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CEPOL National Units/National Parliaments of the Member States of the European Union

03 June 2026

Dear Madam/Sir,

Subject: CEPOL Consolidated Annual Activity Report 2025

(Article 48 of COMMISSION DELEGATED REGULATION (EU) 2019/715)

On behalf of CEPOL, the EU agency responsible for the training of law enforcement officers across Europe, I would like to convey my sincerest regards to you and your colleagues.

I have the pleasure to forward you (attached) the Consolidated Annual Activity Report 2025 of CEPOL including its analysis and assessment by the Management Board.

You are kindly requested to circulate this information to the appropriate persons within your service.

The Consolidated Annual Activity Report 2025 is also available on CEPOL public website:

[Consolidated Annual Activity Report | CEPOL](#)

I would like to take this opportunity to thank you for your interest in CEPOL and I am looking forward to working more closely together in the future to help improve cross-border police cooperation.

Yours sincerely,

5.1.2.e


Iryna Golebiewska

Chair of the Management Board



Consolidated Annual Activity Report

2025

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List of abbreviations

AI	Artificial Intelligence
ANASPOC	Analytical Single Point of Contact (within external cooperation projects)
CA	Contract Agent
CAAR	Consolidated Annual Activity Report
CCH	Cocaine Cannabis Heroine (EMPACT priority, OAP)
CERT-EU	Cybersecurity Service for the Union institutions, bodies, offices and agencies
CFMLAR	Criminal Finances, Money Laundering and Asset Recovery
CKC	CEPOL Knowledge Centres
CNU	CEPOL National Units
COSI	Standing committee for the EU internal security
CSDP	Common Security and Defence Policy
CT	Counter-terrorism
CT INFLOW	Enhancing Information Exchange and Criminal Justice Responses to Terrorism in the Middle East and North Africa
CTSN	Couter-terrorism Support Network
CTF	Capture The Flag
DG	Directorate General of the European Commission
DG ENEST	Directorate-General for Enlargement and the Eastern Neighbourhood
DG Home	The Directorate-General for Migration and Home Affairs
DG JUST	The Directorate-General for Justice and Consumers
DG MENA	Directorate-General for the Middle East, North Africa and the Gulf
DPO	Data Protection Office
EaP	Eastern Partnership region
EC	European Commission
EC3	European Cybercrime Centre
ECA	European Court of Auditors
ECTEG	European Cybercrime Training and Education Group
ED	Executive Director
EDPS	European Data Protection Supervisor
EEAS	European External Action Service
EES	Entry Exit System
EIGE	European Institute for Gender Equality
EIT	European Institute of Innovation & Technology
EJTN	European Judicial Training Network
EMPACT	European Multidisciplinary Platform against criminal Threats
ENFSI	European Network of Forensic Science Institutes
EMISA	Enhanced Mechanism for Information Sharing and Analysis
ENISA	European Union Agency for Cybersecurity
ENP	European Neighbourhood Policy
ENVI	Environmental Crime
EU	European Union
EUAA	European Union Agency for Asylum
EUDA	European Union Drugs Agency
EUDPR	European Union Data Protection Regulation (EU) 2018/1725
EUROMED Police	Enhancing operational capacities of the South Partner Countries (SPC) to fight serious and organised crime and strengthening strategic cooperation
EUCPN	European Crime Prevention Network
eu-LISA	European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice
EU-STNA	EU Strategic Training Needs Assessment
EUTH	EU Training Hub Unit at CEPOL
EUIPO	European Union Intellectual Property Office
Eurojust	European Union Agency for Criminal Justice Cooperation
Europol	European Union Agency for Law Enforcement Cooperation
ESN	EMPACT Support Network (within external cooperation projects)
ETIAS	European Travel Information and Authorisation System
ETWG	EMPACT Thematic Working Group (within external cooperation projects)
FIA	Firearms crime
FPI	Foreign Policy Instruments
FR	Fundamental Rights

FRA	European Union Agency for Fundamental Rights
Frontex	European Border and Coast Guard Agency
FTE	Full-Time Equivalent
FWC	Framework Contract
HRCN	High Risk Criminal Network
HR	Human Resources
HQ	Headquarters
IAS	Internal Audit Service
ICF	Internal Control Framework
IcSP	Instrument Contributing to Stability and Peace
ICT	Information and Communication Technology
INT	Cross-border cooperation, information exchange and interoperability
Interpol	International Criminal Police Organization
IPCCG	Intellectual property rights crime, counterfeiting of goods and currencies
ISO	International Organisation for Standardisation
JAD	Joint Action Day (EMPACT)
JHA	Justice and Home Affairs
JIT	Joint Investigation Team
KPI	Key Performance Indicators
LE	Law Enforcement
LEEd	Law Enforcement Education platform (CEPOL's e-learning platform & LMS)
LIBE	European Parliament's Committee on Civil Liberties, Justice and Home Affairs
LMS	Learning Management System
MB	Management Board
MFA	Multi Factor Authentication
MTCNI	Most Threatening Criminal Networks and Individuals (EMPACT priority, OAP)
MTIC	Missing Trader Intra-Community (Fraud)
NCP	National Contact Points
NDICI	Neighbourhood, Development and International Cooperation Instrument
NOK ITC	International Training Centre of Hungary
OA	EMPACT Operational Action
OAP	EMPACT Operational Action Plan
OLAF	European Anti-Fraud Office
OSINT	Open Source Intelligence
OTNA	Operational Training Needs Analysis
PNR	Passenger Name Record
SES	Staff Engagement Survey
SIRENE	Supplementary Information Request at the National Entries
SIS	Schengen Information System
SLA	Service Level Agreement
SNE	Seconded National Expert
SOCTA	Serious and Organised Crime Threat Assessment
SPD	Single Programming Document
SPOC	Single Point of Contact
SQF	Sectoral Qualification Framework
STNA	Strategic Training Needs Analysis
SYD/NPS	Synthetic drugs and new psychoactive substances (EMPACT priority, OAP)
THB	Trafficking of Human Beings
TNA	Training Needs Assessment
TOPCOP	Training and Operational Partnership against Organised Crime
TtT	Train-the-Trainer
VAT	Value-Added Tax
VR	Virtual Reality
WB PaCT	Western Balkans Project against Crime and Terrorism
WP	Work Programme

Management Board's analysis and assessment

The Management Board,

Having regard to 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;

Having regard to Management Board Decision 13/2019/MB of 22 May 2019 adopting the Financial Regulation, and in particular Article 48 thereof;

Having regard to the Consolidated Annual Activity Report (CAAR) for the financial year 2025 of the Authorising Officer of CEPOL;

General Observations

1. Considers that the Consolidated Annual Activity Report 2025 represents a comprehensive and transparent account of the Agency's activities and results of the year; takes note of the declaration of assurance of the Executive Director.
2. Acknowledges that the Agency delivered its work programme activities, navigating the ongoing complexities arising from the current geopolitical context and notes that CEPOL continued to deliver training to the law enforcement community, as per the Single Programming Document 2025-2027.
3. Notes with satisfaction the steady progress on key strategic initiatives to strengthen cross-border law enforcement cooperation, including the development of innovative learning approaches through the Centres of Excellence, the advancement of the Certified Trainers Programme, and the completion of the feasibility analysis on engagement in the Internal Security Fund, which identifies an advisory role as the most appropriate way forward.
4. Welcomes CEPOL proactive efforts to identify and address emerging training needs as well as piloting the regional training initiative, prepare the micro-credentials pilot projects, the pilot SQF, and carry out of the EU-STNA 2026-2029, which represent positive forward-looking steps.
5. Positively notes that in 2025, CEPOL continued to successfully support third countries in developing their law enforcement capacities through the ongoing projects CT INFLOW II, TOPCOP II, EUROMED IV, WBPact II and EU4SEC as well as through preparatory work undertaken for the upcoming Themis programme.
6. Notes that CEPOL, in alignment with EU policy initiatives, has continued its cooperation with EU stakeholders—including EU bodies, networks, JHA agencies, and others—and has implemented learning activities in line with the Protect EU Internal Security Strategy, the EU Strategy to Tackle Organized Crime 2021–2025, EMPACT, and other relevant strategies.
7. Welcomes the results of the mid-term review of CEPOL's 2023-2027 Strategy, confirming that the strategic objectives remain relevant and aligned with EU security priorities, contributing to addressing emerging threats and supporting key operational areas under the EMPACT framework. Notes that the review identified a critical structural risk: the misalignment between the Strategy's high ambitions and CEPOL's operational capacity, resulting in strategic overreach. Welcomes the

Action Plan presented by CEPOL to address the review's recommendations as from the Annual Work Programme 2026.

8. Positively notes the Agency's full recovery from the 2024 cyber incident, the substantial progress from the post-recovery phase toward full delivery of DWPaaS (Digital Workplace as a Service) by DG DIGIT as well as the launch and further development of a secure, digital learning management platform (LEEd).
9. In terms of budget management, notes that at the end of the year, CEPOL managed to implement 100% of the EUR 12 888 324 subsidy budget at the commitment level and payments reached 86%. In total MEUR 1.792 (14%) in commitments, were carried forward to 2026. Takes note of the budget transfers that - fully in line with the provisions of the Financial Regulation - took place throughout the financial year as necessary to maximise budget utilisation and meeting financial/legal obligations.
10. In terms of human resources management, takes note of the Agency's continuous efforts to ensure business continuity. While staff turnover is no longer the concern it once was, the geographical distribution of personnel is gradually shifting, with an increasing concentration of staff from the host EU Member State.
11. Welcomes the strengthening of CEPOL's governance framework by the adoption of three key sub-strategies: the External Relations, the Communications and the Anti-Fraud Sub-Strategies. They will strengthen the institution's integrity and credibility while accelerating its shift to a more modern, agile, forward-looking organisation.
12. Acknowledges that following the EDPS reprimand for an infringement of the Regulation, CEPOL carried out a centralised data deletion exercise to remove non-compliant files and commends the Agency for further strengthening the internal document and archives management policies.
13. Regrets that the 2025 Staff Engagement Survey (SES) reported 28% unfavourable response. Notes that the Agency has developed an action plan to improve the situation, especially around improving the working environment, learning opportunities, leadership and transparency, internal communication and decision making.
14. Notes with satisfaction that the Agency successfully maintained its certification in accordance with ISO 9001:2015 Quality Management System, which continues to demonstrate that CEPOL ensures efficient operating of the quality system.
15. Welcomes the strong performance results with 96% for the 144 annual indicators overachieved, achieved or partially achieved. Notes positively the consistently high quality of products, reflected in a 97% overall participant satisfaction rate.

Observations on the operational achievements

16. Welcomes the successful delivery of **464 activities** reaching more than **33 000 participants** despite limited resources and expects further outreach through the new cascading mechanism supported by national law enforcement networks.
17. Welcomes the organisation of key high-level activities such as the Workshop for EMPACT drivers, AI workshop, CEPOL Research & Science Conference 2024/2025 and online Follow up workshop on High-Risk Criminal Networks (HRCN), Pilot SQF on Cross Border Cooperation and EU Law Enforcement challenge.

18. Commends sound implementation of the exchange programme, enabling 175 exchanges, study visits and mentoring, integrating blended learning elements such as pre-assignments and webinars to enhance professional quality and outreach.
19. Positively notes the success of the emerging training needs scheme with 11 applications received by the deadline, resulting in the selection and implementation of 3 emerging needs training activities (as per the 2025 annual work planning).
20. Notes that in preparation for the upcoming 2026-2029 EMPACT cycle, CEPOL has continued to take the lead in coordinating capacity-building efforts, a role positively welcomed by the Council and the European Commission.
21. Welcomes the successful carrying out the EU-STNA 2026 - 2029 in cooperation with Member States, JHA agencies and EU Commission.
22. Recognises CEPOL's continued efforts to strengthen fundamental rights as a horizontal topic in law enforcement training. CEPOL maintained a central focus on protecting fundamental rights and provided training package (fundamental rights toolkit for law enforcement trainers) throughout the training portfolio.
23. Welcomes the fact that CEPOL's international cooperation projects have continued to deliver strategic added value in 2025 by strengthening operational capacities, professional networks, fostering alignment with EU priorities (including EMPACT and SOCTA), and enhancing sustainable training structures in partner countries through accredited Train-the-Trainer models, strategic analysis support and cross-regional cooperation mechanisms, thereby reinforcing the EU's external security dimension and promoting coherent standards beyond the Union.
24. Welcomes ongoing enhancement of the secure Learning Management System (LEEd) now migrated to new infrastructure, rebuilt, and equipped with multifactor authentication for all users improved user management, digitalised operational flows and an updated interface.

Conclusion

The Management Board recognises the significant progress achieved in 2025 on meeting requirement stemming from the Cybersecurity Regulation, delivering training activities and piloting innovative initiatives thereby rebuilding stakeholder trust.

The Management Board considers CEPOL has delivered the expected services in accordance with the amended 2025 Work Programme and is satisfied by the overall performance of CEPOL.

CEPOL maintained its delivery of training activities and continued to support the development of e-learning options for law enforcement officers in the European Union and beyond.

The Management Board expresses its appreciation to the Executive Director and her staff for their commitment and achievements in 2025.

The Management Board attaches this analysis and assessment to the CAAR for submission to the Court of Auditors, the Commission, the European Parliament and the Council by no later than 1 July, in accordance with Article 47(2) of the Financial Regulation applicable to CEPOL.

For the Management Board

<< Signature on file >>

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Ms Irmina Golebiewska, Chair of the Management Board

Executive Summary

The Agency in brief

CEPOL's¹ mission is making Europe a safer place through law enforcement training and learning. The Agency facilitates the prevention of and fight against serious and organised crime, terrorism, and emerging security threats by facilitating and enhancing cross-border cooperation through vocational training. It supports, develops, implements and coordinates standardised and specialised training in line with EU law enforcement training priorities.

CEPOL is headed by an Executive Director, who is accountable to a Management Board. The Management Board is composed of representatives from EU Member States² and the EU Commission. The Management Board meets at least two times per year. In addition, CEPOL has dedicated National Units (CNU) in every Member State, which is the liaison body between CEPOL and its network of national training institutes for law enforcement officials in the Member States. CNU also support CEPOL's operations.

Building on its core strengths of deep pedagogical and methodological expertise, CEPOL constantly strives to offer innovative and advanced training activities by integrating relevant developments in knowledge, research & technology, and by creating synergies through strengthened cooperation. This combination of educational mandate, methodological rigor, and operational understanding is what sets CEPOL apart and positions it as the EU's central hub for professional learning and capacity development, providing law enforcement officials with the skills they need to prevent and fight the crimes of today and tomorrow.

CEPOL is committed to implement internationally recognised management standards, such as ISO 9001:2015. CEPOL intends to ensure compliance with the applicable ISO 9001:2015 requirements and with the agency's Internal Control Framework.

The Year in brief

2025 was intense and productive, marked by several key milestones: completing the EU Strategic Training Needs Assessment 2026-2029; assisting the EMPACT transition time to the new cycle as Common Horizontal Strategic Goal coordinator for capacity building and training; facilitating training innovation with the development of its secure, digital learning management platform (LEEd); innovative 2026 grant modalities (i.e. possibility of regional, exercise based training or open call); promoting the recognition of learning with the proof-of-concept Sectoral Qualification Framework on Policing focusing on Cross-Border Cooperation and micro-credentials; organizing the Research and Science Conference; supporting the EU training community with conceptualising and planning novel learning approaches (i.e. Centres of Excellence, Certified Trainers Programme, etc.). In terms of training activities in EU Member States, CEPOL delivered 269 activities, exceeding the 250 planned.

International cooperation projects strengthened operational capacity and strategic alignment across the neighbourhood region. High-level forums reinforced consistency with the priorities of the EU Internal Security Strategy, SOCTA and EMPACT priorities. Accredited Train-the-Trainer (TtT)

¹ Initially founded by Council Decision 200/820/JHA of 22 December 2000 as a body financed directly by the Member States of the European Union, CEPOL was later established as an agency of the European Union by Council Regulation No. 2005/681/JHA of 20 September 2005. Since 1 July 2016, the entry into force of its current legal mandate, CEPOL's official name is 'The European Union Agency for Law Enforcement Training'.

² Denmark is not considered Member State in relation to CEPOL in accordance with Protocol 22 on the position of Denmark in respect of the area of freedom, security and justice, annexed to the TEU and to the TFEU.

programmes embedded sustainable expertise within national systems, while innovative tools enhanced practical skills. Workshops aligned regional threat assessments with EU methodologies. Mentoring, study visits and thematic working groups further deepened cross-border cooperation and operational integration. In terms of international cooperation projects CEPOL delivered 195 activities, exceeding the 152 planned.

2025 achievements

Key figures

Training activities delivered

464

Participants trained

33,050

Overall satisfaction rate

97%

Strengthening law enforcement across Europe



45 activities

on Cybercrime



103 activities

on Serious and organised crime



19 activities

on Counter-terrorism



46 activities

on Cross-border cooperation, information exchange and interoperability



18 activities

on Fundamental Rights



38 activities

on Other topics

Building partnerships beyond EU borders



More than 3000 officials

trained in 195 activities delivered by our capacity-building projects in the EU's neighbourhood region

Expanding learning and exchange opportunities in the EU and beyond



190 onsite activities



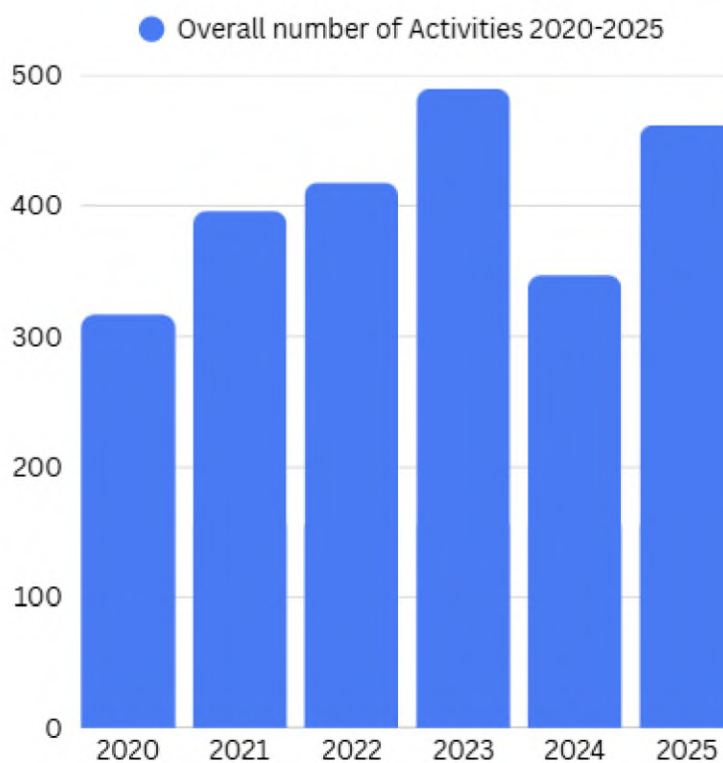
274 online activities

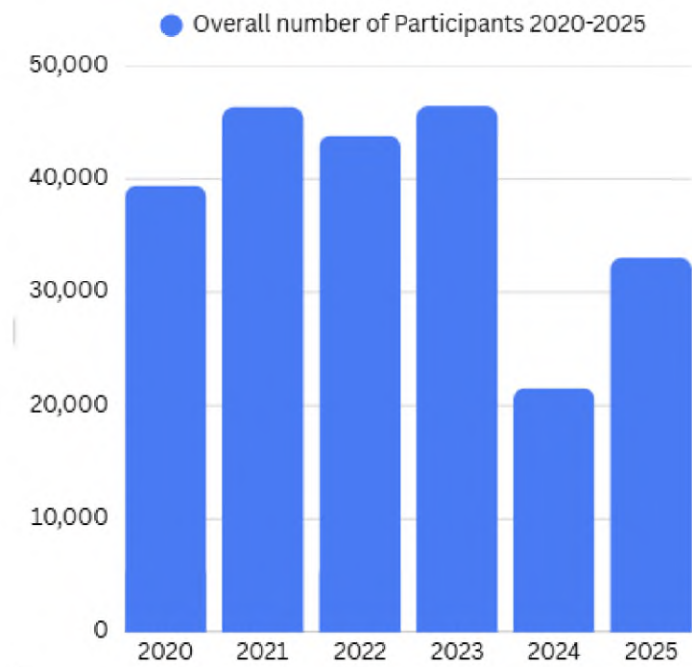


175 exchanges

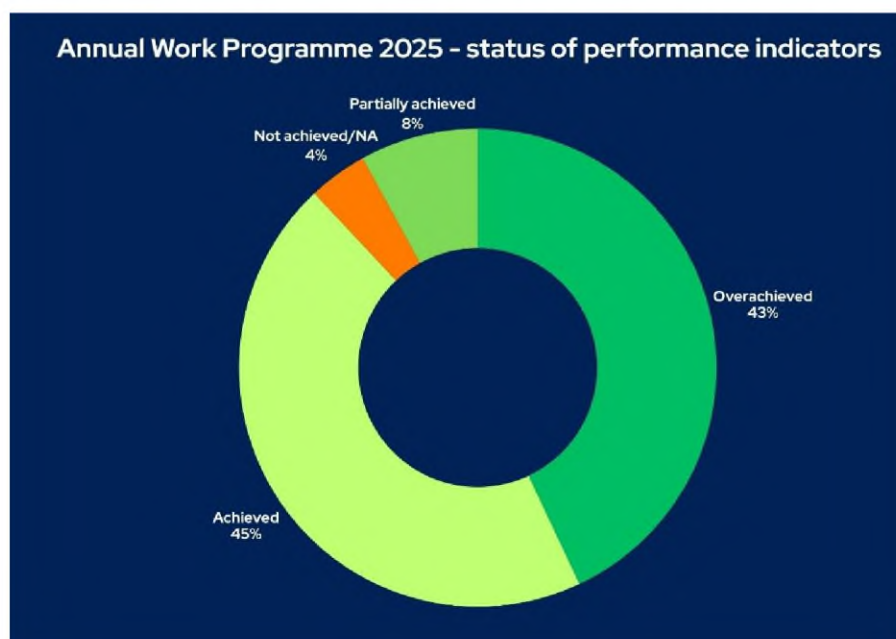
Other key highlights include the move into the new headquarters, the smooth implementation of the Research and Science Conference 2024/2025 ‘Tackling the world of High-Risk Criminal Networks’, the completion of the mid-term review of CEPOL’s 2023–2027 Strategy, the adoption of the Communication, RELEX and Anti-Fraud sub-strategies, strengthening the Agency compliance posture in terms of EUDPR and preparing for a full rollout of the cybersecurity plan.

Overall, the Agency was able to effectively deliver the expected products and services in accordance with the 2025 Work Programme and aligned with CEPOL’s strategy 2023-2027, while conducting its operations in compliance with applicable rules and regulations, working in an open and transparent manner, and meeting the expected high level of professional and ethical standards.

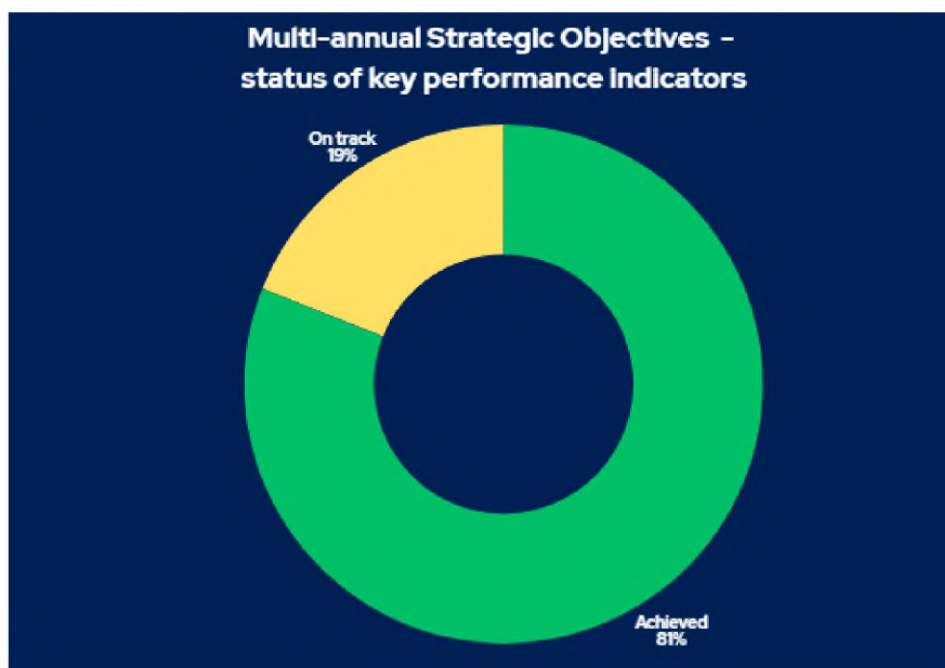




As outlined in the SPD 2025–2027, and in line with the latest CEPOL strategy to develop more complex, blended learning solutions that integrate multiple products into a single training program, a decrease in the number of directly trained participants was anticipated. Out of the 144 annual performance indicators linked to some 60 objectives, 96% were either overachieved, achieved or partially achieved. 4% could either not be achieved (3%) or were not applicable (1%).



As illustrated by the graph below, progress on the multiannual key performance indicators is going well, with more than 80% already achieved and the rest well on track.³



The Agency's performance management framework included regular monitoring of performance indicators, planning and follow-up evaluations. CEPOL implements the Internal Control Framework (ICF), which is based on European Commission's ICF, as latest adopted by Management Board Decision 26/2018/MB. In addition to the ICF CEPOL is, since February 2017, following the Quality Management System Standard ISO 9001:2015 and is subject to regular surveillance audits by an independent auditor.

In 2025, CEPOL received the annual report of the European Court of Auditor's with favourable opinion on legality and regularity of transactions, as well as on reliability of annual accounts for the financial year 2024. The ECA audit on financial year 2025 is currently in progress; no critical issues have been identified so far.

CEPOL receives its funding from the General Budget of the European Union in the form of a subsidy. In 2025, the budget allocated to CEPOL amounted to EUR 12 888 324. CEPOL successfully utilised 100% of the commitment appropriations, marking the fourth consecutive year of reaching full implementation. The cancellation of payment appropriations for 2025 was remarkably low, standing at only 0.62%. This percentage includes also the payment credits carried forward from 2024. A total amount of MEUR 1.792 in commitments has been carried forward to the 2026 budget, which represents 14% of the total budget for 2025.

In terms of **Human Resources**, CEPOL's establishment plan 2025 contains 34 Temporary Agents (TA) of which 33 were in post on 31 December 2025. In addition to the establishment plan posts, budgetary authorities approved for CEPOL regular activities 19 Contract Agents (CA) and 5 SNE posts. On 31 December 2025 CEPOL had 18 Contract Agents in posts of these 19 positions (1 vacancy); an additional contract agent was hired for maternity/parental replacement. One of the SNE posts was not filled on 31 December; this post is expected to be filled in the first quarter of 2026.

Finally, 39 CAs/SNEs posts were authorised for externally financed capacity building projects, of which 32 CAs were in post by end of 2025 as well as 3 SNEs.

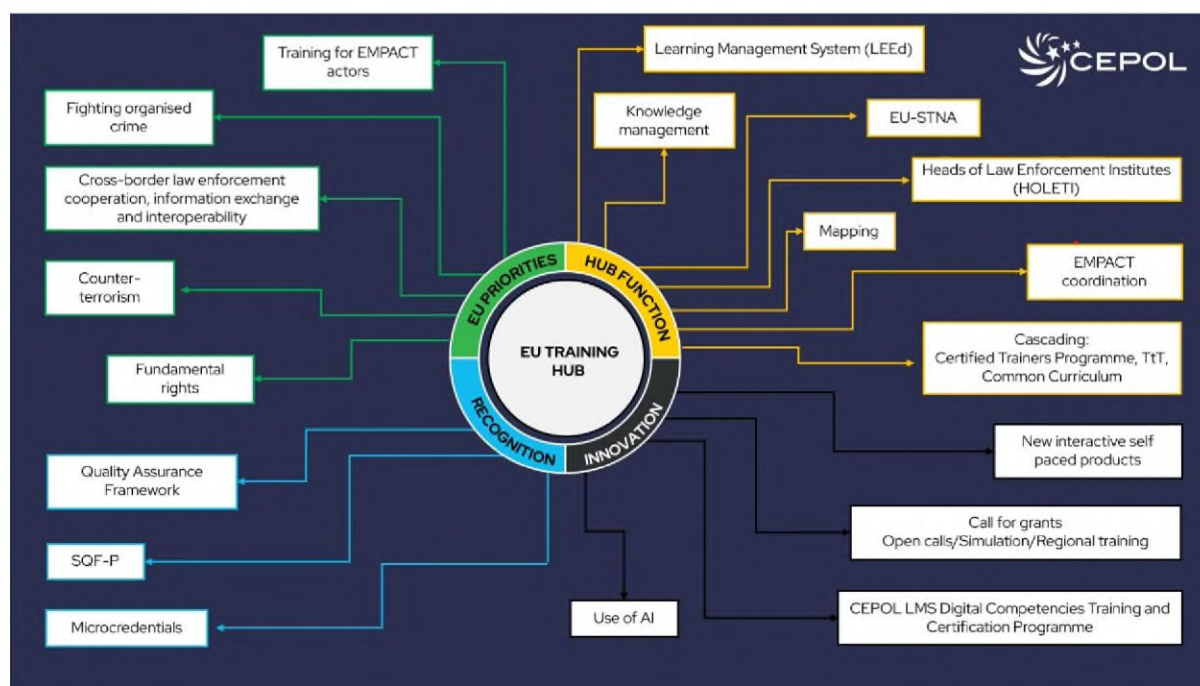
³ See details on Multi-Annual Key Performance Indicators (KPIs) in Annex I

CEPOL still faces challenges with attracting candidates from all EU member states. This challenge has several facets playing a role. First of all, the grades in which we can recruit are generally not attractive for nationals from Member States in Central and Western parts of Europe with 10 years' experience – a fairly common profile for our core LE training staff. A stringent legal framework around TW outside the place of employment is, in this day and age, not helping to retain staff; especially if they chose to leave their families in the place of employment. A third factor impacting on attractiveness of CEPOL as an employer is the correction coefficient applied to salaries which does not seem to reflect actual cost of living in Budapest.

Part I. Achievements of the year

1.1 EU Training Hub activities

Throughout 2025, the Agency has concentrated on launching, developing, and finalising a range of innovative activities and pilot projects, which are visualised below and described in more detail in the following sections.



EU Strategic Training Needs Assessment: The new EU-STNA 2026-2029 was launched in December 2024. All 22 focus groups of EU-STNA with 212 nominated experts have been completed. As a deliverable, a list of training needs has been prepared. The final list of training needs was sent for prioritisation to Member States and was finalised by mid-September. CEPOL consulted with JHA agencies and EU Commission. CEPOL launched the consultation with training providers to identify potential gaps and overlaps in training provision. Draft report was shared for internal consultation and Commission. Final report is expected in Q1 2026.

CEPOL completed Operational Training Needs Analyses (OTNA) in various areas (Criminal finance, money laundering and asset recovery, Migrant smuggling, Trafficking in human beings and Regional Training Needs) and launched new OTNAs to analyse operational level training needs in Child sexual exploitation and in cross border cooperation, information exchange and Interoperability.

In September 2025, CEPOL also launched two new OTNAs for 2027, focusing on Fundamental Rights and Drug Trafficking. Additionally, the Assessment of Regional Training Needs report was published. A TNA on Artificial Intelligence was prepared and discussed with EU Innovation Hub and DG Home.

Research & Science activities: CEPOL Research and Science Conference 2024/2025, organised in cooperation with the Economic and Financial Police School of the Italian Guardia di Finanza, took place on 25-27 March in Ostia, gathering 360 participants. Under the topic of “**Tackling the World of High-Risk Criminal Networks**” researchers and scholars from Europe and beyond had the opportunity to engage with trainers, educators, and practitioners. This high-level event opened by Commissioner for Internal Affairs and Migration Magnus Brunner, underscored the critical importance of sustained international collaboration and multi-level governance in the fight against high-risk criminal networks. Participants highlighted strategic directions regarding digital transformation, geopolitical shifts, and evolving criminal profiles and stressed that meaningful progress hinges on multi-sector dialogues, research investment, and the effective use of technology to bridge the gap between theory and practice.

The event was supported with promo items, the creation of the mini site ([CEPOL Research & Science Conference 2024/2025 | CEPOL](#)), and promoting the event on social media. Building on institutional visibility, the [launch of the highlights video](#) from Conference offered a dynamic recap of the event, extending its impact to a broader audience. Eight educational videos stemming from the main presentations were prepared to be shared through a dedicated place in LEEd.



Engaging with various stakeholders has proven to be strategically vital for the visibility and positioning of CEPOL’s research within the international research and innovation ecosystem. This has helped in identifying cutting-edge technologies and innovative practices (to boost ideas such as the organisation of HOLETI, Research week and other research activities). The agency stepped up its efforts to offer practical, up-to date and highly specialised knowledge through its law enforcement learning programmes by channelling the latest research results and innovative solutions into its training portfolio. On 27 November, an online follow-up workshop on High-Risk Criminal Networks (HRCN) was conducted. The interactive workshop was designed to consolidate the key insights, outcomes, and challenges identified during the main Conference (March 2025), ensuring that the learning and dialogue continue well beyond the in-person gathering.

A major emphasis was placed on building core capabilities related to EMPACT and serious crime investigations, with subjects like financial investigation and analysis, anti-corruption, lawful decryption, electronic evidence, artificial intelligence, digital forensics, open-source intelligence (OSINT), and the use of cryptocurrencies and darknet technologies. The year 2025 also saw the

delivery of TtT activities in fields like live data forensics, OSINT, lawful decryption and EU Information Exchange Tools and Instruments, enhancing both technical skills and strategic knowledge sharing among law enforcement professionals.

In preparation for the upcoming 2026–2029 EMPACT cycle, CEPOL has continued to take the lead in coordinating capacity-building efforts, a role positively welcomed by the Council and the European Commission. The agency continues to offer a robust training package on the EMPACT mechanism, facilitating collaboration among key stakeholders including Drivers, Action Leaders, and EMPACT delegates. The Drivers and Coordinators workshop for the 2026-29 cycle have been implemented very successfully with takeaways published as Council document (12374/25). It is notable achievement that the agency organised the first time a dedicated workshop for National Exchange Coordinators and provided training in the new EMPACT online tool.

In terms of EU training activities, out of the 269 activities more than 100 onsite and online training activities focused on **fight against serious and organised crime**, attended by more than 12.500 participants. These included diverse topics such as drug trafficking (including synthetic drugs and cannabis), trafficking in human beings, environmental crimes, excise and MTIC fraud, money laundering, asset recovery, digital forensics, child sexual exploitation, migrant smugglings, intellectual property crimes, organised property crime, and illicit firearms trafficking. Current geopolitical developments, including the impact of the war in Ukraine, were also integrated into relevant training modules.

Financial investigations continued to be a cornerstone of CEPOL's training efforts, discussing a wide range of illicit finance methods, including traditional money laundering, trade-based laundering, cash collection networks, and informal banking systems such as hawala and daigou, Chinese underground banking. With cryptocurrency posing an ongoing challenge, practical and scenario-based training sessions ensured officers were equipped with hands-on investigative tools. CEPOL also introduced complex blended learning programmes, combining webinars, online content, and in-person components. Topics included trafficking for sexual exploitation, synthetic drug production, and trafficking, digital forensics and intellectual property crimes. CEPOL has relaunched the procurement for the Diploma on Financial Investigations in December 2025⁴ fully in line with EU procurement law and standards of transparency.

In addition to law enforcement training on reactive tools, CEPOL promoted proactive crime prevention strategies. Key themes included youth criminality, emerging synthetic opioids like fentanyl, and community-focused policing models.

The agency also maintained a strong focus on **counterterrorism** through its Knowledge Centre on CT, with activities exploring radicalisation, Chemical Biological Radiological and Nuclear (CBRN) incidents management, critical infrastructure protection and terrorism financing. Hybrid warfare, in particular tackling disinformation campaigns and fake news, cybersecurity, non-state actors received special attention. Additionally lone wolf attacks, emerging technologies like 3D printing, drones, AI, were also addressed together Foreign Terrorist Fighters and violent extremism. The course on critical infrastructure protection had been accredited with a university on micro-credential basis.

