfully delivered its Work Programme, implementing more activities than originally foreseen. Importantly, the agency

extended the reach of its training to achieve the highest level of participation to date. This growth in participation demonstrates both the interest in and relevance of CEPOL's annual training catalogue, as well as our commitment to increasing access to training.

Partnership has been the key to our success since many years. The agency, together with its network partners, made great efforts to enhance and operationalise its working relations with Eastern Partnership and Western Balkan countries. CEPOL paid special attention to cooperation within the JHA cluster of agencies and to strengthening relations with its stakeholders. On behalf of the CEPOL, I seize this moment to express our greatest thanks to all our partners for their assistance and cooperation during 2014.

Dr Ferenc Bánfi
Director



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Relocation to Budapest

Strategic goal:

To effectively support the relocation of the staff of the agency into Hungary and taking measures to keep them in active employment by the means of competitive working terms and conditions.

We are grateful for the support provided by the European Commission and the United Kingdom in achieving our ambitious goal for 2014; that of avoiding any negative impact or disruption in the delivery of quality training and of ensuring business continuity.

The European Police College moved to its new Headquarter in Budapest on 1 October 2014. Hungary, chosen as the new host country for CEPOL in May 2014, has made every efforts to ensure the best possible working conditions for the agency. The authorities refurbished a historical building in the very heart of Budapest in a record time. They fully furnished the offices with modern and sophisticated equipment. CEPOL and its host country managed the whole project in less than four months.

A decision to relocate the agency to Budapest, Hungary, was adopted by the EU co-legislators in May 2014. Close and constant coordination mechanisms were put in place between CEPOL and the Hungarian authorities.



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Relocation to Budapest

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The official inauguration of the seat of CEPOL took place on 6 November 2014. Over 120 high-profile guests from all over Europe attended the event. Among them were Dr. Sándor Pintér, Hungarian Minister of the Interior, Mr. Luigi Soreca, Director for Internal Security at the European Commission's Directorate-General for Home Affairs, Ms. Kinga Gál, Vice-Chair of the Committee

on Civil Liberties, Justice and Home Affairs of the European Parliament, Mr. Filippo Bubbico, Deputy Minister at the Italian Ministry of Interior and Mr. Peter Grödl, Director of the Austrian Federal Agency for State Protection and Counter Terrorism, to name just a few. The opening ceremony was followed by a conference on the future of the European law enforcement training.



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Organisational developments

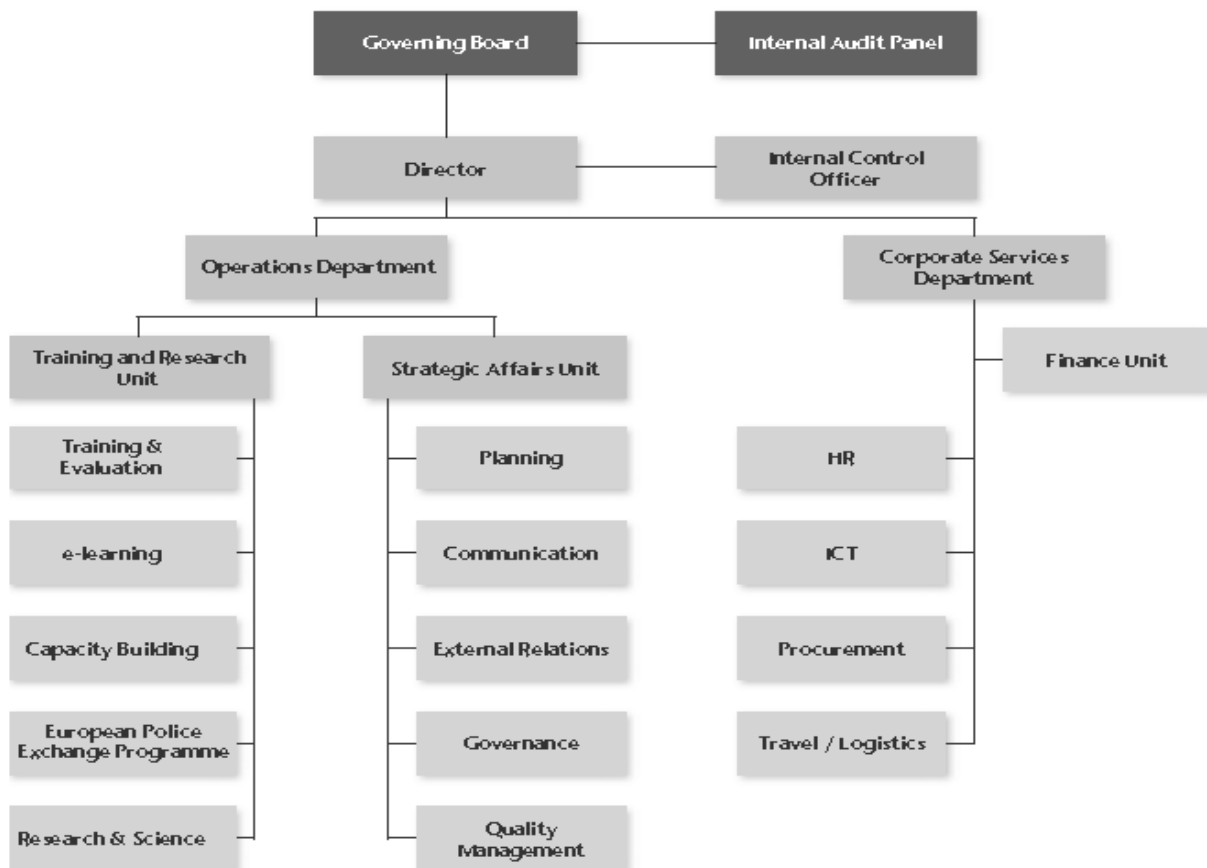
Strategic goal:

To maintain and improve the effectiveness of the current governance structures and processes whilst preparing for future commitments.

Governance

In 2014, the Governing Board met twice under the Greek and Italian Presidencies.

The Governing Board managed strategic issues: approval of draft budgets, interim strategy, annual work programmes and supervision of the relocation project. Nineteen Governing Board decisions were adopted by written procedure out of a total of 34.



Costs of Governing Board meetings have continuously decreased in recent years (total costs in 2014 was EUR 70 145 as opposed to EUR 72 778.85 in 2013).

To improve organisational efficiency and effectiveness, structural changes have been implemented. Due to growing demand for CEPOL's training, the 'Operations Department' was reinforced by the allocation of extra human resources.

In 2014, the director took 33 administrative decisions to improve the agency's efficiency. These included decisions on grant procedures, on working groups, on meeting calendar, on budget implementation, on planning of internal procedures and on the revision of the agency's organisational structure.

Regular management, financial and general coordination meetings were chaired by the deputy director throughout 2014 to ensure efficient management and coordination. Furthermore, the agency held quarterly coordination meetings for all staff chaired by the director. The chair of the Governing Board participated to the third quarterly coordination meeting and provided update on recent policy developments.

CEPOL underwent three audits in 2014 (two audits by the Internal Audit Panel, one by the Court of Auditors). Audits confirmed that CEPOL's operations are fully legal and regular.

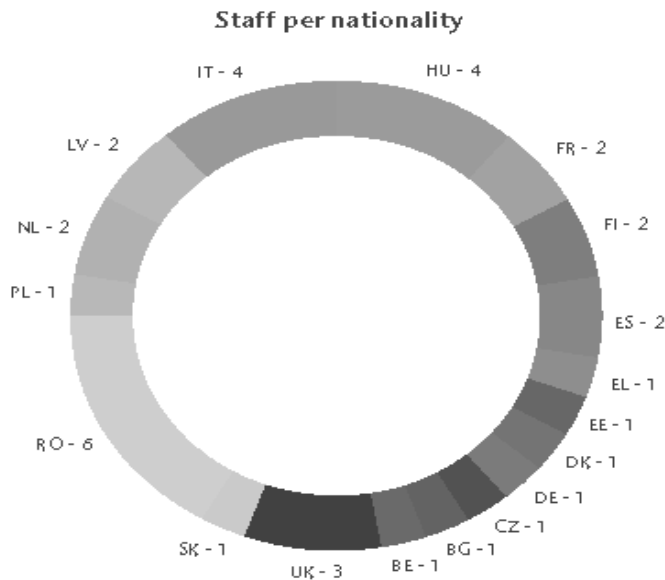
Management of resources

At the end of 2014, 45 individuals were employed by the agency, 26 temporary agents (out of 27), 8 contract agents (out of 10), 5 Seconded National Experts and 6 interim (21 throughout the year). The agency's attractiveness reflected in over 730 applications submitted for 10 vacancy notices.

CEPOL seeks cultural staff diversity based on geographical balance. Currently, staff members come from 21 EU Member States. Efforts made to ensure gender balance were successful: breakdown of staff by gender is roughly 50% men and 50% women.¹

Budget execution

Two major events could have adversely affected CEPOL's financial performance: the outsourcing of the accounting services to the European Commission on 1 April and the relocation of the agency (19 September - 1 October). Despite the risks, these events had limited impact on the implementation of CEPOL's budget.



¹ Situation at 31 December 2014.

CEPOL's operating budget for 2014 was EUR 8 861 000. The budget was consumed over three budget titles, covering staffing (title 1), expenditure related to infrastructure (title 2) and operational costs (title 3).

Quality Management

In recent years, CEPOL has been using a tool called 'Balanced Scorecard' for monitoring, assessing and reporting results against targets set in the Strategy Plan 2010-2014. Targets have been successfully reached, some even exceeded, demonstrating the agency's efficiency.

In 2014, a new short-term strategy has been adopted by the Governing Board. The strategy will be amended after the adoption of the agency's new legal mandate. It is based on the previous strategy plan but also sets new strategic

objectives and provides new Key Performance Indicators and Performance Indicators. It ensures business continuity during the transition period.

Data Protection

CEPOL works according to EU legislation on data protection and continuously seeks to improve its practices. The agency reviewed its methods of processing personal data collected during the organisation of courses and seminars. Several templates used by course managers were updated. Governing Board decision on data protection was amended.

Besides, a workshop on the European Data Protection Day was organised to raise staff's awareness on data protection issues. Newcomers are now receiving data protection training upon their arrival within the agency.

Implementing 2014 Work Programme

Strategic goal:

To enhance CEPOL's independence and capability to deliver efficient training and education services.

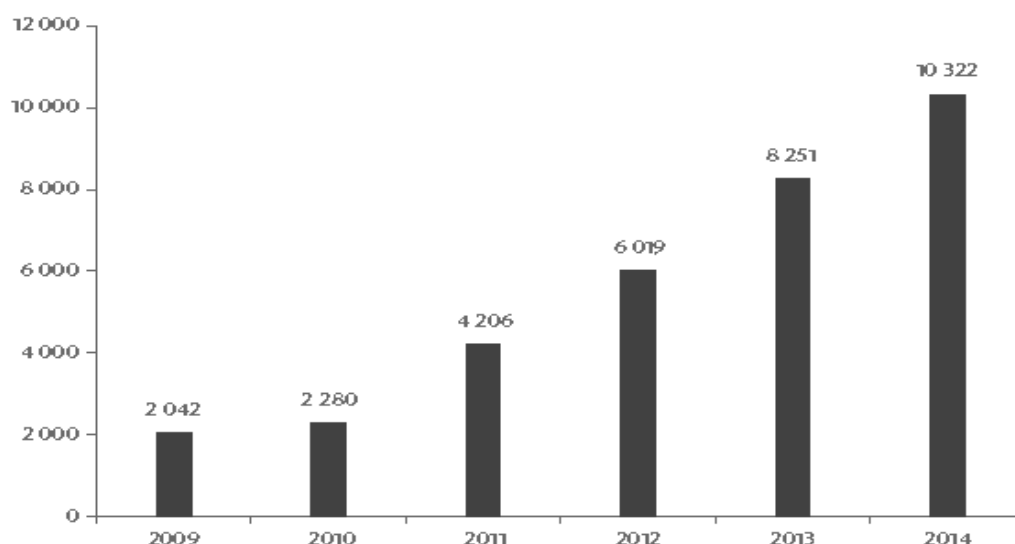
In 2014, CEPOL implemented 125 training activities and trained 10 322 law enforcement professionals.

Activity	Number of participants
Residential	2 098
Webinars	5 399
Online Modules	2 513
Exchange programme	312
Total	10 322

The 2014 annual Work Programme was elaborated with input from the agency's network and stakeholders. It resulted in topical and focused activities tailored to the needs of Member States and established in line with the EU internal security strategy. The 2014 portfolio of activities was developed around eleven strategic priorities areas. Activities covered issues ranging from leadership to law enforcement techniques and from EU cooperation to economic crime. Learning products were designed to facilitate knowledge sharing and good practices and to contribute to the development of a common European law enforcement culture.

In order to ensure the quality of CEPOL's training portfolio, a comprehensive assessment system of its deliverables was established. Courses evaluation aims at assessing trainings' efficiency, but also at measuring participants'

Number of participants





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satisfaction rates. Post-course evaluations were carried out on participants and on their line managers approximately six months after a residential activity was finished.