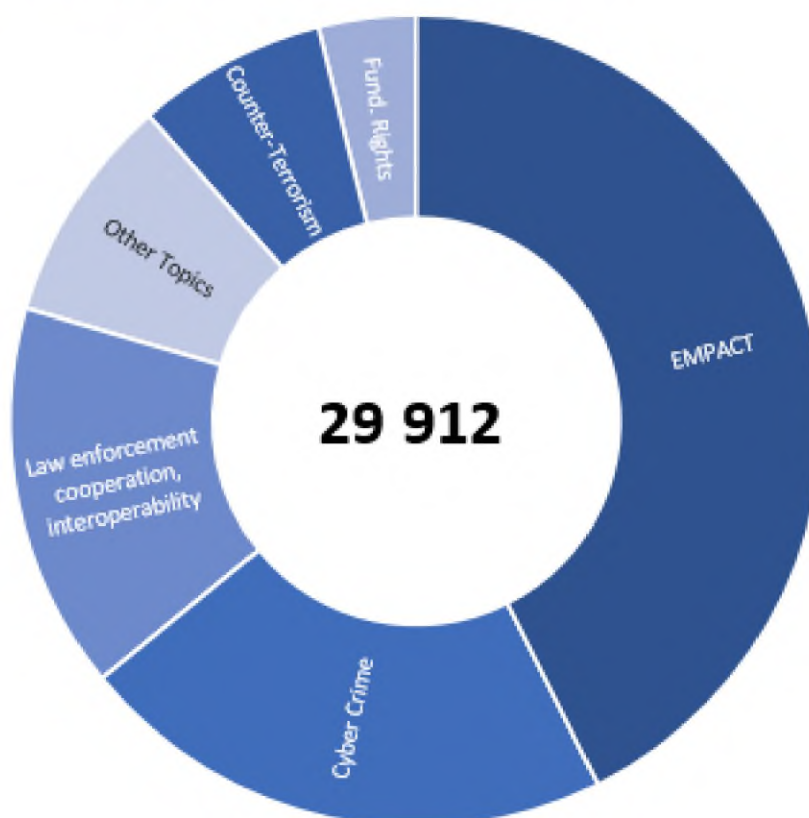
The adherence to and promotion of **fundamental rights** continued to serve as underlying and core principles within the CEPOL training curriculum and activities. The agency established a minimum training package for all onsite training initiatives, developed guidelines on integrating fundamental

⁴ The call was initially published in March 2025 on the EU Funding & Tenders Portal and TED in , the tendering period was significantly longer than required, and CEPOL took steps to inform both National Units and Framework Partners, as well as relevant networks such as EMPACT. These actions ensured legal soundness and compliance. Despite the compliance and diligence which were fully ensured, no applications were received. Building on the lessons learned in terms of a more targeted communication and outreach,

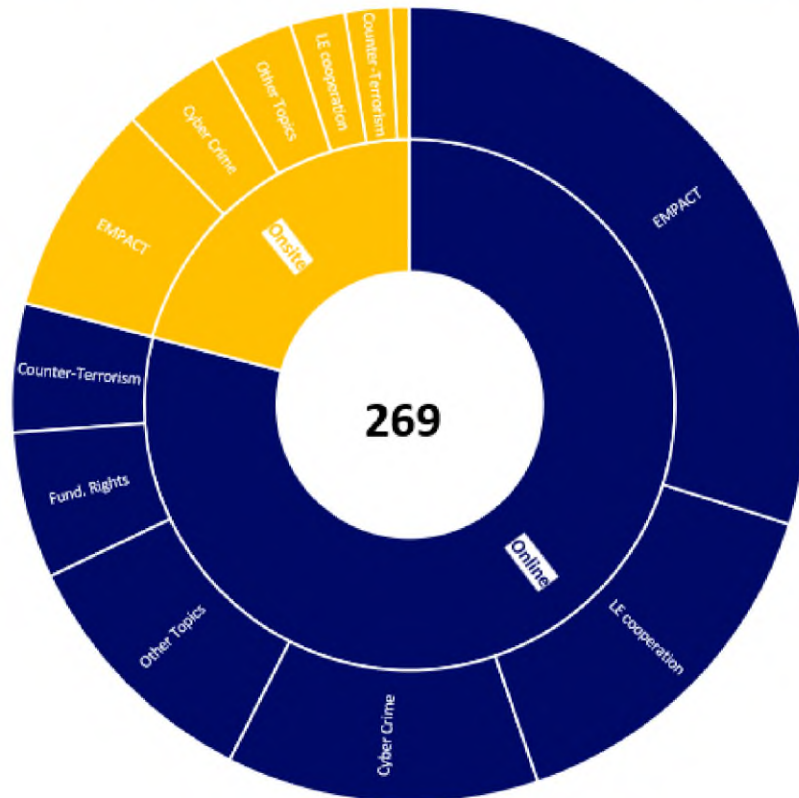
rights into specific learning activities, and started an enterprise for a future diploma course. Fundamental rights related training addressed antisemitism, hate crime, law enforcement ethics, proportional use of force, profiling practice and victim support. Specialised modules were also designed to address the needs of vulnerable individuals with mental health conditions or cognitive disabilities.

Cross-border cooperation, information exchange and interoperability remained a training priority, with specialised activities on Schengen evaluation, SIRENE bureaus, Joint Investigation Teams and SPOC information exchange. For the first time the Schengen Evaluation course was accredited with micro-credentials by [WSB Merito University in Opole](#). The 2025 Emerging Training Scheme was successfully carried out, with selected new courses focusing on hybrid threats, AI tools in Europol Tool Repository, and football security.

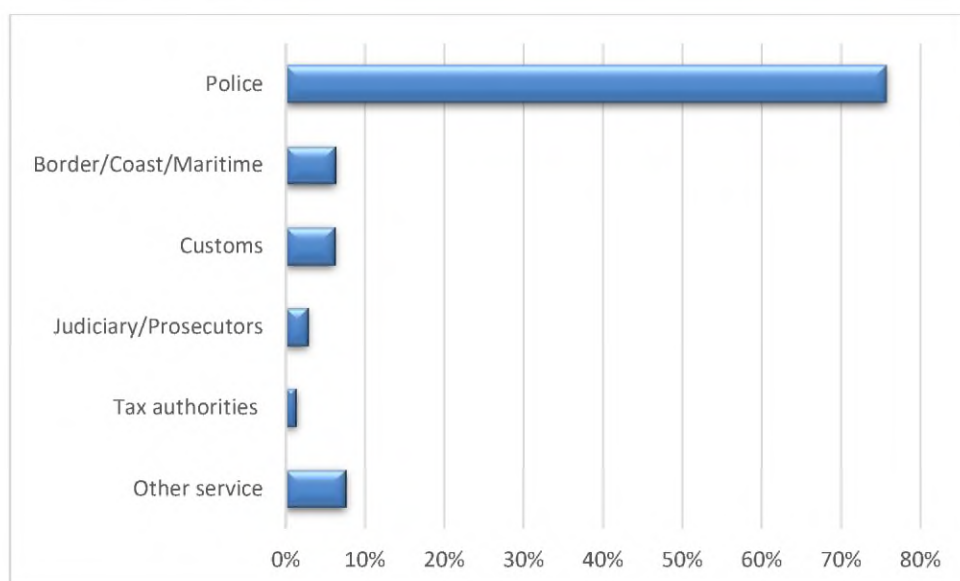
Number of participants in EU training Hub, per thematic area



Activities in EU training Hub, per activity type and per thematic area⁵



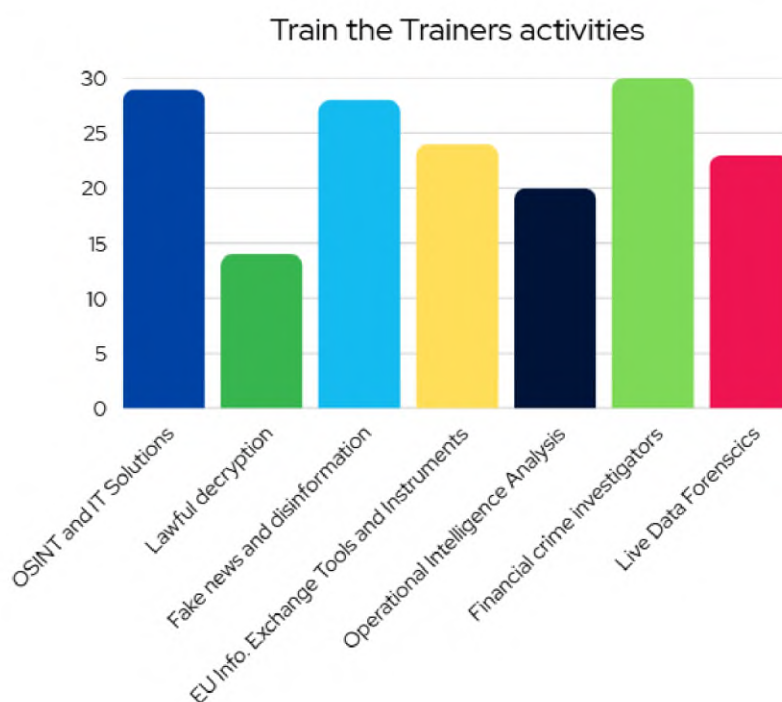
Participants in training activities came mainly from the Police although other law enforcement sectors were represented:



⁵ Including 1 carry forward activity

CEPOL continued to improve cascading via its **TtT activities** which have been increased and the new concept "Certified Training Programme" which has been approved by Management Board with all focus on cross-border law enforcement cooperation. Approximately **170** participants were trained across **7 Train-the-Trainer (TtT) activities**: Open-Source Intelligence and IT Solutions; Live Data Forensics, Workshop for Financial Investigation trainers; Lawful Decryption, Fake News and Disinformation, EU Information Exchange Tools and Instruments, Operational Intelligence Analysis.

The table below illustrates the number of trained participants in these activities per thematic area:



CEPOL assessed the existing gaps and barriers within its TtT activities, including the lack of EU-level certified trainers and the limited monitoring of the multiplication effect generated by trainers trained by CEPOL. Following the consultation with EU Member States and the European Commission, CEPOL proposed in 2025 to pilot the Certified Trainers Programme for the period 2026-2029. The Management Board's Decision15/2025/MB, adopted on 24 June 2025, authorised CEPOL to launch the pilot for the implementation of the Certified Trainers Programme on cross-border law enforcement cooperation. This initiative represents the first step toward establishing national and regional training capacities to build a common CEPOL framework. A complementary initiative, the "Expertise Development Training Modality", introduces a structured and multi-annual pilot programme aimed at strengthening trainers' capacity in selected priority areas of law enforcement (Lawful Decryption, OSINT). Additionally, the growing number of TtT courses further supports the knowledge transfer at national level. Together, the two pilot programmes offer a complementary approach to addressing the identified shortcomings and contributing to the creation of EU-level pool for certified trainers.

Cascading was also an integral part of post exchange activities (exchange bites) in 2024 which was continued in 2025.

In the spotlight: The agency agreement with ECTEG/JRC supported advanced lawful decryption training activities at national level. The first cycle of CEPOL-supported activities was delivered in the Netherlands, the Czech Republic, Finland, Portugal, and Romania. In total, six national courses were supported in 2025. Participants were prepared for the national courses through the eDecrypt advanced module on the LEEd platform, and the agency provided a state-of-the-art technical solution with a live connection to the Joint Research Centre servers, enabling hands-on training in realistic operational conditions.



Training Portfolio Development: The Task Force on Portfolio Development - comprising representatives from Member States, the European Commission, and partner EU JHA agencies - met several times in 2025 and reached consensus on several initiatives for the 2026 training portfolio. These included the introduction of regional training, expansion of online training modules, continuation of the emerging training scheme and exchange programme, open calls, and the inclusion of simulation exercises in grant-supported activities. CKC training package, Fundamental Rights portfolio, Pilot Certified Trainers Programme and Expertise Development Training Modality were also discussed at the Task Force on Portfolio Development meetings as well as the grants 2026 process.

Grant Agreements: On 10 June the Call for Proposals for Grants 2026 has been advertised offering 42 activities for implementation in the areas of serious crimes, law enforcement techniques, fundamental rights, leadership. CEPOL Out of the received 46 grant applications from 26 Framework Partners, 32 granted activities - done by 22 Framework Partners were awarded on 28 November.

Emerging Training Needs: The agency has built upon the success of the emerging training scheme piloted in 2024. Altogether 11 applications were received before the deadline for the emerging training scheme in 2025 indicating the clear interest of the Member States authorities. In 2025 courses on hybrid threats, the use of Artificial Intelligence tools in the Europol Tool Repository and on football security were implemented. Additionally, 42 ad-hoc webinars were conducted on emerging crime trends, new investigative and operative solutions. The emerging training scheme (onsite activities) will be doubled in size in 2026 given its obvious success and its role in addressing new law enforcement challenges.

CEPOL Exchange Programme: The exchange programme was also launched in the first quarter of the year and had been implemented until mid-November running the third year through the digital flow. The programme built upon the results of the independent evaluation finalised in 2024 and exchanged

156⁶ law enforcement officers (plan 150) strengthening EU cooperation and building common EU law enforcement culture.

Learning Management and e-Learning: LEEd was first made available to internal LMS colleagues on 6 January with limited functionality, and officially re-launched for external users on 3 February after a CERT-EU penetration test. All users were required to reset their passwords, accept updated privacy terms, and activate the multifactor authenticator (MFA). The Exchange Programme was the first activity released, supported by stakeholder meetings and user guides. NLMs were the first group to access the system and complete MFA setup.

Later in 2025, LEEd was successfully upgraded to a new stable version and reached 18,000 active users, with numbers continuing to grow. The first pilot of the new digital event-management workflow was conducted for an Environmental Crime activity with Slovakia. CNUs, NLMs, and AMs participated in dedicated support and training meetings aimed at both onboarding and gathering improvement needs. Process documents connected to the different actors and the roles as digital flow users were shared. The pilot event concluded successfully on 27 June, with lessons learned and updated requirements used for further enhancements. Two additional pilot on European Travel Information and Authorisation System – ETIAS and Cyber Intelligence were conducted in October and November 2025. A dedicated workshop took place during the October CNU meeting, accompanied by testing scenarios and documentation for stakeholders. Further trainings and ad hoc meetings were organised for the support of all the stakeholders that will be involved in the process including CEPOL's Activity Managers. Requests and changes were gathered and development initiated with the aim to be tested and applied in 2026. The regular upgrade of the testing and the production environment of LEEd are organised to be implemented in January 2026.

CEPOL advanced one of its core tasks - promoting recognition of training - through two pilot initiatives: the Agency developed a proof of concept of **Sectoral Qualification Framework** in 2025 and made an extra mile with drafting a common curriculum on cross-border law enforcement cooperation. In 2025, the Agency launched the implementation of a proof of concept on sectoral qualifications framework focusing on cross border operational cooperation⁷. For the purposes of the SQF CBC pilot, the scope focused on the principles and mechanisms of cross-border law enforcement cooperation as set forth in Council Recommendation (EU) 2022/915 of 9 June 2022 (CROLEC). The objective of the SQF CBC was to prove the applicability of the sectoral qualification framework concept in a particular area that in the future shall be broadened to policing. In June and November a validation process was conducted with the aim to ensure that the SQF CBC, developed under the CEPOL Management Board's decision, met recognised EU standards for quality, coherence, and operational relevance.. The SQF CBC served the basis for the development of the common curriculum on CROLEC, which will be used by the pilot Certified Trainers Programme. A joint meeting of the SQF CBC Expert Group and the CKC on cross border cooperation, information exchange and Interoperability took place in October and the practical use of SQF CBC was tested to develop a draft common curriculum for train-the-trainer activities on cross-border operational cooperation. This way, the SQF CBC was linked to the development of the Certified Trainers Programme adding additional evidence to prove the validity of the methodology of the pilot.

In addition, **CEPOL launched a pilot for an accreditation-based model to provide micro-credentials** for its training activities. The pilot included training activities for EU and third country capacity building participants. For the EU training activities, three TtT courses on the recognition of learning were implemented through non-monetary cooperation with universities, enabling the awarding of micro-credentials.. These three TtT courses in Schengen Evaluation, Critical Infrastructure Protection

⁶ Including 3 participants from 2024

⁷ In line with the Management Board decision 11/2024/MB

and Operational Intelligence Analysis resulted in the allocation of ECTS credits to the participants. The cooperation was formalised through service level agreements signed with University Merito Opole and the Harokopio University in Athens, ensuring micro-credentials were provided at no cost. In 2025, discussion also started with ECTEG and EC in 2025 on the possible EU-level certification for the digital investigator profile.

General overview of number of activities and participants in EU Training Hub per thematic area and activity type for 2025:

THEMATIC AREA	Onsite activities ⁸		Online activities		Exchanges	TOTAL	
	No. of activities	No. of participants	No. of activities	No. of participants	No. of participants	No. of activities	No. of participants
EMPACT	23	640	80	12 039	66	103	12 745
Counterterrorism	5	135	14	2 119	6	19	2 260
Cyber Crime	11	272	34	6 144	8	45	6 424
Cross-border cooperation, information exchange and interoperability	6	186	40	4 377	43	46	4 606
Fundamental Rights	2	52	16	1 109	0	18	1 161
Other Topics	10	599	28	2 084	33	38	2 716
TOTAL	57	1 884	212	27 872	156	269	29 912

Totals for 2025	Onsite activities and online activities		Exchanges	TOTAL	
	No. of activities	No. of participants	No. of participants	No. of activities	No. of participants
TOTAL Planned	250	30 478	150	250	30 628
TOTAL Realised	269	29 756	156	269	29 912

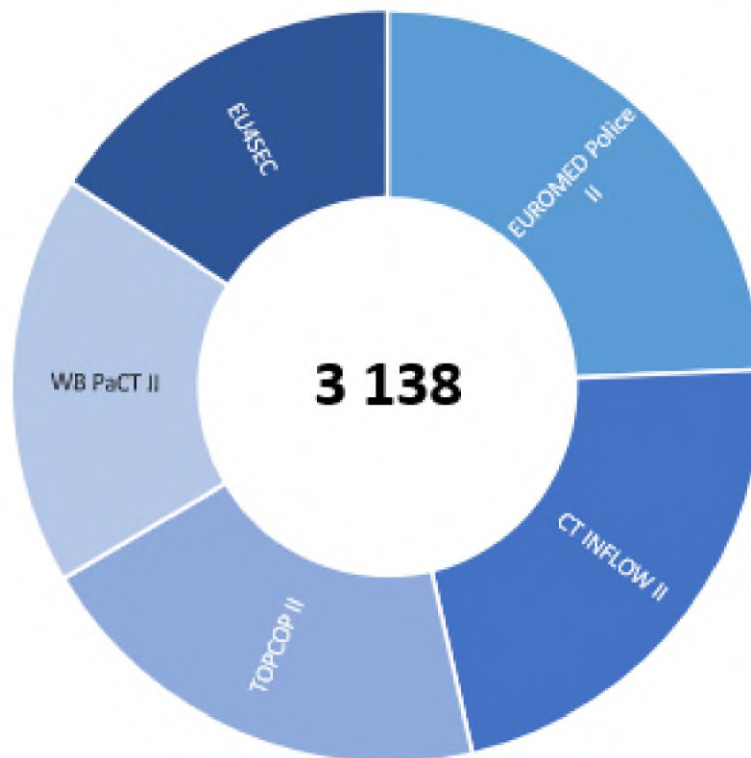
⁸ Including 1 carry forward activity from 2024 with 358 participants (in Other Topics)

1.2 International Cooperation activities

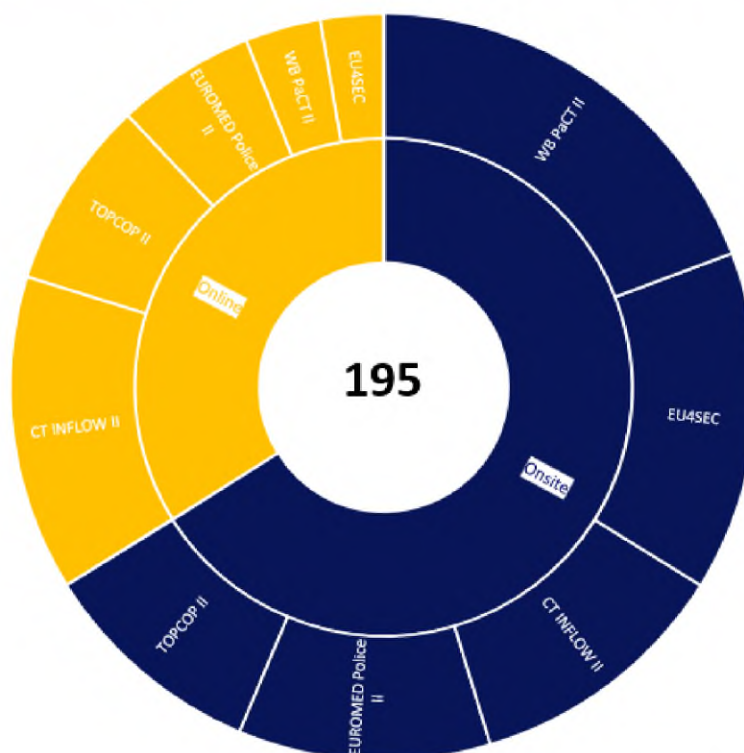
Complying with the relevant policies of the European Union, CEPOL contributed to law enforcement capacity building efforts in partner countries by enhancing regional networks and enabling a robust training portfolio in the area of counter-terrorism and fighting organised crime.

In 2025, CEPOL continued the implementation of five flagship projects (CT INFLOW, EUROMED Police, WB PaCT, TOPCOP and EU4SEC Moldova), thus covering the entire spectrum of the EU Enlargement and Neighbourhood policy areas, while also expanding cooperation to new partners, including Iraq and Kenya. In addition, CEPOL started the development of the Themis programme in full cooperation with European Commission services.

Number of participants in international cooperation activities per project



International cooperation activities per project and activity type⁹



In the MENA+¹⁰ region, **CT INFLOW II** strengthened operational trust and institutional cooperation through on-site confidence-building workshops in partner countries, supporting project expansion to Egypt, Iraq and Kenya. These engagements enhanced inter-agency coordination and promoted EU CT standards. The regional OTNA was validated and translated into a targeted training catalogue, guiding delivery of priority activities on online radicalisation, social media influence, critical infrastructure, hybrid threats, CT financing, fusion centres and public–private partnerships. Study visits, webinars and online modules complemented the programme. For the first time, a joint MENA–WB training created a structured bridge between regions, reinforcing cross-regional cooperation. The EMISA network further expanded through working group activities and its annual Co-Chairs meeting, consolidating multidisciplinary expertise and strategic direction. Judicial mock trials strengthened cooperation between investigators, prosecutors and judiciary, enhancing evidentiary standards, inter-agency coordination and rights-compliant CT responses. Exchange and mentoring visits initiated sustained professional networking and operational dialogue.

EUROMED Police VI,

EUROMED Police VI reinforced high-level strategic dialogue through the Strategic Cooperation Forum at Europol, gathering partner countries, AFRIPOL, the League of Arab States, DG MENA and DG HOME to align priorities with the EU Internal Security Strategy, SOCTA and EMPACT. Back-to-back, the Heads of Law Enforcement Training Institutes Meeting played a pivotal role in shaping future-oriented capacity building, promoting innovation (AI, digital competences, cooperation with the private sector) and strengthening institutional leadership across regions. The EU-MENA Expert Workshop on Serious and Organised Crime further aligned EU MSs and MENA partners on priority crime areas, reinforcing analytical cooperation and operational coordination. Institutional sustainability advanced through

⁹ Including study visits and mentoring (SVM)

¹⁰ CT INFLOW as a global facility is expanding beyond the MENA region.

accredited TtT programmes on Financial Crime and Document Fraud, embedding certified expertise within national systems and enabling cascading and multiplication at national level. Additional national and regional courses on drug trafficking, THB and migrant smuggling strengthened operational responses in line with EU practices. EMPACT engagement deepened through the establishment of ETWG on Cyber-attacks and Migration/THB, triggering targeted capacity building actions, and enhanced cooperation with JHA agencies.

In the Eastern Partnership region, **TOPCOP II**¹¹ strengthened operational capacity through accredited TtT programmes on OSINT and migrant smuggling, embedding sustainable expertise and resulting cascading and multiplication within the national training systems. As a methodological innovation, the project introduced a Capture The Flag (CTF) platform within the OSINT curriculum, enhancing practical skills through immersive, scenario-based exercises. Complementary actions included crypto-assets training for Ukraine, hybrid threats for Ukraine and Moldova resulting recommendation to strengthen cooperation, strategic analysis support, and Europol-led study visit on PNR. Strategic integration with EMPACT was reinforced through a joint EMPACT Support Network workshop with WB PaCT, contributing to the development of regional guidelines for external-dimension participants. The project further developed a comprehensive Handbook on Joint Action Days (JADs), providing a structured framework for planning, implementation and reporting of cross-border EMPACT operations and supporting EaP and WB stakeholders engaging in JADs. Trainers' handbooks on firearms trafficking and THB are being updated following a dedicated workshop, in line with new EMPACT priorities and emerging trends.

In Moldova, **EU4SEC** achieved several significant milestones. The development of the cyber lab resulted in measurable improvements in digital evidence processing and analytical capacity. The first OTNA, conducted using CEPOL methodology, provided an evident base for priority-setting and strengthened strategic training planning within the Ministry of Internal Affairs (MIA). Substantial progress was also recorded in strengthening the National Firearms Focal Point (NFFP), notably through the alignment of its regulatory framework with EU standards and the incorporation of project-supported legislative recommendations into the national legal package adopted by the Government and approved by Parliament. A dedicated Train-the-Trainers programme was nationally accredited, creating a formal and sustainable pathway for developing a qualified network of law enforcement trainers. Furthermore, the handover of the national tenancy of the CEPOL LEEd platform to the MIA marked a key institutional milestone, embedding digital learning within the national training architecture and reinforcing long-term sustainability in line with EU policy alignment commitments.

In the Western Balkans region, **WB PaCT II** strengthened operational capacity through accredited TtT programmes on Cyber-attacks, CT, HRCN and Migrant Smuggling. The accredited courses awarded micro-credentials, ensuring sustainable national expertise and resulting enabling cascading within national training systems. Multiplication sessions delivered by project-trained trainers further institutionalised EU practices. Further regional courses addressed emerging priorities, including CFMLAR, new technologies in drug-related crime, and CT online radicalisation, enhancing specialised expertise and cross-border interoperability. National trainings on firearms trafficking and CT Prevent complemented these efforts. Strategic integration with EMPACT was reinforced through ESN workshops and national EMPACT Awareness Meetings organised with Europol, strengthening participation in EMPACT OAs. Supporting the EU-WB Joint Action Plan on Counter Terrorism, the CTSN workshop series was launched aiming to strengthen the capacity of national services to develop CT threat assessment in line with EU standards and by this ensure coherence and comparability across jurisdictions. Participation in EUCrimACon and a Strategic Analysis Workshop with Europol strengthened alignment of WB SOCTAs with EU methodology and EMPACT 2026–2029 priorities, reinforcing integration into the EU security framework.

¹¹ On cooperation with Georgia CEPOL follows the guidance from European Commission services.

Together, these actions showcase CEPOL's role as a centre of excellence and a key EU actor in driving impactful law enforcement cooperation beyond Europe's borders.

In the spotlight: Sustainable capacity building translated into concrete national ownership. In the MENA region, nine partner LE services **integrated CEPOL-developed curricula** into their national training systems and delivered **multiplication** courses. Under TOPCOP, Azerbaijan, Moldova and Ukraine delivered multiplication courses at national level through project-trained and accredited trainers, embedding EU standards within operational practice.

The development of the JAD Handbook marked a structural breakthrough in **operational harmonisation**. As the first jointly endorsed framework for cross-border EMPACT actions, it standardises planning, execution and reporting procedures, strengthens interoperability, and is now used not only by partner countries but also by EU Member States, enabling more effective participation in coordinated operational activities.

Innovative tools significantly modernised training delivery and enhanced operational preparedness. The VR simulation platform introduced immersive, scenario-based exercises replicating real operational environments (e.g. terrorism, firearms and drug trafficking cases), enabling practitioners to apply investigative techniques in realistic conditions and strengthen decision-making under pressure. The Capture The Flag platform enhanced OSINT training through dynamic, data-driven investigative challenges, fostering analytical thinking, rapid information processing and practical problem-solving skills. Together, these tools increased engagement, strengthened practical competencies, and ensured immediate operational applicability.

Operational impact was demonstrated when OSINT and investigative techniques acquired through training enabled the identification of a high-value migrant smuggling suspect, triggering an INTERPOL alert and disrupting criminal proceeds. In Moldova, a fully operational cyber forensics lab now directly supports investigations and prosecutions, significantly enhancing digital evidence analysis and judicial outcomes.



General overview of number of activities and participants in international cooperation per project and activity type for 2025

Project	Onsite activities (incl. study visits and mentoring)		Online activities		Exchanges	TOTAL	
	No. of activities	No. of participants	No. of activities	No. of participants	No. of participants	No. of activities	No. of participants
CT INFLOW II	23	278	25	390	3	48	691
EUROMED Police II	24	404	11	358	0	35	762
TOPCOP II	19	271	15	350	12	34	633
WB PaCT II	36	433	6	121	0	42	554
EU4SEC	31	463	5	31	4	34	498
TOTAL Realised	133	1 869	62	1 250	19	193	3 138

Totals for 2025	Onsite activities and online activities		Exchanges	TOTAL	
	No. of activities ¹²	No. of participants	No. of participants	No. of activities	No. of participants
TOTAL Planned	152	1 543	32	152	1 543
TOTAL Realised	195	3 119	19	195	3 138

¹² Including 10 study visit activities

1.3 Other strategic activities

CEPOL's new Headquarters and the inauguration event: The move to the new headquarters took place beginning of January. The inauguration took place on 1st April, in the presence of high-level representatives from EU Member States, EU institutions, partner countries and organisations, and local authorities. A state-of-the-art cyber-crime lab, multifunctional EMPACT labs, and professional webinar recording studios are among the highlights of the new headquarters.

Hungarian Minister of Interior, dr. Sándor Pintér, Director General (acting) of the European Commission's Directorate General for Migration and Home Affairs, Beate Gminder, together with the Executive Director of CEPOL, Montserrat Marín López, addressed the guests, marking the beginning of a new chapter for the Agency.



The inauguration ceremony was also attended by representatives of embassies of EU Member States and partner countries in Budapest, members of the CEPOL Management Board, CEPOL National Units, and the agency's staff.

Cybersecurity: CEPOL has maintained steady progress towards compliance with the Cybersecurity Regulation (EU, Euratom) 2023/2841. In close cooperation with DG DIGIT (Directorate-General for Digital Services) and CERT-EU (Computer Emergency Response Team for the European Union), the ICT sector together with Cybersecurity Officer completed the Initial Cybersecurity Review and Cybersecurity Plan (submitted by 8 April) and delivered the Cybersecurity Risk Assessment and Maturity Assessment ahead of the 8 July deadline. Building on these foundations, a full Cybersecurity Plan on the official template was submitted to IICB (Inter Institutional Cybersecurity Board) ahead of the 8 January 2026 deadline. The plan is maintained as a living document and prioritises achieving Level 1 maturity across all Essential Eight (E8) controls, with risk-based uplift thereafter. Several actions identified in the Cybersecurity Risk Assessment have already been closed, and implementation work on the remaining items is advancing at a steady pace in line with the agreed roadmap and maturity targets.

Operationally, MFA (Multi-Factor Authentication) is enforced across core services (including LEEed), privileged access is being tightened using Just-In-Time/Just-Enough-Administration, and patching governance is being formalised with SLAs, emergency procedures and dashboards. An enterprise asset-discovery procedure is being defined to support vulnerability scanning and monthly reporting. Application and network protections are advancing: WAF (Web Application Firewall) enablement and DR (Disaster Recovery) re-testing for LEEed are aligned to the tenant move, and certificate-based 802.1X is rolling out on the corporate LAN.

Additionally, CEPOL's policy framework and continuity arrangements are being refreshed to reflect current best practice. Draft updates to the Agency Cybersecurity Policy, the Acceptable Use of Computer Equipment Policy, and the Declaration of Theft/Loss/Damage of Equipment have been prepared for consultation, with concise, principle-based controls aligned to the Essential Eight maturity model (eight core security basics such as patching, restricting macros, limiting admin rights, and MFA) and the Cybersecurity Regulation. In parallel, the Business Continuity Plan (BCP) is being updated to aligned with cybersecurity regulation. This ensures that policy, operational runbooks, and continuity measures form a coherent, testable whole and can be iterated as the Cybersecurity Plan progresses.

A modern and efficient EU Agency: CEPOL strengthened its governance framework by formally adopting three key sub-strategies: the External Relations, the Communications and the Anti-Fraud Sub-Strategies. Together, they drive a shared ambition: strengthening the institution's integrity and credibility, and accelerating its shift toward a more modern, agile and forward-looking organisation.

- The External Relations Sub-Strategy establishes a structured and prioritised approach to stakeholder engagement, enhances alignment with EU partners and Member States, and provides a clear framework for international cooperation.
- The Communications Sub-Strategy sets updated measurable objectives, clarifies roles and responsibilities and aligns messaging with CEPOL's strategy 2023-2027.
- The Anti-Fraud Sub-Strategy introduces a reinforced anti-fraud culture, by increasing staff awareness about the applicable rules and reporting channels.
- The Artificial Intelligence strategy: in line with the AI act and EDPS recommendations, the Executive Director has appointed an AI Act Correspondent in November 2025 to ensure agency's compliance with the new regulatory framework. In December 2025, the agency has adopted the CEPOL AI Strategy 2025-2030 establishing a coordinated and sustainable approach for integrating and deploying AI across all CEPOL's activities.

Communication: The adoption of CEPOL's updated communications sub-strategy by the Management Board in Q2 marked a strategic shift toward more focused and results-driven outreach. Evidence of this renewed approach can be seen across all communication outputs and interactions. CEPOL's website registered more than 104 000 visits, with 57% returning users, and over 11 400 downloads of publications and documents—with a 10% related to CEPOL's Training Catalogue 2025, confirming its continued relevance and high demand among stakeholders. On social media, a strong and consistent presence of CEPOL activities was maintained with almost 900 cross-channel posts, reaching 875 000 impressions and attracting more than 6 300 new followers, all through organic growth. These figures reflect increasing audience engagement and the effectiveness of CEPOL's communication efforts in enhancing visibility and access to its core services.

Mid-Term Review of CEPOL strategy 2023-2027: Given the level of ambition of CEPOL's Strategy and the limited resources available, at the MB meeting of November 2022 in Prague, the European Commission proposed to envisage a mid-term review, assessing how the Agency has been performing in implementing the strategy and how to further enhance it.

CEPOL has commissioned ICF to undertake an independent mid-term review of its 2023- 2027 Strategy to assess progress towards achieving its goals. This mid-term review analysed how well the strategy is being implemented, identified any challenges or obstacles encountered, and explored opportunities for improvement. Findings from this review contributed to the Single Programming Document (2026-2028) and i the draft programming document for 2027-2029, ensuring that CEPOL remains adaptive to evolving security challenges and continues to deliver high-impact training initiatives across the EU.

The final report was presented to the MB meeting of November 2025 with the following key findings:

- The mid-term review confirmed that the strategic objectives outlined in the CEPOL Strategy 2023–2027 remain fundamentally relevant and aligned with contemporary EU security priorities.
- Stakeholders broadly affirm the Strategy's relevance, particularly its focus on addressing emerging threats and its support for key operational areas under the EMPACT framework. The performance monitoring framework underpinning the CEPOL Strategy 2023–2027 presents some structural challenges.
- The mid-term review revealed a strong implementation performance and a broadly positive stakeholder engagement. The review however identified a fundamental structural challenge as the most critical risk to the Strategy's success: a significant misalignment between its high ambitions and CEPOL's operational capacity. This has resulted in a state of strategic overreach where objectives strain available capacity.
- Overall, the strategy provides clear overarching guidance on CEPOL's organisational priorities and demonstrates strong links to wider EU security initiatives. Stakeholders emphasised that the Strategy has helped foster shared values across Member States by pooling resources, experiences, and learning.
- The strong emphasis on training and capacity building for law enforcement officers was widely welcomed, though there is a need to narrow the scope to ensure greater focus and measurable impact.

CEPOL presented an action plan addressing the main recommendations from the review to the Management Board in November. Several measures are already in place for the Annual Work Programme 2026, including a nearly 45% reduction and streamlining of performance indicators, key performance indicators, and objectives, ensuring they are logically sequenced, thematically coherent, and better aligned to support effective monitoring of progress against the Strategy.

1.4 Detailed achievements as per the 2025 Annual Work Programme

This section gives a detailed overview of achievements in 2025 against objectives and performance indicators set in the Annual Work Programme 2025. Every section starts with a summary on main activities implemented, followed by a table setting out the achievements against the objectives and targets. More than 96% of performance indicators were achieved or partially achieved, 3% were not achieved mainly due to lack of resources and prioritisation of other objectives and 1% were not applicable due to evolving processes.

Goal 1: CEPOL will be the EU hub for law enforcement training.

Activity 1.1: Provide a strategic basis for identifying and determining EU Law Enforcement Training Priorities

The European Union Strategic Training Needs Assessment (EU STNA) and the outcomes of its mid-term review, together with the results stemming from the new EU-STNA in progress, has remained a vital instrument for identifying training priorities.

The EU-STNA 2026-2029 was launched in 2024, in the first half of 2025 CEPOL has finalised the desk research to extract capability challenges and with the implementation of focus group meetings to identify training needs in Q1. MS nominated contact points through LEWP-P and LEWP-C. CEPOL conducted the desk research of cc 300 documents and organised 22 focus group meetings with the involvement of 212 experts to identify strategic and EU-level training needs of LE for the next EMPACT cycle. Furthermore, CEPOL consulted other law enforcement professional networks and organisations to complement the list of training needs. Following the deliverables from the focus groups the list of training priorities was prepared and sent for ranking by Member States. During September the list of training priorities was finalised, and the first draft chapters were delivered for review. The ProtectEU Strategy, the SOCTA and the Council Conclusions on crime priorities have been accordingly captured in the EU-STNA. In December the final draft was ready and was approved internally while consultation was requested by the Commission. The process for the promotion of the new cycle of EUSTNA also initiated focusing on visuals and website preparation.

CEPOL launched two Operational Training Needs Analysis in September 2024, in the areas of child sexual exploitation and cross border cooperation, information exchange and interoperability. Response Collection completed in February 2025 and outcomes of the analyses have been consolidated in the reports. Furthermore, in cooperation with the EU Innovation Hub for Internal Security, CEPOL launched an ad hoc training needs analysis on Artificial Intelligence. For these three TNAs, CEPOL received 47, 67, 134 responses for Child sexual exploitation, cross border cooperation, information exchange and Interoperability and on Artificial Intelligence, respectively. OTNA Reports on Cross-border Law enforcement cooperation, information exchange and Interoperability and Child sexual exploitation were validated by the respective expert groups in March and April and approved by CEPOL management in June. The AI TNA was finalised in November, and the management approval is expected in January 2026

The outcomes contribute to the development of CEPOL's training portfolio in the above-mentioned subjects. In September 2025, CEPOL launched two Operational Training Needs Analysis for 2027 in the areas of Fundamental Rights and Drug trafficking.

In September, CEPOL published the Assessment of regional training needs report.

All these steps are paving the way for the agency to be an EU Hub for Law Enforcement training and provide a concerted, systematic EU training response to address critical competency gaps as detected in the workforce dealing with cross-border crimes and law enforcement cooperation.

Objective/Performance Indicator	Target	Result	Status
1.1.1 Capitalise on the EU-STNA results to facilitate setting EU Law Enforcement Training Priorities by the Council (COSI)			
Presentation at COSI	Yes	Yes	Achieved
1.1.2 Implementation of the EU-STNA			
EU-STNA evaluation report	Yes	70%	Achieved
1.1.3 The scope of the Operational Training Needs Analysis⁶⁷ will be applied to thematic areas			
No. of thematic areas assessed through the OTNA	2	100%	Achieved

Activity 1.2: Strengthen coordination among national training institutions and EU actors in law enforcement training to maximise synergies and efficiency gains

CEPOL continued to work closely with its partners at both national and EU levels to enhance coordination and ensure complementarity across training initiatives. Strengthened cooperation is planned on both strategic and operational fronts. Joint training activities were conducted with key stakeholders such as EJTN, EUDA, Europol, EUIPO, eu-LISA, ECTEG, OLAF, Interpol as well as other EU and international partners, whose input is regularly integrated into CEPOL’s training programmes. The agency established new cooperation with UEFA signing an agreement on joint implementation of football security training supporting cross-border cooperation around and safety-oriented management of international football fixtures.

In collaboration with national training institutes, CEPOL will rely on the established Framework Partnerships with 56 institutions, which serves as a cornerstone for cooperation during the 2025–2028 period. CEPOL remains a trusted and well-established partner within the EMPACT framework. As the appointed coordinator of CHSG 6 (EMPACT cycle 2022-2025), CEPOL continued to lead capacity-building efforts through networking, training, and innovation, the report on 2024 coordination work had been submitted and approved in March 2025. It will also engage closely with stakeholders to coordinate joint activities, integrate operational expertise into training delivery, and support the EMPACT mechanism through a dedicated training programme. Considering the great track record from the previous cycle, the agency will continue to lead the capacity building strategic priority (in the new cycle – Common Horizontal Strategic Goal 5) in the coming new EMPACT cycle (2026-2029) which has been positively welcomed by the Council and European Commission as well. CEPOL provides a dedicated training package on the EMPACT mechanism facilitating coordination between various actors: Drivers, Co-Drivers, Action leaders, Action participants, EMPACT delegates etc. These EMPACT Core Actor trainings are implemented in accordance with the EMPACT Roadmap and play a crucial role to prepare future players for the major EU collaboration mechanism on countering serious and organised crime.

The CEPOL certified trainers’ competencies will be maintained via alumni and be recertified following a pre-identified cycle. It will become available in 2026.

To further strengthen its training development and delivery, CEPOL is seeking expanded collaboration with research institutions, universities, and the private sector. This cooperation will be particularly focused on advancing areas of technological innovation, including artificial intelligence, cyber-forensics, and online investigations.

Objective/Performance Indicator	Target	Result	Status
1.2.1 CEPOL shall design and implement EU inter-agency, multidisciplinary training programmes in specialised domains with mobilising and closely work with JHAAN community			
No. of training programmes developed and implemented	5	19	Achieved
1.2.2 CEPOL shall map and coordinate existing law enforcement training and expertise at European level to take advantage and increase the efficiency of CEPOL's working agreements with relevant partners and stakeholders (e.g. EUROPOL, Frontex, AIRPOL, ENISA, eu-LISA, FRA etc.)			
Training map in place	Yes	Yes	Achieved
1.2.3 CEPOL shall set-up an alumni community (Communities of Practice) and manage it on LEEed for trainers/experts/trainees			
1 platform, 100 enrolments in first year	Yes	No	Not Achieved
Alumni community has access to the LO LEEed corner	Yes	No	Not Achieved
1.2.4 CEPOL shall be coordinator of EMPACT capacity building through training			
Coordinator's report accepted	Yes	Yes	Achieved
1.2.5 CEPOL shall intensify cooperation and exchange of good practices between CEPOL and its partners in view of personnel development and maximised synergies			
Number of working visits conducted	5	7	Achieved
Number of study visits to EU institutions for seconded experts	TBD	0	Not Achieved

Activity 1.3: Provide the Member States, for their law enforcement training, with the latest innovation and research developments building on outcomes of national and EU-level security research programmes when applicable.

The CEPOL Research and Science Conference “Tackling the world of High-Risk Criminal Networks” has been successfully implemented on 25-27 March in the Economic and Financial Police School (Guardia di Finanza) in Ostia, Italy. The number of registered participants including the organisers was around 360. The event was supported with promo items, the creation of the mini site ([CEPOL Research & Science Conference 2024/2025 | CEPOL](#)), and promoting the event on social media. The minisite was visited 4 652 times. RSC news appeared 38 times across all three social media platforms, with 21 500 post impressions and over 2 100 post engagements. The efforts to promote this flagship event has continued in Q2 by creating a photo gallery on the minisite and releasing a promotional movie. During Q2 certificates for all participants were prepared and sent. In parallel and in collaboration with Communications 9 educational videos stemming from the conference were finalised; these will be shared through LEEed. Building on institutional visibility, the [launch of the highlights video](#) from Conference offered a dynamic recap of the event, extending its impact to a broader audience. Following the Conference, CEPOL organised an online interactive follow up workshop on HRCN in November to enhance the results deriving from the Conference in March.

Besides the Research and Science Conference the offer of Law Enforcement Research Bulletin, scientific e-journals, e- books and e-Library facilitates the integration of latest research results into contemporary training.

Aspects of technological development and applied research had been integrated into the regular training portfolio. Notable examples: the AI tool “Vigilant” serving to counter disinformation

campaigns (e.g. as a part of hybrid attack) had been demonstrated in a dedicated CEPOL onsite training. The emerging crime phenomenon of “AI Generated Child Sexual Abuse Material” and the effective countermeasures were discussed in a special online course while the impact on AI developments on photo and video analysis were debated in perspective of the AI Act. Additionally, an emerging training course demonstrated the benefits of the freely available AI tools in the Europol Tool of Repository for law enforcement experts.

Work on several publications is progressing: the Environmental Bulletin was finalised, while both the general edition and the conference bulletin are under preparation. An ad hoc bulletin on firearms, developed with ICU, has also been initiated. Two key meetings took place earlier in the year—the Editorial Board Meeting in February and the Research & Science Correspondents meeting after the conference—both aimed at supporting implementation and evaluating ongoing activities.

A new framework contract for online development was signed, followed by a kick-off meeting in early March to align with the contractor and set cooperation milestones. The first Specific Contract, signed on 13 June, officially provided three services. Priority has been given to creating the “EMPACT tool” online course at Europol’s request, delivered as part of the CEPOL EUTH Training Portfolio for EMPACT Core Actors 2025 in line with the recommendations 1.3 of the EMPACT Roadmap and the outcomes of the Independent Evaluation of EMPACT, in the context of the professionalization of EMPACT Core Actors, delivered in July. A second specific contract allowed the development of an online module on TtT to be connected to LMS Digital Competencies.

Consultancy work on Instructional Design, with a focus on adult learning, and development of CEPOL’s broader content strategy was provided through a report in November that should be further elaborated in 2026 to become the basis for future training initiatives.

Objective/Performance Indicator	Target	Result	Status
1.3.1 Increase partnerships and cooperation with research institutes, universities and private industry (especially in the area of cybercrime training activities conducted by the Cybercrime Academy)			
No. of partnerships and cooperation activities in the area of research and training	1 partnership /cooperation activity	2	Achieved
	Min. 1 invited organisation per course	Yes	Achieved
1.3.2 CEPOL will implement training events in the area of Research and Science for Law Enforcement Officials of the EU, and, if applicable, of Third countries			
No. of activities (implemented vs. planned, No. and %)	1 event	1	Achieved
No. of participants (actual vs. planned, No. and %)	350	360	Achieved
1.3.3 CEPOL shall contribute to disseminate relevant research findings among LE community via specific products and training activities			
Measurable amount of downloads of online sources made available by CEPOL	1000	407	Partially Achieved
No. of journals/books made available	50	50	Achieved
No. of promotional events organised	4	4	Achieved
No. of projects supported via training activities	Min. 1	9	Achieved
No. of multi-tenancy offers	1	2	Achieved
CEPOL Research Strategy in place	Yes	1	Partially Achieved
Event prepared/organised	Yes	2	Achieved

Activity 1.4: Strengthen the operational capacities of partner non-EU countries to prevent and fight organised crime and terrorism via dedicated capacity building actions and institutionalised cooperation.

CT INFLOW II:

Confidence-building workshops were successfully conducted on-site with national law enforcement agencies in Algeria, Egypt, Jordan, Kenya, Lebanon, and Tunisia significantly enhancing mutual trust and operational dialogue between CEPOL and its current and future national counterparts. These workshops contributed to the project's expansion to Egypt and Kenya. They directly supported capacity building by promoting inter-agency coordination, regional cooperation, and the sharing of EU best practices, laying a strong foundation for sustained collaboration. Following the submission of the formal request from national authorities and relevant approvals, Iraq officially joined the project as a new partner country. EMISA network continued its expansion ensuring comprehensive geographic coverage and strong multi-disciplinary expertise. The network implemented a series of targeted activities including three joint onsite workshop for six working groups, several online conferences and a research and science webinar. Furthermore, EMISA annual Co-Chairs conference was held, bringing together co-chairs from across the network to promote the exchange of insights, strengthen collaborative initiatives, and collaboratively influence the strategic and operational direction of the EMISA. Working Group meetings ensured the exchange of knowledge, and best practises between partner countries and EU Member States and further developed professional networks. The OTNA process was concluded with a regional validation workshop, during which partners endorsed the findings of the report. Serving as a key foundation for future actions, the OTNA report informed the

development of a comprehensive training catalogue aligned with the identified priorities. Following the plan indicated in the catalogue, implementation of various training activities commenced, including a training on online radicalisation, on critical infrastructure and hybrid threats, on social media, public-private partnerships and influence in CT, as well as a counter-terrorism financing seminar, two study visits focusing on international cooperation in CT and fusion centres, webinars on fusion centres and on public-private partnerships in countering online extremism, and an online module on critical infrastructure and hybrid threats. For the first time, marked as a key milestone, representatives from the MENA and Western Balkans (WB) regions were jointly invited to participate in an on-site training event. This initiative created a direct bridge between the two regions and the EU, enabling broader and more structured knowledge exchange on online extremism. The mentoring and exchange programs were implemented through three Exchange Programme visits, as well as a visit conducted within the framework of the Mentoring Programme.

The project organised two mock trials for judiciary. The project developed concept bridges the gap among different judicial authorities and between the judiciary and investigation, prosecution. It enables law enforcement, prosecutors and judicial actors to simulate real CT cases, test evidentiary standards, and better understand procedural requirements, including human rights safeguards. By replicating courtroom dynamics, participants strengthen case-building skills, inter-agency coordination, and the admissibility of digital and intelligence-based evidence. Ultimately, a mock trial enhances practical preparedness, improves the quality of prosecutions, and contributes to more effective and rights-compliant CT responses.

EUROMED Police VI:

High level **Strategic Cooperation Forum** was held at Europol, gathering high-level representatives from partner countries, AFRIPOL, the League of Arab States (LAS), DG MENA and DG HOME. The Forum addressed common serious and organised crime challenges in line with the EU Internal Security Strategy, SOCTA and EMPACT priorities, presented key project achievements, and shaped future cooperation. Back-to-back, the Heads of Law Enforcement Training Institutes Meeting fostered high-level dialogue between partner countries and EU Member States on innovative and future-oriented approaches (AI, digital competences, innovation labs and cooperation with the private sector) to capacity building.

Train-the-Trainer (TtT) courses on Financial Crime and on Document fraud were delivered to initiate the cascading of knowledge, extend outreach, and support the institutionalisation of the curriculum into the national training systems of partner countries. Courses were equipped with micro-credentials, the accredited status contributes to long-term sustainability and local ownership of capacity-building efforts. The project facilitated **multiplication courses** on migrant smuggling in Tunisia and in Morocco, and on Drug trafficking in Lebanon, delivered by project-trained national trainers. A national course on Drug Trafficking was organised for Algerian law enforcement authorities. The training enhanced operational knowledge, facilitated the exchange of EU best practices, and introduced EU-supported mechanisms to strengthen national responses. The **national training** course on THB delivered for Tunisian partners, focused on intelligence-gathering, victim identification, and the prevention and investigation of trafficking cases. The programme covered international cooperation mechanisms, including JITs and the new EMPACT cycle, alongside a strong human-rights-based approach. Webinars on Firearms trafficking, Migrants smuggling, Document fraud, Environmental crime, and THB were broadcasted.

The **EMPACT Thematic Working Group (ETWG)** on Cyber-Attacks and on Migration/THB was held with the participation of practitioners from both EU Member States, EMPACT family, MENA partner countries, JHA Agencies. The events deepened understanding of the EMPACT mechanism and fostered collaboration, while exploring opportunities for strengthen cooperation between MENA and EU LEAs. Following the request of the EMPACT Migrant Smuggling OAP a workshop on the 'Misuse of Hawala' was organised together with CT INFLOW project. Workshop involved partner countries, EMPACT, private sector, FIUs and judiciary actors. Building on the priorities identified by the ETWGs, the project delivered specialised webinars presenting real-case investigations on HRCN, the use of OSINT in online child sexual exploitation, Drugs Trafficking, Cyberattack, crime prevention (with EUCPN). It also addressed the misuse of new technologies in migrant smuggling and THB investigations. In parallel, the project launched its first VR simulation on car searches (terrorism, firearms and drug trafficking scenarios) and a self-paced online module on combating cybercrime through public-private cooperation, further strengthening practical and digital investigative capacities. The module addresses early detection and rapid response; information sharing techniques; incident response coordination; cybersecurity; trends and emerging threats; and cooperation with public and private sectors.

The project organised dedicated **study visits** on cybercrime and financial crime, supported by EU MSs law enforcement authorities. The activities provided practical insight into digital forensics, dark web and ransomware investigations, as well as money laundering, asset recovery, terrorism financing and cryptocurrency tracing. Through case-based discussions and exchanges of investigative practices, the visits strengthened bilateral operational cooperation and enhanced partners' capacities to address emerging cyber and financial crime threats.

The project, together with the other projects, organised the kick-off workshop of the ICU **mentoring** programme to facilitate the initial meeting between mentors and mentees and to equip them with the necessary skills and knowledge required for their roles throughout the programme. Furthermore, following the request of the partners, the project ensured the participation of partners on the EUTH organised National Firearms Focal Point training. Two mentoring pairs started their activities, the Austrian-Lebanese pair on migrant smuggling, and the German- Jordanian pair on drug trafficking.

Mentoring strengthened mutual trust, and fostered professional exchange, paving the way for future joint initiatives and operational cooperation.

Europol, as implementing partner, organised a study visit and an analytical workshop. The CEPOL-Europol organised **EU-MENA Expert Workshop on Serious and Organised Crime** brought together participants from the EU MSs, from the MENA Countries, as well as JHA Agencies. The workshop facilitated valuable dialogue and professional networking as well as brainstorming on effective crime fighting methods, highlighting the importance of international cooperation and information sharing. The project partners participated in the Annual EU Analyses Conference together with more than 50 countries from EU MSs and other third countries. After the conference, the Analyses workshops were jointly organised with TOPCOP and WB PaCT projects. Partners attended the 9th Global Conference on Criminal Finances and Cryptoassets. The event highlighted the need for stronger standards, deeper cooperation and increased capacity to tackle the evolving threats posed by criminal use of cryptocurrency.

Objective/Performance Indicator	Target	Result	Status
1.4.1 Implementation of the Enhancing Information Exchange and Criminal Justice Responses to Terrorism in the Middle East and North Africa (CT INFLOW) project – PHASE II			
No. of activities	47	48	Achieved
No. of participants	350	691	Achieved
Number of Training Manuals/Recommendations/Guidelines issued	3	0	Partially Achieved (under development)
1.4.2 Implementation of the Enhancing operational capacities of the South Partner Countries to fight serious and organised crime and strengthening strategic cooperation (EUROMED Police) project – PHASE II			
No. of activities	31	35	Achieved
No. of participants	390	762	Achieved
Number of Training Manuals/Recommendations/Guidelines issued	2	4	Achieved

TOPCOP II:

Under TOPCOP II, three regional trainings built operational skills: the OSINT course focused on cyber techniques including crypto tracing and dark web monitoring, the migrant smuggling course strengthened responses through financial tracking, document fraud detection, and international cooperation, and the training on financial investigations contributed to tackle with financial crime. A national training on tracing illicit funds and identifying wallet owners involving crypto assets was organised for Ukrainian authorities. A joint Moldova and Ukraine workshop on combatting hybrid threats focused on disinformation, manipulation, threats to democratic processes, and links between organised crime and state security. The event produced concrete recommendations to strengthen cooperation in this area. Two accredited TtT courses on migrant smuggling and OSINT were delivered strengthening the national training capacity by equipping selected participants to deliver cascading training, supported by trainer handbooks to ensure sustainability and re use of training content.

As a cornerstone innovation within the OSINT training programme, the project designed and deployed a dedicated Capture The Flag (CTF) platform to deliver immersive, scenario-driven exercises in a dynamic and structured environment. Moving beyond traditional lecture-based formats, the initiative introduced a gamified methodology that fostered active problem-solving, critical thinking, teamwork and healthy competition. By replicating realistic investigative challenges, the CTF enabled participants to operationalise theoretical knowledge under time pressure, significantly strengthening practical skills, analytical reflexes and knowledge retention. The platform was exceptionally well received and represents a methodological breakthrough for the project, enhancing training effectiveness, participant engagement and overall operational impact

Project broadcasted webinars were focusing on firearms trafficking, law enforcement investigations, digital migrants smuggling, currency counterfeiting, advanced use of graph databases, and

investigations into child sexual exploitation. An online course, co-organised with EUTH, EUROMED Police and TOPCOP projects increased partners' knowledge on child sexual exploitation.

The EMPACT Support Network (ESN) was a key driver of cross-regional coordination. A joint workshop with WB PaCT brought together National EMPACT Coordinators, OA Leaders, and participants from EaP and WB to strengthen planning, leadership, and reporting within the EMPACT framework. As an outcome, a regional guideline is being developed for law enforcement to operationalise their EMPACT roles effectively. To ensure up-to-date knowledge delivery and effective cascading, the 2023 trainer handbooks on firearms trafficking and THB were revised to reflect new EMPACT priorities and emerging crime trends.

The SPOC and ANASPOC roundtable aimed to explore structured mechanisms for coordination, capacity building, and policy alignment, with the goal of developing a roadmap to contribute to stronger national and regional collaboration. To strategically reinforce cooperation with Ukraine, the project, in partnership with EUAM Ukraine, co-organised a dedicated outreach event to present CEPOL mandate and activities, showcased tailored support opportunities, clarify application process, and demonstrate the concrete added value for Ukrainian stakeholders. Europol-led study visit in the Netherlands enhanced partner capabilities in travel intelligence, PNR processing, and interoperability. Two Strategic Analysis Workshops further promoted a common understanding of methodologies applied in strategic analysis and fostered a collaborative approach to developing regional analytical products, with the first regional analytical product being drafted. The project proactively secured the participation of ANASPOCs and partner country experts in key international forums in 2025 including EUCrimACon and the 9th Global Conference on Criminal Finances and Cryptoassets. Through these engagements, partners gained direct exposure to cutting-edge analytical methodologies and emerging investigative practises, strengthening their ability to operate effectively in an increasingly complex landscape characterised by restricted access to critical data.

Furthermore, the project developed the first comprehensive Handbook on Joint Action Days (JADs), designed to guide the effective planning, execution and reporting of cross-border operational activities. Developed in close cooperation with EU Member States, JHAAs, partner countries and the wider EMPACT community, the handbook represents a jointly endorsed reference framework. Beyond supporting EU neighbourhood jurisdictions in their participation in JADs, the handbook is now used more broadly within the EMPACT community, contributing to the harmonisation of planning, implementation and reporting, strengthening coordination, and enhancing the overall effectiveness and coherence of joint actions.

Under the framework of the Exchange Programme, exchange visits were implemented in the areas of criminal finance, cybercrime, organised property crime, drug trafficking and migrant smuggling. Within the Mentoring Programme, the pairs started their work conducting several online and onsite meetings on the field of criminal finance, migrants smuggling, synthetic drugs and cybercrime, which work will continue in 2026.

WB PaCT II:

Regional TtT Courses on Fraud, Economic and Financial Crime (FEFC), Cyber-attacks, CT Anticipate, HRCN and Migrant Smuggling enhanced both subject matter expertise and adult learning competencies, enabling participants to cascade knowledge within their institutions and support the institutionalisation of EU standards. The TtT courses (except FEFC) were accredited as result of the partnership with Ludovika University, awarding micro-credentials to participants. This milestone reflects a strategic shift towards certification-based learning, boosting the professionalisation of law enforcement training and ensuring recognition of skills across borders. Further **regional training courses** were delivered in response to **emerging operational needs**, focusing on Criminal Finances, Money Laundering and Asset Recovery (CFMLAR), the use of new technologies in countering drug-related crime, and CT online radicalisation. Addressing these areas ensured that practitioners remained equipped to tackle evolving, technology-driven and financially complex crime threats. By strengthening specialised expertise in these priority domains, the project enhanced operational effectiveness, cross-border cooperation, and the consistency of investigative standards across

jurisdictions. The project, in cooperation with Eurojust implemented WB Criminal Justice project, co-organised a **regional conference** on environmental crime to strengthen cross-border and inter-institutional cooperation. The conference brought together law enforcement, prosecution and judiciary representatives to address legislative gaps and operational investigative challenges in the field. **National training courses** on Firearms trafficking were delivered in Serbia and Montenegro, while course on CT prevent was delivered in North Macedonia. Following the TtT modules, multiplication sessions were delivered by Project-trained trainers in the priority crime areas of drug trafficking, FEFC and cyber-attacks.

Within the **Mentoring Programme**, mentor pairs initiated structured cooperation in the field of drug trafficking, conducting a series of online and on-site exchanges. These engagements facilitated the transfer of operational knowledge, practical investigative experience, and strategic insights between practitioners, strengthening analytical capacities and fostering sustained professional networks. By enabling tailored, peer-to-peer cooperation, the mentoring process supports long-term capacity building, enhances mutual trust, and promotes closer alignment with EU operational standards. The continuation of this work in 2026 ensures sustained impact and the gradual consolidation of expertise in this priority crime area.

ESN workshops were organised together with the TOPCOP project, with the aim to support the partners' participations in EMPACT OAs and to make them aware of the novelties about migrant smuggling in digital domain and document fraud. Project officially launched the **CT Support Network (CTSN)** workshop series in December, with the implementation of its first workshop, focused on promoting a regional approach to terrorism threat assessment and on identifying key threats and vulnerabilities within existing national assessment mechanisms. CTSN plays a strategic role in supporting the implementation of the EU- WB Joint Action Plan on Counter-Terrorism by strengthening the capacity of national services to develop CT threat assessment in line with EU standards. In doing so, it enhances the systematic identification of key threats and vulnerabilities and promotes greater coherence and compatibility of assessments across jurisdictions.

National **EMPACT Awareness Meetings** in Albania, North Macedonia and Montenegro were organised jointly with implementing partner, Europol. These meetings introduced the EMPACT mechanism and its operational benefits to national stakeholders. The activities enhanced national understanding of EMPACT's strategic and operational value and strengthened their engagement in EU-coordinated efforts to combat organised crime.

Participation of partner countries' experts in EUCrimACon 2025 was ensured, enabling them to engage directly with leading analytical practitioners and explore advanced methodologies and emerging investigative approaches. This engagement strengthened analytical capacities and supported adaptation to an increasingly complex operational environment. Back-to-back with EUCrimACon, gathering analysts from the WB a **Strategic Analysis Workshop** was co-organised with Europol. The workshop focused on lessons learned from the EU SOCTA 2025 process and strengthened alignment of WB national SOCTAs with EU methodology. By enhancing coherence in strategic analysis and synchronising planning with EMPACT 2026–2029 priorities, the workshop reinforced the integration of WB threat assessments into the broader EU security framework.

EU4Security Moldova:

Two **Steering Committee** meetings brought together senior representatives from the Ministry of Internal Affairs (MIA), EU Delegation, and the General Police Inspectorate. The meeting reviewed key achievements from the first year and aligned on future priorities, reinforcing strategic direction, institutional ownership, and continued cooperation between Moldova and the EU.

Key initiatives were implemented to **modernise law enforcement training** and strengthen institutional capacities. A comprehensive review of continuous training at the "Ștefan cel Mare" Academy was completed, resulting in concrete proposals to establish a sustainable, needs-based and

up-to-date training delivery mechanism. The newly designed Leadership and Management in Internal Affairs course, aligned with European standards, was delivered to enhance managerial competences. The first OTNA for the MIA was conducted using CEPOL methodology, producing a validated report identifying priority training areas. Targeted courses on crisis communication and incident command were delivered to reinforce coordinated emergency response capacities.

A fully operational **cyber lab**, equipped with integrated hardware and forensic software, was established and complemented by a structured training roadmap. Certification pathways in digital forensics were launched, and in-country trainings on digital and voice forensics were delivered, strengthening technical investigative capabilities. Initial statistical data provided by the MIA already indicates increased efficiency in the processing and analysis of digital evidence, reduced turnaround times, and enhanced capacity to handle complex cyber-related investigations.

The establishment and institutional development of the **National Firearms Focal Point (NFFP)** was supported through workshops introducing EU practises, with the review and proposal of amendments to regulations and job descriptions in alignment with EU standards. Detailed recommendations were provided to support the approximation of Directive (EU) 2021/555, while tailored training and a business case on future equipment and training needs were developed.

Strategic actions contributed to advancing **legislative alignment** and institutional preparedness. The Government Decision transposing Directive 2014/28/EU on explosives for civil use was adopted. A renewed CEPOL–MIA Working Arrangement was signed in April 2025, updating the cooperation framework and expanding participation in CEPOL activities. The SPOC assessment report was finalised, providing the basis for establishing a SPOC Bureau in line with Directive (EU) 2023/977. In addition, a functional study on MIA’s role in investigating trafficking in human beings was completed to map mandates, improve coordination, and enhance investigative alignment with EU practices.

Objective/Performance Indicator	Target	Result	Status
1.4.3 Implementation of the Training and Operational Partnership against Organised Crime (CEPOL TOPCOP II) project			
No. of activities	15	34	Achieved
No. of participants	270	633	Achieved
Number of Training Manuals/Recommendations/Guidelines issued	4	4	Achieved
1.4.4 Implementation of the WB PaCT – PHASE II			
No. of activities	29	42	Achieved
No. of participants	250	554	Achieved
Number of Training Manuals/Recommendations/Guidelines issued	5	5	Achieved
1.4.5 Implementation of the EU4Security Moldova			
No. of activities	30	36	Achieved
No. of participants	315	498	Achieved
Number of Training Manuals/Recommendations/Guidelines issued	1	2	Achieved

Promote CEPOL as a centre of excellence for training in the regions:

The projects organised informative sessions with EU Delegations working in the partner countries and held coordination meetings with EU funded capacity building initiatives to strengthen coherence and avoid duplication of efforts. In this context, mapping exercises were conducted in the Eastern Partnership (Armenia, Azerbaijan, Moldova and Ukraine) and in the MENA region (Algeria, Egypt, Jordan, Lebanon, Libya, Morocco and Tunisia) with remaining countries to be covered in the first quarter of 2026.

As a result of the meetings, Matrix on Law Enforcement Capacity Building Activities was created, which serves as a structured tool for information exchange and programmatic alignment among service providers and stakeholders. The Matrix consolidates ongoing and planned activities and provides

detailed activity-level information. Updated biannually the Matrix supports cooperation, identifies gaps and needs, reduces overlap, mitigates risks, and contributes to more efficient, effective and impactful implementation of law enforcement capacity-building efforts.

Promote the EMPACT and enhance the participation of the partner countries in the OAPs:

The projects were engaged in 8 EMPACT Operational Actions as Action Leader (FIA, CCH, SYD/NPS, THB, SOM, CYBER, IPR, CFMLAR) under the External Dimension Common Horizontal Strategic Goal. Projects will participate in 10 Operational Action Plans as action (co) leaders in the new EMPACT cycle 2026-2028 (CCH, CAIS, EXCISE, ENVI, FIA-Ex, IPCCG, MS, MTCNI, SYD/NPS, THB). EUROMED Police has implemented activities in the fields of cybercrime, money laundering, HRCN, migrant smuggling, THB, document fraud, environmental crime and drug trafficking. After the drugs trafficking ETWG, the project furthermore kicked off the ETWG network on cyber-crime and Migrant smuggling/THB. TOPCOP has focused on migrant smuggling, THB, firearms trafficking, and currency counterfeiting while WB PaCT organised awareness meeting on EMPACT in Albania, Montenegro and North Macedonia, training on drugs trafficking, HRCN, conference on environmental crime, and TtT on financial crime (CFMLR), migrants smuggling, drugs trafficking, HRCN, and cyber-crime. The cyber-crime, HRCN and migrant smuggling TtT courses were accredited course at CEPOL, equipping the participants with micro-credentials. The project furthermore facilitates the participation of representative of WB Law Enforcement Services at EMPACT OA strategic meeting. EU4SEC Moldova has worked on capacity building on the field of firearms trafficking, and cyber-crime. The developed Joint Action Day Handbook is a unique product within the EMPACT framework. It is the first comprehensive, standardized, and practical guide that unifies all aspects of JAD planning, execution, and evaluation under a single, coherent methodology. The handbook ensures that partner countries operate with a common understanding and synchronized approach and thus enhances the overall efficiency and impact of EMPACT JADs.

The projects co-organised, together with Frontex and in cooperation with EMPACT Firearms, the Industry Days on technological solutions for cross-border crime. The event promoted capacity building and operational cooperation between law enforcement services, the EMPACT community and industry stakeholders, fostering dialogue on innovative tools and emerging technologies.

Develop further the networks and build communities of professionals around EMISA and EMPACT

The projects successfully maintained and expanded existing professional networks, such as the ESN and ETWGs and the EMISA Network. The EMPACT networks efficiently support the partner countries and EU MSs to discuss EMPACT related priorities. In 2025 the focus was on support the partners' participations in EMPACT OAs) and to make them aware of the novelties about migrant smuggling in digital domain/document fraud. The implementation of EMISA Working Group meetings continued, with a focus on topics such as terrorist financing, PCVE, radicalisation, prison and probation, FTF and returnees, cyber threats, and strategic communication. As a novel approach, joint activities were implemented in the CT domain to foster cross-fertilisation and strengthen cooperation between the MENA and Western Balkans regions. By bringing practitioners together in a shared framework, the initiative promoted peer exchange, built sustainable professional networks, and enhanced regional coherence in addressing common CT threats.

Objective/Performance Indicator	Target	Result	Status
1.4.6 Promote CEPOL as a centre of excellence (CoE) for trainings in the regions			
Number of existing coordination platform	2	10	Achieved
Number of conducted coordination meetings	2	10	Achieved
Number of joint activities	2	2	Achieved
1.4.7 Promote the EMPACT and enhance the participation of the partner countries in the OAPs			
Number of EMPACT related training delivered	5	70	Achieved
Number of participants from partner countries	160	1379	Achieved
Number of OAPs with ICU participation	2	8	Achieved

Objective/Performance Indicator	Target	Result	Status
1.4.8 Develop further the networks and build communities of professionals around EMISA and EMPACT			
Number of networks and community of professionals	2-2 EMISA/ EMPACT WG	5	Achieved
Number of activities	15	35	Achieved
Number of participants	165	504	Achieved
Number of conferences organised	1	1	Achieved
Number of recommendations/best practises/proposals	1	1	Achieved

Goal 2: CEPOL will foster a common EU law enforcement culture via training.

Activity 2.1: Provide high quality training with flagship products that addresses core capability gaps in the EU Law Enforcement Training Priorities.

CEPOL provided comprehensive training portfolio combining onsite, online and exchange training actions in the following priority areas:

- ✓ Serious and Organised Crimes
- ✓ Counterterrorism
- ✓ Cross-Border Cooperation, Information Exchange and Interoperability
- ✓ Fundamental Rights

By prioritising serious and organised crime, fundamental rights, counterterrorism and cross-border law enforcement cooperation within its training and learning initiatives and covering a broad range of thematic fields, CEPOL continued to play a crucial role in enhancing the capabilities of law enforcement agencies across the European Union to effectively combat complex criminal activities. Besides the four priority fields the agency also offered training solutions in leadership, law enforcement training, public order, special law enforcement techniques, crime prevention.

The overwhelming majority of trainers of CEPOL training activities were active law enforcement officers from the Member States typically middle managers or senior investigators. This fact gave the main attractive element and the competitive advantage to CEPOL activities together with the active networking possibilities in onsite events. Experts were sharing the daily operational reality of law enforcement rather than academic or theoretical abstractions.

Compared to the original portfolio plan, the list of training activities for 2025 was modified resulting in the cancellation of one course and addition of four new courses. The initial number of 250 activities raised to 253 training activities. The following changes were introduced:

- **Cancellation of online course 2013/2025: “MID Processes and Links”.** Due to the fact that eu-LISA informed CEPOL that the new interoperability roadmap has been endorsed. Considering the new planning, no MID-related topics are expected to be mature enough for training in 2025. EC agreed with the cancellation of this online course.
- Implementation of **two additional activities**:
 1. **Online course – “SIRENE Basic”** As first online course was very successful the activity had been repeated instead of the cancelled “MID processes and Links course”.
 2. **Virtual Training Centre: “My Schengen Platform”:** Following a proposal from the European Commission in the CKC this online learning platform was created as a cooperative environment for Schengen matters facilitating Schengen Evaluation process and the related training.
- **One additional module was added on Drug production sites: Hazards and safety measures.** The modules Containerised maritime cocaine trafficking and Drug production sites and the Hazards and safety measures were originally planned as one single module, but it was so rich in content that the decision was made to split it in two different modules.
- Furthermore, one e-lesson was **added 5003/2022/elses Interoperability & fundamental rights** as it was not included in the original list due to administrative error.
- Finally, the **Decryption - Train the Trainer course was renamed to Lawful Decryption - Train the Trainer** as requested by ECTEG. This is only a semantic change; the content remains unchanged.