Overall satisfaction with CEPOL activities remained high, with 92 % of participants stating that they were very satisfied or satisfied with the activities (94% for residential courses, 91% for webinars and 91% for the EPEP).

Courses, Seminars and Conferences

CEPOL implemented a total of 71 residential activities (courses, seminars and conferences), exceeding the planned target (70). Residential activities have brought together 2 098 participants, representing an 8 % increase from the originally forecasted number (1 944) and 710 trainers from 34 countries (EU Member States and Third Countries) and 24 EU and international bodies. Attendance rate (attendance vs. seats planned) was high (108 %).

In total, 63 activities were awarded grants in 2014. 62 were implemented and 1 was cancelled. In 2014, EUR 1 391 752 was budgeted for grant activities and EUR 1 158 225 was spent.

Six additional courses were added to the list of activities by the Governing Board in November. These courses will be implemented until mid-February 2015 and will be counted and reported in the 2015 statistics.

Furthermore, a call for new Framework Partners amongst police training institutions was issued. As a result, 35 Framework partnership agreements (FPAs) were concluded for the period 2015-2018.

In 2014 the agency completed its post-course evaluation for 2013 residential activities. Data was collected and analysed for 64 out of 72 residential activities.

The conclusions from this evaluation are as follows:

- CEPOL's residential trainings are considered to be relevant and practical;
- overall satisfaction with CEPOL's activities has improved in comparison with 2012;
- participants are committed to post-course studies;
- CEPOL is able to reach a wide audience in Member States.

More specifically, feedback from participants included the following:

- 87 % of participants confirm the relevance of CEPOL's activities (2 % increase over 2012);
- 70 % of participants are able to practically apply to their work the knowledge gained during the training (4 % increase over 2012);
- 85 % of participants continue to study their activity topic after the end of the residential activity (1 % increase over 2012);
- 94 % of participants use gained knowledge in their professional environment;
- 55 % of former participants report maintaining their newly acquired professional contacts (4 % increase over 2012).

Feedback from line managers include the following

- 96 % of line managers assert that course participants used aquired knowledge/skill in their daily work;
- 94 % of line managers declare that officers participating in the course are using gained knowledge.

E-learning

In addition to its residential activities, CEPOL offers several e-learning tools. Participants can choose from online modules, webinars and platforms for online communities. These tools allow law enforcement professionals to increase their knowledge, share their experiences and develop their competences. Whether applied in self-paced, individually directed learning or as a blended add-on to residential training, law enforcement officers can benefit from interactive learning and can easily access learning content again at any time from any location.

Demand for online learning has been steadily growing. In 2014, CEPOL implemented 54 webinars attracting a total of 5 399 participants. Of these online events, 44 were from the annual Work Programme, a further eight were implemented based on ad hoc needs and two from a reserve list. The overall participant satisfaction for the 2014 webinars was high, rating at 91 %.

By 31 December 2014, CEPOL had 23 online learning modules available on its learning management system (LMS) of e-net, visited by 2 513 users.

In 2014 a total of 7 912 users took part in e-learning activities (see table below).

2014 CEPOL e-learning tools	Number of users
Webinars	5 399
Online Modules	2 513
Total	7 912

Besides webinars and online modules, CEPOL also provides online platforms for communities of practice. In 2014, 2 588 participants used the platforms.

Online modules available:

- Police English Language: Police Station
- Police English Language: Policing Domains
- Cybercrime
- EU policy cycle for Organised and Serious International Crime
- Europol
- Gender Based Violence
- Joint Investigation Teams
- Lisbon Treaty
- Money Laundering
- Prüm Decision
- Schengen
- SIS II for SIRENE
- Trafficking Human Beings
- CEPOL Approach to Online Learning
- EU police exchange programme Narrative Reports Library
- How to Write Learning Objectives
- LMS Support to 2014 CEPOL Courses: Course Image 6.0
- Webinars for Educators
- CoPPRa: Community Policing Prevention Radicalism & Terrorism
- Project showcase: e-campus Policing European Police College
- DCAF/PCCSEE: Data and Information Exchange
- DCAF/PCCSEE: Hot Pursuits
- DCAF/PCCSEE: Mixed Patrols

In 2015 and beyond, the challenges for CEPOL will be to maintain its leadership role in the field of e-learning. The agency will have to invest more significantly in new resources, both technical and professional. While e-learning is indeed significantly advantageous from



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a financial standpoint, its impact can only be maximised by continuously striving to keep up with cutting-edge learning concepts, trends and technologies.

European Police Exchange Programme (EPEP)

The programme seeks to enhance police cooperation in combating crime. It is based on enhanced mobility, mutual learning, exchange of experiences and good practices. 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.

The programme fulfils one of CEPOL's key objectives — developing a European police culture. Exchanges increase appreciation of different cultures, remove biases and break down barriers. The exchange programme is open to law enforcement officers and trainers

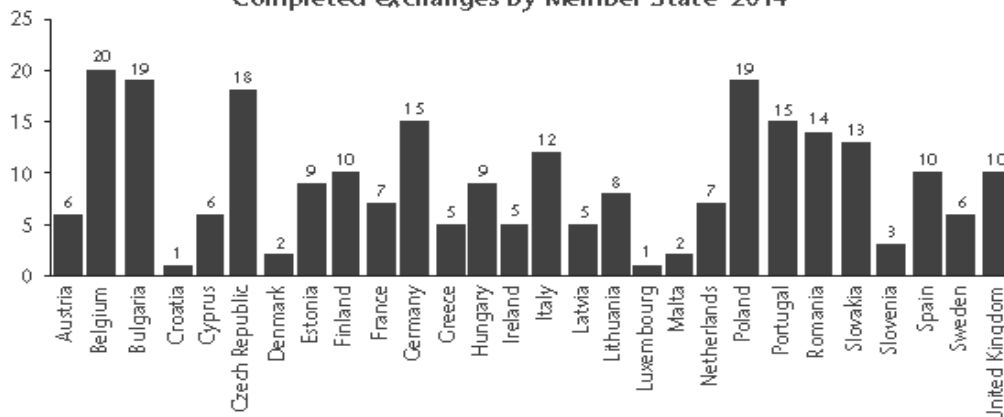
from all EU Member States, EU candidate countries, Western Balkan and European Eastern Partnership countries. It is not only limited to police authorities, but also includes other law enforcement agencies under the 'inter-agency' segment.