Training activities in the area of Serious and Organised Crimes

All of the planned serious and crimes trainings had been carried out. CEPOL offer covered vital trainings on migrant smuggling networks, behaviour analysis, interviewing techniques, synthetic drugs, cocaine heroin and cannabis trafficking and trafficking in human beings. The various forms of environmental crimes, MTIC fraud, illegal cigarette manufacturing, organised property crimes, the tracing of illicit firearms and ammunition and the forms of intellectual property crimes also received due attention. Besides the demonstration of investigative techniques and case studies the translation of crucial legislative developments was also discussed in the activities. For instance, the transposition of the Environmental Crime Directive from 2024 features as an important subject in all environmental crime related training activities. Recent developments like the impact of Russian war of aggression against Ukraine in illegal trade of firearms, explosives and ammunition were also integrated into the training portfolio. Cyberattacks, online fraud schemes, the use of electronic evidence, digital forensics tool and investigation techniques, the fight against child sexual exploitation were covered by advanced training activities. Cooperation with the cyber industry was a crucial element in these courses.

Training on core capabilities in the context of serious and organised crime and EMPACT included training actions on document security, the darknet and cryptocurrencies, handling electronic evidence, cyber forensics, lawful decryption, digital investigations, and open-source intelligence (OSINT). A number of these trainings adopted a TtT model to support national capacity building and the broader dissemination of knowledge across law enforcement networks.

For example, the topic of lawful decryption was also addressed via a train the trainer activity in early April at CEPOL HQ. Participants of this crucial course later on served as trainers in national lawful decryption training activities supported by the agency. National trainings in the Netherlands, Czech Republic, Finland, Portugal and Romania have already been carried out successfully. This is an example of effective and quick cascading of knowledge from the EU level to national environment. Important TtT courses were also implemented in the fields of “Live Data Forensics”, “Open-Sources Intelligence (OSINT)” “EU Information Exchange Tools and Instruments”, “Operational Intelligence Analysis”, “Financial Investigations” and “Fake News and Disinformation” during the year.

The agency further expanded the provision of complex blended learning programmes. the “Trafficking for Sexual Exploitation” was launched in January and completed until June featuring the combination of webinars, an online course and an onsite activity debating contemporary trafficking patterns, effective investigative and cross border collaboration methods. The illicit laboratory dismantling activity had been strengthened with two new training packages in drug trafficking: “Drug Production Sites: Hazards and Safety Measures” and “Containerised Maritime Cocaine Trafficking.” The programme also utilised the series of e-lessons on synthetic drugs production and new psychoactive substances from past years as well as new webinars demonstrating recent drug cases. In cooperation with EUIPO another learning programme had been offered in counterfeiting and piracy building upon the Virtual Training Centre hosted on LEEd. Building upon the cooperation with ECTEG the blended programme on Digital Forensic Investigation prepared cyber experts for the latest online forensic methods strengthening critical cyber-investigation capacities in the Member States. Operational Intelligence Analysis training also followed a blended training where attendees were carrying out criminal analysis tasks related to data gathering, categorisation, synthetisation and other analytical techniques.

The agency was putting attention not only on reactive policing methods but also on pro-active preventive measures. Crime prevention activities focused on issues such as youth criminality the emergence of new substances like fentanyl, social media trade of synthetic opioids. Effective

environmental monitoring as a preventive measure, and community policing serving safety of schools and local communities were other topics targeted.

While CEPOL designed training programmes in line with emerging criminal challenges and available operational solutions, participation in the CEPOL Exchange Programme offered a different, complementary learning opportunity. Rather than following a predefined curriculum, officers taking part in the exchange were able to shape their own personalised professional development agenda. This flexible approach allowed participants to focus on specific operational needs, priorities, and areas of expertise relevant to their professional roles.

All in all, in 2025, half of all learning and training actions were directly aligned with the European Union’s established criminal priorities under the **EMPACT** framework. A significant portion of the remaining training initiatives also supported the investigation and prosecution of serious crimes, including sessions on fundamental rights in police practices, EU cooperation tools, and various law enforcement techniques such as crime scene and criminal analysis.

Training on core capabilities in the context of serious and organised crime and EMPACT included subjects such as document security, the darknet and cryptocurrencies, handling electronic evidence, cyber forensics, artificial intelligence, lawful decryption, digital investigations, and open-source intelligence (OSINT). A number of these trainings adopted a TtT model to support national capacity building and the broader dissemination of knowledge across law enforcement networks.

Training related to financial investigations covered a range of topics, including traditional money laundering through the banking sector, effective analysis of suspicious transactions, cash collection networks, trade-based money laundering, and informal banking systems such as Chinese underground banking, hawala, and the peso exchange market. Cryptocurrency remains a key threat as well and training activities continued to address the phenomenon. Many of these topics were addressed by practical demonstrations and hands-on exercises showcasing intelligence-gathering and investigative techniques.

CEPOL supported the implementation of the EMPACT mechanism through targeted training activities for EMPACT stakeholders, especially in preparation for the upcoming 2026–2029 EMPACT cycle. Key initiatives include the “Drivers Workshop,” a new “Workshop for National EMPACT Coordinators,” and self-paced learning packages designed for future EMPACT Action Leaders and participants as per the EMPACT Terms of Reference. The agency delivered a comprehensive training package covering all EMPACT priorities as it maintained its role as the coordinator for Common Horizontal Strategic Goal Capacity Building.

Objective/Performance Indicator	Target	Result	Status
2.1.1 CEPOL will implement training activities in the area of Serious and Organised Crime for Law Enforcement Officials of the EU, and, if applicable, of Third countries: High Risk Criminal Networks; THB; Migrant smuggling; Cannabis Cocaine Heroin; Synthetic drugs/NPS; Excise fraud; MTIC fraud; Intellectual property rights crime, counterfeiting of goods and currencies; Criminal Finance, Money Laundering and Asset Recover; Organised Property Crime, Environmental crime, Firearms.			
No. of activities	81	103	Achieved
No. of participants	8,600	12,745	Achieved
Satisfaction with CEPOL training activities	80%	96%	Achieved
% of core capability gaps addressed	90%	100%	Achieved
Training activities contribute to the implementation of the Union policies	Yes	Yes	Achieved

Training activities in the area of Counterterrorism

In 2025, counterterrorism training was concentrating on implementing strategies to combat the spread of fake news and disinformation, which fuel extremist ideologies. A comprehensive, community-based approach was followed to address radicalisation, with particular emphasis on preventing infiltration into law enforcement services and tackling radicalisation among prisoners and youth. Specific focus is placed on online detection and prevention of radicalisation, the presence of extremist content in public spaces, and supporting the disengagement process from extremist groups. Key topics will include NGOs linked to terrorism, foreign terrorist fighters, and emerging threats and technologies.

Disrupting terrorist financing had been another key priority, efforts were concentrating on partnerships with the financial sector and private entities. Special attention is given to the misuse of the non-profit sector as a channel for financing terrorism. Training sessions also covered the effective management of CBRN (Chemical, Biological, Radiological, and Nuclear) threats and the protection of critical infrastructure.

A significant development in 2025 was the introduction of accredited micro-credentials for critical infrastructure protection training. A new dedicated course on hybrid threats – as apart of emerging training scheme – explored the challenges posed by unconventional security risks such as disinformation, destabilisation efforts, and cyberattacks. Both state-sponsored and non-state actor-driven actions were be analysed through real case studies, with a particular focus on the Russian war of aggression against Ukraine and other ongoing conflicts.

The CEPOL Knowledge Centre on CT continued to fulfil its core role, with selected activities designated for co-implementation as early as January. The CKC kick-off meeting addressed operational developments in counterterrorism, reviewed the 2025 training curricula, explored the use of micro-credentials, and initiated discussions on the 2026 programme portfolio. Details of the curricula and training provision were debated in later meetings ensuring that conclusions of the latest cases were integrated into trainings held.

Objective/Performance Indicator	Target	Result	Status
2.1.2 CEPOL will implement training activities in the area of Counter-terrorism for Law Enforcement Officials of the EU, and, if applicable, of Third countries:			
Radicalisation and Extremism; Darkweb and basics of encryption in CT; Foreign Terrorist Fighters; Open-Source Intelligence in Counter-terrorism; Security and Protection of Public Spaces, Cybersecurity and Critical Entities; Financing Terrorism; Other Counter-terrorism related issues.			
No. of activities	17	19	Achieved
No. of participants	1,350	2,260	Achieved
Satisfaction with CEPOL training activities	80%	95 %	Achieved
% of core capability gaps addressed	90%	100 %	Achieved
Training activities contribute to the implementation of the Union policies	Yes	Yes	Achieved

Given that cybercrime is one of the fastest-evolving and expanding areas of serious and organised transnational crime, CEPOL continued to deliver a robust cyber training portfolio in 2025. The training offer was fully aligned with EMPACT priorities and expectations, addressing major challenges related to child sexual exploitation, online fraud schemes, and cyber-attacks. Reflecting the dynamic nature of the threat landscape, a wide range of learning formats was delivered, including onsite courses, online courses, webinar series, self-paced modules, cyber-bites, and e-lessons.

The two-week “Child Sexual Exploitation – Victim Identification” course remained CEPOL’s flagship activity, focusing on undercover investigation techniques and the detailed analysis of image and video material. Additional training actions addressed emerging threats such as AI-generated child sexual abuse material, forensic interview protocols ensuring appropriate victim support, and cooperation with internet service and payment providers to block access to abusive content. These activities examined both global and EU-specific initiatives and explored strategies to safeguard the mental health of law enforcement officers exposed to sadistic behaviour during investigations.

Cyber-attack-related training actions covered topics such as ransomware, malware, phishing investigations, and digital skimming. These were complemented by a comprehensive portfolio of cyber forensics activities, including the Digital Forensic Investigation Learning Programme, mobile forensics courses, and train-the-trainer activities on live data forensics and lawful decryption. Participants of the train-the-trainer on lawful decryption subsequently delivered six national courses in the Netherlands, Czech Republic, Finland, Portugal, and Romania in 2025. These activities were facilitated by CEPOL through the provision of e-Decrypt training materials (in cooperation with ECTEG) and connectivity to Joint Research Centre (Torino) servers, enabling hands-on training in realistic operational environments.

CEPOL also continued to invest significantly in cross-cutting cybercrime topics. The training offer addressed key aspects of darknet-related threats, electronic evidence, and emerging cyber intelligence tools and techniques. Horizontal issues such as cryptocurrency tracing, blockchain analysis, open-source intelligence methods, and cross-border data disclosure received increasing attention, not only in specialist cybercrime courses but also in less technically intensive training activities.

Artificial intelligence emerged as a key focus across the training portfolio. A dedicated webinar series showcased innovative investigative methods leveraging AI, while a course on the application of artificial intelligence demonstrated the *Vigilant* tool for countering disinformation in the context of hybrid threats. AI-related topics were also integrated into training actions beyond cybercrime, including other serious crime areas and criminal analysis activities.

The preservation and presentation of digital evidence, alongside effective international cooperation, remained overarching priorities. Close cooperation with the European Commission, Europol EC3, ECTEG, EJTN, Interpol, and the internet industry continued to ensure the delivery of high-quality training aligned with acute operational and strategic needs.

Objective/Performance Indicator	Target	Result	Status
2.1.3 CEPOL will implement training activities in the area of Cybercrime for Law Enforcement Officials from the EU, and, if applicable, from Third countries: Child Sexual Abuse and Sexual Exploitation; CyberAttacks; Online Fraud Schemes; Cybercrime cross-cutting priorities areas including Digital forensics, Big Data and Artificial Intelligence.			
No. of activities	36	45	Achieved
No. of participants	4,200	6,424	Achieved
Satisfaction with CEPOL training activities	90%	94%	Achieved
% of core capability gaps addressed	90%	100%	Achieved
Training activities contribute to the implementation of the Union policies	Yes	Yes	Achieved

Training activities in Cross-border Cooperation, Information Exchange and Interoperability of large-scale IT systems in the field of internal security remained a key focus of CEPOL’s training portfolio in 2025, supporting efforts to combat cross-border crime more effectively. In collaboration with the European Commission and eu-LISA, specialised training were provided to enhance

competencies in areas such as SIRENE bureaus, the Schengen evaluation process, Joint Investigation Teams (JITs), and the exchange of information between Single Points of Contact (SPOCs).

For the first time, the Schengen Evaluation course learning outcomes became accredited in the format of micro-credentials bringing certification to this important course. The service level agreement with Merito Opole University was signed on 19 May.

Training on SIRENE included both basic and advanced activities, addressing current legislative developments and practical applications related to the implementation of the SIS Regulations and the SIRENE Manual. The SIRENE basic training was so successful and sought after that it was repeated in September-October. As in previous years, CEPOL was offering advanced, and leadership-level training to further strengthen JIT practices. Specialised learning opportunities were also provided to personnel from police, customs, border guards, judiciary, immigration, and visa services, ensuring they are equipped with the skills necessary for effective interoperability within large-scale IT systems. The training portfolio also covered topics such as inter-agency cooperation, judicial and police collaboration, partnerships with third countries, and technical skills such as facial image comparison. A range of online learning resources supported awareness and practical knowledge of systems and instruments including Europol, the Prüm Decision, the Entry/Exit System, ETIAS, Passenger Name Record (PNR), and the Schengen Information System (SIS). Participants also received targeted training on cross-border cooperation tools and mechanisms such as Police and Customs Cooperation Centres, mixed patrols, and hot pursuit operations. International cooperation tools for prevention and administrative proceedings, the impact of the use of AI technology in the field of internal security, e-Justice Communication via Online Data Exchange (e-C ODEX) were also addressed.

The CEPOL Knowledge Centre reviewed operational developments, discussed EU-STNA priorities. It also explored proposals for the 2026 training portfolio such as the introduction of new regional training programmes on “Public Security – Joint Operations,” leadership training linked to cross-border cooperation, and increased use of the TtT methodology to promote wider knowledge dissemination and national-level training initiatives.

Objective/Performance Indicator	Target	Result	Status
2.1.4 CEPOL will implement training activities in the area of Cross border Cooperation and Interoperability for Law Enforcement Officials of the EU, and, if applicable, of Third countries: Schengen Information System (SIS); Entry-Exit System; Interoperability components and tools; Passenger Name Record (PNR); European Travel Information and Authorisation System (ETIAS); Intelligence Analysis; EU cooperation tools and mechanisms; Joint Investigation Teams (JITs); Customs cooperation; Other Law enforcement cooperation, information exchange and Interoperability Regulation.			
No. of activities	32	46	Achieved
No. of participants	4,900	4,606	Partially Achieved
Satisfaction with CEPOL training activities	80%	95%	Achieved
% of core capability gaps addressed	90%	100%	Achieved
Training activities contribute to the implementation of the Union policies	Yes	Yes	Achieved

Promote safeguarding of fundamental rights

Fundamental rights training continued to be a core priority embedded across all CEPOL training activities. To ensure consistent attention to this topic, the agency has developed a minimum training package on fundamental rights enforcement, mandatory for all onsite training initiatives. Additionally,

CEPOL has issued guidelines for integrating fundamental rights into specific learning activities, ensuring a horizontal, cross-cutting approach throughout the training portfolio.

In 2025, a series of webinars was delivered to tackle contemporary forms of antisemitism, focusing on crime trends and real-life case studies from many European countries. These highly relevant—and sadly actual—training products were targeting a smaller, target groups. As a result, participation levels were lower, particularly in country-specific activities; however, this was a justified trade-off for delivering training with greater focus. Other sessions addressed transparent and objective merit-based recruitment and promotion practices in law enforcement, and the proportional use of force and de-escalation techniques during violent public protests. All these activities were aligned with the recommendations of the European Parliament’s LIBE Committee.

Further dedicated online and onsite training explored the social and psychological roots of hate crimes and provided specialised investigative techniques to address them. A separate course had been implemented in June focusing on tools for victim protection, recognition of victims’ rights, and lesser-known support mechanisms available to victims. Another module equipped participants with practical strategies for engaging with individuals who may have memory disorders, intellectual disabilities, autism spectrum disorder, ADHD, or suicidal ideation.

Moreover, the self-paced training products focused on topics such as data protection, anti-discrimination countering Islamophobia, and the prevention of gender-based violence.

Objective/Performance Indicator	Target	Result	Status
2.1.5 CEPOL shall promote safeguarding of Fundamental Rights by means of a cross-cutting and specific module of CEPOL training activities: Fundamental Rights; Police Ethics and Management of Diversity; Victim Protection and Victims’ Rights; Hate Crime, Racism and Discrimination; Anti-Semitism; Gender Issues; Domestic Violence; Data Protection; Other fundamental rights-related Issues.			
No. of activities	11	18	Achieved
No. of participants	1,600	1,161	Partially Achieved
Satisfaction with CEPOL training activities	80%	93%	Achieved
% of core capability gaps addressed	90%	100%	Achieved
Training activities contribute to the implementation of the Union policies	Yes	Yes	Achieved

Other topics

While CEPOL concentrates to provide training activities along its four flagship learning programmes (1. Serious and Organised Crime 2. Counterterrorism 3. Cross-Border Law Enforcement Cooperation, Information Exchange and Interoperability and 4. Fundamental rights) around 12% of training activities focus on other matters. Learning actions are providing law enforcement officials with upskilling opportunities on leadership from European perspective, public order, intelligence and forensics practice, law enforcement adult training techniques and CSDP mission realities and processes.

CEPOL continued its productive collaboration with the Civilian Planning and Conduct Capability of the European External Action Service and has carried out relevant trainings providing insights into operational processes, law enforcement staffing issues and key challenges of civilian crisis management operations (missions).

Objective/Performance Indicator	Target	Result	Status
2.1.6 Other topics: Leadership, Training and other Skills; Higher Education and Research; Public Order and Prevention; Law Enforcement Techniques, Forensics and Specific Areas; Union Missions (CSDP).			
No. of activities	30	38	Achieved
No. of participants	5,100	2,716	Partially Achieved
Satisfaction with CEPOL training activities	80%	96%	Achieved
% of core capability gaps addressed	70%	71%	Achieved
Training activities contribute to the implementation of the Union policies	Yes	Yes	Achieved

Activity 2.2: Developing new, innovative, specialised and multi-layered learning solutions

CEPOL is moving towards multi-format, multi-modular learning programmes in key crime areas. These products may consist of various complimentary products: online module and webinars (basic awareness), online course (detailed knowledge) and onsite course (networking), exchange/mentoring/study visit (personalised learning).

These appropriately structured learning programme provided a clear learning path, which built on the participants knowledge and experience progressively through a variety of learning activities, in a set period. It allowed law enforcement officials to acquire both theoretical knowledge and practical skills, using modern technological tools, taking into consideration their skill and expertise level.

CEPOL has already two times fully implemented the THB-sexual exploitation complex learning programme (since 2023). In 2025 besides the THB, the agency has launched the “Intellectual Property Rights – Counterfeiting and Piracy” and the “Digital Forensic Investigator Training” as formal learning programmes. Similarly, the “Illicit Laboratory dismantling” has been developed to a learning programme with the series of e-lessons that had been prepared in the previous years and two new training packages released in the first part of 2025: “Drug Production Sites: Hazards and Safety Measures” and “Containerised Maritime Cocaine Trafficking”. Moreover the “Operational Intelligence Analysis Training – Advanced” course that was jointly developed with Europol followed also full blended learning approach.

The Management Board approved two new concepts regarding train the trainers and knowledge cascading programmes to expand the training capacities in the law enforcement authorities:

- the new Certified Training Programme on Cross-Border law Enforcement Cooperation
- Expertise Development Training Modality - on open sources intelligence and lawful decryption

Indeed, in 2025 CEPOL assessed the existing gaps and barriers within its TtT activities, including the lack of EU-level certified trainers and the limited monitoring of the multiplication effect generated by trainers trained by CEPOL. Following the consultation with EU Member States and the European Commission, CEPOL proposed in 2025 to pilot the Certified Trainers Programme for the period 2026-2029. The Management Board’s Decision15/2025/MB, adopted on 24 June 2025, authorised CEPOL to launch the pilot implementation of the Certified Trainers Programme on cross-border law enforcement cooperation. This initiative represents the first step toward establishing national and regional training capacities to build a common CEPOL framework.

A complementary initiative, the “Expertise Development Training Modality”, introduces a structured and multi-annual pilot programme aimed at strengthening trainers’ capacity in selected priority areas of law enforcement (Lawful Decryption, OSINT). Additionally, the growing number of TtT courses further supports the knowledge transfer at national level. Together, the two pilot programmes offer a complementary approach to addressing the identified shortcomings and contributing to the creation of EU-level pool for certified trainers.

Enhanced research and innovation elements are envisaged in training and certification possibilities with universities are actively explored. The increased engagement with EMPACT in general and the coordination role of the agency (Common Horizontal Strategic Goal 6 – EMPACT cycle 2022-2025 and Common Horizontal Strategic Goal 5 – in the EMPACT cycle 2026-2029) in particular serves the execution of updated complex learning programmes that address the criminal challenges identified within the mechanism.

As an example, CEPOL implemented the “Environmental crime – Cyber-investigations” training package that offered the combination of a training to environmental crime specialists on digital investigation then close mentoring during EMPACT operational action in the online space. This activity had a global law enforcement cooperation element as Latin-American officers were also involved in this unique combination of training and operative activity.

CEPOL offered the Moodle workshop (Moodle basics) during the year in self-paced format, based on the online template created, to support all activity managers in preparation of course pages (internal and external). The preparation of the CEPOL LMS Digital Competencies is finalised and will be offered from 2026.

Objective/Performance Indicator	Target	Result	Status
2.2.1 Restructure training packages and create Blended Learning Training packages by: merging Study visits and Exchanges with training activities; developing and implementing a mentoring programme; developing and implementing a secondment programme; enhance CEPOL’s online offer by improving the balance with other on-site training activities.			
Pilot complex learning programme combining webinars, online course, onsite course and ex-changes in the area of THB	1	1	Achieved
Mentoring programme in place	Yes	Yes	Achieved
Develop the financing scheme for the implementation of the secondment programme/long term exchanges	Yes	No	Not Achieved
Organise internal TRU awareness session on the material available on LEEd and its best administration	1	1	Achieved
2.2.2 Engage with the EMPACT mechanism for further development of training programmes (capitalise on the inputs of EMPACT, organise training for EMPACT coordinators and drivers)			
Organise Drivers workshop EMPACT 2022+	1	1	Achieved
Organise NEC workshop	1	1	Achieved

2.2.3 Maintain and gradually extend the CEPOL Knowledge Centre model			
No. of CKCs in place	2	2	Achieved
2.2.4 Develop tailor made training programmes to assist careers and foster capacity of Law Enforcement officials to engage and be active in international operations and cooperation			
Develop tailor-made training programme to assist the career development, i.e. develop multi layered training activities based on the level of knowledge of the participant, e.g. Moodle basics, Moodle for professionals. Regular course vs course for TTT (OSINT)	4	7	Achieved
Offer state of the art series of e-lessons in the area of synthetic drugs production, promote more actively this training resource	10	12	Achieved
2.2.5 Design and implement a new learning environment and new methodologies focusing on operational, hands-on, interactive approaches, simulations, exercises, and student-centred learning			
Explore the possibility of conducting training sessions alongside the Joint Action Days or other operational activities, e.g. cyberpatrolling	1 training session	2	Achieved
2.2.6 Implement multiannual training package			
Multiannual procurement-based learning programmes in place	1 programme	Yes	Partially Achieved
2.2.7 Design and implement joint training products for mixed EU and non-EU Law Enforcement audiences in priority areas			
Identify and deliver training activities for a mixed EU/non-EU target groups, e.g. on firearms trafficking	1 training activity	4	Achieved
2.2.8 Promote a high-level Forum of Experts from third countries to exchange best practices and lessons learned with MS (e.g. CT/OC) via LEE			
Offer EU/non-EU exchanges with a follow up webinar on the best practices/lessons learnt	1 session	1	Achieved
2.2.9 Develop evidence-based thematic dimensions relevant for the EU Security Union Strategy (e.g. Law Enforcement cooperation EMPACT and Counter-terrorism) in training provided for third countries			
Number of training products in place	1	4	Achieved
2.2.10 Implementation of the mechanism to address emerging threats; reserve resources for training activities that address emerging threats			
Number of training products in place	1	3	Achieved
2.2.11 Ensure availability of information on emerging needs and threats (CEPOL is enabled to monitor the emerging needs and threats close to the policy making level by taking part in EU relevant forums)			
Monitoring mechanism in place in order to ensure new developments are captured	Yes	Yes	Achieved
Relevant forums attended by CEPOL	Yes	Yes	Achieved
2.2.12 Facilitate a regional training response to MS Priorities and main threats			
Network in place	Yes	Yes	Achieved

Activity 2.3: Extending the outreach of law enforcement training through a cascading effect.

CEPOL continues to fulfil its responsibility for the EU and its third partner countries in terms of developing means to provide the law enforcement community with an appropriate and suitable competency enhancement. One of the instruments to achieve this objective is the promotion of

cascading consisting in TtT activities, e-learning solutions, exchange bites, preparation of handbooks, guidelines, and manuals.

Another example is that CEPOL in cooperation with ECTEG carried out a dedicated Lawful Decryption – TtT course, then supported those national trainings that the new trainers set up in their own country. 6 national courses in NL, CZ, PT, RO had been carried out in 2025 as part of cascading of knowledge in this crucial field.

It must be noted that onsite training activities as well as exchanges (exchange bites) have cascading sessions to support the sharing of knowledge in operational units. The Certified Training Programme and the Expertise Development training modality also support law enforcement experts to become effective adult trainers in their professional fields.

The certification of Digital Forensic Investigator course (2.3.5) also seen progress as curriculum and assessment in line with the ambitions of certifying the “EU digital investigator role” were redesigned in 2025 with ECTEG. The course and the assessment exercise was examined on the spot of the course at CEPOL HQ by University College Dublin a prestigious institute with higher education programmes. Given the EU wide ambitions still further work is needed in this area.

Due to some delays in the procurement for the certification, the deliver Moodle educators certification programme will be offered twice in 2026.

Objective/Performance Indicator	Target	Result	Status
2.3.1 Increase the number of Train-the-Trainers programmes delivered per year on specific topics (not only on training methodology), e.g. SOC; CT; INT; Cyber, with a special focus on Law Enforcement Trainers			
No. of TTT sessions delivered per year (e.g. TTT sessions for specialized investigators of cybercrime, Live Data forensics, Windows Forensics, OSINT for TTT)	3	7	Achieved
2.3.2 Support the implementation of a national cascading system, which involves engaging participants to draft a cascade plan during training activities			
Support development of the cascading system concept: Allocate dedicated time into the training activities for the preparation of the cascade plan and material. Support and promote the use of MS multitenancy sites for the cascading. Invite Exchange Programme participants to deliver a webinar/podcast upon completion of the programme thus sharing the gained knowledge	Cascading measures in place	Yes	Achieved
2.3.3 Provide LEEd support for national training			
Deliver Moodle workshop for trainers	1	2	Achieved
Develop a Trainers Platform on LEEd with the support material for trainers, invite Universities to participate and share the material	1	1	Achieved
Develop a brief support material for the national trainers, e.g. trainer's starter pack	1	1	Achieved

Objective/Performance Indicator	Target	Result	Status
2.3.4 Offer career relevant certification for law enforcement officials in the EU Member States and its partner countries on all Moodle platforms available around EU			
Deliver Moodle educators certification programme	1	0	Not Achieved
2.3.5 Take steps towards offering a certification for digital investigators and gradually extend it to other priorities			
Standards for the certification programme are developed	Yes	Partially	Partially achieved
Accreditation body for the certification programme is identified	Yes	Partially	Partially achieved
Certification program is developed	Yes	Partially	Partially achieved

Goal 3: CEPOL will promote accreditation of law enforcement vocational training.

Activity 3.1: Develop a framework for accreditation of training activities corresponding with the EU Law Enforcement Training Priorities

CEPOL has implemented the MB decision 11/2024MB on the development of a proof of concept on sectoral qualifications framework focusing on cross-border operational cooperation. This process aims at enabling a suitable interpretation of law enforcement vocational training in the European Qualification Framework. The concept for the proof of concept was approved by the Project Board; 10 experts from 8 countries experts have been nominated by CNUs; online and onsite expert group meetings were held on 7 Apr, 13-14 May, and 18 June. The draft SQF on Cross-border operational cooperation was validated by an expert group of 14 professionals nominated by 9 CNUs and finalised in September. Consultation was requested to the JHAAN TWG. After the validation that was concluded mid-September, the SQF was used to build the first draft of the common curriculum for the Certified TTT, based on the learning outcomes defined in the pilot SQF on cross-border operational cooperation with the consultation of SQF and CKC experts.

Building on this SQF, CEPOL started the implementation of MB decision 15/2025/MB to create a common curriculum for a Certified Train-the-trainer programme on cross-border operational cooperation. In this context, a joint meeting was organised with CEPOL Knowledge Centre on cross border law enforcement cooperation, information exchange and interoperability to establish the practical use of the sectoral qualification framework and prepare the first draft of the common curriculum on this subject.

CEPOL aims to pioneer the accreditation of law enforcement vocational training and is inspired to take a leading role in accreditation of training programmes relevant for the EU Law Enforcement training priorities. The accreditation of vocational training means that the highest standards are applied, and trainees are qualified in certain domains with tested and certified competencies. CEPOL aims to create a sectoral framework for accreditation enabling the Agency to take an active role in accrediting training activities implemented in line with the EU Law Enforcement training priorities.

CEPOL made successful steps for the recognition of learning by launching a pilot for an accreditation-based model to provide micro-credentials for selected activities (Schengen Evaluation, Critical Infrastructure Protection, Operational Intelligence Analysis – TtT). This pilot resulted in the allocation of ECTS credits to participants.

The service level agreement signed with University Merito Opole and the agreement with Harokopio University, Athens ensured micro-credentials were provided at no cost. Discussion is ongoing with ECTEG and EC on the possible EU-level certification for the digital investigator profile as well.

Objective/Performance Indicator	Target	Result	Status
3.1.1 Establish a framework for accreditation of law enforcement training programmes developed on the basis of the EU Law Enforcement Training Priorities:			
Support peer-to-peer review among Member States training institutions; Consult with Member States and EU actors on accreditation experience in vocational training; Development of the working methodology;			
Sectoral qualification framework/accreditation methodology first draft in place.	Yes	100%	Achieved
3.1.2 Apply the new evaluation system of CEPOL by involving:			
The Kirkpatrick model or exploring other up-to-date methodologies; competency-based assessment practice, entry/exit tests for complex learning programmes, impact assessment, evaluation of a return of investment; the revision of KPI/PI by introducing the TQI (Training Quality Index) ; the measurement of the impact/return of investment.			
New evaluation system applied to training activities	Yes	Yes	Achieved

Goal 4: CEPOL will excel at governance as a modern and efficient EU Agency trusted by its stakeholders.

Activity 4.1: Optimise CEPOL processes, workflows and management of resources.

By providing an appropriate infrastructure for its operations both in terms of its premises and its digital environment CEPOL is ensuring its operational efficiency and further improve it capitalising on its achievements. It entails optimising resources for efficiency gains, reducing bureaucracy and revising the processes of the agency. New digital management systems with the aim of supporting the overall performance of the agency is being rolled out.

One of these systems is ARES, which ensures full compliance with information, document management, and security requirements. It also supports the goal of improving workflows through digital process management and reducing manual administrative tasks. ARES has now been fully deployed in all CEPOL Units, which are using the system at full operational capacity. Developments are now focusing on integrating the IT tool with other existing applications (Outlook, PPMT) to further help with the effective management of daily administrative processes.

The Agency's SharePoint Online environment was further developed throughout 2025 and is planned to be restructured by February 2026 with the involvement of DG DIGIT to enable better and more logical infrastructure management. The redesign will also provide CEPOL staff with greater autonomy in data management, in line with EU requirements. The new architecture will complement ARES by enhancing collaboration and records storage, while rationalizing resources and strengthen overall business performance.

The Service Level Agreement (SLA) between CEPOL and DG DIGIT for the provision of the Digital Workplace as a Service (DWPaaS) was signed on 2 October 2025. The agreement formalises the transition of CEPOL's digital environment from post-recovery to the full service provided by DG DIGIT. It defines roles and responsibilities of CEPOL and DG DIGIT and outlines the scope of services covering Microsoft 365 tenant management, laptops, mobile devices, and associated end-user tools. The service is delivered with security built-in, in collaboration with CERT-EU, ensuring compliance with EU cybersecurity standards and providing a unified, cloud-based digital workplace for CEPOL staff.

Under LEEd, following the exchange management digital workflow, a new digitalised process was developed for event management that was piloted during 2025 with the granted activity of Slovakia on Environmental Crime, and the online courses on European Travel Information and Authorisation System – ETIAS and Cyber intelligence. The digital process will be officially available by February 2026 in a hybrid format. This process will facilitate all the organisation of the training activities that require nomination, initiating from the creation of the event in the LMS, assignment of AMs, trainer experts and observers, the sharing of invitations and information, the nomination process, including the upload of cv, registration, travel and cascading forms, the enrolment in the course page, the financial report and the course report. Additionally, a document repository will be available in a later phase to organise all content and communication to become available for any internal or external audit.

CEPOL continued to successfully monitor the budget implementation as essential part for effective financial management. The multi-layered approach, based on initial monitoring, weekly reports, ad-hoc analyses, and regular forecast exercises ensures that any issues are promptly identified and addressed, thereby enabling efficient resource allocation and financial integrity.

Objective/Performance Indicator	Target	Result	Status
4.1.1 Simplification of existing procedures and elimination of redundant or unnecessary quality documents (e.g. templates used for course implementation)			
Revised processes adopted by ED	Yes	Yes	Achieved
4.1.2 Further implement digital transformation and information management: ARES: document management and archiving system, intranet; new SYSPER module(s): HR & travel management system, Microsoft Office 365.			
New IT tools are operational, and staff trained to use them	Yes	Yes	Achieved
4.1.3 Continue to monitor budget implementation, revise and redirect operational and administrative costs			
Progress report on time	Yes	Yes	Achieved
4.1.4 Maintain ISO 9001:2015 quality management system and ISO 29993:2017 standards/certification			
ISO certificates in place	Yes	Yes	Achieved
4.1.5 Maintain good governance and efficient management of HR and budget resources in compliance with applicable rules and regulations			
Draft MB decisions and Progress report delivered on time	Yes	Yes	Achieved
No. of critical/very important audit recommendations addressed on time	80%	100%	Achieved
Implementation of internal control plan	100%	100%	Achieved
Average recruitment time. ¹³	Yes	Yes	Achieved
Staff training plan adopted and implemented on time	Yes	Yes	Achieved
Budget implementation consumption rate - commitment	>99%	100%	Achieved
Budget implementation consumption rate - payment	>95%	99.29%	Achieved
Timely processing of invoices	>95%	96%	Achieved
Availability of IT services to CEPOL users	100%	100%	Achieved
IT service desk questions answered within established timeframe (timeliness of support)	100%	100%	Achieved

Activity 4.2: Provide the agency with an appropriate infrastructure that is suitable to ensure the achievement of CEPOL's strategic training goals

With the relocation from O utca (HQ), Aradi (ICU offices) and NOK-ITC (CCA) to the new headquarters finalised on 6 January 2025, this activity can be considered as accomplished. The new headquarters provides an appropriate infrastructure to ensure the achievement of CEPOL's strategic training goals. CEPOL will continue the negotiation with host country towards obtaining premises fit for purpose and aligned to the environmental aspects emerging from the European Green Deal policy.

On 3 January, the new headquarters' agreement (HQA) entered into force. While it remains largely similar to the previous agreement, it introduces an important improvement for non-Hungarian staff, as VAT reimbursement is no longer limited in time.

By the end of the year, neither the SLA with the Directorate General for Public Procurement and Supply (KEF), nor the SLA with the owner of the property of CEPOL's new headquarters (BIF), have been signed. Although discussions on the draft SLA with KEF have already begun, no agreement has been reached so far. The version of the SLA that KEF signed and shared with CEPOL in March could not be countersigned due to several unresolved issues.

One of the pending issues, *inter alia*, concerns the handover note required in the HQA. A first draft of this handover note has now been prepared and is currently under negotiation, primarily to clarify which assets will be included and formally handed over to CEPOL.