CEPOL's European Police Exchange Programme 2014 featured six segments:

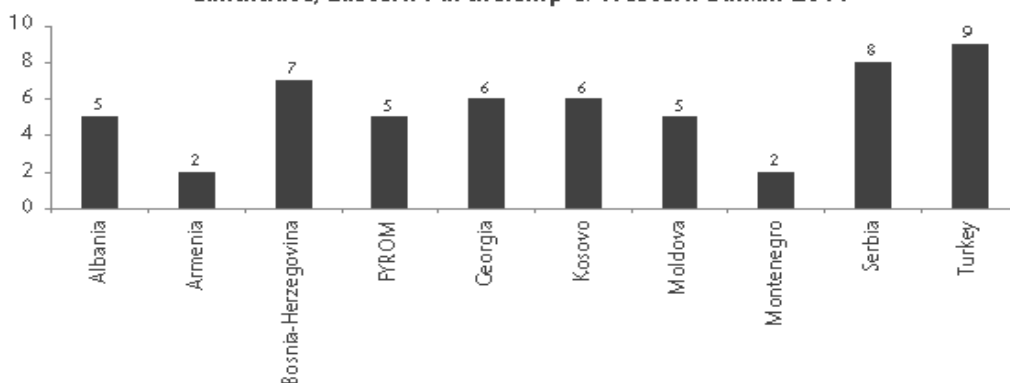
- general segment for police officers;
- senior police leader segment;
- trainers segment;
- researchers segment;
- inter-agency segment;
- ENP-WB segment.

The European Police Exchange Programme is fully financed from the general budget of CEPOL. Budget availability determines the ability of the European Police Exchange Programme to meet a continuously increasing demand. Despite a high demand (408), the exchange of 312 participants was possible within the allocated 2014 budget. General satisfaction rate was at 91 %.

Completed exchanges by Member State 2014



Completed exchanges per country. Candidate, Eastern Partnership & Western Balkan 2014



Common Curricula

CEPOL develops Common Curricula that offer 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.

Common Curricula are compiled by expert groups. They contribute to the harmonisation of law enforcement training across the EU, especially on cross-border issues.

To ensure high quality and up-to-date material, CEPOL puts emphasis in updating its curricula. In 2014, two Common Curricula were updated: Money Laundering and Trafficking in Human Beings (THB).

In 2014, four Common Curricula were formally adopted by the Governing Board: three updated in 2013 — Drug Trafficking, Counterterrorism and Eurojust —, and one updated in 2014 — Money Laundering.

All Common Curricula are available for trainers on CEPOL Learning Management System (LMS). Furthermore, 11 international organisations are granted the use of Common Curricula.

Common Curricula currently available:

- Counterterrorism (adopting Decision 22/2014/GB),
- Europol (adopting Decision 25/2012/GB),
- Drug Trafficking (adopting Decision 24/2014/GB),
- Police Ethics and Integrity (adopting Decision 5/2013/GB),
- Money Laundering (adopting Decision 23/2014/GB),
- Trafficking in Human Beings (adopting Decision 7/2013/GB),
- Domestic Violence (adopting Decision 10/2013/GB),
- Civilian Crisis Management (adopting Decision 11/2013/GB),
- Eurojust (adopting Decision 25/2014/GB).



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Research and science

CEPOL's activities in the field of research and science facilitate knowledge sharing and support research on policing.

Launched in mid-2013, a Lecturers, Trainers and Researchers Database (LTRdb) has been established to ensure qualitative learning. It aims at facilitating access to qualified experts for course managers in charge of planning and organising CEPOL's activities. The database contains data on lecturers, teachers, and scientific researchers considered eligible to contribute to CEPOL's learning activities. They are selected for their specific subject knowledge, their teaching skills and scientific work. In 2014, the number of registered experts grew considerably, to 293 enlisted by the end of the year. With a few exceptions, all EU Member States, as well as European agencies like Europol and EMCDDA, have nominated experts. CEPOL is particularly proud to count Mr Rob Wainwright, Europol's director, amongst the first experts to have enrolled in the LTRdb. CEPOL is currently working on digitizing the database.

In 2014, two new issues of the 'European Science and Research Bulletin' (No 10 and 11) were published. These publications were compiled with the support of CEPOL's network of National Research and Science Correspondents and of the Working Group on the Implementation and Evaluation of Research and Science Activities Supported by CEPOL (IERSA WG).



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Furthermore, CEPOL offered for the first time online-access to scientific journals on policing and forensics for registered CEPOL e-net-users. Users have access to nine professional scientific titles, including leading international periodicals like *Policing & Society*, *Police Practice and Research* and *Policing — a journal of policy and practice*.

Registered e-net users could also benefit from CEPOL's knowledge repository, the e-library, that included by the end of 2014 over 1 600 publications.

In 2014 CEPOL launched two surveys:

- on the European Law Enforcement Education Systems aiming at gathering data on the status of educational and training programmes aligned with Bologna criteria in Europe;
- on the 'Incorporation intensity and quality of research and science findings in CEPOL learning and training activities'.

The work on development and analysis of the surveys is conducted by dedicated CEPOL Working Groups comprised of experts from Member States.



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 2-year Master that accommodates law enforcement officers working commitments. This is a part-time study awarding 60 ECTS credit points.

This Master programme is the result of a long process that began in 2011. CEPOL started with a semi-academic three-module, non-accredited activity named 'Policing in Europe'. Then, the Governing Board mandated in 2013 a Working Group, assigned with the task of developing a Master's curriculum. 12 delegates from police academies along with University representatives from 10 EU countries participated to the Working Group. They developed a Consortium Agreement that was signed on 9 December 2014. On 10 December 2014, the first meeting of the Master Steering Board took place. The accreditation procedure was launched at the end of 2014 and the accreditation agreement is expected to be signed in April 2015.

CEPOL will implement the first EJMP from 2015 to 2017. The second Master should take place from 2017 to 2019. An evaluation process will determine whether the programme will be annual or bi-annual.



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2014 priorities topics

In 2014, CEPOL's activities have been organised around 11 main priority topics²: 1) Serious and Organised Crime following the EU policy cycle; 2) Other Organised Crime; 3) Counterterrorism; 4) Economic Crime; 5) Law Enforcement Techniques; 6) EU Cooperation; 7) Management; 8) Fundamental Rights; 9) Crime Prevention; 10) Learning and Training; and 11) Research and Science.

Serious and Organised Crime following the EU policy cycle

The EU policy cycle highlights the most severe threats to internal security faced by Member States: "Serious and organised crime is an increasingly dynamic and complex phenomenon, and remains a significant threat to the safety and prosperity of the EU. Transnational crime can only be countered by cross-border cooperation, with police, customs, border guards and other authorities working together. Unless those authorities are properly

trained, and unless there is sufficient mutual trust, such cooperation will not be effective. Against this background, the strategic and operational goals in the fight against organised and serious cross-border crime and terrorism need to be underpinned by coherent, recognised and high quality training in specialised and centrally prioritised areas for EU law enforcement officers involved in transnational cooperation³."