¹³ Days between opening the vacancy in the System and the decision of the AA not more than 105 days.

Negotiations on the outstanding points have progressed significantly. Both parties have now provided clarifications, and discussions are now approaching their final stage. On this basis, it is expected that the SLA with KEF can be finalised and signed before the end of Q2 2026.

In parallel, the SLAs with the Hungarian Defence Forces Medical Centre and with the Post Service have already been agreed and signed. The only remaining SLA still pending is the one with the International Training Centre (ICT) / Nemzetközi Oktatási Központ (NOK), which will be addressed once the outstanding issues related to the handover note and asset ownership are fully resolved.

CEPOL is facing an increase of costs related to the use of the new building; these costs mainly caused by improved security measures (e.g. entrance control, visitor registration) and other services linked to the maintenance of the building.

Objective/Performance Indicator	Target	Result	Status
4.2.1 Further liaise with host country on CEPOL infrastructure and take the necessary actions to ensure the training and meeting facilities are fit for current hybrid format (short-term) and that the future CEPOL premises are aligned to the needs of a fully-fledged training centre			
Premises fit for purpose	Yes	Yes	Achieved
4.2.2 The negotiation for the new building shall consider the environmental aspects in line with the European Green Deal policy (e.g. EMAS certified building, use of green electricity, solar panels, use of rainwater, state of art cooling/heating etc in order to reduce CO2 footprint of the agency)			
Premises aligned to the environmental requirements (e.g. EMAS)	Yes	Yes	Achieved

Activity 4.3 Manage CEPOL stakeholders, external relations, internal and external communications to reinforce awareness and visibility of the agency

The new External Relations Sub-Strategy was endorsed by the Management Board in November, and it is due to start on 1 January 2026. The stakeholders’ matrix developed to help to streamline the communication with the agency’s stakeholders is a living document that helps to register stakeholders, tracking their needs and show how the agency fulfils them.

During the reported period, a working arrangement between CEPOL and the Ministry of Interior of the Arab Republic of Egypt was finalised and its pending of its signature at a high-level event in Brussels in 2026. The working arrangement is a step forward to the cooperation between the Arab Republic of Egypt and CEPOL initiated under the implementation of EU funded projects, Euromed Police and CT INFLOW 2.

A Service Level Agreement was signed with Merito University in Opole (Poland). The agreement will provide the legal basis for recognising learning outcomes in a series of courses organised by CEPOL by micro-credentials.

CEPOL welcomed H.E. Christian Thorning, Danish Ambassador to Hungary who presented the priorities of the Danish Presidency of the Council of the EU in matters of Security. On 9 October, Commissioner for Migration and Home Affairs, Magnus Brunner, visited CEPOL HQ. Commissioner Brunner was received by CEPOL’s management and briefed about the latest developments, future plans in line with the ProtectEU identified needs and constraints the agency is facing on the implementation of its mandate.

A LIBE Delegation visited CEPOL's Headquarters on 16-17 September taken due note of the progress made by the agency in the implementation of its activities, challenges faced and the way forward. The LIBE Delegation praised CEPOL's innovation and strategic contributions to EU internal and external security. Members recognized the agency's leading role in fostering a common European law enforcement training culture, its responsiveness to emerging threats including cybercrime and terrorism, and its consolidated capacity-building efforts with partner countries. The mission to CEPOL highlighted that the Agency's work is becoming increasingly important in the face of growing challenges to the internal security in the EU.

The agency continued to participate in the Justice and Home Affairs Agencies Network (JHAAN) with a benchmark on the Annual meeting of the Heads of Agencies and senior EU representatives 4-5 December where the Acting Executive Director represented CEPOL. Until 28 February CEPOL co-chaired with EIT the EU Agencies Network (52 Decentralised Agencies and Joint Undertakings). Main accomplishments in our yearlong co-chairmanship include a new governance model for the network and the successful chairing of several meetings (e.g. heads of HR, heads of resources, and the interagency accounting officer network). In February, CEPOL hosted the formal hand-over meeting of the EUAN chairmanship to ENISA. Visibility in the EU environment of CEPOL and EIT has improved as a result of these efforts.

The visibility of CEPOL was further ensured by agency's participations in numerous meetings of the Council working bodies, including ministerial level. CEPOL liaison officer also participated in meetings organised by international organisations, private sector, and the Justice and Home Affairs Agencies Network. A stronger partnership and closer cooperation have been established with the European Parliament. Liaison Office newsletter has been renewed.

In 2025, CEPOL's external communication activities were guided by the Communications Sub-Strategy adopted by the Management Board in May. The strategy provides a structured framework for outreach, visibility and stakeholder engagement.

In October, CEPOL proposed the establishment of a dedicated subnetwork of communication focal points (CommsNet) at the CNU meeting. This initiative supports the objective of fostering a stronger sense of belonging and connectedness within the CEPOL network. As outreach at national level remains uneven, the proposed network aims to improve coordination with Member States and strengthen the dissemination of information about CEPOL's activities across Europe.

CEPOL's corporate website remained the main source of information for external audiences. In 2025, the website recorded more than 104,000 visits, representing a 24% increase compared to the previous year. Pageviews increased by 73%. New visits, which accounted for 40% of the total, generated a higher overall number of actions than returning users, indicating strong initial interest in CEPOL's content. Overall, available data indicate stronger user engagement and more in-depth navigation.

CEPOL maintained an active presence across its social media platforms. In 2025, 892 posts were published. Content generated 875,000 impressions and 68,600 engagements. The total number of followers across platforms reached 53,100, representing a 12% increase compared to the previous year. Growth was achieved exclusively through organic reach, as no paid promotion campaigns were implemented. LinkedIn remained CEPOL's main social media channel and the primary source of social traffic to the website. Cooperation with partner agencies and networks, including JHAAN, EUAN and DG HOME campaign initiatives, contributed to the amplification of institutional messages and cross-promotion of activities.

Key publications and reports were produced and distributed to institutional stakeholders and partners. The Training Catalogue 2025 remained the main annual reference document for CEPOL's training offer. The publication was downloaded from the web more than 1,300 times, a 10% of the total website downloads last year.

Quarterly newsletters continued to inform over 3,000 subscribers about training activities, research developments and institutional updates.

Video production was intensified in 2025. Three professional videos were produced, covering the inauguration of CEPOL's headquarters, the Research Conference and an EMPACT awareness initiative. In addition, two videos were produced in-house. Our video content recorded 58,300 views. These productions supported institutional visibility and awareness-raising efforts.

In 2025, communication support was also provided to key CEPOL events and meetings. A key institutional event highlight was the visit of the European Commissioner for Internal Affairs and Migration, Magnus Brunner, to CEPOL's new headquarters in Budapest. The Communications Office coordinated all communication aspects related to the visit, including media handling, audio-visual coverage and institutional messaging. The visit was featured as a highlight within the European Commission's audio-visual services.

Additionally, a press point was organised at CEPOL headquarters during the visit of Members of the European Parliament. The event generated media coverage in national and specialised outlets and strengthened CEPOL's institutional visibility. As every year, CEPOL participated in the Europe Day celebrations in Hungary and engaged directly with visitors at its stand.

All communication and visibility plans for the five EU-funded CEPOL projects were implemented. Dissemination actions included website articles, social media content and targeted newsletters tailored to project audiences. A key highlight under EU-funded project visibility was CEPOL's participation in the Industry Days on technological solutions for cross-border crime counteraction, held in October at the Croatian Police Academy in Zagreb. The event was co-organised by Frontex, CEPOL and EMPACT, and brought together representatives from EU Member States, neighbouring and partner countries, as well as industry and research institutions.

Objective/Performance Indicator	Target	Result	Status
4.3.1 Implementation of the existing external relations sub-strategy.			
Timely implementation of the External relations Sub-Strategy and Action Plan	100%	100%	Achieved
4.3.2 Creating a stakeholder matrix and management system to utilise it for raising awareness and visibility of CEPOL			
Stakeholder matrix in place.	Yes	100%	Achieved
4.3.3 Broaden the scope of the mandate of CEPOL liaison officer (to foster external relationships and stakeholder management)			
Set up regular visits to partner JHA agencies to ensure coordination and visibility LO to contact international organisations, academia, and private sector in Brussels to ensure effectiveness of the WAs and visibility of CEPOL.	Meeting arrangements in place	100%	Achieved

Objective/Performance Indicator	Target	Result	Status
4.3.4 Implementation of the communications sub-strategy			
No. of visits to CEPOL website	100,000	+104,425	Achieved
Percentage of return visitors	20%	57%	Achieved
Web hosting and maintenance service contract in place	Yes	Yes	Achieved
Time-to-upload content	48 hours	Yes	Achieved
No. of publications produced and distributed	As per action plan	7	Achieved
Conversion rate: No. of downloads	1,000	+11,438	Achieved
No. of publications produced in more than one linguistic version	As per action plan	N/A	N/A
No. of publications produced in digital format	As per action plan	7	Achieved
No. of newsletters produced and distributed	As per action plan	7	Achieved
No. of subscribers to CEPOL news	20% increase	123%	Achieved
Conversion rate: click-through-rate	3%	N/A	N/A
No. of followers/fans/subscribers	20% increase	12%	Partially Achieved
No. of posts	365	892	Achieved
No. of impressions	1 million	875,000	Partially Achieved
Social media policy and strategy in place	Yes	Partially	Partially Achieved
Online monitoring service contract in place	Yes	Yes	Achieved
No. of items produced and distributed	As per action plan	17,100	Achieved
No. of events and meetings supported	As per action plan	4	Achieved
No. of participants	As per action plan	1,070	Achieved
No. of requests received and dealt with <48 hours and <2 weeks for follow up (response time)	As per action plan	600/Yes	Achieved
No. articles in EU MS	As per action plan	3	Achieved
Media training to staff	Yes	Yes	Achieved

Part II. (a) Management

2.1 Management Board

The Management Board (MB) adopted twenty-seven decisions during the reporting period, twelve via Oral Proceedings and fifteen through written procedure. The MB decisions are published on CEPOL website <https://www.cepola.europa.eu/about/key-documents?document=18>

Regarding governance-related meetings, the spring CEPOL National Unit (CNU) meeting was held on 3-4 April. A Strategic Debate between the Commission, former, current and incoming Trio Presidencies and CEPOL, as well as a Duo Presidency meeting on the MB Agenda took place on 2 April. The 14th Management Board meeting took place on 26-27 May in Warsaw. The autumn CNU meeting was organised on 8-9 October 2025, while the 15th Management Board meeting was held on 18-19 November 2025 in Budapest.

61 Executive Director Decisions were taken, covering diverse areas such as procurement and financial matters, training and expert appointments, data protection, internal policies, and strategic coordination.

2.2 Major Developments

2025 was a year of significant transition for CEPOL, marked by the move into its new building, the mid-term review of the agency's 2023-2027 strategy, and the preparatory work for recruiting a new Executive Director. It also saw the organisation progress from the post-recovery phase toward full DWPaaS (Digital Workplace as a Service) delivery by DG DIGIT and the launch and further development of a secure, digital learning management platform (LEEd). In parallel, CEPOL strengthened its personal data protection compliance by adopting new work instructions and maintaining internal registries on data subjects' rights and personal data breaches.

2.3 Budgetary and Financial Management

The European Union Agency for Law Enforcement Training (CEPOL) operates with a budget primarily funded by the General Budget of the European Union. In 2025, CEPOL's approved budget amounted to EUR 12 888 324.

CEPOL achieved 100% use of commitment appropriations for the fourth consecutive years.

Payment execution reached 86%, with 14% of payment appropriations carried over to 2025, consistent with the previous year. This carryover aligns with the recommended maximum carry forward per Title according to the 10-20-30% rule: 3% for Title 1, 19% for Title 2, and 27% for Title 3.

The final execution of the 2024 budget was outstanding at 99.29%, with minimal cancellations of payment appropriations, totalling just 0.71%

No budget amendment took place during the reported period.

Statement of revenue and expenditure for the 2025 financial year – European Union Agency for Law Enforcement Training has been published on 31 March 2025 (C/2025/1475). There were 7 internal

budget transfers until the end of December reallocating commitment and payment appropriations in accordance with articles 26§1a, 26§1b, and 26§3 of the CEPOL Financial Regulation. The aim of the transfers was to enhance budget lines mainly to allocate budget for the Inauguration Event, and to reinforce the budget of ICT expenditure.

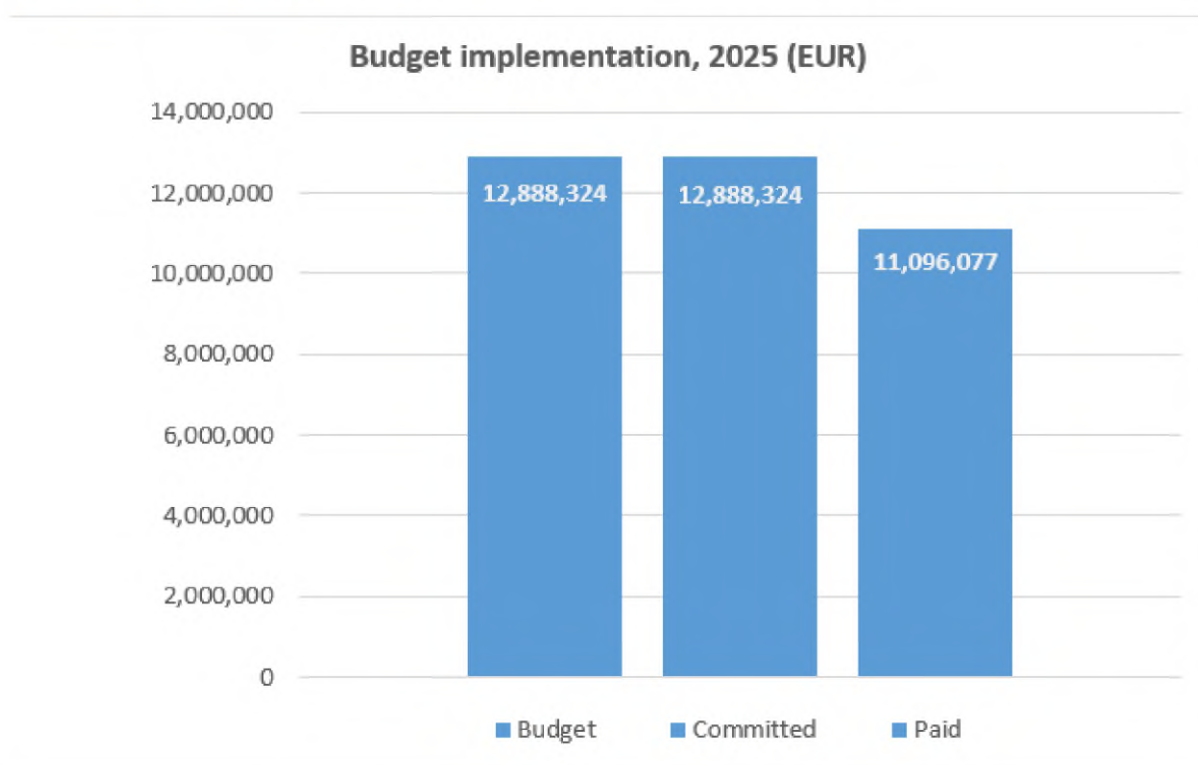
During the subject period CEPOL handled almost 1 100 Budgetary commitments and executed more than 2 800 payments.

The Procurement Plan for 2025 was adopted on 15 January 2025 with the Decision of the Executive Director 02/2025/DIR based on the CEPOL Single Programming Document 2024-2026 and on the allocation of the 2025 budget per budget line following 22/2023/MB amending SPD 2024-2026 and 17/2024/MB on SPD 2025-2027.

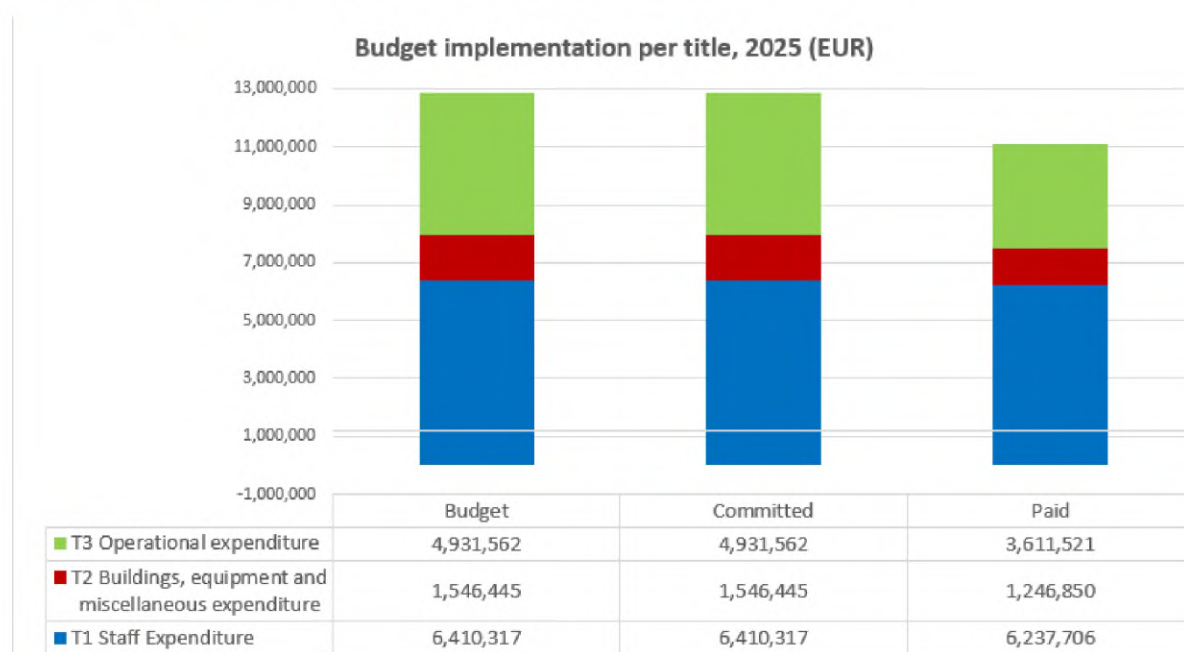
Additionally, CEPOL administers Union External Assistance funds to assist third countries in law enforcement policy areas, in alignment with Union priorities.

These accomplishments and financial stability position CEPOL favourably for sustained success and influence in the law enforcement and capacity-building sectors throughout 2025 and beyond.

2.3.1 Budget 2025 execution



Budget 2025– Implementation at 31.12.2025 (per Titles)



CEPOL’s total voted budget for 2025 amounted to EUR 12 888 324.

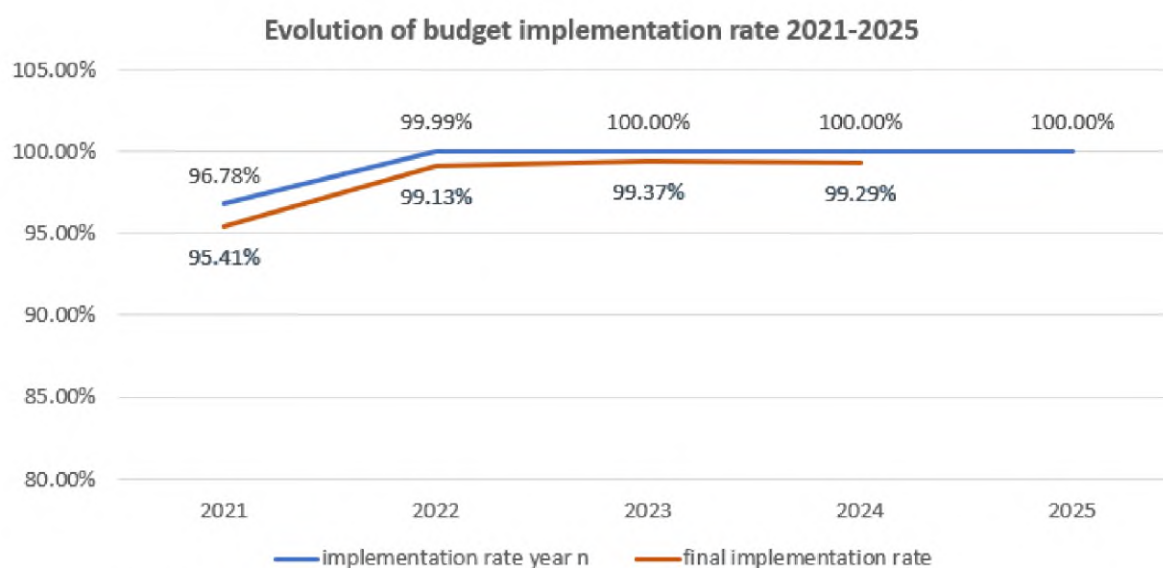
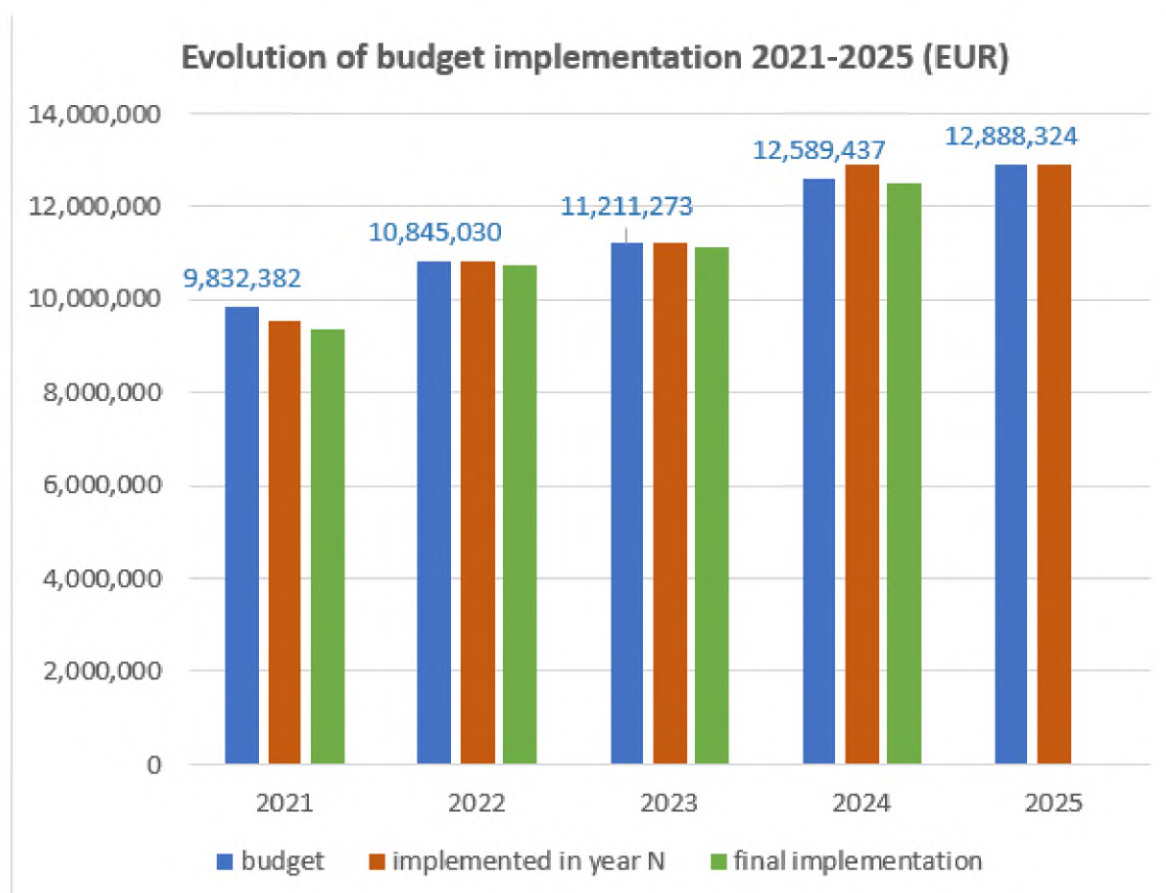
As of December 2025, 100% of the regular (C1) budget had been committed, with 86.09% of it already paid.

Breaking it down further:

- For Title 1, all available C1 credits were committed, with 97% paid.
- For Title 2, 100% of the C1 credits were committed, with 81% paid.
- For Title 3, all available C1 funds were committed, with 73% paid.

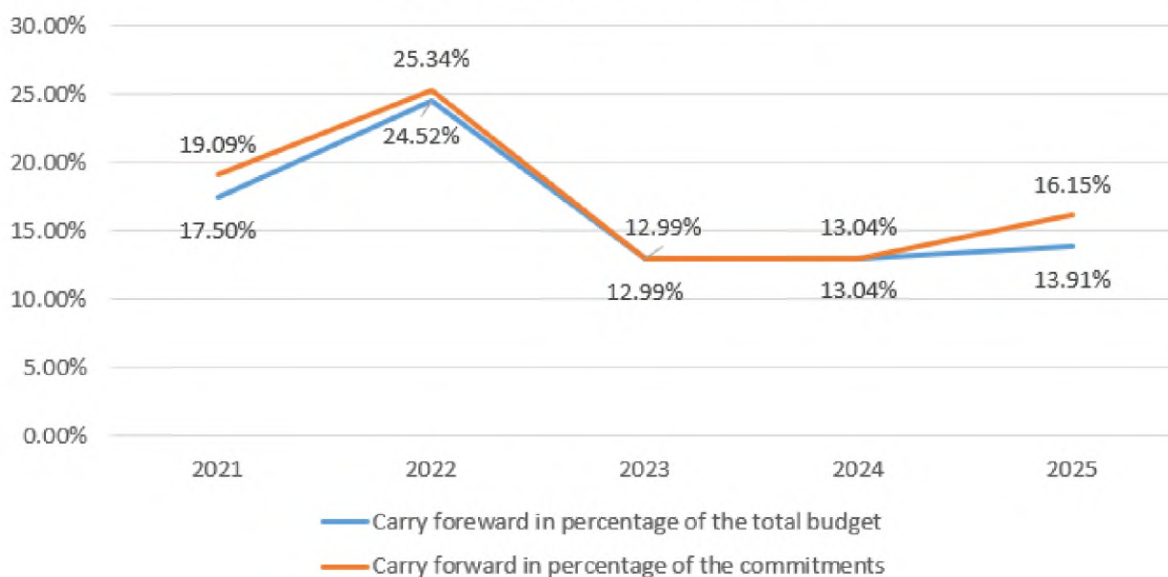
It should be noted that in 2025, the budget implementation reached 100%, marking the fourth consecutive year achieving this milestone. An amount of EUR 1 792 247 has been carried forward to 2026, which represents 14% of the overall 2025 budget. The final execution, considering the consumption of these carried-forward commitments, will be disclosed by the end of 2026.

Detailed overview on Budget 2025 execution, status as of 31 December 2025 is provided in Annex II Table 2.2



*the 2025 final budget execution will be known only at the end of 2026.

Carry Forward trend 2021-2025



2.3.2 Budget 2025 Implementation per Titles

Title 1: Expenditure relating to persons working with CEPOL - C1: Regular budget 2025

	Budget implementation / execution Regular budget 2025 (C1)	Voted budget B	Final budget B	Committed C	Budget implementation % C/B	Paid D	Budget execution % D/B	Carry forward for payments in 2026 C-D
1	TITLE 1							
11	Staff in active employment	5,400,000.00	5,181,055.07	5,181,055.07	100%	5,181,055.07	100%	0.00
12	Allowances and expenses on entering and leaving the service and on transfer, excluding Seconded National Experts and other experts	9,364.00	112,127.03	112,127.03	100%	26,768.78	24%	85,358.25
13	Missions and duty travel	28,000.00	23,297.52	23,297.52	100%	18,297.52	79%	5,000.00
14	Socio-medical infrastructure	730,000.00	759,812.90	759,812.90	0%	751,538.90	0%	8,274.00
15	Further training, language courses, retraining for staff	55,000.00	36,841.47	36,841.47	100%	8,314.00	23%	28,527.47
16	External services	150,000.00	251,132.44	251,132.44	100%	205,681.25	82%	45,451.19
17	Receptions and events	3,121.00	34,692.61	34,692.61	100%	34,692.61	100%	0.00
18	Social welfare	9,364.00	11,357.76	11,357.76	100%	11,357.76	100%	0.00
1	TITLE 1 Staff expenditure	6,384,849.00	6,410,316.80	6,410,316.80	100%	6,237,705.89	97%	172,610.91

By the end of December 100% of the final budget for Title 1 has been committed and 97% paid.

C8: Amounts carried over from 2024 for payment in 2025

	Budget Execution of commitments carried forward from 2024 to 2025 (C8)	Final budget 2024	Committed in 2024	Paid in 2024	Total paid (2024 and 2025)	Budget execution %
1	TITLE 1					
11	Staff in active employment	5,058,689.98	5,058,689.98	5,058,689.98	5,058,689.98	100%
12	Allowances and expenses on entering and leaving the service and on transfer, excluding Seconded National Experts and other experts	41,047.26	41,047.26	16,301.13	41,047.26	100%
13	Missions and duty travel	17,800.00	17,800.00	14,733.43	17,184.07	97%
14	Socio-medical infrastructure	716,372.36	716,372.36	715,955.36	716,372.36	100%
15	Further training, language courses, retraining for staff	57,044.55	57,044.55	39,952.17	50,631.54	89%
16	External services	292,821.68	292,821.68	239,347.99	292,613.66	100%
17	Receptions and events	1,190.54	1,190.54	1,190.54	1,190.54	100%
18	Social welfare	9,462.36	9,462.36	9,462.36	9,462.36	100%
1	TITLE 1 Staff expenditure	6,194,428.73	6,194,428.73	6,095,632.96	6,187,191.77	99.88%

The cancellation rate of carried over payment credits (C8) in Title 1 was 0,10%. These minor amounts relate mainly to the forecasted expenditure, where the real cost was slightly lower than the planned cost.

C4: Internally assigned revenue

Internally assigned revenue is generated where CEPOL recovers overpaid amounts. By the end of December 2025, no C4 credits were collected for Title 1.

Title 2: Buildings & equipment and miscellaneous expenditure - C1: Regular budget 2025

	Budget implementation / execution Regular budget 2025 (C1)	Voted budget	Final budget	Committed	Budget implementation %	Paid	Budget execution %	Carry forward for payments in 2026
		B	B	C	C/B	D	D/B	C-D
2	TITLE 2							
20	Investments in immovable property and	137,223.00	210,053.91	210,053.91	100%	180,267.67	249%	29,786.24
21	Information and communication	1,100,000.00	1,314,228.54	1,314,228.54	300%	1,052,466.31	80%	261,762.23
22	Movable property and associated costs	19,060.00	1,953.51	1,953.51	100%	1,953.51	100%	0.00
23	Current administrative expenditure	27,050.00	19,338.63	19,338.63	100%	11,292.05	58%	8,046.58
24	Postal charges	6,242.00	870.73	870.73	100%	870.73	100%	0.00
2	TITLE 2 Buildings, equipment and miscellaneous expenditure	1,289,575.00	1,546,445.32	1,546,445.32	100%	1,246,850.27	81%	299,595.05

By the end of December 100% of the available budget has been committed and 81% of payment credits have been used.

C8: Amounts carried over from 2024 for payment in 2025

	Budget Execution of commitments carried forward from 2024 to 2025 (C8)	Final budget 2024	Committed in 2024	Paid in 2024	Total paid (2024 and 2025)	Budget execution %
20	Investments in immovable property and rental of buildings	73,546.64	73,546.64	48,336.96	73,296.64	100%
21	Information and communication technology expenditure	1,516,928.34	1,516,928.34	1,134,333.98	1,493,007.21	98%
22	Movable property and associated costs	13,757.86	13,757.86	13,757.86	13,757.86	100%
23	Current administrative expenditure	16,325.07	16,325.07	9,284.65	16,208.43	99%
24	Postal charges	4,254.71	4,254.71	3,850.19	4,047.71	95%
2	TITLE 2 Buildings, equipment and miscellaneous expenditure	1,624,812.62	1,624,812.62	1,209,563.64	1,600,317.85	98.49%

The main reason for cancellations was the uncertainty on VAT. Refundable VAT has been committed in certain cases.

C4: Internally assigned revenue

Internally assigned revenue is generated where CEPOL recovers overpaid amounts. By the end of December 2025, no C4 credits were collected for Title 2.

Title 3 – Operational expenditure - C1: Regular budget 2025

	Budget implementation / execution Regular budget 2025 (C1)	Voted budget	Final budget	Committed	Budget implementation %	Paid	Budget execution %	Carry forward for payments in 2026
		B	B	C	C/B	D	D/B	C-D
3	TITLE 3							
30	Strategy, stakeholder relations,	337,262.00	314,469.72	314,469.72	100%	190,772.91	61%	123,696.81
31	Training, research and analysis	3,326,638.00	2,981,645.95	2,981,645.95	100%	2,274,341.62	76%	707,304.33
32	Operational Support	1,550,000.00	1,635,446.21	1,635,446.21	100%	1,146,406.33	70%	489,039.88
3	TITLE 3	5 213 900.00	4 931 561.88	4 931 561.88	100%	3,611,520.86	73%	1,320,041.02

By the end of December 100% of the available budget has been committed. Payments represents 73% of the available payment credits.

C8: Amounts carried over from 2024 for payment in 2025

	Budget Execution of commitments carried forward from 2024 to 2025 (C8)	Final budget 2024	Committed in 2024	Paid in 2024	Total paid (2024 and 2025)	Budget execution %
3	TITLE 3					
30	Strategy, stakeholder relations, governance	236,532.62	236,532.62	130,245.73	234,334.10	99%
31	Training, research and analysis	2,961,440.58	2,961,440.58	2,444,368.51	2,918,381.94	99%
32	Operational Support	1,572,222.45	1,572,222.45	1,068,079.46	1,559,220.98	99%
3	TITLE 3	4,770,195.65	4,770,195.65	3,642,693.70	4,711,937.02	98.78%

Cancellation of funds for operational activities were mainly justified by the business model (use of grants where information on real expenditure can hardly be controlled by CEPOL in time), the underperformance of service providers. These factors are beyond CEPOL's control.

C4: Internally assigned revenue

Internal assigned revenues under Title 3 amounted to EUR 53 457 in 2025. C4 credits were fully carried over to 2026.

Final implementation rate of 2024 budget

The final implementation of 2024 budget taking into account the C8 payments in 2025 was 99.29%.

	Budget Execution of commitments carried forward from 2024 to 2025 (C8)	Final budget 2024	Committed in 2024	Paid in 2024	Total paid (2024 and 2025)	Budget execution %	Cancelled (de-commitments)
		A	B	D	F(E+D)	F/C	H
1	TITLE 1 Staff expenditure	6,194,428.73	6,194,428.73	6,095,632.96	6,187,191.77	99.88%	7,236.96
2	TITLE 2 Buildings, equipment and miscellaneous expenditure	1,624,812.62	1,624,812.62	1,209,563.64	1,600,317.85	98.49%	24,494.77
3	TITLE 3	4,770,195.65	4,770,195.65	3,642,693.70	4,711,937.02	98.78%	58,258.63
	GRAND TOTAL	12,589,437.00	12,589,437.00	10,947,890.30	12,499,446.64	99.29%	89,990.36

Internally assigned revenue (C4) summary

Overpaid credits totalling 53 457 EUR were recovered in 2025. These credits, which represent CEPOL's internally assigned revenues under category C4, were not utilized during the year 2025 but carried over to 2026 as C5 credits.

	Budget implementation / execution 2025 C4	Recover	Committed	Not yet committed	Paid	Carry forward for payments in 2026
		A	B	A-B	C	B-C
1	TITLE 1 Staff expenditure	0.00	0.00	0.00	0.00	0.00
2	TITLE 2 Buildings, equipment and miscellaneous expenditure	0.00	0.00	0.00	0.00	0.00
3100	On-site activities	53,457.02	0.00	53,457.02	0.00	53,457.02
3	TITLE 3	53,457.02	0.00	53,457.02	0.00	53,457.02
	GRAND TOTAL	53,457.02	0.00	53,457.02	0.00	53,457.02

2.3.3 Other financial and budgetary topics

Budget transfers

In 2025, 7 internal transfers of the regular budget (C1 commitment and payment appropriations) were done in line with articles 27§1a, 27§1b, 27§3 and 28§1 of the CEPOL Financial Regulation. These transfers aimed to align the initial budget distribution to the real budget needs. More detailed information on this is provided in Annex II Table 2.3.

Recovery orders

At the end of December 2025, there were 2 recovery orders EUR 51 017 not cashed, where the due date is January 2026.