In order to meet training needs of law enforcement officers as highlighted by the EU Serious and Organised Crime Threat Assessment (SOCTA), CEPOL has organised in 2014 17 residential courses and 13 webinars to assist Member States in contributing to the preparation of the full EU policy cycle 2014-17. These training activities have incorporated the expertise of key players, such as the Council of the EU, the European Commission, Europol and Operational Action Plan (OAP) drivers of the current cycle.



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² For the detailed list of activities organised by topic, please refer to Annex 1 '2014 Training catalogue'.

³ Extract from SOCTA 2013 – EU Serious and Organised Crime Threat Assessment (<https://www.europol.europa.eu/content/eu-serious-and-organised-crime-threat-assessment-socta>).

Other organised crime

Transnational organised crime is a lucrative business. In 2009, it was estimated to generate USD 870 billion — an amount equal to 1.5 % of global GDP⁴. That is more than six times the amount of official development assistance for that year, and the equivalent of close to 7 % of the world's exports of merchandise.

In 2014, CEPOL organised three residential courses aimed at raising awareness on organised crime linked to illegal gambling and theft of cultural heritage. These activities helped participants to improve their knowledge on organised crime links on specific policy cycle topics between EU and Balkan countries.

Counterterrorism

Preventing terrorism is a primary objective of the EU's security strategy and, across the EU, Member States work together to counter terrorist threats at a strategic level. Countering terrorism today is a complex endeavour. It necessitates a deep level of understanding of its causes and dynamics. Tackling it requires practical tools to detect, prevent, protect and respond to terrorist threats. CEPOL contributes to addressing these challenges thanks to its wide portfolio of activities in the field of counterterrorism.

In 2014, CEPOL organised four residential courses, a webinar and updated a common curriculum on counterterrorism. Topics covered threat assessment methodologies, different aspects of terrorism (such as terrorism financing), implications for border management, impact and use of media technologies, etc.

Economic Crime

CEPOL offered two residential courses and two webinars in 2014 in the field of economic crime. Activities were targeted to law enforcement officers and experts with background in the investigation and prevention of corruption and organised economic and financial crime issues, money laundering and asset recovery.

Law Enforcement Techniques

In 2014, CEPOL implemented nine residential courses and seven webinars related to the different types of investigative methods used by law enforcement agencies, from forensic science, informant handling and undercover operations to crime control and traffic safety. Five activities were dedicated to the use of Social media, including two webinars.



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⁴ Source: United Nations Office on Drugs and Crime (UNODC).

EU Cooperation

CEPOL's activities in the field of EU cooperation cover a range of topics from issues affecting the security of citizens to police and judicial cooperation as well as law enforcement cooperation tools. The activities provide a deeper understanding of the structures, instruments and approaches available at European level.

In particular, CEPOL's seminars on Joint Investigation Teams (JITs) continued to attract very high interest among police, prosecutors and judiciary officers, because of their focus on practical issues arising from real case studies. These seminars aimed at creating synergies and at reinforcing mutual trust and cooperation between prosecutors, judges and senior police officers involved in leading/operating JITs. The activities also looked at the concept and the functioning of JITs from a leadership perspective. Lectures, panel discussions, workshops, case studies have supported the learning process.



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Many of the activities in the field rely on cooperation between EU agencies, in particular with regards to the provision of expertise.

In 2014, CEPOL organised 15 residential courses and seven webinars on EU cooperation instruments.



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Management

Creating a generation of leaders experienced in the European dimension of law enforcement will have far-reaching benefits for future European police cooperation.

In 2014, CEPOL offered ten residential courses and three webinars on leadership and management.

CEPOL's flagship course Top Senior Police Officers: the Stockholm programme realisation (TOPSPOC) was targeted to police officers in strategic management positions. Four TOPSPOC residential courses took place in 2014.

Fundamental Rights

CEPOL's activities in the field of human rights are designed to further promote respect for and understanding of fundamental and human rights, which are critical elements in a common police culture.

In 2014, CEPOL offered two courses and four webinars covering police ethics, hate crime, diversity and non-discrimination.

Crime Prevention

Effective crime prevention relies upon the use of all available resources, including technology. Training has been proven to be a great catalyst for change. As a cost-effective and continually beneficial approach, education and training are amongst the most successful means we have to prevent and reduce crime in the EU.

In 2014, CEPOL focused on training law enforcement officers to improve their knowledge in developing prevention strategies and to develop cooperation with international organisations as well as public and private partners. During the courses, participants have been able to exchange information and to share good practice on community policing projects and development in Member States. They exchanged on ways to manage multi-recidivist offenders in the community policing context. One residential course and three webinars were organised on that topic.



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Learning and Training

CEPOL supports a number of activities to improve the capacity of its partners to deliver training.

In 2014, CEPOL offered five residential courses and four webinars in that field. Activities focused on language development instruments, on systems of European Police cooperation, on management and development of online learning modules, on e-learning, on how to organise webinars and on good practices for educators. Besides, CEPOL ran a two-steps train-the-trainer activity for trainers wishing to improve their skills in training in a multi-cultural environment.



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Consolidating CEPOL's network and external relations

Strategic goal:

To strengthen the CEPOL's network and to enhance the external relations.

Working with the network

CEPOL works in partnership with national training institutes in Member States, EU institutions and other stakeholders to develop and implement its Work Programme. Through a dynamic dialogue and programme of network and stakeholder meetings, CEPOL ensures that thorough consultation takes place with its network and partners before items are brought to the Governing Board for decision-making.

The Governing Board is assisted by the agency for administrative support. In particular, the agency works closely and collaboratively with all EU Presidency teams and Governing Board Chairs. On specific issues, the Governing Board is supported by a small number of working groups. Each working group operates according to a timed action plan, in line with a specific mandate and pre-established expected results.

Network partners and stakeholders make a valuable contribution to the implementation of the agency's Work Programme and the quality of the training provided. Participants in CEPOL activities benefit from the vast expertise available in Member States, which CEPOL brings together during its activities.



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External relations

External relations, effective communication and enhanced cooperation partnerships are essential to achieve CEPOL's goals.

In 2014, CEPOL continued to invest extensively in maintaining and enhancing its partnerships and in fostering new ones. CEPOL also supported the development and coordinated the implementation of working arrangements and developed cooperation with candidate countries and potential candidate countries.

On the one hand, CEPOL continued its fruitful cooperation with candidates, potential candidates and ENP/EaP as well as strategic partners, JHA agencies and EU institutions, including the European External Action Service. CEPOL maintained very close ties with partner services of the European Commission, notably with the Directorate-General for Migration and Home Affairs (DG Home). Besides, the agency continued to attend relevant sessions of the Standing Committee on Internal Security (COSI), the Law Enforcement Working Party (LEWP) and contributed to the elaboration of several documents. CEPOL representatives

attended first-reading sessions of the LEWP related to the reform of the legal basis of the agency.

On the other hand, CEPOL contributed to the contact group of EU agencies in the field of justice and home affairs (JHA). The main initiative launched by CEPOL in close cooperation with its partner agencies was the development of a Training Matrix. The aim of the Matrix was to index all training activities and learning products (courses, curricula, online modules) implemented by these agencies. This tool will be used to foster enhanced cooperation and possible synergies in line with the Law Enforcement Training Scheme (LETS).

Furthermore, CEPOL supported in 2014 eight capacity building projects implemented by EU Member States or by international organisations. These projects covered various topics, from e-learning support methodologies, trainings on Child Sexual Exploitation to civilian crisis management and other important policing topics.



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Overview of CEPOL's Cooperation Agreements and Working Agreements

Country/entity	Type of cooperation	Status
Turkey	Cooperation Agreement	In force
Iceland	Cooperation Agreement	In force
Norway	Cooperation Agreement	In force
Switzerland	Cooperation Agreement	In force
Albania	Working Arrangement	In force
Montenegro	Cooperation Agreement	In force
Georgia	Cooperation Agreement	In force
Moldova	Working Arrangement	In force
Bosnia and Herzegovina	Working Arrangement	In force
Russia	Working Arrangement	In force
Serbia (Republic of)	Working Arrangement	Under negotiation
Kosovo* ⁵	Working Arrangement	Under negotiation
Former Yugoslav Republic of Macedonia	Approval by exchange of letter pending	
USA FLETC	Working Arrangement	Negotiation initiated
Ukraine	Working Arrangement	Under negotiation with Kiev Academy
Armenia	Working Arrangement	Under negotiation
Mexico	Informal cooperation	Preparatory phase
South Africa	Informal cooperation	Preparatory phase
PCC-SEE	Informal cooperation	In force
EJTN	Informal cooperation	In force
AEPC	Memorandum of Understanding	In force
Europol	Cooperation agreement	In force
Eurojust	Cooperation agreement	In force
Frontex	Cooperation agreement	In force
eu-LISA	Working arrangement	In force
ENFSI	Memorandum of Understanding	In force

Working Arrangements were a key achievement for CEPOL in 2014. CEPOL signed one with Bosnia and Herzegovina in December 2014, finalised negotiations with the former Yugoslav Republic of Macedonia (pending the exchange of letters after amendments operated by the Council of the EU) and launched negotiations with training institutions in Serbia, Kosovo*, Armenia, Ukraine and the United States.

CEPOL is proud to have counted many law enforcement officers from Eastern Partnership and Western Balkan countries among the participants to its activities. These included the European Police Exchange Programme, in which 58 law enforcement officers took part, as well as one Joint Investigation Team seminar organised in Slovenia in close cooperation with the Police Cooperation Convention for South Eastern Europe (PCC SEE). Moreover, a translation of the conference booklet on police cooperation with Russia carried out in 2013 was disseminated.

⁵ 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.



Outlook on future challenges

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The crucial part of the agency's removal phase has been completed in 2014. The agency has a new home now. In 2015, during the first year after its relocation, CEPOL will focus on consolidating the agency from its new seat.

The new regulation adopted in May 2014 moving the seat of the agency to Budapest confirmed the intention of the EU to grant CEPOL independent European agency status.

However, while we are happy that the removal phase is now over, challenges still remain. A new regulation reforming the mandate of the agency may broaden the scope of CEPOL's mandate and enable it to further support, develop, deliver and coordinate learning and training activities for law enforcement officials of all ranks.

Besides, the European Commission Communication on the European Law Enforcement Training Scheme paved the way for more structured cross border cooperation in the fight against crime through learning and training.

2015 will see the completion of the implementation of CEPOL's 5-year evaluation recommendations, as agreed by the Governing Board, while at the same a new 5-year evaluation of CEPOL for the period 2011-15 will be launched. Training needs analysis has become an integral part of CEPOL's planning process and will be integrated into the framework of the agency's new mandate.

A few words must be spent on the importance of partnerships in the context of European law enforcement training. It is important for the security of our Union that close relations are developed between the EU and its immediate neighbours and beyond.

CEPOL will continue to build strong ties with candidates, potential candidates and strategic partners. Our European Police Exchange Programme and our webinars are only two of the examples by which CEPOL facilitates the exchange of best practices and knowledge in this area. We look forward to taking partnerships even further.

New challenges require new responses, and the next months will set the framework for a new beginning building on our already great achievements at the service of the core values of the European Union. We sincerely hope that firm foundations will be laid to ensure a balance between CEPOL's revised mandate and allocated resources, to guarantee CEPOL's continued capacity to deliver and work in harmony with our fellows other Justice and Home Affairs agencies.

Investing in law enforcement education and training is a necessity for the European Union. While the seeds are being sowed and the fruits can already be enjoyed, we must not forget this is a long-term investment that requires vision and courage.

This has been the historical role of CEPOL and its partners in the Member States: this is what we wish to continue doing from our new 'Alma Mater'. From Budapest, CEPOL shall continue to deliver its contribution to the message at the heart of the European Union: the construction of a common space of freedom, security and justice.

Annexes

ANNEX 1 - 2014 TRAINING CATALOGUE

CATEGORY	EU POLICY CYCLE	NO	TRAINING ACTIVITY
1. Serious and organised Crime following the EU policy cycle	A. Facilitation of Illegal Immigration	01/2014	Presidency seminar — Markets related to Illegal Immigration detecting/ tackling/repatriating
	B. Trafficking in Human Beings	02/2014	THB Mechanisms with specific focus on reduction of demand
		03/2014	EU Approach to Trafficking in Human Beings
		04/2014	Currency, goods and intellectual properties counterfeiting
	D. Excise Fraud and Missing Trader Intra Community Fraud	05/2014	Container Shipment trafficking
	E. Synthetic Drugs	06/2014	Missing Trader Intra Community fraud (MTIC fraud)
		07/2014	Illicit laboratory dismantling course — advanced
		08/2014	Illicit laboratory dismantling course
		09/2014	Fighting drugs and strategic perspectives in synthetic drugs
		78/2014	Fight against cannabis exploitation
	F. Cocaine and heroin trafficking	10/2014	Cocaine smuggling
	G. Cybercrime	11/2014	Cybercrime forensics & digital evidence
		12/2014	Child Abuse in Cyberspace
		13/2014	Cybercrime vs. Cyber security
		14/2014	Member States' and Union capacities to detect, investigate and prosecute cybercrime
	H. Firearms trafficking	15/2014	Firearms trafficking
I. Organised property crime committed by mobile crime groups	16/2014	Organised Property Crime committed by Mobile Organised Crime Groups	