Payment statistics

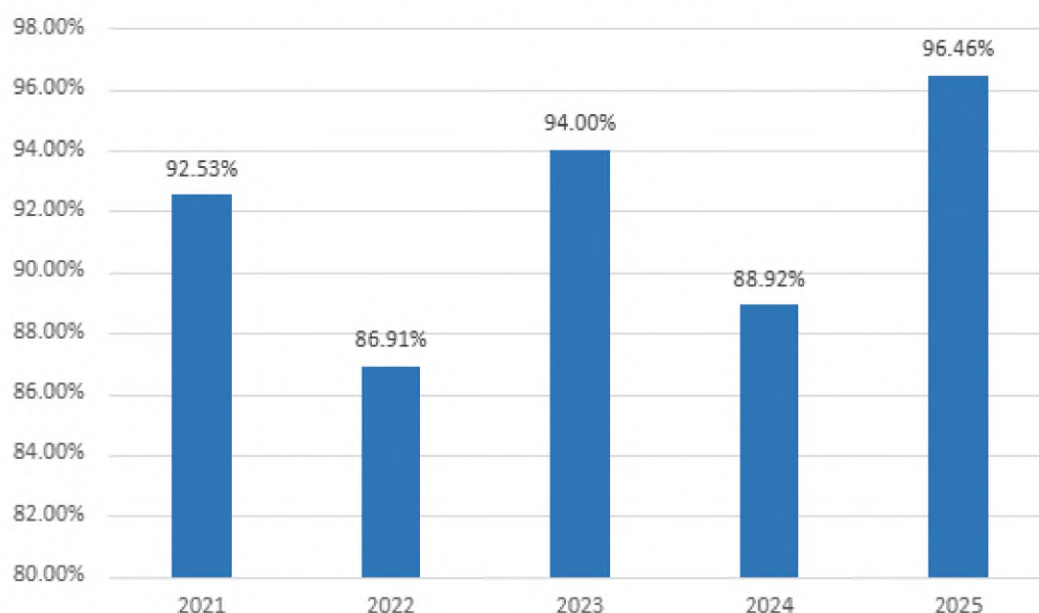
In 2025, CEPOL made a total of 1 781 payments of which 1 718 (96,4%) were within the legal time-limit. There was no interest paid on late payments.

More details on payment statistics are provided in Annex II Table 2.4-2.5.

Year	Total number of payments	Number of payments within the legal time-limit	Payments in time (%)
2021	1071	991	93%
2022	2124	1846	87%
2023	2183	2055	94%
2024	1887	1678	89%
2025	1781	1718	96%

* In 2021 there was a significant drop in the number of payments realised, compared to years before pandemic, which is due to the impact of the COVID-19 related measures in place throughout 2020 and 2021.

Payments in time 2021-2025 (%)



Procurement

In 2025, a total of 346 contracts were signed, comprising of:

- 11 framework contracts
- 1 direct contract
- 5 purchase orders
- 240 order forms under existing framework contracts (CEPOL and inter-institutional)
- 25 specific contracts under existing framework contracts (CEPOL and inter-institutional)
- 64 contracts for short-term experts under calls for expression of interest

Number of contracts signed based on the type of procedure	2024 CEPOL & CEPOL Projects	2024 CEPOL Projects	2025 CEPOL & CEPOL Projects	2025 CEPOL Projects
Open procurement procedure	5 ¹⁴	1	4	1
Negotiated procurement procedure with at least five candidates	1	0	1	0
Negotiated procurement procedure with at least three candidates	2	1	2	0
Negotiated procurement procedure with a single tender	8	2	8	1
Negotiated procedure without publication of a contract notice under Point 11.1.e Annex 1 FR (increase of ceiling of FWC for services)	0	0	0	0
Negotiated procedures without prior publication of a contract notice (point 11.1 (a) Annex 1 FR)	0	0	0	0
Negotiated procedures without prior publication of a contract notice (point 11.1 (h) Annex 1 FR)	0	0	0	0
Order Form/Specific contract in execution of framework contracts	255+22	44+1	147+21	93+1
Procedure following a call for expression of interest	55	25	31	33
Total number of contracts signed	348	74	214	129

¹⁴ One FWC was signed in 2025, therefore the total number is 348 instead of 347

Total value of contracts (direct contracts, framework contracts and specific contracts implementing framework contracts)	€ 5 716 673.15¹⁵	€ 1 869 914.13¹⁶	€7 492 926.32 17	€642 599.98 ¹⁸
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Exceptional negotiated procedures under point 11.1 (a) to (f) of Annex 1 FR: 1 exceptional negotiated procedure under point 11.1 (g) N/A

2.3.4 Information on grant, contribution and service level agreements (Annex VI)

External assigned revenue - Title 5

CT INFLOW II

The Contribution Agreement 700001972 was signed between CEPOL and FPI (Foreign Policy Instrument) on 28 June 2024. The purpose of this agreement is to provide financial contribution to finance the implementation of the Action “CT INFLOW- Enhancing Information Exchange and Criminal Justice Response to Terrorism in the Middle East and North Africa”. The CT INFLOW II has a maximum budget of EUR 6 000 000 and a duration of 48 months and is financed under the Instrument contributing to Stability and Peace (IcSP). The first instalment of the pre-financing amounting to EUR 2 829 725 was received in July 2024.

EUROMED POLICE VI

The Contribution Agreement 700002160 was signed between CEPOL and DG NEAR (currently DG MENA) on 19 September 2024. The purpose of this agreement is to provide financial contribution to the implementation of the Action “EUROMED Police VI”. The EUROMED Police VI has a maximum budget of EUR 6 000 000 and a duration of 48 months and is financed under the European Neighbourhood Instrument. The pre-financing amounting to 100% of the budget was received in October 2024.

TOPCOP II

The Contribution Agreement 700001970 was signed between CEPOL and DG ENEST in 2024. The purpose of this agreement is to provide financial contribution to finance the implementation of the Action “CEPOL training and operational partnership against organised crime project – TOPCOP II”. The TOPCOP II has a maximum budget of EUR 5 200 000 and a duration of 48 months and is financed under the European Neighbourhood Instrument. The 90% pre-financing amounting to EUR 4 680 000 was received in July 2024.

WB PaCT II

The Contribution Agreement 700001863 was signed between CEPOL and DG ENEST on 26 March 2024. The purpose of this agreement is to provide financial contribution to the implementation of the Action “Partnership against Crime and Terrorism – WB PaCT II”. The WB PaCT II has a maximum budget of EUR 6 000 000 and a duration of 48 months and is financed under the Instrument for Pre-Accession Assistance (IPA). The 90% pre-financing amounting to EUR 5 400 000 was received in April 2024.

EU4Security Moldova

The Contribution Agreement NDICI-GEO-NEAR/2023/445-801 was signed between CEPOL and Delegation of the European Union to the Republic of Moldova on 1 November 2023. The purpose of this agreement is to provide financial contribution to finance the implementation of the Action “EU4Security Moldova”. The EU4Security Moldova project has a maximum budget of EUR 5 500 000 and a duration of 36 months and is financed under the Neighbourhood, Development and

15 Part of the contracts was paid in HUF, total 28 527 808 HUF, exchange rate of December 2024, i.e. EUR 69 103.039

16 Part of the contracts are paid in HUF, total 9 865 989 HUF, exchange rate of December 2024, i.e. EUR 23 898.43

17 Part of the payments was paid in HUF, 3 042 500 HUF Exchange rate of 2025 December, 7971.33 EUR

18 Part of the payments was paid in HUF, 5 558 400 HUF, exchange rate of 2025 December, 14 562.98 EUR

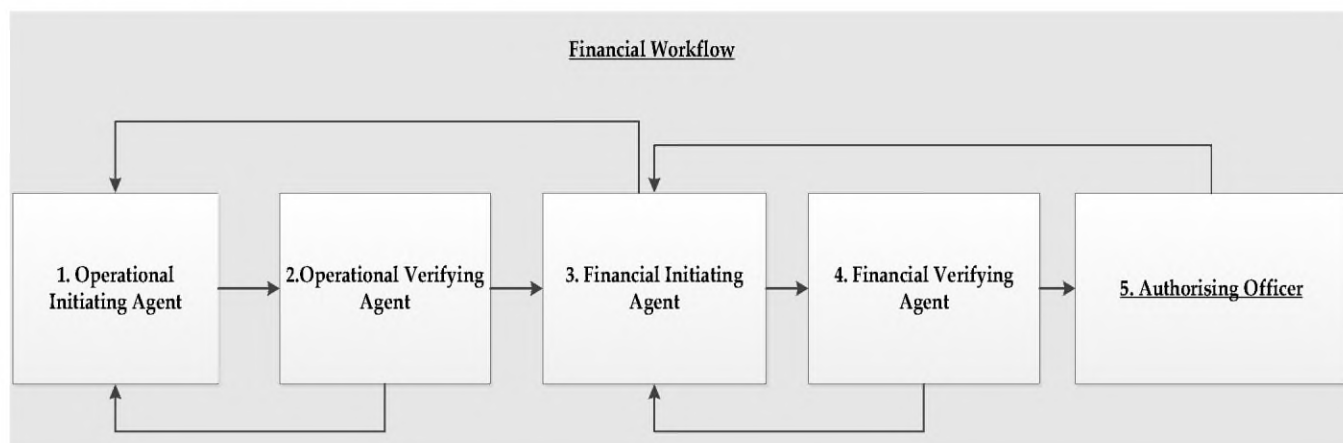
International Cooperation Instrument (NDICI). The first pre-financing of EUR 3 000 000 was received in November 2023 and EUR 1 417 729 in 2025.

Name and Agreement type	Signature date	Duration	Counter Part	Budget impact
EU4SECURITY MOLDOVA (NDICI-GEO-NEAR/2023/445-801) Contribution Agreement	1/11/2023	1 November 2023 - 30 October 2026	Delegation of the European Union to the Republic of Moldova	EUR 5 500 000 (5 CA)
WB PACT II (N° 700001863) Contribution Agreement	26/03/2024	1 April 2024- 31 March 2028	European Commission DG ENEST	EUR 6 000 000 (5 CA)
TOPCOPII (N° 700001970) Contribution Agreement	28/06/2024	1 July 2024- 30 June 2028	European Commission DG ENEST	EUR 5 200 000 (6 CA)
CT INFLOW II (N° 700001972) Contribution Agreement	28/06/2024	1 July 2024- 30 June 2028	EEAS (FPI)	EUR 6 000 000 (8 CA)
EUROMED POLICE VI (N° 700002160) Contribution Agreement	19/09/2024	1 October 2024- 31 September 2028	European Commission DG MENA	EUR 6 000 000 (8 CA)

2.3.5 Control results

Financial workflow and ex ante controls

The financial workflow implemented in CEPOL is a partially decentralised model and follows the four eyes principle. Each financial transaction needs to be verified after initiation before it is authorised, as provided in the below financial workflow chart.



The member of CEPOL staff responsible for verification of an operation (“verifier”), exercises ex-ante control of each transaction by checking its legal correctness and conformity with the principle of sound financial management.

The operational functions of the verification include verification of its justifications, necessity, and conformity with the project documents, contracts, agreements and other relevant documents. The financial functions of the verification include: the verification of procedural and financial aspects of the transactions, their legal correctness and consistency.

CEPOL implements delegation of authority via Executive Director's decision on financial workflow, which is amended on continual basis, whenever changes occur in the staff having a role in the financial circuit.

Ex post controls

CEPOL implements ex post controls in accordance with Article 45 of the CEPOL Financial Regulation, stating that the Authorising Officer may put in place ex post controls to verify operations already authorised. Such controls are organised on a sample basis according to risk.

In 2025 CEPOL implemented ex post controls on internal control framework, ABAC access rights, legality and regularity of payments, HR and one internal quality audit on ISO 9001:2015 standards. The controls resulted in recommendations for improvements in the implementation of processes, however, did not identify any critical weaknesses.

Cost and benefits of controls

The implementation of *ex-ante* controls (verifications in the financial circuits, exceptions recording) covering 100% of the Agency's budget, remains the primary means of ensuring sound financial management and legality and regularity of transactions.

Both ex ante and ex post controls as described above are implemented via desk reviews by staff members having multiple roles in the Agency, therefore not exclusively dedicated to control activities.

Management review of the exceptions' register for 2025

In line with principle # 10 'Processes and procedures', CEPOL implements a process for registration and authorisation of exceptions.

Every year, the exceptions registered are analysed to identify specific areas of concern and relevant improvement actions. In addition, they enable the management team to handle exceptional circumstances with a reasonable degree of flexibility and in a transparent and justified way.

The 2025 report on exceptions confirms that CEPOL's internal control system is well functioning, non-compliance events are detected and mitigated with corrective and preventive actions.

19 exception notes were recorded with a total value of **€379 431**. The financial impact is between €68 (the lowest) and €94 275 (the highest). In case of 11 exceptions, the financial impact is below €1,000.

There are 5 exceptions above the ceiling limit requiring approval by AO (EUR 25,000 or higher):

- 12,000 (estimated fee/month), respectively 120,000/year, refers to procuring building facility services in the absence of a signed SLA agreements with KEF and BIF, the host and owner of CEPOL premises. The signature of agreement is in progress.
- €41,856 - ex post amendment of the contract/change of scope of work during contract implementation – this exception refers to the contract for communication services and production of videos. Having in view that some of the speakers in the R&S Conference did not confirm consent to share their presentations, the production of all originally planned educational videos became impossible. Thus, some of the contractors' tasks were replaced and re-scheduled, while keeping the original budget.
- €35,905 – policy on use of interim staff – exceptional re-grading of interim staff to ensure business continuity until completion of procurement for a new service provider for interims
- €94,275 – additional grants awarded. Having in view that some of the topics offered for grants were not applied for, it was proposed to exceptionally offer for implementation two grants instead of one (as originally stipulated in the MB decision 06/2025/MB), to the highest scoring applications, in the training areas of strategic importance. Thus, 4 additional grants were awarded, to use the remaining budget. The proposal was approved by the MB via the SPD/WP 2026.
- €60,000 – procurement of Moodle accreditation services. Reference to the brand was included in the procurement documents, however this is a justified exception to the rules due to the technical captivity of the services and the necessity to refer specifically to the accreditations provided by Moodle.

The financial impact refers to the value of contracts and services provided, however the exceptions granted do not involve any financial loss.

CEPOL's standard quantitative material threshold is set at EUR 25,000. Deviations from this material threshold must be justified in the Consolidated Annual Activity Report.

Having in view that the exceptions above the threshold were justified and did not generate any financial loss, they shall not be subject to a formal reservation in the assurance declaration of the Authorising Officer, in the context of the Consolidated Annual Activity Report 2025.

Among the most frequently occurring deviation from the rules in 2025 was the ex-post budgetary commitment (5 cases) – non-compliance due to various administrative mistakes: funds de-committed by error before arrival of invoices; miscalculations in the original commitment; commitment omitted to be raised on time.

None of the non-compliance or justified deviation events involved any significant financial loss or systematic weakness within the existing controls.

2.4 Delegation and sub-delegation

The Executive Director of CEPOL is the Authorising Officer. The Authorising Officers by Delegation (AOD) have been appointed via Executive Director's decision on financial workflow, defining the budget line, maximum amount, source of funds and transaction type for each of the delegate. The decision is valid until circumstances requires an amendment to be adopted by the Authorising Officer.

The controlling requirements are defined in the checklist embedded in the IT platform (Speedwell), while reporting requirements are established via internal practice taking the form of regular reports on budget implementation.

Weaknesses identified are resolved before authorisation of transactions or formalised as non-compliances or justified deviations from the rules via exception register, which is regularly reviewed by the Authorising Officer.

In their capacity as Authorising Officers by Delegation, each Head of Unit provides a Declaration of Assurance on the appropriate allocation of resources and their use for their intended purpose and in accordance with the principles of sound financial management, as well as on the adequacy of the control procedures in place; this declaration covers both the state of internal control in the unit and the completeness and reliability of management reporting. These declarations serve to ground the Executive Director's Declaration of Assurance (see Part V Declaration of Assurance).

2.5 Human Resources (HR) Management

Overall situation

On 31 December 2025, there were 33 TAs out of 34 authorised positions in post, and 19 CAs, with 1 CA vacancy out of total 19 authorised staff funded from CEPOL core budget. 1 additional CA was hired as a maternity /parental replacement. 1 vacancy is for the eLearning Officer post expected to be filled in Q1 for 2026. Out of the 5 authorised SNEs from core CEPOL budget 4 Seconded National Experts were in post and one vacancy for the 5th SNE - to work on the SQF - is expected to be filled in Q1 2026.

With regards to CEPOL ICU/capacity building projects staffing including horizontal support:

- CT INFLOW II – the project started on 1 July 2024. On 31 December 2025, there were 9 out of a total of 10 positions in post. Contribution agreement 700001972 between EU Commission and CEPOL regarding CT INFLOW II, under Annex I - Description of the Action, point 8.1 Resources was amended by inclusion of 1 additional post. There were 6 CAs and 1 SNE in post for operations and 2 for ICT support. Remaining 1 CA is starting in Q1 for 2026.

- WB Pact II – the project started on 1 April 2024, with 8 posts + 1 for EUROPOL. On 31 December 2025 there were 5 CAs in post, including 1 CA for horizontal support. Recruitment for replacement is ongoing and onboarding of all candidates is expected in Q1 2026.
- EU4 Security Moldova – there were 6 out of a total of 6 positions in post on 31 December 2025. There were 5 CAs, including 1 CA for horizontal support, and 1 SNE.
- TOPCOP II – the project started on 1 July 2024, with 7 posts + 1 for EUROPOL in total. On 31 December 2025 there were 7 in post, where 1 CA for horizontal support, and 1 SNE.
- EUROMED Police VI – the project started on 1 October 2024, with 10 posts, including 2 for horizontal support and 1 for EUROPOL. On 31 December 2025 there were 7 in post where 2 for horizontal support. 1 CA is expected to start in Q1 2026

Interim staff have been contracted to fill in for staff absences and assist in peak periods. CEPOL remains with 22 interims on 31 December 2025. Interims are funded from CEPOL core budget, and the areas covered by the interim staff are mainly those related to core business but also ICT, legal, procurement, and management support.

There were 5 trainees on 31 December 2025.

For expert level positions dealing with specialised training in different operational areas, CEPOL uses SNEs.

Staff fluctuation in 2025 remained high due to staff resignation. However, the picture is nuanced. For the staff financed from the general subsidy of the EU, there were only 2 resignations out of 52 posts, a turn-over of 3.85%. In the part of the organisation financed from contribution agreements, the staff turn-over is higher. This is normal and expected as staff employed for these projects cannot expect continued employment after the end of a contract.

In 2025 CEPOL ran 9 new recruitment procedures that attracted 481 applications. In addition, there was 1 Call for Seconded National Experts and 1 Call for Trainees.

Regarding geographical balance, CEPOL continues to receive a significant number of applications from Hungarian citizens. This however does not impact on the quality of applications received and the Agency's ability to recruit suitable candidates. At the end of 2025, there were 30 Hungarian citizens (33.33%) working for the agency, out of the total CEPOL staff members (TA, CA, SNE and trainees - CEPOL establishment plan and project related staff). There are 17 other nationalities present in CEPOL, which are relatively equally distributed. As of 31 December 2025, CEPOL does not employ staff from Cyprus, Denmark, Ireland, Luxembourg, Lithuania, Malta, Slovenia, Austria and Finland. CEPOL has 1 trainee from Ukraine.

Regarding gender balance, CEPOL is well balanced. The ratio between man and women employed by CEPOL (excluding interims and Trainees) is 51 females/45 males. Women are well represented at all grades including at management level. The CEPOL management team (Executive Director and Heads of Units) on 31 December 2025 consisted of 2 women and 3 men.

More details are presented in Annex IV - Establishment Plan and additional information on HR Management.

Implementing Rules on the Staff Regulations

CEPOL has not adopted any new Commission decisions in 2025.

Benchmarking exercise

The outcome of the benchmarking exercise 2025 shows that only 14% of the CEPOL's posts financed from our regular budget are allocated to administrative support, all other posts are linked to operational (66%), neutral (13%) and coordination (7%) activities.

Details of the establishment plan 2025 and the results of the screening exercise compared to last year are available in Annex IV (Table 4.2-4.3).

Human Resources allocation

An overview of the actual against the planned allocation of human resources (expressed in Full Time Equivalent (FTE)) and budget, for the activities included in the Work Programme 2024 is provided in Annex V. The FTE and budget usage slightly differs from what has been originally planned.

The total number of resignations including work patterns such as parental leaves taken by staff members on a short term additionally decreased the total implemented FTE.

Staff Training

A few trainings have taken place in 2025 - prevention of harassment, building teams and building remote teams, building common understanding of ethical values and principles (part of Interinstitutional Ethics Day Conference), artificial intelligence.

The subscription to online language training, the calls for which take place 4 times per year, is ongoing.

Training of staff is governed by the 14/2018/MB decision on learning and development.

During the dialogue of the appraisal exercise, managers are advised to discuss staff training needs and to possibly identify up to 2 trainings necessary for staff development which are also of their personal interest.

Staff Engagement Survey

Following the Staff Engagement Survey 2023, an Action Plan with recommendations and concrete actions for improvement has been adopted by Management, consulted with Staff Committee, and presented to all staff. The implementation of the actions proposed in the Action plan is ongoing and will spread throughout 2025. In the meantime, 2025 Staff Engagement Survey has taken place and final report is to be presented to the management within January 2026. Recommendations, following the results of the 2025 SES will be taken into consideration for the amendment of the 2023 Action plan and its further development and implementation within 2026.

Data Protection and legal aspects

CEPOL received six applications for access to documents under Regulation (EC) 1049/2001 which were replied within the regulatory deadline. The update of the internal working instructions governing access to documents, ensuring alignment with current practice and regulatory requirements started at the end of the year, planned for approval next year. They will be followed by a structured training programme for all CEPOL staff to ensure consistent implementation.

A working arrangement between CEPOL and the Republic of Moldova was finalised after renewing several legal and data protection aspects. An Ethics Officer was appointed in December to reinforce CEPOL's Anti-Fraud Strategy and strengthen oversight. Work is currently underway to define and align the roles and responsibilities across the full anti-fraud cycle, ensuring that all key functions are clearly mapped and coordinated.

The EDPS confirmed the closure of the case associated to the personal data breach caused by the cyber incident, concluding that no further actions were expected under Articles 34 and 35 of Regulation (EU) 2018/1725.

The Agency adopted a roadmap on personal data protection for 2025-2026, including, inter alia, updating registers and procedures for monitoring data processing activities, conducting risk assessments, setting up procedures for handling personal data breaches and data subjects' requests, and ensuring proper record keeping based on retention periods.

Following the EDPS reprimand for an infringement of the Regulation, CEPOL carried out a centralised data deletion exercise across all Units to remove non-compliant files. This process was coordinated Agency wide to ensure full consistency.

To increase the level of compliance from a personal data protection point of view, CEPOL adopted work instructions and maintained internal registries on data subjects' rights and personal data breaches. Three training sessions for all staff were delivered on the topics general data protection, data subjects' requests and personal data breaches. CEPOL's DPO implementing rules and rules on restrictions of data subjects' rights were updated, consulted with the EDPS and approved by the Management Board in November. The Agency's records on data processing activities and privacy statements are being revised and migrated into an updated format, including more detailed information on data processors, third country transfers and risk assessments. In addition, relevant risk assessments have been prepared to cover on one hand the Agency as a whole (general risk assessment), and on the other hand, each of the processes of personal data performed in CEPOL (individual risk assessment). The Data Protection Officer also presented the annual reports on personal data protection for 2024 and 2025 to the Management Board.

2.6 Strategy for efficiency gains

CEPOL is committed to continuously improve its functioning, streamline its processes, optimise the engagement of its staff, allow for the reallocation of resources to the most efficient and economic actions for the set objectives.

To this end, as of 2020, various efficiency measures have already been implemented, some of the most noteworthy being:

CEPOL has advanced relatively well with its digitalisation initiatives and has already achieved a relatively high level of digitalisation through many of its processes having been converted to paperless/electronic – often in close cooperation with DG DIGIT:

- e-Procurement submission system for open procedures and e-Tendering,
- e-Recruitment,
- e-HR management (SYSPER was rolled-out in CEPOL in 2019),
- e-Invoicing,
- electronic travel booking,
- Speedwell: web-based electronic workflow for payments (interface with ABAC),
- Bluebell: budgetary planning and monitoring tool & electronic workflow (interface with ABAC).

CEPOL had regular, substantial and close cooperation with national authorities, networks and agencies relevant to increasing efficiency:

- Host Member State authorities (national procurement office (KEF) and Building owner (BIF)): building & facility management,
- Budapest-based EU bodies (EIT, EC & EP representation): staff matters (e.g. training), mutual usage of functional rooms with, best practice exchange on IT system implementation (e.g. Speedwell), planning towards a mutual establishment of IT backup solution with EIT, planning towards a full-scale disaster recovery solution with EIT, as well as other corporate and administrative matters
- JHA Agencies Network (EASO, EIGE, EMCDDA, eu-LISA, Eurojust, Europol, FRA, Frontex & CEPOL): ensuring cooperation on EU security, justice, fundamental rights and gender equality matters, joint strategy on the role of JHA agencies, annual work programme consultation,
- EU Agencies Network (EUAN): coordination, joint procurements, joint recruitments, mutual usage of recruitment reserve lists. In 2024, CEPOL supported EIT in its chairmanship of the EUAN by taking on several 2 subnetworks (EU-ANSA, IAAN) as well as chairing of the heads of HR and the heads of Resource meetings. With the latter, came also the responsibility of the coordination of the SSO. On 1 March 2025, ENISA took over as chair of the EUAN.
- EU Commission (DG DIGIT, DG BUDGET, DG HR & Security, CERT-EU): implementation of digital EU tools and software.

The agency carried out joint training activities with partner JHA agencies, EU bodies and other partners (EJTN, Europol, EUIOI, EUDA, eu-LISA, ECTEG, OLAF, Interpol, UEFA ensuring effective use of resources and complementary use of expertise. ordained training.

In terms of tools, resources, provisions and processes that aim to facilitate the efficiency and the productivity of staff, CEPOL has continued to further digitalise the Agency through the substitution of

paper-based processes with electronic workflows and implementation of tools & software (e.g. Ares: document management and archiving system, New SYSPER module(s): Digital personnel file, MiPs (mission management) and Reporting tool, Microsoft Office 365).

2.7 Assessment of audit and ex-post evaluation results during the reporting year

2.7.1 Internal Audit Service (IAS)

In 2025 the Internal Audit Service has initiated the audit on 'Procurement and Contract Management'. The on-the-spot visit took place at CEPOL premises during 07-11 April. The final report was received in July including 4 audit recommendations (2 very important and 2 important). The action plan for addressing the recommendations is under implementation.

REC.N°	Corrective action	Status
REPORT FINDING NUMBER: 1 PRIORITY: VERY IMPORTANT SELECTION AND MANAGEMENT OF EXPERTS		
<p>a. Develop and adopt a list of standard selection criteria out of which the activity manager / person in charge of the individual expert contract can choose from – in line with the expert's future assignment. The list must include a description of the procedure to accept any ad hoc criterion, when strictly necessary for a specific assignment, which should be authorized at least at Head of Unit level.</p>	<p>CEPOL shall develop guidelines with pre-defined list of selection criteria for the responsible staff to choose from, in line with expert future assignment, also defining instruction for the ad hoc criteria.</p>	<p>Implemented</p>
<p>b. Update, adopt and implement a procedure for the selection of experts. Assess in this context if the difference in the selection processes between the International Cooperation Unit and the Training Hub Unit is still necessary/justified or if harmonization is possible.</p>	<p>CEPOL shall review and update its existing work instruction on selection of experts in line with audit recommendation.</p>	<p>Implemented</p>
<p>c. Ensure that the supporting IT tools for the selection of experts and management process comply with Principle 13 of CEPOL's Internal Control Framework, by:</p> <ul style="list-style-type: none"> – Enhancing the functionalities of the current MS Excel file to centralize, as much as possible, all information relevant for the selection of experts and ensure cross verification of data. That information should include for each expert, at least, the thematic areas and the remaining days available (up to the 50-day limit). – Filtering options should be implemented in the Excel file so that a complete list of experts relevant for each individual assignment can be easily generated. – The Excel file should be accessible to all 	<p>1. CEPOL shall enhance functionalities of the excel files to ensure:</p> <ul style="list-style-type: none"> – information includes for each expert, the thematic areas and the remaining days available (up to the 50-day limit). – Filtering options shall be added so that a complete list of experts relevant for each individual assignment can be easily generated. – the excel is accessible to the members of the appointed Selection Panel. 	<p>Implemented</p>

<p>CEPOL staff involved in the selection of experts, so that filtering can be done without the intervention of the Procurement sector. Data protection considerations related to the information available in the tool must be assessed to align the CEPOL data protection privacy statement (20) as appropriate.</p> <p>In parallel, take contact with the Common IT Service Department at the Commission's Directorate-General Research & Innovation to assess the possibility for CEPOL to onboard the parts of the eGrants IT suite relevant for expert management.</p>	<p>2. The privacy statement on the processing personal data of experts shall be reviewed and updated as necessary.</p> <p>3. CEPOL will contact the Common IT Service Department at the Commission's Directorate-General Research & Innovation to assess the possibility for CEPOL to onboard the parts of the eGrants IT suite relevant for expert management.</p>	
<p>REPORT FINDING NUMBER: 2 PRIORITY: VERY IMPORTANT NEEDS ASSESSMENT AND CONTRACTOR SELECTION</p>		
<p>a. Define and document (via instructions, guidance note or checklist) the minimum requirements to be complied with when performing a needs assessment. Ensure, with an explicit check in the validation circuit checklist, that the needs assessment is verified by the Responsible Authorizing Officer.</p>	<p>CEPOL will complement the template on launch for procurement with needs assessment section, which will be included for verification by the AO(D).</p>	<p>In progress.</p>
<p>b. Define and document (via instructions, guidance note or checklist) the basic conditions framing the choice of a single tenderer. Ensure, with an explicit check in the validation circuit checklist, that the justification is verified by the Responsible Authorizing Officer.</p>	<p>CEPOL will complement the template on launch for procurement with section on basic conditions and justification for the choice of single tender, which will be included for verification by the AO(D).</p>	<p>In progress.</p>
<p>c. Define and document the policy for allocating mobile phones to CEPOL staff and put in place a system for registering and monitoring IT devices, notably mobile phones, including the holder / person responsible for each item. This should support the preparation for the procurement of future mobile phones.</p>	<p>CEPOL will document the policy for allocating mobile phones to CEPOL staff and put in place a system for registering and monitoring mobile phones and if applicable, other IT devices, including the holder / person responsible for each item.</p>	<p>In progress.</p>
<p>REPORT FINDING NUMBER: 3 PRIORITY: IMPORTANT MONITORING OF CONTRACTS</p>		
<p>a. Design, adopt and implement a procedure for contract management. The procedure should include the definition of tasks and responsibilities regarding monitoring framework contracts, disputes with contractors and (where relevant) lessons learnt.</p>	<p>CEPOL shall develop a procedure for contract management in line with the audit recommendation.</p>	<p>In progress.</p>
<p>b. Improve and complement the current contract monitoring tool to improve data reliability and accessibility to relevant contractual documentation.</p> <p>This should be done, if possible, by feeding the tool with data directly extracted from ABAC /</p>	<p>CEPOL will investigate the possibilities and will improve the contract monitoring tool in line with auditors' recommendation.</p>	<p>In progress.</p>

<p>SUMMA with a frequent periodical update. If this link is not possible, ensure at least a systematic review of the information manually encoded in the tool.</p> <p>Define an automatic warning system in the tool to identify framework contracts approaching end date or full consumption. If the tool remains in MS Excel, this could be implemented via conditional formatting (e.g. implement a color code).</p>		
<p>REPORT FINDING NUMBER: 4 PRIORITY: IMPORTANT INTERNAL GUIDANCE AND TRAINING</p>		
<p>a. Update, adopt and implement the procedures and templates for procurement.</p>	<p>CEPOL will update its procedures and templates for procurement in line with latest developments.</p>	<p>In progress.</p>
<p>b. Along with the update of procedures, review and complement, where needed, the applicable checklists in order to include explicitly verifications tackling the most recurrent mistakes.</p>	<p>CEPOL will update its checklist for procurement in line with latest developments and most recurrent mistakes.</p>	<p>In progress.</p>
<p>c. Establish mandatory formal training for staff involved in procurement, both for staff in the procurement sector as for other staff intervening in the process.</p>	<p>CEPOL will establish the mandatory formal training in procurement for relevant staff.</p>	<p>In progress.</p>

2.7.2 European Court of Auditors (ECA)

In 2025, CEPOL received the annual report of the European Court of Auditor’s with favourable opinion on legality and regularity of transactions, as well as on reliability of annual accounts for the financial year 2024.

At the time of drafting the annual report, the European Court of Auditor’s opinion on legality and regularity of transactions, as well as on reliability of annual accounts for the financial year 2025 is not yet available however the preliminary findings so far do not indicate any critical issues.

2.7.3 External quality audits

CEPOL does not have an Internal Audit Capability, therefore this section shall cover external quality audits conducted in the context of ISO certification.

ISO 9001:2015 quality audit, ISO 29993:2017 certification audit

In 2025 CEPOL continued to maintain the ISO certification as this mechanism helps CEPOL to demonstrate and maintain its commitment to quality and continuous improvement.

Both the second surveillance and the internal audit resulted in a positive opinion regarding compliance with ISO standards, thus CEPOL continued to demonstrate and maintain its commitment to quality and continuous improvement.

Based on the management decision, CEPOL will maintain the ISO 9001:2015 quality management system certification for another 3-year cycle, while ISO 29993:2017 will be discontinued following introduction of micro credentials accredited learning opportunities.

2.8a Follow up of recommendations and action plans for audits and evaluations

Internal Audit Service

In April 2023 the IAS has implemented the Multi-entity Audit on Coordination between the Directorate General for Home and Migratory Affairs (DG HOME) and the EU Decentralised Agencies, with CEPOL being one of them.

The action plan for implementing the 2 important recommendations is partially achieved, with 1 recommendation still to be addressed. The pending point refers to updating the financial Memorandum of Understanding (MoU), which is outside CEPOL's remit, having in view the initiation of the amendment lays with the EU institutions.

European Court of Auditors (ECA)

Year of observation	The ECA's observation	Corrective action taken and/or relevant developments	Status of the ECA's observation
2024	In 2024 CEPOL processed 1 887 payment requests, of which 197 (10.4 %), for an amount of € 1.6 million (13.7 %), were paid after the legal deadline. Late payment interest was not charged. The share of late payments was higher than in 2023, when CEPOL processed 2 183 payment requests, of which 128 (5.9 %), for an amount of €791 343 (8.1 %), were paid late. In 2023 a total of €115 was charged in late payment interest.	Implement more proactive reminders as deadlines approach.	In progress

2.8b Follow up of recommendations issued following investigations by OLAF¹⁹

Not applicable.

2.9 Follow up of observations from the Discharge Authority

CEPOL received the EP Discharge Decision for Financial Year 2023²⁰. Status and detailed information on the measures taken by CEPOL in the light of observations and comments made by the European Parliament in decision of 07 May 2025 on discharge in respect of the implementation of the budget of the European Union Agency for Law Enforcement Training (CEPOL) for the financial year 2023 (2024/2030(DEC) is provided below.

¹⁹ Article 11 Regulation (EU/Euratom) 883/2013 of the European Parliament and of the Council concerning investigations conducted by the European Anti-Fraud Office (OLAF)

²⁰ P10_TA (2025)0088 Discharge 2023: Agencies European Parliament decision of 7 May 2025 on discharge in respect of the implementation of the budget of the European Union Agency for Law Enforcement Training for the financial year 2023 (2024/2030(DEC))

INDIVIDUAL REPORT

TEXT OF THE MOTION FOR RESOLUTION	REPLY AND MEASURES TAKEN BY THE AGENCY	STATUS
<p>97. Notes that, according to the Court, 132 of the observations on weaknesses leading to irregular payments in 2023 refer to irregularities detected and mentioned in previous audits; notes that for the remaining 25 observations, nine impacted payments and the other 16 did not lead to irregular payments in 2023; notes that the observations of the year that did not affect payments relate to the agencies ACER, EBA, eu-LISA, ESMA, EMSA, ENISA, ERA, EIGE, ECDC, EEA, EUDA, EUAA and CEPOL; takes note of the Agencies replies and calls on them to take measures to correct the weaknesses detected and report back to the discharge authority on the actions taken to address them;</p>	<p>Referring to ECA 2023 annual report with 2 findings, CEPOL has taken the following measures:</p> <ul style="list-style-type: none"> • CEPOL decided not to renew the relevant FWC contract, which consequently expired in August 2023. The tender specifications for the next contract have been built around on-line training product development services, instead of an editorial service focused contract, to avoid repetition of similar issues. • Another comment made by ECA on FWC for travel arrangements, was that budget consumption monitoring based solely on payments is insufficient. Recognizing the importance of enhancing our monitoring practices to mitigate any potential risks effectively, we have already implemented a strengthened system. This new system includes a monthly report that combines both payment monitoring and the open amount (RAL) of the FWC commitments, to ensure comprehensive oversight and proactive management. <p>CEPOL considers that it has taken sufficient corrective actions to address both observations and considers them closed.</p>	<p>Closed</p>
<p>108. Notes that, in 2023, the staff turnover rate was more than 5 % in 18 out of 33 agencies (namely Cedefop, CEPOL, EBA, EFCA, EIGE, EIOPA, EIT, ELA, EUDA, ETF, EUAA, eu-LISA, Eurofound, Eurojust, Europol, EUSPA) and that three of them exceeded the 10 % rate (namely BEREK Office, CdT, Eurojust); commends the agencies that have taken targeted measures to prevent high staff turnover rates; highlights the importance for all agencies to implement measures with a view to improving talent management and retention; counts on EUAN to be a forum for its member agencies with regard to exchanging good practices and, where possible, joining forces in this regard; calls on the Commission to actively support agencies in recruiting the necessary expertise to fulfil their mandates, encouraging closer cooperation with universities and other relevant institutions;</p>	<p>CEPOL has only 52 posts allocated in its establishment plan (33 TAs+19 CAs), therefore a 5% turnover rate translates in approx. 2 departures which is not representative.</p> <p>In 2024 CEPOL had 5 resignations, 2 colleagues retired due to age limit and 14 contracts ended.</p>	<p>On going</p>

HORIZONTAL REPORT

TEXT OF THE MOTION FOR RESOLUTION	REPLY AND MEASURES TAKEN BY THE AGENCY	Status
<p>11. Highlights the importance for the agencies to enhance their presence in the media, on the internet, and across social media to increase public awareness of their work;</p>	<p><i>Can each Agency summarize how they are enhancing their presence in the media? What activities have they undertaken to increase the public awareness of their Agency/Body?</i></p> <p>CEPOL reply</p> <p>In 2024, CEPOL maintained a primarily reactive approach to media relations, responding to journalists' enquiries and providing timely, accurate information on matters falling within its remit. While the agency did not actively seek extensive media coverage, it ensured that responses to requests were handled with professionalism and transparency, contributing to balanced and reliable reporting.</p> <p>The cyberattack that affected CEPOL during the year triggered a degree of media attention. In addressing this, the agency worked in close coordination with the European Commission's DG HOME, CERT-EU and EDPS, ensuring that communication was aligned, consistent and fact-based. This joint approach helped to safeguard CEPOL's reputation while reassuring stakeholders that the incident was managed responsibly and transparently.</p> <p>To increase public awareness in 2024, CEPOL relied on a combination of digital communication products, campaigns, and partnerships. The agency continued to invest in its online presence through the website and social media, ensuring wide dissemination of training opportunities, research outputs and results achieved with EU and international partners. Notably, the launch of the "Stay ahead of crime" campaign, supported by an innovative scrollytelling format, enhanced visibility and attracted strong engagement from different audiences.</p> <p>The production of several new publications, such as the CEPOL Training Catalogue and the CEPOL's Research and Scientific knowledge leaflet contributed to raising awareness of the agency's work among academia. Furthermore, CEPOL's involvement in joint communication initiatives with the Justice and Home Affairs agencies and other EU Agencies, as well as its active participation in EMPACT communication efforts, amplified the reach of its messages and underlined its contribution to the EU's internal security agenda.</p>	<p>Closed</p>
<p>106. Notes that the EIT Director, speaking on behalf of the EU Agencies Network, agreed on 4 December 2024, during the Committee on Budgetary Control, to conduct research on the types of contracts for cleaning personnel working at the decentralised agencies; asks the EU Agencies Network to inform the discharge authority on the types of contracts of the cleaning personnel working at the decentralised agencies, including the proportion of long-term and short-term contracts;</p>	<p><i>Can each Agency provide information on the types of the cleaning personnel working at the decentralised Agency, including the proportion of long-term and short-term contracts?</i></p> <p>CEPOL reply</p> <p>CEPOL does not have any kind of contract for cleaning personnel. The headquarters agreement between CEPOL and the Hungarian government (first agreed in 2014 and renewed in 2024) foresees that the Hungarian government covers these costs. Covering the costs is done in the form of making the services available to CEPOL.</p>	<p>N/A</p>

TEXT OF THE MOTION FOR RESOLUTION	REPLY AND MEASURES TAKEN BY THE AGENCY	Status
<p>154. Recalls that the 2022 discharge (horizontal) report pointed to 14 agencies still not having the corporate sustainability plans in place; notes that for the 2023 financial year Court's report did not provide updated figures on the issue; reiterates the importance of all agencies having the corporate sustainability plans in place; urges agencies to report to the Commission about the energy performance of their buildings;</p>	<p><i>Does your Agency have a corporate sustainability plan in place?</i></p> <p>CEPOL reply CEPOL does not have a corporate sustainability plan in place. CEPOL moved in 2024 to a new building that has been fully renovated and fitted out for the use of the agency at the cost of the Hungarian government. During the renovation modern technologies on energy savings has been introduced. As utilities – such as electricity, water etc – are being paid by the Hungarian government, we have, similar as in our former HQ, no possibility to move to green electricity.</p> <p>Our core business is providing training for LE officials; CEPOL is continuously expanding its on-line training portfolio. However, there is a continuous need to bring LE officials from different countries together for in-person activities to fulfil our mandate and the requirements from our Management Board.</p>	<p>On going</p>
<p>157. Notes with concern that, despite the general trend of progress, some agencies faced difficulties integrating sustainability into their corporate strategies due to procedural inefficiencies and insufficient resource allocation; stresses therefore the need for a more cohesive and actionable framework to ensure long-term sustainability in agency operations;</p>	<p><i>How has your Agency integrated sustainability into the corporate strategies and operations?</i></p> <p>CEPOL reply CEPOL does what it can, taking in consideration its limited resources. With regards to corporate strategy, we have implemented a public transport policy where staff receives a lump-sum contribution to public transport passes on the condition that they cannot use the parking facilities at the office. Lights are LED lights and in areas that are not in continuous use (e.g. bathrooms) fitted with motion sensors. Waste is separated. On the operational strategies, there is less room for long-term sustainability. CEPOL's mandate is based around bringing LE officials together. This indicates (often) flying for a majority of our students and trainers. Our online training portfolio is continuously expanding, but server processing and data storage are energy intensive.</p>	<p>On going</p>

2.10 Environment Management

Considering the responsibilities of CEPOL as a public administration body, the Agency is committed to continue undertaking efforts aimed at protecting its natural and social environment, and at proactively advancing towards sustainability.

To demonstrate this commitment and to achieve the goals set forth in Annex VI (Environment Management) of the CEPOL Single Programming Document 2025, CEPOL is currently implementing or in the process of implementation of different environment-focused initiatives.

Here follows an overview of the initiatives and their current implementation status:

- Green public procurement > already in place;
- Carbon footprint management of travel > partially completed;
- Further reduction of paper consumption > mostly completed;
- Waste sorting and recycling > already in place;
- Consumption of resources (utilities) > set in motion;

- Reduction of carbon footprint related to staff commuting > mostly completed (new policy adopted).

Following the relocation to the new headquarters, CEPOL should evaluate the need to proceed with EMAS registration, taking into account staff availability and budget considerations. A feasibility study is planned to be initiated in the second half of 2026.

The current building possesses the Hungarian HET certificate (Hiteles Energetikai Tanusítvány), which includes basic information about the building improvements (e.g. 2-3 layers of windows, doors, frames made of aluminium and not plastic).

2.11 Assessment by Management

CEPOL has in place measures to ensure legality and regularity of the underlying transactions, including comprehensive ex-ante verification, targeted ex-post controls and specific measures to prevent and detect fraud and conflict of interest.

At the management level, the Agency relies on a set of mechanisms that allow to monitor the Agency's performance and compliance to established procedures and plans.

CEPOL adopted and implements the following documentation and practices to continuously monitor the performance of the internal control system and achievement of objectives: regular reports (e.g. Agency's Progress Reports including reporting on performance indicators and audit recommendations, weekly/monthly budget implementation reports, individual activity reports), risk register, regular review meetings (e.g. Management Coordination Meetings, Management Board meetings), exception notes and exception register report, ex ante controls on financial transactions as well as targeted ex post controls.

Besides the internal control framework, CEPOL is following the Quality Management System Standard ISO 9001:2015. The continuous improvement of processes and procedures is embedded in CEPOL's Quality Management System, which is regularly scrutinised via surveillance audits by an independent auditor.

In accordance with ISO 9001:2015 requirements, a Management Review meeting takes place once per year to review the organisation's quality management system, to ensure its continuing suitability, adequacy, effectiveness and alignment with the strategic direction of the organisation.

Considering the results indicated by the self-assessment on implementation of internal control framework, register of exceptions, ex post controls, risk assessment and audit findings (IAS, ECA), the management has reasonable assurance that, overall, suitable controls are in place and working effectively; risks are being appropriately monitored and mitigated; and necessary improvements and reinforcements are being implemented.

By undergoing regular audits, CEPOL ensures ongoing improvement and is transparent to its stakeholders and end users. The Agency has systematically examined the observations and recommendations issued by internal auditors, the European Court of Auditors and the European Parliament. On this basis, it took actions as appropriate.

At the Management Board meetings, the Executive Director regularly reports via detailed progress report, about the Agency's achievements and the progress on the activities, results of the evaluations, outcome of the internal and external audits carried out at the Agency and the implementation of the Agency's anti-fraud strategy.

During 2025 OLAF conducted 4 inquiries related to CEPOL (staff) activities. None of these cases have been concluded yet.

Part II. (b) External Evaluations

In December 2021, the CEPOL's 5-year evaluation – as laid down in the founding regulation – has been completed. This evaluation has been performed by the Commission via external contractor.

The evaluation acknowledged the overall positive contribution of the Agency to the policy needs, objectives and values of the Security Union and their valuable activity in third countries. In all five criteria evaluated, CEPOL was globally found to score well, being effective in carrying out relevant activities contributing to a European law enforcement culture, providing added value compared to the national level, utilising resources efficiently and in a coherent manner within the EU security architecture.

While acknowledging CEPOL's contribution to enhancing security through training of and building a common culture among law enforcement actors, the evaluation identified some issues deserving attention. Those concern the internal functioning of the Agency, its corporate image and culture, and the relationship with the Management Board.

The Management Board has provided its observations to the five-year CEPOL evaluation report by Decision of the Management Board 01/2022/MB.

Further on an action plan was developed by CEPOL to address the recommendations. In total there are 13 recommendations to be addressed, and majority are 'in progress'.

The main area of improvement refers to increasing the outreach and effectiveness of CEPOL training programmes by:

- expanding the TtT programme
- supporting CNUs to set-up national cascading system
- further invest in cybercrime training offer to cover for relevant topics to be better addressed at the European level
- strengthening the coordination capacity for CEPOL to become "the EU hub for law enforcement training".

In 2025 major developments were achieved in the following areas:

The agency has built upon the success of the emerging training scheme piloted in 2024. Altogether 11 applications had been received for the emerging training scheme in 2025 indicating the clear interest of the Member States authorities. In 2025 courses on hybrid threats, the use of Artificial Intelligence tools in the Europol Tool Repository and on football security had been implemented. The emerging training scheme will be doubled in size in 2026 given its obvious success and its role in addressing new law enforcement challenges.

7 Train the Trainers activities were conducted in 2025, additionally the Certified Trainers Programme on Cross-Border Law Enforcement Cooperation and the Expertise Development Training Modality had been approved by MB with the aim to increase law enforcement training capacity in the Member States Building on the strategic discussions held in 2024, CEPOL's cybercrime training portfolio in 2025 has been designed to address the most pressing and evolving challenges in the digital landscape. Key focus areas included cyber forensics, digital investigations, handling of electronic evidence, cryptocurrencies, and the dark web. These foundational topics are integrated across various training formats to enhance the operational capabilities of law enforcement professionals across the EU and are in line with the recommendations of the Roadmap on Access to Data for Effective Law Enforcement.

Specialised, advanced-level training activities were delivered on critical issues such as Online Child Sexual Exploitation (CSE), cyber intelligence, and the growing threats posed by ransomware and malware attacks. These initiatives aim to equip participants with practical, cutting-edge knowledge to address complex cyber threats with confidence and efficiency. A Training sessions explore AI's role in countering disinformation campaigns, detecting deepfakes, and combatting AI-generated child sexual abuse material (CSAM)—an extremely dangerous and rapidly emerging threat.

To support sustainable capacity building, many training activities follow a TtT model, enabling knowledge to cascade through national law enforcement structures. This approach is especially prominent in areas such as open-source intelligence (OSINT), lawful decryption techniques, and live data forensics, ensuring that key competencies are not only developed but widely disseminated.

Continuous development was achieved in terms of the selection of training attendees the formulation of learning outcomes, target group definition. This is conducted in phases of Training Catalogue design, grants evaluation, quality control mechanism, selection of attendees based on profiles etc.

Cascading sessions were regularly organised in onsite activities where good practice on cascading was exchanged. Due to the variety of law enforcement structures the actual cascading practice varies a lot from country to country. Cascading was also integral part of post exchange activities (exchange bites) from 2024 which was followed in 2025. Additionally, the growing number of TtT courses also facilitate the share of knowledge at national level. The agency agreement with ECTEG/JRC supports future national decryption trainings at national level. Six national trainings were facilitated actively by CEPOL in the Netherlands, the Czech Republic, Finland, Portugal, and Romania.

Part III. Assessment of the effectiveness of the internal control systems

3.1 Effectiveness of internal control systems

In November 2018, Management Board adopted Decision 26/2018/MB on the revised CEPOL's Internal Control Framework (ICF), which is largely based on the European Commission's ICF, with limited adjustments to CEPOL context.

In 2019 CEPOL defined the indicators to be used for assessing the implementation of the new ICF, based on the indicative list provided by the Commission. Targets are numerical (single value) or logical (e.g. "Yes/No" for compliance indicators).

As described in the EC guidelines, some of the principles relate mainly to soft controls (intangible controls like morale, integrity, leadership, competencies, openness and motivation). Therefore, they can only be assessed by means of tools such as surveys (e.g. Staff Engagement Survey) and interviews.

As per EC guidelines, CEPOL conducts a specific assessment to provide a global overview on the presence and functioning of the internal control.

3.1.1 Events impacting on the Internal Control System in 2025

Relocation of CEPOL to its **new headquarter** was successfully completed in early January 2025. The new HQ potential has been tested, and the new premises are much better fit for the purpose of CEPOL training services and accommodate all staff under one roof.

The formalisation of the SLA agreement with KEF and BIF, the host and owner of CEPOL premises, is still in progress, therefore procuring building facility services is done under the regime of exceptions.

In the aftermath of the cyberattack that happened in 2024, the MB decided to engage DG DIGIT for **Digital Workplace Provisions as a Service (DWPaaS)**; the SLA Agreement was signed in October 2025.

The rebuilt of the **LEEd training platform** with additional security features, in a full new environment has been completed in Q1 2025.

As indicated in earlier ICF assessment reports, there were resource related weaknesses in ICT for many years, which had an impact on the limited formalisation of the ICT processes. In 2025, the additional one post for Cybersecurity officer granted via the programming document was filled. The Cybersecurity Officer directly contributes to the efforts of the Agency to implement the obligations of the **Cybersecurity regulation**.

In 2025, CEPOL advanced its compliance with Regulation (EU, Euratom) 2023/2841 by developing the core set of cybersecurity deliverables required under the Cybersecurity Regulation. This included the preparation of the Initial **Cybersecurity Review**, which was used as baseline for the development of the Cybersecurity Plan. In parallel, CEPOL conducted a **Cybersecurity Maturity Assessment** to establish an evidence-based view of the environment and to identify priority gaps requiring remediation. The outcomes of the maturity assessment, together with the associated risk and control analysis, were translated into a structured **Cybersecurity Plan** with defined actions, owners, and timelines. The Plan was adopted as the primary roadmap to drive implementation, monitor progress, and ensure continued and measurable compliance with the Cybersecurity Regulation through a maturity-driven, risk-based approach.

An **AI Steering Committee** was established in 2025 (01-2025-DIR) to give oversight and direction with regards to AI developments to be adopted by the Agency.

In terms of **document management**, ARES was successfully re-activated early 2025 (following its suspension after the cyberattack). Work Instruction on rules for e-Signatory in ARES was developed (WI DOC 001). Moreover, security rules for handling sensitive non-classified information at CEPOL, were drafted and consulted upon with DG Home.

The CEPOL renewed **Anti-fraud strategy** was adopted by MB Decision 01-2025-MB. The related action plan is under implementation, aiming to achieve the following objectives:

- Maintain a high level of ethics and Anti-Fraud culture in the agency
- Enhancing the system for internal reporting and handling of suspected irregularities, fraud and misconduct.

With regards to audit recommendations, at the time of drafting the annual report, the Court's opinion for the financial year 2025, is not available, however the so far preliminary findings do not raise any material irregularities.

The IAS recommendations as well as the observations of the Court for the previous years, have been considered in the overall assessment.

The latest **Staff Engagement Survey (SES)** was organised in November 2025 and recorded an overall rate of 48% total favourable (TF) replies, therefore less than the 60% target. Note must be taken that a high percentage of replies (24%) were neutral.

Additionally, it must be noted that the SES was conducted after the disrupting cyberattack suffered in 2024 and after the relocation to the new premises in 2025. Last year was also marked by a long-term absence of senior management due to sick leave. These aspects must be considered while assessing the SES results, as they may have had an impact on staff engagement.

As per the result of SES, the strong points of CEPOL are represented by:

- **meaningful and rewarding job** - there is a strong sense of personal commitment, with the vast majority willing to go the extra mile to deliver high-quality results. Clear objectives, a good level of autonomy, and a motivating work environment are appreciated. These elements contribute to a culture where people feel empowered, accountable, and connected to the purpose of their role.
- **international environment and social relation** - employees appreciate the international and multicultural environment. One of the most valued aspects is also the quality of social relationships with colleagues: team spirit is strong, and people feel encouraged to share ideas and opinions. These elements foster a supportive and stimulating work environment.
- **hybrid working conditions** continue to be a strong point for the Agency. The statement "*I believe hybrid working conditions help maintain the Staff engaged*" scored 82%, confirming their positive impact on engagement.
- **support from line managers** - "*I can count on the support of my Line Manager whenever I need it*" achieved 60% TF replies, confirming that managerial assistance is valued but could be strengthened further.

As per the result of SES, the weak points of CEPOL are represented by:

- **Leadership, transparency, communication, purpose, values and trust** - overall, the data and open comments point to a key improvement opportunity: strengthening strategy execution and strengthening trust in the leadership team, especially through more transparent decision-making, leading by example, and clearer communication of the Agency’s strategic direction, as well as more effective channels for staff engagement.
- **Continuous learning and development** - overall, the data suggest prioritizing actions to strengthen learning opportunities and foster continuous growth of staff.

The results of SES have been analysed by the Management and drafting the action plan with recommendations for improvement is in progress.

The next staff engagement survey will be launched in 2027 and will be used for the next self-assessment of the relevant internal control indicators.

3.2 Conclusions of assessment of internal control systems

Based on the analysis of the five internal control components and 17 principles, monitored during 2025 using both quantitative and qualitative indicators, it is assessed that the components of the internal control framework were present and functioning in an integrated manner across the organisation.

The overall internal control system is effective, assessed as: *‘Category 2. The internal control system is present and functioning, but some improvements are needed’*.

Complete overview of the assessment per component is included below:

Component	Category
1. Control environment	Category 2. The component is present and functioning, but some improvements are needed
2. Risk Assessment	Category 2. The component is present and functioning, but some improvements are needed
3. Control Activities	Category 2. The component is present and functioning, but some improvements are needed
4. Information & Communication	Category 2. The component is present and functioning, but some improvements are needed
5. Monitoring Activities	Category 1. The component is present and functioning well, only minor improvements needed

The assessment indicates that the control indicators were generally achieved, except those measured via the Staff Engagement Survey (SES). In this case, the favourable replies registered 48%, so below the 60% target. Nevertheless, considering the high percentage of neutral replies (24%), the gap between the target and achieved result, cannot be considered as being caused by an internal control deficiency as such.

However, the low scoring for dimensions such as leadership, transparency, communication indicate potential for improvement. Based on this, three components were noted that would benefit from adjustments and improvements that would enhance the efficiency and effectiveness of the principles.

On the other hand, the internal control deficiencies for the component 3. ‘Control Activities’ assessed as category 2, are mainly related to lack of formalising controls over technology (document the IT /Cybersecurity Policy and update the Business Continuity and Disaster Recovery Plan).

3.3 Statement of the Manager in charge of risk management and internal control

CEPOL does not have a dedicated position as Manager in charge of risk management and internal control. This is a shared management responsibility, where the Executive Director is supported by the Heads of Units, having the role of Authoring Officer by Delegation. At officer level, the process is assisted by the internal control and quality management function. Within the Annual Activity Report preparation process, each function shall produce a statement serving to ground the Executive Director's Declaration of Assurance (see Part V Declaration of assurance).

CEPOL implements risk assessment as part of the annual programming cycle. For each of the risks identified, mitigating action(s), action owners and deadlines for these actions are agreed and recorded on the risk register. Risks considered 'critical' from an overall CEPOL's perspective are followed-up in the Consolidated Annual Activity Report.

In 2025, the following main risks were considered as having a significant impact on the agency's activities:

1. *Insufficient budget to implement the annual work programme (due to salary adjustments, correction coefficient, inflation).*
2. *LEEd platform inactive or further disruptions in the service for end users – following changes operated on the platform in the aftermath of the 2024 cyberattack.*

The implemented mitigating actions were effective, the budget implementation was closely monitored, resulting in necessary adjustments (transfers) operated on time. The risk of insufficient budget for onsite courses did not materialise. The metrics indicate a good implementation rate of the budget (85%) and growing.

LEEd was migrated to new CEPOL infrastructure with no disruptions, additional staff still to be recruited in order to strengthen staff capacity to deal with growing number of users (85,000).

Part IV. Management Assurance

4.1 Review of the elements supporting assurance

The information reported in Parts II and III stems from the results of management and auditor monitoring contained in the reports listed. These reports result from a systematic analysis of the evidence available. This approach provided sufficient guarantees of the completeness and reliability of the information reported and results in a complete coverage of the budget managed by the Agency.

In conclusion:

- there were no reservations listed in the previous years' annual activity reports
- all IAS recommendations are addressed via dedicated action plan and monitored in terms of implementation as per agreed deadlines
- at the time of drafting the annual report, the European Court of Auditor's opinion on legality and regularity of transactions, as well as on reliability of annual accounts for the financial year 2025 is not available but the preliminary findings do not indicate critical irregularities
- observations from the European Parliament have been considered.

4.2 Reservations

Taking the above into consideration, no critical weaknesses were identified related to the financial management of appropriations inside the Agency, which were not addressed, so no reservations are made in this context in the declaration below.

4.2.1 Materiality Criteria

Materiality criteria define the elements for determination of significant weaknesses that should be subject to a formal reservation in the assurance declaration of the Authorising Officer in the context of the Consolidated Annual Activity Report.

The decision whether weakness is significant, remains a matter of judgement of the Authorising Officer. In this judgement, the overall impact of a weakness needs to be identified, and an assessment needs to be made on whether the issue is material enough to have an influence on the decisions or conclusions of the users of the assurance declaration.

In consequence, judgement needs to be based on a qualitative and a quantitative assessment. In addition, reputational events may be considered. The following provides a non-exhaustive list of possible types of weaknesses to be considered in this context.

Quantitative weaknesses: significant occurrence of errors in the underlying transactions (legality and regularity).

Qualitative weaknesses: significant control system weaknesses, insufficient audit coverage and/or inadequate information from internal control systems, critical issues reported by the European Court of Auditors, the IAS, or OLAF, significant reputational events.

Qualitative criteria are linked to failure in achieving CEPOL's short-term objectives, risks to CEPOL reputation, significant deficiencies in its control systems and repetitive errors. The qualitative assessment of a weakness (deficiency) should consider if the type of deficiency falls within the scope of the assurance declaration which refers to the use of resources, sound financial management, and legality and regularity of transactions.

In considering the significance of the materiality criteria, one should include the nature and scope of the weakness, the duration of the weakness, the existence of mitigating actions reducing the impact of the weakness and the existence of corrective actions (action plans and financial corrections) which have had measurable impact.

In quantitative terms, in order to make a judgement on the significance of a weakness, it is essential to quantify the potential financial impact ("monetary value of the identified problem"/"amount considered erroneous"/"the amount considered at risk") in monetary terms.

As regards legality and regularity, the proposed standard quantitative materiality threshold must not exceed 2%. Related to CEPOL's regular budget, the 2% threshold would define an amount of about € 250 000. Considering potential cases, this amount seems too high. Thus, the (standard) quantitative threshold is set at EUR 25 000²¹.

This threshold is in line with the level of materiality defined by CEPOL in case of exceptions requiring approval by the Authorising Officer, as per adopted 'Policy on Recording and Management of Exceptions' (PO.INCO.002).

Deviations from this materiality threshold must be fully justified in the Consolidated Annual Activity Report. It is however necessary to underline that some deficiencies below this threshold may be deemed significant on the basis of the qualitative assessment. In addition, it may be considered that specific reputational events on the basis of specific assessments may give rise to a reservation.

²¹ A deficiency is considered material if the financial impact or risk of loss is equal to or more than €25 000.

Part V. Declaration of Assurance

I, the undersigned, Executive Director of the European Union Agency for Law Enforcement Training (CEPOL),

In my capacity as Authorising Officer,

Declare that the information contained in this report gives a true and fair view.

I state that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment, ex-post controls, the observations of the Internal Audit Service and the lessons learnt from the reports of the Court of Auditors for years prior to the year of this declaration.

At the time of drafting the annual report, the European Court of Auditor's opinion on legality and regularity of transactions, as well as on reliability of annual accounts for the financial year 2025 is not available however the so far preliminary findings do not prompt any material irregularities.

I confirm that I am not aware of anything not reported here which could harm the interests of the agency.

Done at Budapest, 02 June 2026

<< *Signature on file* >>

Jan PECHACEK
CEPOL Executive Director
Authorising Officer

Statement of the Internal Control and Quality Management Officer

I, the undersigned,

In my capacity as Internal Control and Quality Management Officer

Acting in line with the ICF, Principle # 2 'Oversight of the development and performance of internal control', I have reported my advice and recommendations to the Executive Director on the overall state of internal control system of CEPOL and that to the best of my knowledge the information on management and internal control systems provided in the Consolidated Annual Activity Report 2025 is accurate and exhaustive.

Done at Budapest, 02 June 2026

<< *Signature on file*>>

Luminita MOLDOVAN
Internal Control & Quality Management Officer

ANNEXES

Annex I Multi-Annual Key Performance Indicators (KPIs)

The Agency's Key Performance Indicators (KPIs) linked to the achievement of three Strategic Goals, demonstrate sustainable progress achieved in 2024 (see below table).

More details on status of Performance Indicators (PIs) versus target in Work Programme 2024 are provided throughout the report under each activity.

Goal 1: CEPOL will be the EU Hub for law enforcement training

Achievements per strategic objectives:

Objective/Key Performance Indicator	Target	Result	Status
1.1 Provide a strategic basis for identifying and determining EU Law Enforcement Training Priorities			
Number of operational training needs analyses/assessments completed	2 per year	3	Achieved
The EU-STNA is perceived as an useful tool (starting 2025)	100%	100%	Achieved
Number of MS and JHAA participating in the EU-STNA	50%	92%	Achieved
1.2 Strengthen coordination among national training institutions and EU actors in law enforcement training to maximise synergies and efficiency gains			
Number of inter-agency training programmes developed and implemented	5 per year	19	Achieved
Draft concept for LE training map	Yes	Yes	Achieved
1.3 Provide the Member States, for their law enforcement training, with the latest innovation and research developments building on outcomes of national and EU-level security research programmes when applicable			
Draft concept for Alumni platform in place (starting 2025)	Yes	Yes	Achieved
Research and Science activities contribute to disseminate research findings among LE community	80%	100%	Achieved
Number of published articles in the European Law Enforcement Research Bulletin	15 per year	11	On track
1.4 Strengthen the operational capacities of partner non-EU countries to prevent and fight organised crime and terrorism via dedicated capacity building actions and institutionalised cooperation			
Number of active capacity building projects	4 per year	5	Achieved
CEPOL trainings contribute to develop LE capabilities in non-EU countries (survey)	80%	N/a	On track
Level of overall satisfaction with training activities per training type (non-EU countries)	80%	99%	Achieved

Goal 2: CEPOL will foster a common EU law enforcement culture via training

Achievements per strategic objectives:

Objective/Key Performance Indicator	Target	Result	Status
2.1 Provide high quality training with flagship products that addresses core capability gaps in the EU Law Enforcement Training Priorities			
The CEPOL Training Quality Index of training activities relevant for EU policies (starting 2025)	80%	80%	Achieved
Training activities contribute to the implementation of the Union policies	60%	96%	Achieved
2.2 Developing new, innovative, specialised and multi-layered learning solutions			
New training solutions effectively respond to LE needs for hands-on practical training	70%	85%	Achieved
2.3 Extending the outreach of law enforcement training through a cascading effect			
The cascading scheme is gradually rolling out by 10% more training activities each year	10% increase per year	0%	On track

Goal 3: Develop a framework for accreditation of training activities corresponding with the EU Law Enforcement Training Priorities

Achievements per strategic objectives:

Objective/Key Performance Indicator	Target	Result	Status
3.1 Develop a framework for accreditation of training activities corresponding with the EU Law Enforcement Training Priorities			
Develop a roadmap and pilot concept for Sectoral Qualifications Framework (starting 2025)	Yes	Yes	Achieved
Further develop the evaluation methodology to measure impact of training activities (starting 2025)	Yes	Yes	Achieved
Develop pilot concept for training programme in cooperation with accredited university in MS (starting 2025)	Yes	On track	On track

Goal 4: CEPOL will excel at governance as a modern and efficient EU Agency trusted by its stakeholders

Achievements per strategic objectives:

Objective/Key Performance Indicator	Target	Result	Status
4.1 Optimise CEPOL processes, workflows and management of resources			
Quality Management System certified to be line with ISO 9001:2015	Yes	Yes	Achieved
CEPOL training activities certified to be line with ISO 29993:2017. Expand number of ISO 29993 courses gradually, aim at full certification in 2026 ²²	Yes	Yes	Achieved
Number of critical/very important audit recommendations ²³ addressed on time	Yes	Yes	Achieved
CEPOL provides internal and external trainings to the agency staff to ensure 80% the highest level of professionalism	80%	80%	Achieved
Budget (N-1) payments	95%	99,29%	Achieved
Staff engagement	70%	48%	On track

²² Starting 2026, ISO 29993:2017 will be discontinued following introduction of micro credentials accredited learning opportunities.

²³ No critical recommendations. 2 pending very important recommendations on procurement on track (not exceeding 6 months delay from the original implementation deadline). One recommendation on MoU with DG Home exceeding deadline but the action owner is not CEPOL.

4.2 Provide the agency with an appropriate infrastructure that is suitable to ensure the achievement of CEPOL's strategic training goals			
New HQ	Yes	Yes	Achieved
4.3 Manage CEPOL stakeholders, external relations, internal and external communications to reinforce awareness and visibility of the agency			
Implementation of the communication action plan	Yes	On track	On track
Implementation of the external relations action plan	Yes	Yes	Achieved

Annex II. Statistics on financial management

Table 2.1: Calculation budget outturn

Budget outturn	2023	2024	2025
Reserve from the previous years' surplus (+)	0	0	0
Revenue actually received (+)	15,186,956	31,583,144	12,558,723
Payments made (-)	-16,768,463	-18,169,068	-17,222,989
Carryover of appropriations (-)	-1,456,821	-1,641,547	-1,792,247
Cancellation of appropriations carried over (+)	95,438	104,185	89,990
Adjustment for carryover of assigned revenue	0	0	0
appropriations from previous year (+)	3,038,327	-11,772,530	6,456,512
Exchange rate differences (+/-)	-1,995	13,962	-1,931
Adjustment for negative balance from previous year (-)	0	1,629	0
TOTAL	93,443	119,775	88,059

Descriptive information and justification on:

- **Budget outturn:** The budget outturn 2025, the amount to be paid back to the Commission as unused fund amounts to 88 059 EUR.
- **Cancellation of payment appropriations for the year:** Cancellation rate was 0%. CEPOL uses non-differentiated appropriation, therefore the cancellation of payment and commitment appropriation is the same.
- **Cancellation of payment appropriations carried forward:** Cancellation of the carried forward payment appropriations (C8) were 5% CEPOL has executed EUR 1 551 556
- in 2025 out of the total C8 credits. The main reasons for cancellation were:
 - Partial delivery of goods and services.