CATEGORY	EU POLICY CYCLE	NO	TRAINING ACTIVITY
2. Other Organised Crime		17/2014	Presidency Seminar — Illegal gambling and organised crime
		18/2014	Seminar EU — Western Balkans Organised Crime links with workshops on organised crime
		20/2014	Theft of cultural heritage/artworks
3. Counterterrorism		Set of Activities: 22/2014 and 23/2014	
		22/2014	Counterterrorism (Awareness)
		23/2014	Counterterrorism (Strategic)
		24/2014	European Explosive Ordnance Disposal Network; 1. CBRN 2. Explosives
		25/2014	Safety measures at International Airports and major transport hubs
4. Economic crime		26/2014	Investigating and preventing corruption
		27/2014	Freezing and confiscation of assets
5. Special Law Enforcement Techniques		29/2014	Forensic Science including DNA and Policing Challenges
		30/2014	Informant handling advanced level
		31/2014	Social Media implications in Law Enforcement
		32/2014	Undercover Operations
		35/2014	Forensic Investigation on the crime scene
		36/2014	Witness Protection advanced level
		Set of Activities: 37/2014 and 38/2014	
		37/2014	Social Network Analysis training (1)
		38/2014	Social Network Analysis training (2)
		40/2014	Crime Control and Traffic Safety: International Comparison

CATEGORY	EU POLICY CYCLE	NO	TRAINING ACTIVITY	
6. EU/Cooperation	CSDP and External Aspects of Internal Security	41/2014	'SPOPCOP' – Senior Police Officer Planning and Command Course for Crisis Management	
		43/2014	Train the trainers CPCC	
		44/2014	Awareness on the CSDP/FSJ nexus, structures and instruments	
		45/2014	Mentoring, Monitoring and Advising (MMA) tasks	
		46/2014	Awareness on Security Sector Reform	
		84/2014	Human Rights and Policing in Common Security Defence Policy (CSDP) missions	
		48/2014	Schengen Evaluation	
		Set of Activities: 49/2014 and 50/2014		
		49/2014	Training for SIRENE Officers (Basic)	
		50/2014	Training for SIRENE Officers (Advanced)	
		Set of Activities: 51/2014 and 52/2014		
		51/2014	Joint Investigation Team Leadership	
		52/2014	Joint Investigation Teams Implementation	
		Set of Activities: 53/2014 54/2014 and 55/2014		
		53/2014	Policing in Europe – Step 1	
		54/2014	Policing in Europe – Step 2	
		55/2014	Policing in Europe – Step 3	
		56/2014	ENFAST (European Network on Fugitive Active Search Teams)	
		57/2014	EMPEN (European Medical and Psychological Experts' Network for law enforcement)	
		79/2014	The strategic planning process of EU missions and operations	
80/2014	INTERPOL Police Development Program			

CATEGORY	EU POLICY CYCLE	NO	TRAINING ACTIVITY	
7. Management	Crisis/emergency management	58/2014	Crisis Management and Emergency Planning — School Shootings and Amok Incidents	
		59/2014	Urban Violence	
	Leadership and strategic planning	Set of Activities: 60/2014, 61/2014, 62/2014 and 63/2014		
		60/2014	TOPSPOC — Top Senior Police Officers: the Stockholm programme realisation (1)	
		61/2014	TOPSPOC — Top Senior Police Officers: the Stockholm programme realisation (2)	
		62/2014	TOPSPOC — Top Senior Police Officers: the Stockholm programme realisation (3)	
		63/2014	TOPSPOC — Top Senior Police Officers: the Stockholm programme realisation (4)	
	Security of citizens	Set of Activities: 64/2014 and 65/2014		
		64/2014	Public Order and Crowd Management (HOUSE — EUSEC III) — Step 1	
		65/2014	Public Order — Security During Major events/Public-Private partnerships (HOUSE EUSEC III) — Step 2	
		66/2014	Pan European Football Security training	
		67/2014	European Internal Security Strategy	
	8. Fundamental rights	Set of Activities: 68/2014 and 69/2014		
68/2014		Fundamental Rights and Police Ethics — Step 1		
69/2014		Management of Diversity — Step 2		
9. Crime Prevention		70/2014	Community Policing	
10. Learning and Training	Language Development	71/2014	Language Development: Instruments and Systems of European Police Cooperation (English)	
		72/2014	Language Development: Instruments and Systems of European Police Cooperation (English)	
	Learning and Training	Set of Activities: 73/2014 and 74/2014		
		73/2014	Train the Trainers Step 1	
		74/2014	Train the Trainers Step 2	
		75/2014	Management and development of CEPOL online learning modules	
		76/2014	Research Implementation Symposium Workshop	
11. Research and Science		76/2014	Research Implementation Symposium Workshop	

ANNEX 2 - GOVERNING BOARD DECISIONS

01/2014/GB	Adopting the Financial Regulation and repealing Decision 28/2011/GB — Adopted by the Governing Board by written procedure on 21 February 2014
02/2014/GB	Adopting the Multi-Annual Staff Policy Plan 2015-17 — Adopted by the Governing Board by written procedure on 25 February 2014
03/2014/GB	Approving the Meeting Calendar for the First Half of 2014 — Adopted by the Governing Board by written procedure on 13 March 2014
04/2014/GB	Appointing the Accounting Officer and repealing Decision 24/2012/GB — Adopted by the Governing Board by written procedure on 13 March 2014
05/2014/GB	(Repealed by Decision 17/2014/GB) Adopting the Estimate of Revenues and Expenditures for the Financial Year 2014 and repealing Decision 30/2013/GB by written procedure on 22 April 2014
06/2014/GB	Adopting the Annual Report 2013 adopted by the Governing Board on 19 May 2014
07/2014/GB	Establishing the Analysis and Assessment of the Authorising Officer's Annual Activity Report 2013 — Adopted by the Governing Board on 19 May 2014
08/2014/GB	Delivering an Opinion on the Final Annual Accounts 2013 — Adopted by the Governing Board on 20 May 2014
09/2014/GB	Concerning its Rules of Procedure, amending Decision 33/2011/GB of the Governing Board of the European Police College — Adopted by the Governing Board on 19 May 2014
10/2014/GB	Adopting the European Police College's Internal Control Standards and amending the Decision 08/2011/GB — Adopted by the Governing Board on 19 May 2014
11/2014/GB	Laying Down the Administrative Rules, Commitments and Guidelines for its Webinars — Adopted by the Governing Board on 20 May 2014
12/2014/GB	Adopting the short-term strategy for the transition of CEPOL (2015-16) and amending Decision 29/2013/GB
13/2014/GB	(Amended by Decision 27/2014/GB) Adopting the Draft Work Programme 2015
14/2014/GB	On the adoption of implementing rule laying down general provisions for implementing Article 45 of the Staff Regulations
15/2014/GB	On the adoption of implementing rule on amending Article 7(5) and (7) of Commission Decision C(2009) 10224 of 18 December 2009 concerning the implementation of teleworking in Commission departments from 2010 to 2015