Table 2.2: Budget 2025 execution status as of 31 December 2025

	Budget implementation / execution Regular budget 2025 (C1)	Voted budget A	Final budget B	Committed C	Budget implementation % C/B	Paid D	Budget execution % D/B	Carry forward for payments in 2026 C-D
1	TITLE 1							
11	Staff in active employment	5,400,000.00	5,181,055.07	5,181,055.07	100%	5,181,055.07	100%	0.00
12	Allowances and expenses on entering and leaving the service and on transfer, excluding Seconded National Experts and other experts	9,364.00	112,127.03	112,127.03	100%	26,768.78	24%	85,358.25
13	Missions and duty travel	28,000.00	23,297.52	23,297.52	100%	18,297.52	79%	5,000.00
14	Socio-medical infrastructure	730,000.00	759,812.90	759,812.90	0%	751,538.90	0%	8,274.00
15	Further training, language courses, retraining for staff	55,000.00	36,841.47	36,841.47	100%	8,314.00	23%	28,527.47
16	External services	150,000.00	251,132.44	251,132.44	100%	205,681.25	82%	45,451.19
17	Receptions and events	3,121.00	34,692.61	34,692.61	100%	34,692.61	100%	0.00
18	Social welfare	9,364.00	11,357.76	11,357.76	100%	11,357.76	100%	0.00
1	TITLE 1 Staff expenditure	6,384,849.00	6,410,316.80	6,410,316.80	100%	6,237,705.89	97%	172,610.91
2	TITLE 2							
20	Investments in immovable property and	137,223.00	210,053.91	210,053.91	100%	180,267.67	249%	29,786.24
21	Information and communication	1,100,000.00	1,314,228.54	1,314,228.54	300%	1,052,466.31	80%	261,762.23
22	Movable property and associated costs	19,060.00	1,953.51	1,953.51	100%	1,953.51	100%	0.00
23	Current administrative expenditure	27,050.00	19,338.63	19,338.63	100%	11,292.05	58%	8,046.58
24	Postal charges	6,242.00	870.73	870.73	100%	870.73	100%	0.00
2	TITLE 2 Buildings, equipment and miscellaneous expenditure	1,289,575.00	1,546,445.32	1,546,445.32	100%	1,246,850.27	81%	299,595.05
3	TITLE 3							
30	Strategy, stakeholder relations,	337,262.00	314,469.72	314,469.72	100%	190,772.91	61%	123,696.81
31	Training, research and analysis	3,326,638.00	2,981,645.95	2,981,645.95	100%	2,274,341.62	76%	707,304.33
32	Operational Support	1,550,000.00	1,635,446.21	1,635,446.21	100%	1,146,406.33	70%	489,039.88
3	TITLE 3	5 213 900.00	4 931 561.88	4 931 561.88	100%	3,611,520.86	73%	1,320,041.02
	GRAND TOTAL	12,888,324.00	12,888,324.00	12,888,324.00	100.00%	11,096,077.02	86%	1,792,246.98

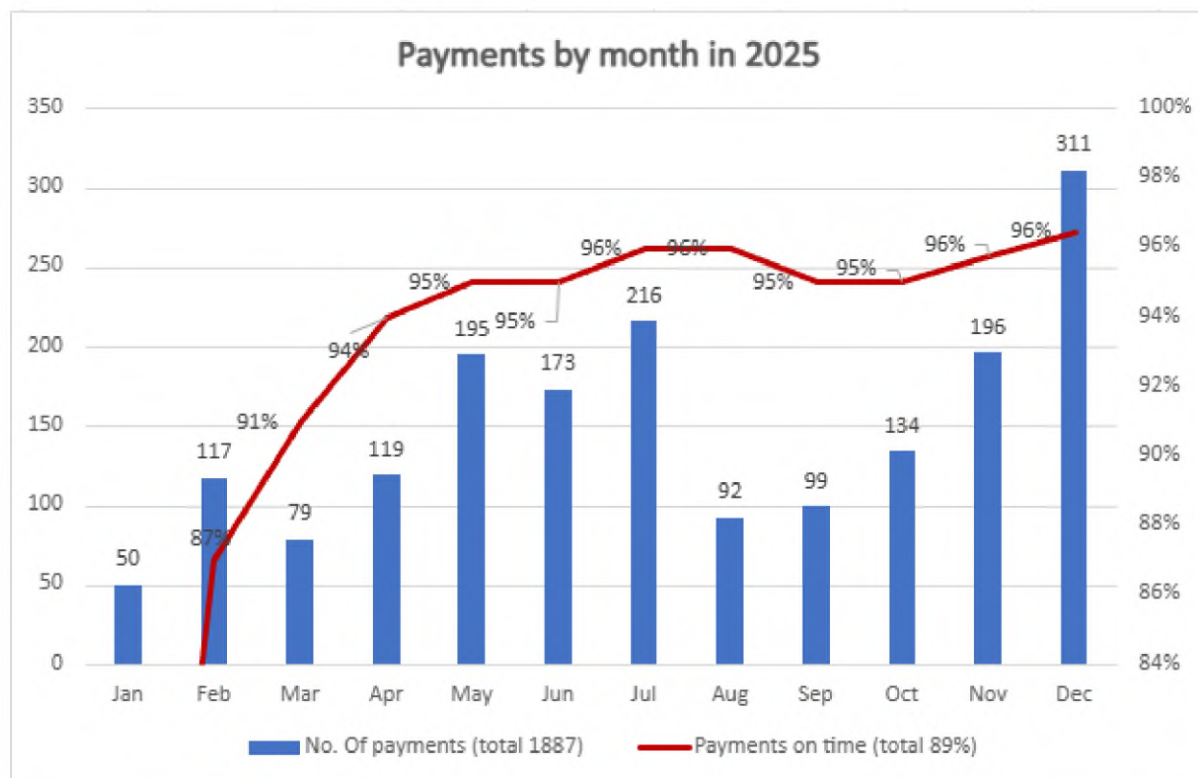
Table 2.3: Budget Transfers

	Budget implementation / execution Regular budget 2025 (C1)	Voted budget A	Budget transfer N1. CPL.11367	Budget transfer N2. CPL.11392	Budget transfer N3. CPL.11400	Budget transfer N4. CPL.11410	Budget transfer N5. CPL.11420	Budget transfer N6. CPL.11443	Budget transfer N7. CPL.11449	Final budget B
1	TITLE 1									
11	Staff in active employment	5,400,000.00		-101,076.00	-12,017.66		-101,502.04	-4,349.23		5,181,055.07
12	Allowances and expenses on entering and leaving the service and on transfer, excluding Seconded National Experts and other experts	9,364.00		82,636.00			28,931.84	-8,804.81		112,127.03
13	Missions and duty travel	28,000.00					0.00	-4,702.48		23,297.52
14	Socio-medical infrastructure	730,000.00		28,131.93	14,000.00		-19,416.40	7,097.05	0.32	759,812.90
15	Further training, language courses, retraining for staff	55,000.00					-15,000.00	-3,158.53		36,841.47
16	External services	150,000.00	80,000.00	20,704.00	-1,982.34		3,505.79	-1,095.01		251,132.44
17	Receptions and events	3,121.00	65,000.20	-30,395.93					-3,032.66	34,692.61
18	Social welfare	9,364.00				1,300.00		693.76		11,357.76
1	TITLE 1 Staff expenditure	6,384,849.00	145,000.20	0.00	0.00	1,300.00	-103,480.81	-14,319.25	-3,032.34	6,410,316.80
2	TITLE 2									
20	Investments in immovable property and	137,223.00	91,777.00	-9,293.38			-18,725.29	9,072.58		210,053.91
21	Information and communication	1,100,000.00	-195,581.00	162,534.16			206,029.06	25,728.32	15,518.00	1,314,228.54
22	Movable property and associated costs	19,060.00		-200.00		-1,300.00	-15,290.00	-316.49		1,953.51
23	Current administrative expenditure	27,050.00		-2,981.61			-453.42	-1,276.34		19,338.63
24	Postal charges	6,242.00		-1,500.00				-3,629.27		870.73
2	TITLE 2 Buildings, equipment and miscellaneous expenditure	1,289,575.00	-103,804.00	148,559.17		-1,300.00	171,560.35	29,578.80	15,518.00	1,546,445.32
3	TITLE 3									
30	Strategy, stakeholder relations,	337,262.00	29,795.00	-12,000.00		1,190.15	-58,759.15	18,590.04	-1,608.32	314,469.72
31	Training, research and analysis	3,326,638.00	-29,794.92	37,582.05		-120,599.92	-167,127.52	-37,892.41	-27,159.33	2,981,645.95
32	Operational Support	1,550,000.00	-41,196.28	-174,141.22		119,409.77	161,049.13	4,042.82	16,281.99	1,635,446.21
3	TITLE 3	5 213 900.00	- 41 196.20	- 148 559.17		0.00	- 64 837.54	- 15 259.55	- 12 485.66	4 931 561.88
	GRAND TOTAL	12,888,324.00								12,888,324.00

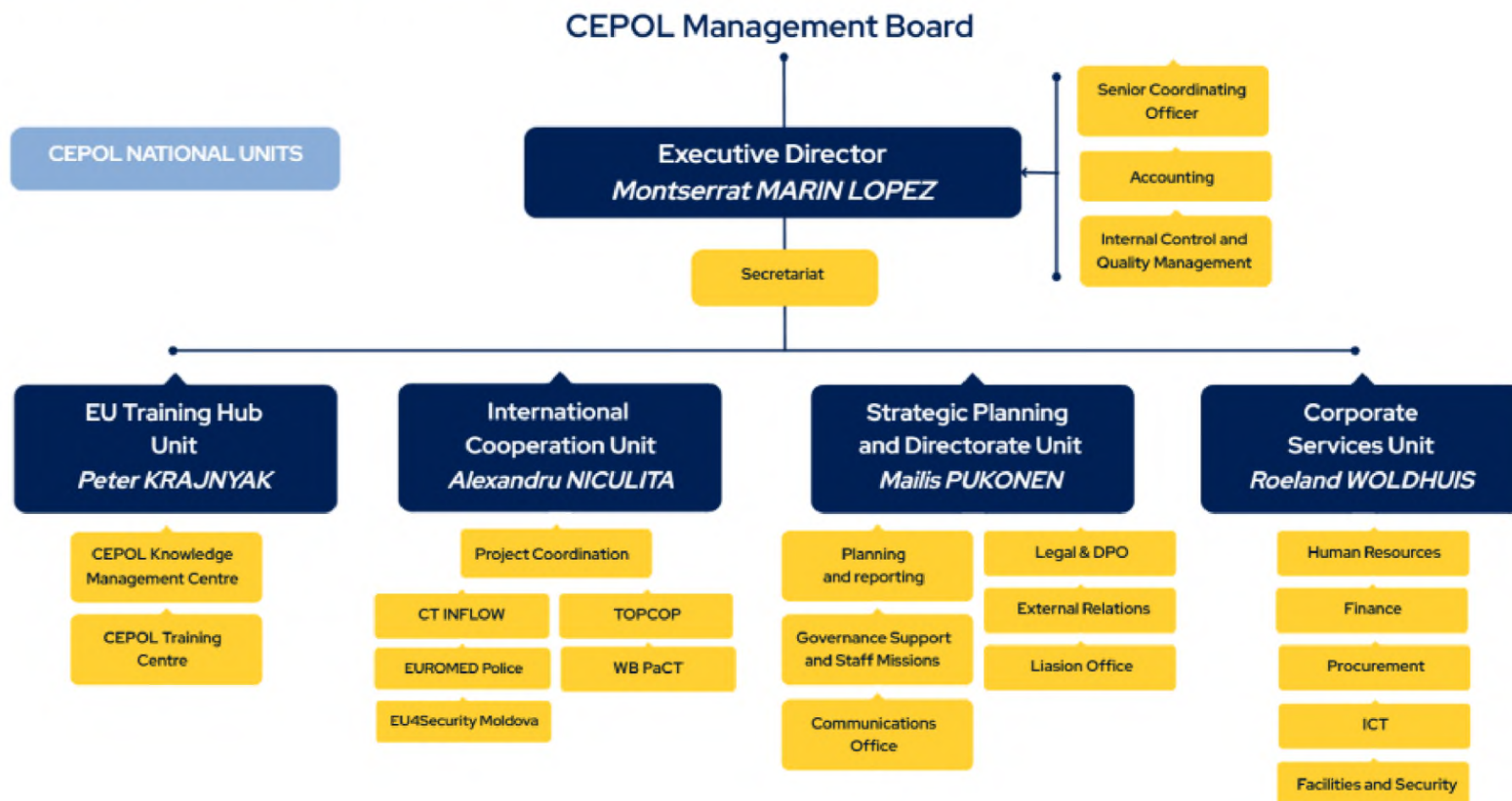
Table 2.4: Payment times per title and fund source

Payment time monitoring	Number of payments	Amount	Payments in time			
			Number	%	Amount	%
	A	B	C	C/A	D	D/B
Title 1						
C8	11	72 110	11	100%	72 110	100%
C1	202	1 343 737	200	99%	1 339 123	100%
C4	0	0	0		0	
C5	0	0	0		0	
	213	1 415 847	211	99%	1 411 232	100%
Title 2						
C8	15	189 545	13	87%	182 310	96%
C1	174	472 525	171	98%	471 567	100%
C4	0	0	0		0	
C5	0	0	0		0	
	189	662 069	184	97%	653 877	99%
Title 3						
C8	102	697 086	94	92%	686 519	98%
C1	409	2 694 496	398	97%	2 565 898	95%
C4	0	0	0	0%	0	0%
C5	0	0	0	0%	0	0%
R0	0	0	0		0	
	511	3 391 582	492	96%	3 252 417	96%
Title 5						
R0	820	3 625 992	785	100%	3 511 623	100%
	820	3 625 992	785	96%	3 511 623	100%
Non Budgetary	48	2 832 402	46	96%	2 832 055	100%
	1 781	11 927 893	1 718	96%	11 661 205	98%

Table 2.5: Number of payments per month in 2025



Annex III. Organisational chart for 2025



Annex IV. Establishment Plan and additional information on HR Management

Table 4.1: Overview of staff on 31 December 2025

Staff population CEPOL regular budget	Staff population in EU budget 2025	Staff population on 31.12.2025 ^[1]
AD		
AST		
AST/SC		
AD	27	25 ²⁴
AST	7	8 ²⁵
AST/SC	-	-
Total	34	33
CA GF IV	7	6
CA GF III	12	13
CA GF II	-	-
CA GF I	-	-
Total CA	19	19
SNE	4	4
Structural service providers	-	-
GRAND TOTAL	57	56
Trainees	-	5
External staff for occasional replacement		22 ²⁶

Staff for Projects on 31 December 2025

Staff Population, Projects	CT INFLOW	EUROMED	TOPCOP	WB PaCT	EU4MD	TOTAL ALL PROJECTS
Expected running time	2024-2028	2024-2028	2024-2028	2024-2028	2023-2026	
CA FG IV	3	4 ²⁷	3 ²⁸	2 ²⁹	3	15
CA FG III	5	4	3	3	2	17
CA FG II						
CA FG I						
SNE	1		1		1	3
TOTAL	9	8	7	5	6	35³⁰

²⁴ Not including vacancies, and staff for externally financed project activities

²⁵ Including 1 AST 5 that was converted to AD5 in 2023

²⁶ In post on 31 December 2024

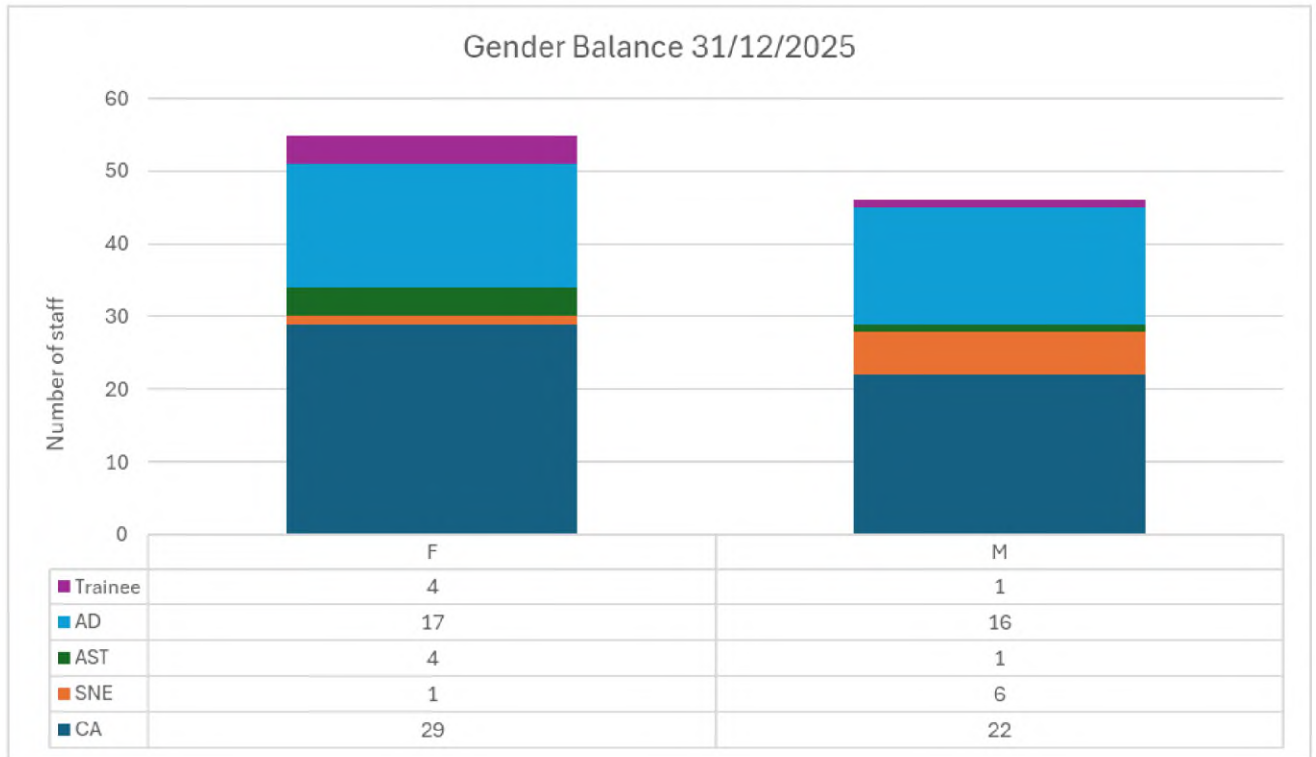
²⁷ including 1 for EUROPOL

²⁸ including 1 for EUROPOL

²⁹ including 1 for EUROPOL

³⁰ with 3 EUROPOL posts

Gender Balance



Geographical balance

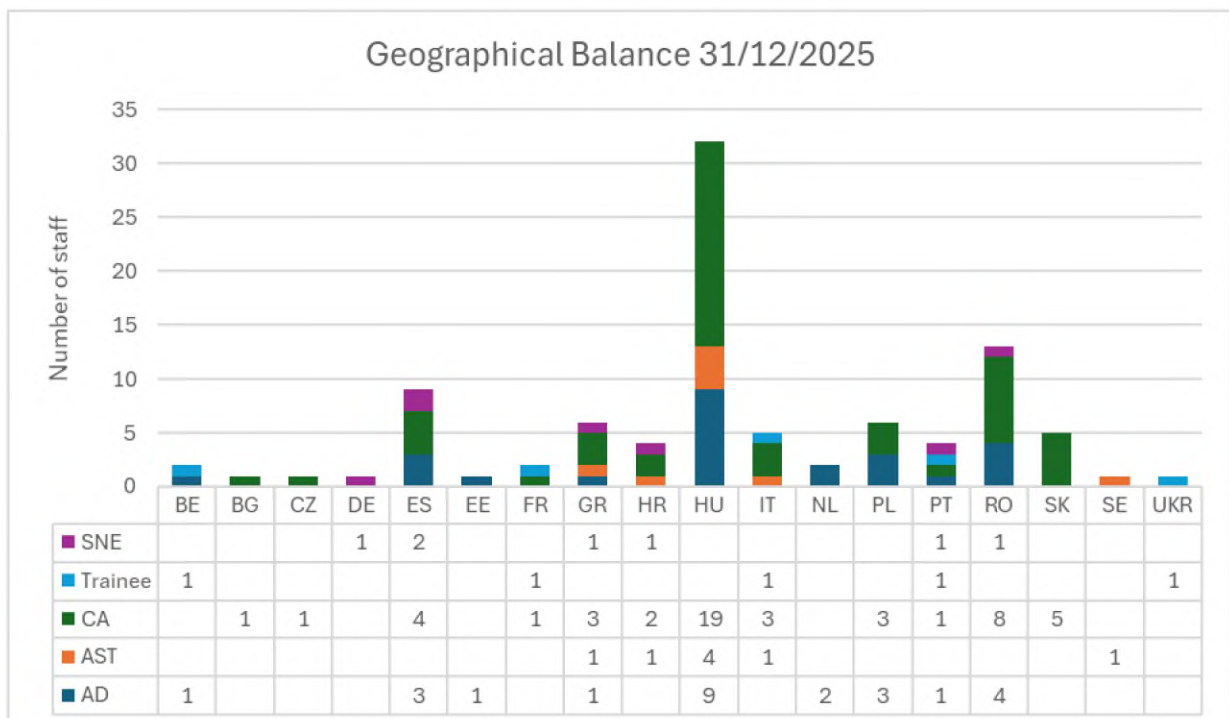


Table 4.2: Information on the entry level for each type of post and indication whether the function is dedicated to administrative support or operations

Type of post	Administrative Support	Operations	Grand Total
Administrative Assistant	0	4	4.00
AST5		2	2.00
CA FGIII; 8-10		2	2.00
Administrative Assistant to the Executive Director	0	1	1.00
CA FGIII; 8-10		1	1.00
Analyst	0	1	1.00
AD5 - AD7		1	1.00
Budget & Finance Assistant	1	0	1.00
AST5	1		1.00
Building & Facility Assistant	1	0	1.00
CA FGIII; 8-10	1		1.00
Communications Assistant	0	1	1.00
AST7		1	1.00
Communications Officer	0	1	1.00
AD5 - AD7		1	1.00
E-learning Training Officer	0	2	2.00
CA FGIV; 13, 14, 16		2	2.00
Executive Director	0	1	1.00
AD14		1	1.00
Finance & Budget Officer/Deputy Head of Unit	1	0	1.00
AD7 - AD8	1		1.00
Accounting Officer	1	0	1.00
AD5 - AD7	1		1.00
Finance Assistant	3	0	3.00
CA FGIII; 8-10	3		3.00
Governance Support Assistant	0	1	1.00
CA FGIII; 8-10		1	1.00
Head of Unit	1	3	4.00
AD10, AD12	1	3	4.00
HR Officer	1	0	1.00
AST5	1		1.00
Human Resources Assistant	2	0	2.00
CA FGIII; 8-10	2		2.00
Head of ICT	1	0	1.00
AD7-AD8	1		1.00
ICT assistant	1	0	1.00
AST3 - AST4	1		1.00
ICT Officer	2	0	2.00
AD5-AD7	2		2.00
Internal Control and Quality Management Officer	0	1	1.00
AD5 - AD7		1	1.00
IT Service Officer	0	0	0.00
CA FGIV; 13, 14, 16		0	0.00

ICT Service Assistant	2	0	2.00
CA FGIII; 8-10	2	0	2.00
Legal Officer / Data Protection Officer	1	0	1.00
AD6 - AD7	1		1.00
Liaison Officer	0	1	1.00
CA FGIV; 13, 14, 16		1	1.00
Planning Officer	0	1	1.00
AD5 - AD7		1	1.00
Policy Officer/ External Relations	0	1	1.00
CA FGIV; 13, 14, 16		1	1.00
Procurement Assistant	3	0	3.00
CA FGIII; 8-10	3		3.00
Procurement Support Officer	1	0	1.00
AD5-AD7	1		1.00
Programme Officer	0	3	3.00
AD5 - AD8		3	3.00
Programme Officer/Deputy Head of Unit	0	1	1.00
AD5 - AD7		1	1.00
Project Officer	0	10	10.00
CA FGIII; 8-10		10	10.00
Research & Knowledge Management Officer	0	1	1.00
AD5 - AD7		1	1.00
Residential Events Assistant	0	2	2.00
CA FGIII; 8-10		2	2.00
Senior Analyst / Deputy Head of Training & Research Unit	0	1	1.00
AD7 - AD8		1	1.00
Senior Project Coordinator / Deputy Head of Unit	0	1	1.00
AD6 - AD7		1	1.00
Senior Project Officer	0	18	18.00
CA FGIV; 13, 14, 16		15	15.00
SNE		3	3.00
Senior Training Officer	0	2	2.00
AD6 - AD7		2	2.00
SNE Cybercrime Training Officer	0	0	0.00
SNE		0	0.00
SNE Training Officer	0	4	4.00
SNE		4	4.00
Training Assistant	0	1	1.00
AST5		1	1.00
Research Assistant	0	1	1.00
AST3 - AST4		1	1.00
Senior Training Officer	0	2	2.00
CA FGIV; 13, 14, 16		2	2.00
Senior Coordination Officer	0	0	0.00
AD5 - AD7		0	0.00
Travel & Mission Assistant	1	0	1.00

CA FGIII; 8-10	1		1.00
Web & Communications Assistant	0	2	2.00
CA FGIII; 8-10		2	2.00
Grand Total	23.00	68.00	91.00

*breakdown of 91 allocated posts: 33 TA, 19 CA, 4 SNEs (financed from CEPOL regular budget) and 32 CA and 3 SNEs for external projects (financed from Contribution Agreements)

Table 4.3: Benchmarking against previous year results

Type of post	2024 ³¹		2025 ³²	
	FTEs	Percentage	FTEs	Percentage
Operational	33.0	63.28%	37	66.07%
Top operational coordination	4.0	7.67%	5	8.93%
Programme management & Implementation	16.0	30.68%	13	23.21%
Evaluation & Impact assessment	4.0	7.67%	1	1.79%
General operational activities	9.0	17.26%	18	32.14%
Neutral	7.0	13.42%	7	12.50%
Accounting, Finance, non-operational procurement	7.0	13.42%	7	12.50%
Linguistics	0.0	0.00%	0	0.00%
Coordination	3.8	7.19%	4	7.14%
Legal advice, including Data protection	0.8	1.44%	1	1.79%
External communication	3.0	5.75%	3	5.36%
General coordination	0.0	0.00%	0	0.00%
Administrative support	8.4	16.11%	8	14.29%
Human resources management	2.0	3.84%	2	3.57%
Information & Communication technology	2.5	4.79%	3	5.36%
Internal audit	1.0	1.92%	1	1.79%
Logistics, facilities management & security	2.0	3.84%	1	1.79%
Resources Director/Head of Administration/Resources	0.9	1.73%	1	1.79%
Document Management	0.0	0.00%	0	0.00%
TOTAL	52.2	100%	56	100%

Table 4.4: Information on interim staff employed by CEPOL in 2025*

	Position	Group	Grade	Step	Start Date	End Date	No. of Days
1	Management Support Assistant	Group II	5	1	01/01/2025	31/12/2025	242

31 Only TA, CA and SNEs financed from regular budget

32 Only TA, CA and SNEs financed from regular budget

	Position	Group	Grade	Step	Start Date	End Date	No. of Days
2	E-learning Assistant / Training Centre	Group III	9	1	01/01/2025	31/12/2025	242
3	E-learning Assistant / Training Centre	Group II	5	1	01/01/2025	31/12/2025	242
4	Administrative Assistant E-learning /KMC	Group II	5	1	01/01/2025	31/12/2025	242
5	E-Learning Assistant/KMC	Group III	8	1	01/01/2025	31/12/2025	242
6	E-Learning Assistant/KMC	Group III	8	1	01/01/2025	31/12/2025	242
7	Administrative Assistant /Research/ KMC	Group II	5	1	01/01/2025	31/12/2025	242
8	Administrative Assistant/Exchange/KMC	Group II	5	1	01/01/2025	31/12/2025	242
9	Administrative Assistant/Training Centre	Group II	5	1	01/01/2025	31/12/2025	242
10	Administrative Assistant/Training Centre	Group II	5	1	01/01/2025	31/12/2025	242
11	Administrative Assistant/Training Centre	Group II	5	1	01/01/2025	31/12/2025	242
12	Administrative Assistant/Training Centre	Group II	5	1	01/02/2025	31/12/2025	242
13	Administrative Assistant/Exchange	Group II	5	1	16/02/2025	24/03/2025	37
14	Administrative Assistant/Exchange/Training Centre	Group II	5	1	01/01/2025	31/03/2025	62
15	Administrative Assistant for Exchange Program / Training Centre	Group II	5	1	01/03/2025	31/12/2025	201
16	Administrative Assistant/Travel / Exchange Programme/ Training Centre	Group II	5	1	01/01/2025	28/02/2025	41
17	Administrative Assistant/Travel / Training Centre	Group II	5	1	01/01/2025	31/12/2025	242
18	Administrative Assistant/Travel / Training Centre	Group II	5	1	01/01/2025	31/12/2025	242

	Position	Group	Grade	Step	Start Date	End Date	No. of Days
19	Administrative Assistant/RELEX	Group II	5	1	01/01/2025	30/06/2025	119
20	Administrative Assistant/RELEX	Group II	5	1	01/01/2025	28/02/2025	41
21	ICT Assistant	Group IV	14	1	01/01/2025	15/06/2025	109
22	Administrative Assistant/RELEX	Group III	9	1	01/07/2025	31/12/2025	123
23	ICT Assistant	Group III	9	1	01/01/2025	15/06/2025	109
24	Communication Assistant	Group III	8	1	01/01//2023	30/04/2025	71
25	Administrative Assistant/Planning	Group II	5	1	01/01/2025	31/12/2025	194
26	Administrative Assistant /Horizontal/ICU	Group III	9	1	01/03/2025	31/07/2025	101
27	Building Manager Assistant /CSU	Group II	5	1	01/01/2025	15/11/2025	215
28	DMO / Corporate Services	Group III	9	1	01/01/2025	31/12/2025	242
29	Administrative Assistant SPDU	Group II	5	1	16/02/2025	31/12/2025	201
30	Administrative and Legal Officer – CSU and ICU	Group IV	14	1	01/01/2025	31/12/2025	242
31	Legal Officer	Group IV	14	1	01/01/2025	31/12/2025	242
32	Project Officer / ICU	Group III	9	1	01/03/2025	15/06/2025	68
33	Administrative Assistant / Exchange Programme/ Training Centre	Group II	5	1	01/05/2026	31/12/2025	161

*The table indicates interims throughout the year, while 22 interims were still in post at 31.12.2025

Table 4.5: Information on the number of leave days authorised to each grade under the flexitime.

Grade	Flexi time (in days) taken
AD8	49
AD7	13
AD6	34

Grade	Flexi time (in days) taken
AD5	12
AST7	18
AST5	21
AST4	9
FG-IV	141
FG-III	76
FG-II	-
FG-I	-
SNE	44
Grand total	417

Annex V. Human and financial resources by activity

Planned - 2025

Goal and Activity	TA	CA & SNE (FTE)	Budget Allocated
Goal 1: Be the EU Hub for Law Enforcement Training	8.4	3.7	€1,955,307
1.1 Provide a strategic basis for identifying and determining EU Law Enforcement Training Priorities	2.3	1	€561,038
1.2 Strengthen coordination among national training institutions and EU actors in law enforcement training to maximise synergies and efficiency gains	2.1	0.6	€567,586
1.3 Provide the Member States for their law enforcement training with the latest innovation and research developments building on outcomes of national and EU-level security research programmes when applicable	1.5	1	€335,251
1.4 Strengthen the operational capacities of partner non-EU countries to prevent and fight organised crime and terrorism via dedicated capacity-building actions and institutionalised cooperation	2.5	1.2	€491,432
Goal 2: Foster a common EU law enforcement culture via training	9.1	6.9	€6,800,115
2.1 Provide high quality training with flagship products that addresses the EU Law Enforcement Training Priorities	3.7	3.5	€5,424,039
2.2 Develop new, innovative, specialised and multi-layered learning solutions	3.9	1.8	€902,081
2.3 Extend outreach of law enforcement training through a cascading effect	1.5	1.6	€473,995
Goal 3: Promote accreditation of law enforcement vocational training	1.4	0.8	€301,591
3.1 Develop a framework for accreditation of training activities corresponding with EU Law Enforcement Training Priorities	1.4	0.8	€301,591
Goal 4: CEPOL will be an efficient organization promoting continuous improvement in order to meet stakeholders' satisfaction and regulatory requirements	13.2	11.7	€3,831,309
4.1 Optimise CEPOL's processes, workflows and management of resources	9.3	7.3	€2,222,890
4.2 Provide the agency with an appropriate infrastructure to ensure that CEPOL's strategic training goals are achieved	1.9	2.1	€534,517
4.3 Manage CEPOL stakeholders, external relations, internal and external communications to reinforce awareness and visibility of the agency	2	2.3	€1,073,902
TOTAL	32.1+1	23+1	€12,888,324

Implemented - 2025

Goal and Activity	TA	CA & SNE (FTE)	Budget Allocated
Goal 1: Be the EU Hub for Law Enforcement Training	7.0	4.9	2,310,493.75 €
1.1 Provide a strategic basis for identifying and determining EU Law Enforcement Training Priorities	1.6	1.1	517,496.64 €
1.2 Strengthen coordination among national training institutions and EU actors in law enforcement training to maximise synergies and efficiency gains	2.1	1.5	640,457.19 €
1.3 Provide the Member States for their law enforcement training with the latest innovation and research developments building on outcomes of national and EU-level security research programmes when applicable	1.3	0.9	694,142.79 €
1.4 Strengthen the operational capacities of partner non-EU countries to prevent and fight organised crime and terrorism via dedicated capacity-building actions and institutionalised cooperation	1.9	1.4	458,397.13 €
Goal 2: Foster a common EU law enforcement culture via training	10.7	7.5	4,955,973.31 €
2.1 Provide high quality training with flagship products that addresses the EU Law Enforcement Training Priorities	5.1	3.6	3,370,330.63 €
2.2 Develop new, innovative, specialised and multi-layered learning solutions	3.8	2.6	1,022,704.10 €
2.3 Extend outreach of law enforcement training through a cascading effect	1.8	1.2	562,938.58 €
Goal 3: Promote accreditation of law enforcement vocational training	1.1	0.8	419,930.12 €
3.1 Develop a framework for accreditation of training activities corresponding with EU Law Enforcement Training Priorities	1.1	0.8	419,930.12 €
Goal 4: CEPOL will be an efficient organization promoting continuous improvement in order to meet stakeholders' satisfaction and regulatory requirements	14.2	9.9	3,409,678.82 €
4.1 Optimise CEPOL's processes, workflows and management of resources	9.6	6.7	2,183,854.37 €
4.2 Provide the agency with an appropriate infrastructure to ensure that CEPOL's strategic training goals are achieved	2.1	1.5	494,483.38 €
4.3 Manage CEPOL stakeholders, external relations, internal and external communications to reinforce awareness and visibility of the agency	2.5	1.8	731,341.07 €
TOTAL	33.0	23.0	11,096,077.00 €

Annex VI. Contribution, grant and service level agreements

Contribution Agreements	General information						Use of commitment appropriations until end of 2024	Use of commitment appropriations in 2025	2026 Forecast	2027 Forecast
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description					
1. EUROMED Police V (ENI/2020/414-940)	22 April 2020	€ 6,960,542	54 months, from 1 April 2020	European Commission DG MENA	Financial contribution to finance the implementation of EUROMED Police (project)	Amount	6 378 245	-21 451	Closed	
						N° of CAs ¹⁴¹	13			
						N° of SNEs	0			
2. EU4SECURITY MOLDOVA	20 October 2023	€ 5,500,000	36 months, from 1 Nov 2023	European Commission	Financial contribution to finance the implementation of EU4SECURITY MOLDOVA (project)	Amount	1 907 244	366 055	1 220 384	p.m
						N° of CAs ¹⁴⁴	3	5	5	0
						N° of SNEs	0	1		0
3. WB PaCT II (N° 700001863)	26 March 2024	€ 6,000,000	48 months, from 1 June 2024	European Commission DG ENEST	Financial contribution to finance the implementation of WB PaCT II (project)	Amount	1 091 513	1 075 629	1 100 000	p.m
						N° of CAs	8	5	5	8
						N° of SNEs	0	0	0	0
4. TOPCOP II (N° 700001970)	28 June 2024	€ 5,200,000	48 months, from 1 June 2024	European Commission DG ENEST	Financial contribution to finance the implementation of TOPCOP II (project)	Amount	918 169	1 118 924	1 006 345	p.m
						N° of CAs	6	6	6	6
						N° of SNEs	1	1		
5. CT INFLOW II (N° 700001972)	28 June 2024	€ 6,000,000	48 months, from 1 June 2024	European Commission EAS, FPI	Financial contribution to finance the implementation of CT INFLOW II (project)	Amount	285 293	1 150 019	1 465 000	p.m
						N° of CAs	8	8	8	8
						N° of SNEs	1	1		
6. EUROMED Police VI (N° 700002160)	01 October 2024	€ 6,000,000	48 months, from 1 June 2024	European Commission DG MENA	Financial contribution to finance the implementation of EUROMED Police VI (project)	Amount	663 612	1 067 808	1 821 708	p.m
						N° of CAs	9	8	8	8
						N° of SNEs	0	0	0	0
TOTAL						Amount	11 244 076	4 756 984	6 613 437	p.m
						N° of CAs	34	32	32	30
						N° of SNEs	1	3	0	0

Not applicable

Annex VII. Environment management

Annex VIII. Draft Annual Accounts 2025

BALANCE SHEET

		EUR '000	
	Note	31.12.2025	31.12.2024
NON-CURRENT ASSETS			
<i>Property, plant and equipment</i>	2.1	195	453
<i>Pre-financing</i>	2.2	469	759
<i>Exchange receivables and non-exchange recoverables</i>	2.3	-	102
		664	1 314
CURRENT ASSETS			
<i>Pre-financing</i>	2.2	328	308
<i>Exchange receivables and non-exchange recoverables</i>	2.3	17 226	23 312
		17 554	23 620
TOTAL ASSETS		18 218	24 933
NON-CURRENT LIABILITIES			
<i>Payables</i>	2.4	(6 609)	(11 802)
CURRENT LIABILITIES			
<i>Payables</i>	2.4	(8 445)	(10 012)
<i>Accrued charges</i>	2.5	(1 182)	(692)
		(16 236)	(22 505)
TOTAL LIABILITIES		(16 236)	(22 505)
NET ASSETS			
		1 982	2 428
<i>Accumulated profit</i>		2 428	2 225
<i>Economic result of the year</i>		(446)	203
NET ASSETS		1 982	2 428

STATEMENT OF FINANCIAL PERFORMANCE

		EUR '000	
	Note	2025	2024
REVENUE			
Revenue from non-exchange transactions	3.1		
<i>Subsidy from the Commission</i>		19 336	17 926
<i>Recovery of expenses</i>		12	17
		19 348	17 943
Revenue from exchange transactions	3.2		
<i>Other</i>		15	52
		15	52
		19 364	17 995
EXPENSES			
<i>Operating costs</i>	3.3	(11 325)	(10 530)
<i>Staff costs</i>	3.4	(5 934)	(5 628)
<i>Other expenses</i>	3.5	(2 551)	(1 634)
		(19 810)	(17 792)
ECONOMIC RESULT OF THE YEAR		(446)	203

Annex IX. Amendments to the SPD 2025-2027

The SPD 2025-2027 was originally approved by MB Decision 17/2024 in November 2024. It has been amended twice in 2025 to adjust the original plan to new developments.

Decision	Reason for amendment
04/2025/MB	Due to business developments, there was a need to amend the SPD 2025-2027 to ensure the completeness and successful implementation of Work Programme 2025. Changes are indicated in the 04/2025 MB Decision .
12/2025/MB	Due to business developments, there was a need to amend the SPD 2025-2027 to ensure the completeness and successful implementation of Work Programme 2025. Changes are indicated in the 12/2025 MB Decision .