16/2014/GB	On schooling fees
17/2014/GB	(Repealed by Decision 30/2014/GB) (Amended by Decision 21/2014/GB) Adopting the Estimate of Revenues and Expenditure for the Financial Year 2014 and repealing Decision 05/2014/GB
18/2014/GB	Adopting the Draft Estimate of Revenues and Expenditures for the Financial Year 2015
19/2014/GB	Adopting provisions concerning the administration of the e-net and repealing Decision 29/2008/GB
20/2014/GB	Laying down rules governing the organisation of meetings of the Governing Board, the Network, Presidency handover, working groups, other ad hoc and expert meetings, and repealing Decision 8/2007/GB
21/2014/GB	(Repealed by Decision 30/2014/GB) Adopting a technical corrigendum to the estimate of revenues for the financial year 2014 and amending Decision 17/2014/GB
22/2014/GB	Adopting the Common Curriculum on Counterterrorism (CC05A — Version 1) — Adopted by the Governing Board by written procedure on 20 August 2014
23/2014/GB	Adopting the Common Curriculum on Money Laundering (CC06B — Version 3) — Adopted by the Governing Board by written procedure on 20 August 2014
24/2014/GB	Adopting the Common Curriculum on Drug Trafficking (CC07B — Version 2) — Adopted by the Governing Board by written procedure on 20 August 2014
25/2014/GB	Adopting the Common Curriculum on Eurojust (CC1 3A — Version 1) — Adopted by the Governing Board by written procedure on 20 August 2014
26/2014/GB	Approving the Meeting Calendar for the Second Half of 2014 — Adopted by the Governing Board by written procedure on 28 August 2014
27/2014/GB	Adopting the Draft Work Programme 2015 and amending Decision 13/2014/GB — Adopted by the Governing Board on 11 November 2014
28/2014/GB	Adopting the Preliminary Draft Work Programme 2016 — Adopted by the Governing Board on 11 November 2014
29/2014/GB	Adopting the Preliminary Draft Budget for the Financial Year 2016 — Adopted by the Governing Board on 11 November 2014
30/2014/GB	Adopting the Estimate of Revenues and Expenditures for the Financial Year 2014 and repealing Decisions 17/2014/GB and 21/2014/GB — Adopted by the Governing Board on 11 November 2014
31/2014/GB	Laying down Administrative Rules, Commitments and Guidelines for its Courses, Seminars and Conferences, and amending Decision 30/2006/GB — Adopted by the Governing Board on 12 November 2014
32/2014/GB	Adopting the European Police College's Policy on prevention and management of potential conflict of interest — Adopted by the Governing Board on 12 November 2014
33/2014/GB	Adopting the European Police College's Anti-fraud Strategy — Adopted by the Governing Board on 12 November 2014
34/2014/GB	Adopting the European Police College's Policy on identification and management of sensitive functions — Adopted by the Governing Board on 12 November 2014

ANNEX 3 - LIST OF ACRONYMS

CA	Cooperation Agreement	EMPACT	European Multidisciplinary Platform against Criminal Threats
CC	Common Curriculum/Curricula	EMPEN	European Medical and Psychological Experts' Network for law enforcement
CEPOL	European Police College	ENFAST	European Network on Fugitive Active Search Teams
CoPPRA	Community Policing Prevention Radicalism and Terrorism	ENP	European Neighbourhood Policy
COSI	Standing Committee on Internal Security	EPEP/EXPRO	European Police Exchange Programme
CPCC	Civilian Planning and Conduct Capability	Eu-LISA	European Agency for the operational management of large-scale IT systems in the area of freedom, security and justice
CSDP	Common Security and Defence Policy	EURODAC	European Dactyloscopy
CSR	Corporate Social Responsibility	EUROMED/MEDA	Euro-Mediterranean partnership
CT	Counterterrorism	EUROJUST	European Union body for Judicial Cooperation
DCAF	Democratic Control of Armed Forces	Europol	European Police Office
DG HOME	Directorate-General for Home Affairs (European Commission)	FRONTEX	European Agency for the Management of Operational Cooperation at the External Borders
DMS	Document Management System	FPA	Framework partnership Agreements
EaP	Eastern partnership	FSJ	Freedom, Security and Justice
EASO	European Asylum Support Office	GB	CEPOL Governing Board
ECTS	European Credit Transfer System (Bologna Declaration)	HR	Human Resources
EDPS	European Data Protection Supervisor	IC	Informal Cooperation
EEAS	European External Action Service	ICJ	International Court of Justice
EJMP	European joint master programme		
EMCDDA	European Monitoring Centre for Drugs and Drug Addictions		

IERSA WG	Working Group on the Implementation and Evaluation of Research and Science Activities	OAP	Operational Action Plan
JHA	Justice and Home Affairs	SAU	Strategic Affairs Unit
JITs	Joint Investigation Teams	SIRENE	Supplementary Information Request at the National Entry
LETS	European Law Enforcement Training Scheme	SIS II	Schengen Information System II
LEWP	Law Enforcement Working Party	SNA	Social Network Analysis
LGBT	Lesbian, Gay, Bisexual and Transgender	SNE	Seconded National Expert
LMS	Learning Management System	SOCTA	Serious and Organised Crime Threat Assessment
LRSDD	Learning, Research, Science and Development Department	SPOPCOP	Senior Police Officer Planning and Command Course
LTRdb	Lecturers, trainers and Researchers Database	TFEU	Treaty on the Functioning of the European Union
MMA	Mentoring, Monitoring and Advising	THB	Trafficking in Human Beings
MoU	Memorandum of Understanding	TOPSPOC	Top Senior Police Officers Course
MTIC	Missing Trader Intra Community	TRU	Training and Research Unit
OP	The Publications Office of the European Union	UNSCR	United Nations Security Council Resolution
PCCSEE	Police Cooperation Convention for Southeast Europe	WA	Working Arrangement
PMO	Paymaster Office	WB	Western Balkan
MS	Member States	WG	Working Group
NCP	National Contact Point	WP	Work Programme